

2011 Caribbean-Canada Emerging Leaders' Dialogue

Final Evaluation Report

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EXECUTIVE SUMMARY

This evaluation report presents the short and medium-term results of the 2011 *Caribbean-Canada Emerging Leaders' Dialogue* (CCELD). It presents key findings and recommendations provided by JWB Clemens Consulting Inc. in their role as independent evaluation consultants. The consultants' findings are intended to provide useful feedback on the CCELD's effectiveness and to help inform future program design decisions.

Background

The Government of Canada's vision for re-engagement with the Americas was expressed in 2007 that promoting prosperity, security and democratic governance is integral to the project. In particular, enhancing relationships between Canadian and Caribbean organizational leadership framework can enhance the prosperity of both Canada and the Caribbean region.

The 2011 CCELD provided a regional approach to leadership development by bringing together 120 high-calibre, mid-career men and women selected from business, government, labour, and civil society from across the Caribbean (80 participants) and Canada (40 participants).

The intent of the intensive two-week Dialogue was to expose emerging leaders to ideas, issues, and people that fundamentally change how they see themselves. It was to give them new knowledge and skills to successfully engage in the challenges and opportunities they face, and to expose them to new cultures and perspectives. The CCELD was to provide a profound personal experience to participants that would expand their knowledge of issues of international importance and give insight into the thinking of top leaders throughout the region, as well as to be an entry point to being more effective in a globalized world.

Through their participation, participants were to become part of a network of peers from across the Caribbean and Canada. The network is to serve participants over time as a means to access advice and support in their ongoing evolution as senior leaders.

The key program components of the 2011 CCELD included:

- An opening conference in Ottawa, Canada where all participants engaged in three days of presentations, discussion and networking;
- Ten study tours to different locations in Canada and to a Caribbean country to visit communities and workplaces from the public and private sectors as well as civil society; and
- A closing conference in Barbados where each study group prepared a presentation on what they observed and learned.

Evaluation Focus and Approach

To determine the CCELD's effectiveness in achieving these objectives and outcomes, four main measures were identified, each accompanied by its respective indicators. They were:

1. The CCELD's effectiveness in increasing participants' strategic and leadership knowledge and skills; and
2. The CCELD's effectiveness in creating a sustainable network;
3. The effectiveness of the CCELD's planning and delivery;
4. Adjustments to the CCELD for future delivery.

The CCELD evaluation methodology used Kirkpatrick's framework for learning evaluation, and was organized according to three phases, to be reported upon cumulatively over time:

- (1) Post-program level 1 (reaction) and level 2 (learning) evaluations;
- (2) Three-month, post-program level 3 (impact) evaluation; and
- (3) Two-year, post-program longer-term level 3 (impact) evaluation.

For phase one of the evaluation process, a post-program evaluation questionnaire was administered to participants at the Closing event in Barbados on June 12, 2011. 110 participants completed the questionnaire, representing a response rate of 94%. The 110 responses serve as the sample population for this evaluation analysis and report.

For phase two, program alumni were asked to complete a follow-up online survey three months after the conclusion of the program. The response rate for the follow-up survey was 72% with 84 alumni completing the survey.

Evaluation Results and Key Findings

It is clear that the 2011 CCELD was a tremendous success, both in terms of providing its participants with an exceptional learning experience as well as in meeting its stated program objectives.

- Of the 16 indicators established for phases one and two of the program evaluation, 15 of them surpassed and one met expectations.
- 100% of respondents indicated that they were satisfied with their overall CCELD experience.
- 94% indicated that their experience was relevant to achieving the program's objectives, and 98% indicated that the CCELD experience has helped to develop their leadership skills.
- 97% responded that the CCELD improved their understanding of key issues in Canada while 91% responded similarly with regard to an improved understanding of key issues in the Caribbean.

- 98% of respondents indicated that their CCELD experience – in particular their study tours – exposed them to new strategies and approaches demonstrated by other senior leaders when dealing with challenges.
- All study tour group presentations made reference to key strategic issues observed during study tours; and all 10 presentations underlined their understanding of how leaders applied their leadership to key issues.
- 98% of respondents indicated that the CCELD provided an opportunity to develop a strong peer network across national and regional boundaries. These results will be further evaluated in phase 2 of the evaluation process.
- 100% of respondents indicated that they saw value in consulting/working with their CCELD colleagues in the future to help them in addressing local and regional challenges. 100% also indicated that they planned to stay in contact with their CCELD colleagues and to add their contact information to the online directory for networking purposes. These results will also be further evaluated in phase 2 of the evaluation process.
- Respondents were strong in their support of the planning and execution of the CCELD. 97% indicated that the Opening was well planned and supported the program's objectives; an average of 97% indicated the same of their study tour experience; and 89% for the Closing.
- Consistently, themes of volunteering, helping to prepare for a 2015 Dialogue, and fundraising were commented on with respect to the participant's role as alumni.
- 94 % of alumni respondents reported using the knowledge and skills acquired through their program experience.
- 99% of alumni respondents indicated they contacted at least one member of their peer network upon returning to work and their communities, with 78% reported accessing peer network with the intent of strengthening ties and collaboration.
- 86% of alumni respondents indicated they have noticed changes in their leadership as a result of their CCELD experience.
- 100% of respondents indicated that they would recommend the CCELD to others.

Opportunities for Improvement

While the initial reaction to the 2011 CCEDL by participants was overwhelmingly positive, seven recommendations for the future were identified:

1. Provide more opportunity to dialogue, debrief and/or synthesize knowledge throughout;

2. Provide more free time, opportunity to rest and/or greater access to social activities during study tours;
3. Refine the focus of presenters and presentations during the Opening and Closing – including greater opportunities for interaction and dialogue;
4. Assess the cost/benefit ratio of shared vs. private accommodations to ensure that the quality of accommodations does not negatively impact the learning environment;
5. Provide more of the materials prior to the CCELD, in a user-friendlier format (i.e. binder vs. loose papers) and/or digital format;
6. Provide stronger Study Tour Group Co-Chair educational sessions / cultural sensitivity sessions; and
7. Provide more time in site-visits, longer site-visits.

Most, if not all of these suggested areas for improvement are manageable through consideration of minor adjustments in program scheduling, design, and planning.

INTRODUCTION

Evaluation Focus and Approach

This program evaluation reports on the effectiveness of the 2011 *Caribbean-Canada Emerging Leaders' Dialogue* (CCELD) in achieving its stated objectives; namely, the effectiveness of the CCELD in helping its participants:

1. Become more effective leaders in achieving results for their organizations through expanding their understanding of key issues facing organizations, sectors, societies and nations in our region and exposing them to the strategies and approaches being taken by other senior leaders in dealing with these challenges.
2. Establish a strong peer network from business, government and civil society and across the Caribbean and Canada with a shared experience and commitment to shaping the future of their sectors, nations and the region.
3. Strengthen ties across the Caribbean and between it and Canada and break down barriers across sectors, cultures and nations.

To determine the CCELD's effectiveness in achieving these objectives and outcomes, four main measures were identified, each accompanied by its respective indicators. They were:

1. The CCELD's effectiveness in increasing participants' strategic and leadership knowledge and skills; and
2. The CCELD's effectiveness in creating a sustainable network;
3. The effectiveness of the CCELD's planning and delivery; and
4. Opportunities for improvement.

The CCELD evaluation methodology used Kirkpatrick's framework for learning evaluation, and was organized according to three phases, to be reported upon cumulatively over time:

- (1) Post-program level 1 (reaction) and level 2 (learning) evaluations;
- (2) Three-month, post-program level 3 (impact) evaluation; and
- (3) Two-year, post-program longer-term level 3 (impact) evaluation.

A description of the CCELD program, the evaluation methodology, logic model, and evaluation measures and indicators are provided under *Annexes A, C, D* and *E* respectively.

Structure of the Report

The present report focuses solely on phases 1 and 2 of the evaluation process. Phase 3 will be undertaken and reported upon separately in 2013.

After a brief overview of the 2011 cohort demographics, results of the overall CCELD experience are presented followed by the overall results of the evaluation are presented in table format, based on the measures identified in the evaluation framework.

The evaluation results of each of the three CCELD objectives and outcomes are then elaborated upon in detail, based on the data gathered from participants/alumni and study tour group reports. For reasons of flow and consistency, the results of “adjustments to the CCELD for future delivery” are integrated into each of the other three sections. A summary table of the areas for improvement is also included separately under its own section.

Where relevant, sample comments by participants have been provided to provide a flavor of the issues and support the data presented.

Annex A provides an overview of the CCELD including its strategic outcomes, objectives, reach and key program activities.

Annex B provides an overview of the complete cohort demographics.

Annex C outlines the evaluation methodology, which is followed by the program logic model and key indicators and strategies in **Annex D** and **Annex E** respectively.

The results of the *Post-Program Participant Questionnaire* are provided under **Annex F**, and the *Three-Month Follow-up Survey* under **Annex G**. Both include full comments and response breakdowns. **Annex H** includes unsolicited comments received from other sources, such as speakers, site-visit hosts and CCELD Steering Committee members.

Annex I includes the ten study tour group reports that reflect the presentations made by each group at the Closing in Barbados.

2011 CCELD RESPONDENT DEMOGRAPHICS

There were 116 participants in the 2011 Caribbean-Canada Emerging Leaders' Dialogue, which was three fewer than intended. This gap represents last-minute cancellations of three participants prior to the Opening in Ottawa. A breakdown of the full CCELD cohort demographics is provided under *Annex B*.

Of the 116 participants, 110 completed the evaluation questionnaire at the Closing event in Barbados on June 12, 2011, representing a response rate of 94%. The 110 responses serve as the sample population for this evaluation analysis and report. Note that some participants did not respond to all questions, therefore totals may not add-up to 110 in all cases.

The sample of respondents was represented relatively equally across gender with 48% male and 52% female participation. Of 108 respondents to this question, 52 were male and 56 were female. There were 20 males and 17 females from Canada, and 32 males and 39 females from the Caribbean.

34% of the participants indicated that they were from Canada and 66% from the Caribbean. This division across regions reflects the intent of participant selection, which set out to recruit 40 Canadian and 80 Caribbean participants.

Business and government represented the largest sectors (42% and 30% respectively) with labour (16%), non-government organizations (7%), and other (5%) sectors, representing the remainder. Under "other" three respondents identified themselves as educators.

Study tours groups ranged from 9 to 12 participants each and attempted to reflect the Canada to Caribbean participation rate as well as a consistent gender split within the groups. The Calgary/Jamaica study tour group was the least reflective of the regional split with 25% of participants coming from Canada and the remaining 75% from the Caribbean. Gender dispersion within each group was fairly balanced with the exception of the Toronto/Bahamas study tour group where only 33% of participants were male.

	Canada	Caribbean	Male	Female
Vancouver, BC and Barbados	4	7	4	7
Calgary, AB and Jamaica	3	9	6	6
Halifax, NS and Grenada	4	7	6	5
Newfoundland and Dominica	3	5	4	5
Kingston, Toronto and Guyana	3	6	5	4
Toronto and Bahamas	4	8	4	8
Sudbury, Toronto and Belize	4	8	5	7
Winnipeg and Trinidad	4	7	6	5
Montreal and Bermuda	4	5	5	4
Montreal and the Dominican Republic	4	8	7	5
Total¹	37	70	52	50

¹Note that some participants did not respond to all questions, therefore totals may not add-up to 110.

For phase two, program alumni were asked to complete a follow-up online survey three months after the conclusion of the program. The response rate for the follow-up survey was 72% with 84 alumni completing the survey. 34.5% of those who responded were Canadian while the remaining 65.5% represented the Caribbean. Female respondents made up 59.5% of the survey group and 40.5% were male.

Responses from the business community accounted for 41.7%, government represented 28.6%. Labour, NGOs and “other” accounted for the remaining 29.8% of responses.

SUMMARY OF OVERALL EVALUATION RESULTS

The following table provides a summary of evaluation results correlated to the measures and indicators identified in the evaluation framework. All measures and indicators assessed during phase one of the evaluation process were either met or surpassed.

Measure and Indicators	Evaluation Result	Level of Achievement
The CCELD's effectiveness in increasing participants' strategic and leadership knowledge and skills		
<ul style="list-style-type: none"> 90% + of study tour group presentations identify issues facing organizations, sectors, societies and nations in Canada and the Caribbean regions. 	<p>100% of study tour group presentations identified issues. 98% of participants indicated an improved understanding of Canadian issues.</p>	Surpassed
<ul style="list-style-type: none"> 85% + of participants indicate an improved level of understanding of key issues. 	<p>91% of participants indicated an improved understanding of Caribbean issues. 98% indicated an increase in leadership knowledge and skills.</p>	Surpassed
<ul style="list-style-type: none"> 90% + of study tour group presentations link strategies being taken by other senior leaders to specific challenges. 	<p>100% of study tour group presentations identified leadership strategies to address issues.</p>	Surpassed
<ul style="list-style-type: none"> 85% + of participants indicate an increased awareness of strategies. 	<p>98% indicated increased awareness of strategies being taken by leaders.</p>	Surpassed
<ul style="list-style-type: none"> 75% + of program alumni report using the knowledge and skills acquired through their program experience. 	<p>94 % of program alumni report using the knowledge and skills acquired through their program experience.</p>	Surpassed
<ul style="list-style-type: none"> 50% + of CCELD alumni men and women who report being in increasingly responsible positions. 	<p>Not able to assess at this time – 2 year follow-up.</p>	Not able to assess at this time – 2 year follow-up
<ul style="list-style-type: none"> 50% + of CCELD alumni men and women who report making decisions that positively impact economic and social performance in sponsoring organizations. 	<p>Not able to assess at this time – 2 year follow-up.</p>	Not able to assess at this time – 2 year follow-up

Measure and Indicators	Evaluation Result	Level of Achievement
The CCELD's impact and success in creating a sustainable network		
<ul style="list-style-type: none"> 95% + of participants rate the opportunity afforded to them by the program to develop a network across national and regional boundaries as agree/strongly agree. 	98% of participants responded agreed or strongly agreed that the opportunity afforded to them by the program to develop a network across national and regional boundaries.	Surpassed
<ul style="list-style-type: none"> 95%+ of participants commit to adding their contact information to an online directory. 	100% of participants committed to adding their contact information.	Surpassed
<ul style="list-style-type: none"> 95%+ of participants commit to follow-up contact with their network of CCELD colleagues. 	100% committed to following-up with their network.	Surpassed
<ul style="list-style-type: none"> 65% of participants commit to working with peer colleagues to meet local and regional challenges. 	100% of participants indicated that they saw value in consulting/working with their CCELD colleagues.	Surpassed
<ul style="list-style-type: none"> 75% + of alumni report accessing their CCELD peer network once they have returned to work and communities. 	99% of alumni indicate they contacted at least one member of their peer network upon returning to work and their communities.	Surpassed
<ul style="list-style-type: none"> 50% + of alumni report accessing their CCELD peer network with the intent of strengthening ties and collaboration. 	78% of alumni reported accessing their CCELD peer network with the intent of strengthening ties and collaboration.	Surpassed
<ul style="list-style-type: none"> 65% + of CCELD alumni report having contacted and/or being contacted by their CCELD colleagues within the past six-months. 	Not able to assess at this time – 2 year follow-up	Not able to assess at this time – 2 year follow-up
The effectiveness of the CCELD's planning and delivery		
<ul style="list-style-type: none"> 95% + of participants rate their experience of the program as agree/strongly agree. 	100% satisfaction	Surpassed
<ul style="list-style-type: none"> 95% + of participants indicate that they will recommend the program to others. 	100% of participants indicate they will recommend the program to others.	Surpassed

Measure and Indicators	Evaluation Result	Level of Achievement
<ul style="list-style-type: none"> 90% + of participants respond agree/strongly agree that content they experienced contributed to achieving program objectives. 	94% of participants agreed or strongly agreed that content they experienced contributed to achieving program objectives.	Surpassed
<ul style="list-style-type: none"> 100% of men and women participants overall and by region complete the program. 	100% men, 100% women participants who started the program completed it.	Met
Opportunities for improvement		
<ul style="list-style-type: none"> < 10 identified areas for improvement by participants. 	7 areas were identified as having opportunities for improvement.	Surpassed

OVERALL CCELD EXPERIENCE

100% of participants indicated that they were satisfied with their overall CCELD experience, with 86% of respondents reporting strong agreement and the remaining 14% reporting agreement. 100% of respondents also indicated that they would recommend the CCELD to others.

94% of participants indicated that they either agreed or strongly agreed that the content they experienced through presentations and study tours was relevant to achieving the program's objectives. Results continued their positive trend as participants rated their experience in relation to each element of the CCELD.

Participant comments were overwhelmingly positive throughout the program evaluation, citing strong program organization and execution, an excellent opportunity for networking and the diversity of exposure to leaders and organizations. The following represents a small sample of participant comments on CCELD's strengths:

"In the CCELD model, participants were challenged to view a multitude of perspectives in the successes and failures leaders in different industries in different countries have experienced. That experience was profound! In addition, the use of dedicated and seasoned liaisons that had valuable background in places to be visited was extremely useful in adding value to the public information."

"The whole experience was excellent, especially the inclusion of Alumni. Replicate this and it will be a success."

"The great networking and collaboration between the Canadian and Caribbean counterparts."

"The diversity of organizing committees, volunteers and presenters. Organizational structure and use of social media to begin connecting people prior to the experience."

INCREASING STRATEGIC & LEADERSHIP KNOWLEDGE AND SKILLS

Increased Understanding of Issues and Strategies to Address Them

98% of respondents were in agreement or strong agreement that the CCELD experience has helped to develop their leadership skills. This level of response is particularly relevant given the complexities and challenges involved in leadership development.

97% of respondents agreed or strongly agreed that their experience improved their understanding of key issues in Canada. 91% responded similarly with regard to an improved understanding of key issues in the Caribbean.

13% of Canadian participants and 5% of Caribbean participants selected neutral as their response to the question of an improved understanding of key issues in the Caribbean. As such there may be some opportunity to expand on presenting and clarifying Caribbean perspectives with respect to key sectors and organizations within the Caribbean.

As well, 98% of respondents indicated that their CCELD experience – in particular their study tours – exposed them to new strategies and approaches demonstrated by other senior leaders when dealing with challenges.

Below are sample participant comments that relate specifically to their CCELD learning experience of strategic and leadership issues and strategies:

“Insightful, thought provoking and simply inspiring.”

“I enjoyed interaction with the different sectors from within my group and the organization I visited.”

“The Dialogue between/within the group provided an excellent framework for learning. I cannot recall another time in my life where I have had such an experience.”

“The diversity of our group was a major contributor to my CCELD experience.”

“Dialogue with diverse companies and institutions. Experienced some institutions that were exceeding and others that were failing.”

“It was a great learning experience for me, particularly the Caribbean leg. My eyes were open to the fact that I was not as aware of issues in the Caribbean as I thought. I know I have made lifelong friends among my group members.”

“The companies and organizations visited were great in discussing their challenge and the leadership style and value system in the work place. Excellent exposure and learnings for me.”

The data from the *Participant Questionnaires* are further supported through the study tour group presentations in Barbados. All presentations made reference to key strategic issues that

participants observed during their study tours. Overall, issues were recorded 162 times, representing an average of 10.6 per presentation. The minimum number of issues recorded during a presentation was five, and the most was 13. While two presentations did not have a large number of issues recorded relative to others, participants explicitly stated that they chose to limit the number of issues to present for the purpose of creating a coherent narrative.

Some of the strategic issues identified in presentations included: natural resources, environment and geography, innovation, population and demographics, education, economic and financial challenges, evolution in industry, culture and diversity, social responsibility, productivity, labour relations, evolutions in technology, sustainability, sectoral partnerships, tourism, as well as political environment and context.

In all 10 presentations, participants underlined their understanding of how leaders applied their leadership skills to issues through the use of specific examples drawn from their study tour experiences. Groups were able to relate issues to specific leaders and the leadership strategies that they were using to address those issues. In most cases, group presentations were explicit in linking one or more leadership strategies to specific issues, resulting in over 180 recorded strategies over the 10 presentations.

Some of the leadership strategies that groups identified as being applied by leaders they met to address issues included: promotion of honesty and accountability, communication, organizational strategies, adaptability, courageous and clear decision-making, fostering creativity, being flexible, employee and stakeholder engagement, collaboration, vision, strategic thinking, managing complexity, consultation and community engagement, change management, building trust, and developing consensus.

In addition to being able to present their prepared observations and experiences through presentations, all groups – and participants within each group – were able to respond clearly to questions asked of them at the conclusion of their presentation. They were able to provide further examples and deeper analysis and explanation with regard to issues and leadership strategies. Their ability to answer questions in an ad hoc way was further evidence of that they had learned from – and integrated – their CCELD experience.

Summary reports, developed by participants of each study tour group, are included under *Annex H* of this report.

Application of Knowledge and Skills at Work and in Communities

When asked if they were using their skills and knowledge acquired through their CCELD experience, in their professional and/or community life, 93.9% of alumni respondents indicated agreement or strong agreement. Only 6% indicated a neutral response. In addition, 86% indicated that they have noticed changes in their leadership since returning from their CCELD experience, and 98% responded that their CCELD experience has allowed them to view situations differently.

Below are sample alumni comments that relate to their application of learning from their CCELD experience:

“The CCELD experience taught me the importance of approaching projects and leadership decision from all perspectives (government, private sector, unions, NGO). This principle is now fully incorporated in all my projects and drives my decision making process in relation to my work.”

“I have launched two new business concepts, in two different countries with the new found global perspective I have received as a result of CCELD.”

“Created a platform to bring the Four major coordinating bodies (National Women Commission, National Committee for Families and Children, National AIDS Commission and the National Council on Aging) that provide family support together to look at vertical and horizontal coordination of efforts in a systems approach.”

“I now observe others more in their leadership styles and try to advise on other ways of resolving issues without being adversarial.”

“I think more about people's backgrounds and their motivations for behaving a particular way. I don't expect people to have necessarily the same viewpoint as me.”

“I consider myself to be a leader in a way that I never had before serving as co-chair of my group for the CCELD. The experience of being a 'leader of leaders' enabled me to develop confidence in my leadership abilities, and to explore other opportunities to direct initiatives in my community.”

“I have a much better understanding of how union and non-union interests can co-exist and I am using this new perspective in some upcoming labour negotiations.”

“My current position requires me to communicate with different Nationalities and Cultures. With my experiences with CCELD I'm able to promote effective synergy within my team and group discussions.”

“More aware of the reasoning used by others who come from different sectors when making decisions surrounding our strategic direction.”

“I now look at national development differently I contribute no for personal gain.”

CREATING A SUSTAINABLE NETWORK

Development of a Peer Network

The program's objective of establishing a strong peer network with a shared experience and commitment to shaping the future of their sectors, nations and the region would appear to at least initially be successfully met with 98% of respondents indicating that the CCELD had provided an opportunity to develop a strong peer network across national and regional boundaries.

At the conclusion of the program in Barbados, 100% of respondents indicated that they saw value in consulting/working with their CCELD colleagues in the future to help them in addressing local and regional challenges. 100% also indicated that they planned to stay in contact with their CCELD colleagues and to add their contact information to the online directory for networking purposes. Only one participant indicated that they would not use the online directory to stay connected with their CCELD colleagues.

Feedback from the three-month follow-up survey indicated that 66.3% of alumni respondents had taken the step to add their contact information to the online directory for networking purposes.

When asked how many study tour group alumni participants had remained in touch with, 72% indicated they had contacted six or more alumni, while an additional 14.6% answered between four and five.

When asked about contact with alumni from outside their core study group, the networking numbers dropped to 21% indicating they had not contacted anyone outside their group and 38.3% stated they had contacted with two to three alumni outside their group.

78% of alumni respondents indicated the primary purpose for contacting their peer network was to strengthen ties and/or collaborate. Multiple reasons were given for contacting their peer network including: personal networking/relationship-building (79%), sharing CCELD memories (66%), and professional collaboration/relationship-building (58%).

13.6% of alumni respondents indicated they had tried to locate a peer through the network and were unable to do so. This number may be a result of those who had not yet included their name in the alumni database, since the majority (86.4%) did not experience any difficulty.

Contributing to future Dialogues

Consistently, themes of volunteering, helping to prepare for a 2015 Dialogue, and fundraising were commented on with respect to the participant's role as an alumnus. The very high response rate captures their enthusiasm for the CCELD and how the new alumni hope to contribute in the future. Several participants mentioned acting as an ambassador for the CCELD to help promote interest in future sessions.

Below are some of the many comments by participants when asked how they may contribute to future Dialogues.

“Participate in any future regional or smaller dialogues.”

“Become part of the planning committee in my voluntary for the 2015 CCELD.”

“Look at the possibility of replicating this (on a small scale) @ the community level.”

“Spread information to others; continue supporting local committee in my country.”

“Talk about it in my country and encourage other young people to take part.”

“Active part of planning committee. Be an advocate for CCELD. Keep the dialogues going.”

“Plan a local tour. Lead a committee. Mentor future participants.”

“I am looking forward to being involved in the next CCELD!!!”

CCELD PLANNING AND DELIVERY

Opening Session in Ottawa

Comments about the Opening were generally positive with common themes emerging, including excellent organization and a strong platform from which to experience the remainder of the conference. The planning of the Opening session received strong positive responses, with 97% either demonstrating agreement or strong agreement. Certainly these numbers are supported with many comments about how well organized the sessions were.

"Well organized and executed. A wonderful experience to be cherished forever."

"Excellent cross section of people from the various sections of business, labour, civil society etc."

"Provided an excellent base before we embarked on the actual study tours."

"The Opening session was brilliant in setting the platform for the entire Dialogue."

"Very powerful speakers that got our minds flowing."

"A waterfall of information that will stay with me for the rest of my life."

While 94% of respondents selected either strongly agree or agree in relation to the effectiveness and relevance of the Opening presentations, there were some remarks that provide feedback on areas for improvement including requests for more opportunities to dialogue and team build prior to the study tours. Below is a sample of the suggestions for future improvement in the design of the Opening session:

"Not enough dialogue between presenters and audience. Some presentations too technical."

"The opening could be improved with greater variety in delivery and less reliance on lecture followed by Q and A. Consider small group discussions to break up the broader plenary."

"More balance between expositors. Include team building exercises (guided)."

"Many of the workshops were informative and showed examples of the type of leader I'd like to be. It opened my eyes to what I should be looking out for on the tour. However, perhaps an afternoon of team building would help cement groups as "teams" before heading out on the road."

There is significant evidence that the Opening fulfilled its purpose of providing a strong and relevant foundation for the study tours. Only 13% of respondents (7 from each region) selected neutral as their response to this question. Comments from those respondents include:

“Providing a more clear understanding and expectation of the teams with respect to the purpose of the dialogues - to focus on leadership and not solve problems.”

“Some of the opening sessions were difficult to place into context, but it all came together in the end.”

“Orientation on regional governance and issues would have been beneficial as well as cultural leadership issues. Women in leadership in Caribbean, regional diversity of Caribbean countries.”

Canada/Caribbean Study Tours

The data trended very positively for the study tours with results for all questions rating between 96% to 98% strongly agree or agree. Study tours also generated the greatest amount of comments and feedback. Participants overwhelmingly indicated that they felt the tours were generally very well managed and organized and that they were pleased with the diversity and number of visits.

“Canada Tour exposed me and enlightened me on seeing that everywhere has its own issues and that I can do and play my part in my society in the Caribbean.”

“The tour lived up beyond my expectations and helped me appreciate my country, culture and that of others even more. The volunteers and sponsors I cannot stop to thank.”

“The study tours were excellent! They really opened my eyes to all sorts of different perspectives.”

“The study tour was great. It is difficult to believe I was able to meet so many people and learn so many things, all within a relatively short period of two weeks.”

“The tour was very intense but taught me as leaders we have to function under all kinds of situations but how we deal with them is what matters.”

“The study tour gave significant insight into the challenges and opportunities facing Canada and the Caribbean.”

From the 69 comments received about the study tours, the following two areas were identified by a significant number of respondents as considerations for improvement:

- Visits felt “rushed” or “hectic” and participants felt “unable to absorb” what they were experiencing. They would have appreciated more scheduled time to dialogue about each site visit.
- Shared accommodations should not be part of the CCELD experience, and if they are, it should be communicated in advance. Many of the comments related to shared

accommodations referred to needing private space for downtime and reflection after very busy days on the tour.

In addition, a smaller number of respondents (two to three) identified respect for the Sabbath as an area for future consideration, as well as being felt let down by the level of dialogue in which some members of their tour group were able to engage. Both of these issues, while only reported upon by a small number of participants, are worthy of consideration both in the program design as well as the participant selection process.

Closing Session in Barbados

The overall response for the Closing session was quite positive, ranging from 89% to 97% agreement and strong agreement. Participants were clearly energized, inspired, and excited to put their new knowledge to work. As with the Opening and study tours, participants felt the Closing was extremely well organized (99%).

“Enjoyed listening to what the other groups learned on their study tours.”

“Great selection of panels.”

“Excellent! Excellent! Excellent! Benefitted immensely from the other tours as well as my groups this session.”

“Excellent planning and execution which lead to a successful conference. The importance of collaboration was evident.”

“The group presentations were creative and well informed. The speakers were dynamic and provided good insight.”

“The variety and quality of group presentations were exceptionally good and exemplified the varied possible solutions to the challenge we will face in the future.”

“Bringing the groups back together at the end really give me a chance to share in the experiences in 20 minutes.”

“Closing was fabulous! Bringing us back together with the entire group to share our experiences was incredible.”

While the overall data trend was very positive, the Closing also received the greatest number of “neutral” or “disagree” responses. 12 participants (11% of respondents) responded neutrally or in disagreement to the statement relating to the Closing enabling them to synthesize and present their knowledge in a way that was meaningful to them, and eight participants (7% of respondents) responded neutral or disagree as to the effectiveness of the Closing presentations.

Comments provided by respondents provide some insight into these results, and focus primarily on providing a greater opportunity for dialogue. Participants expressed that they would like to:

- Feel more engaged in processing their new knowledge by having fewer panels and more dialogue sessions with members of other tour groups;
- Have more opportunity to share learning across groups; and
- Create stronger peer networks outside their own study tour group.

These comments are addressable through different learning design approaches, and should likely be considered as future CCELD Closing sessions are designed.

Resources

The usefulness of the resource material received the second highest neutral response (10 participants, or 9% of respondents). Comments indicate that it was the format of the materials rather than their content that generated this response. Participants suggested creating a binder or booklet rather than having an abundance of loose sheets. There was also a suggestion to have a digital version sent out. Additionally, comments were made requesting more details be provided prior to the CCELD.

OPPORTUNITIES FOR IMPROVEMENT

While the initial reaction to the 2011 CCED by participants was overwhelmingly positive – key strengths included diversity of participants and tour groups, organization and planning, and communication – there were some identified recommendations for the future.

	Opportunities for Improvement	# of participants making suggestion
1	Provide more opportunity to dialogue, debrief and/or synthesize knowledge throughout.	45
2	Provide more free time, opportunity to rest and/or greater access to social activities during study tours.	21
3	Refine the focus of presenters and presentations during the Opening and Closing – including greater opportunities for interaction and dialogue.	16
4	Assess the cost/benefit ratio of shared vs. private accommodations to ensure that the quality of accommodations does not negatively impact the learning environment.	13
5	Provide more of the materials prior to the CCELD, in a user-friendlier format (i.e. binder vs. loose papers) and/or digital format.	11
6	Provide stronger Study Tour Group Co-Chair educational sessions / cultural sensitivity sessions.	10
7	Provide more time in site-visits, longer site-visits.	7

Most, if not all of these suggested areas for improvement are manageable through consideration of minor adjustments in program scheduling, design, and planning.

ANNEX A: 2011 CCELD PROGRAM PROFILE

In our rapidly changing world, the only possible assurance of organizational, community, national and regional viability and success are our human resources. It is well demonstrated in both the public and private sectors that leadership effectiveness impacts results. Investments in people, and in particular leadership learning and development, are critical investments in the future. Executive learning accelerates the development of leadership capacity, productivity and innovation. It is for this reason that Canada has invested in leadership development for its senior public service. It is presumably for this reason that the Canadian International Development Agency on its website in describing the Caribbean Regional Program states as a primary objective to “help the region develop a new generation of leaders in the public and private sectors, equipped with the skills to resolve complex governance, economic and social issues and advance the values of gender equality, human rights, equity and democracy.” The CCELD was uniquely positioned to help with this as it was premised on a multi-sectoral, multi-national and gender balanced participation.

Origins and Rationale

The Government of Canada’s vision for re-engagement with the Americas was expressed by Prime Minister Harper in 2007 that promoting prosperity, security and democratic governance is integral to the Project. In particular, enhancing relationships between Canadian and Caribbean organizational leadership framework can enhance the prosperity of both Canada and the Caribbean region.

The 15-member Caribbean Community (CARICOM) consists of 12 island states and 3 continental countries. The Community’s population, excluding Haiti, is 6.8 million, with a combined GNI of \$36 billion. While there are significant differences in the size of economies and levels of development, they are all considered upper-middle income countries except for Guyana, which is part of the lower-middle income group. Poverty is significant and the rate varies amongst countries, exceeding 30% in some. All countries are considered members of the Small Island Developing States (SIDS) grouping – small island and low-lying coastal countries that share similar sustainable development challenges including small populations, limited economic diversification, high debt levels, heightened exposure to globalization, human resource deficits, and susceptibility to natural disasters.

Among the key challenges facing the Caribbean regime are the management of public resources and the ability to compete in global markets and regional integration. These states are characterized by small populations, limited economic diversification, heightened exposure to globalization, and human resource deficits. The region faces particular development challenges rooted in its economic vulnerability, risk of social decline, and differences among political leaders that hamper regional integration efforts. Integration is vital for the region’s sustainable development. While CARICOM agree a coherent regional development strategy is a work in progress, there are opportunities to support enhanced cooperation.

The Project put forth by CCELD Canada Inc. (CCELD 2011) was proposed to support two of CIDA’s Caribbean regional strategy’s four intermediate outcomes. Specifically, it was intended to support more effective leadership and management of gender-sensitive and accountable public

institutions, and of an improved enabling environment for business development and increased trade and economic activities. Further, it represented a methodology through which collaboration was intended to facilitate the breakdown of barriers across sectors, cultures and nations, thereby, enhancing social capital formation supportive of regional integration.

Program Outcomes

There were three levels of strategic outcomes for the CCELD:

Strategic Outcome: CCELD alumni men and women in increasingly responsible positions leading to improved economic and social performance in individual Caribbean-Canadian public and private sponsoring organizations. Continued alumni sharing and cooperation

Intermediate Outcomes: Conference alumni are using enhanced leadership skills and strategic abilities with an increased capacity to integrate a broad range of perspectives in their own organizations and beyond to impact sustainable development in their own country and the region. Strengthened relations and continued contact and sharing among the alumni peer network of leaders across the Caribbean and between the Caribbean and Canada

Immediate Outcomes: Conference alumni return to their own organizations and communities with new knowledge and leadership skills to apply in their professional and community roles. Alumni committed to access their peer network to further expand the relationship and collective knowledge and experience available and undertaking to working with peer colleagues to meet local and regional challenges.

Program Objectives

During the intensive two-weeks of the 2011 CCELD, it was the intent that participants be exposed to leading-edge thinking on economic development, democratic governance, environmental sustainability and other public policy and private sector development matters. They were to become part of a network, giving them continuing access to other leaders working in these areas.

The intent of the Dialogue was to expose emerging leaders to ideas, issues, and people that fundamentally change how they see themselves. It was to give them new knowledge and skills to successfully engage in the challenges and opportunities they face. It was to expose them to new cultures and perspectives. The CCELD was to provide a profound personal experience to participants that was to expand their knowledge of issues of international importance and give insight into the thinking of top leaders throughout the region. It was intended to be an entry point to being more effective in a globalized world.

Through their participation, participants were to become part of a network of peers from across the Caribbean and Canada. The network is to serve participants over time as a means to access advice and support in their ongoing evolution as senior leaders.

To support achieving its outcomes, 2011 CCELD had three primary objectives:

1. To make participants more effective leaders in achieving results for their organizations through expanding their understanding of key issues facing organizations, sectors, societies and nations in our region and exposing them to the strategies and approaches being taken by other senior leaders in dealing with these challenges.
2. To establish a strong peer network from business, government and civil society and across the Caribbean and Canada with a shared experience and commitment to shaping the future of their sectors, nations and the region.
3. To strengthen ties across the Caribbean and between it and Canada amongst people who will be important actors in business, labour, government and civil society for decades to come. It will help break down barriers across sectors, cultures and nations.

Program Reach

The CCELD provided a regional approach to leadership development by bringing together 120 high-calibre, mid-career men and women selected from business, government, labour, and civil society from across the Caribbean (80 participants) and Canada (40 participants).

A two-stage application process was used to select candidates. Applications were received by the Application Review Committee (ARC) and sorted by country and then provided to the Country Planning Committees. The Country Planning Committees reviewed the initial applications and selected candidates that were to proceed to Stage 2. The ARC provided the final recommendation of acceptance for candidates.

ARC provided an initial screening of all Stage 1 applications; including making recommendations to participating countries to suggest further action if required. It was also the responsibility of the ARC to ensure all planning committees, in each of the jurisdictions, received Stage 1 applications for their countries in a timely manner.

Those who were selected to participate were identified as energetic leaders having vision, a future focus, and who have demonstrated strong personal values. They were seen by their sending organizations as having potential for senior leadership positions and are expected to make a continuing contribution over a number of years.

Key Program Activities

The key program components of the 2011 CCELD were divided into *deliverables*, by participants, and *events* that were unique to the applied learning approach of the 2011 CCELD.

Final Presentation and Recommendations (deliverable): Each study group prepared a presentation on what they observed and learned during their study tours for the Closing Conference, the conference president, HRH The Princess Royal, Princess Anne, and invited guests.

Opening Conference (event): The Dialogue opened in Ottawa, Canada where all participants engaged in three days of presentations, discussion and networking. Global leaders addressed participants and began exploring the Dialogue theme with them in its different dimensions.

Study Tours (event): The cohort of participants were divided into ten study groups travel to different locations in Canada and to a Caribbean country to visit communities and workplaces from the public and private sectors as well as civil society. These were onsite visits to discuss with leaders in their environment the challenges they face, and the strategies used in meeting them. Organizations visited include those engaged in environmental management, tourism, education, health care, construction and infrastructure, culture, community work, finance and law enforcement/security amongst others. Such a diverse mix of visits exposed participants to a range of issues from multiple perspectives, allowing them to look beyond the scope of their regular context in their own organization and locale.

Closing Conference (event): The full Dialogue reconvened for four days in Barbados, where each study group prepared a presentation on what they observed and learned, where they presented to the plenary, the conference president and invited guests.

ANNEX B: 2011 CCELD COHORT DEMOGRAPHICS

Total Participation:

116 participants

Gender

55 males

61 females

Age

From 24 to 54, though majority fell between 30 – 40 years of age

Sectors Represented:

53 Business

13 Community

27 Government

23 Labour

Regional Representation:

41 Canadians

75 from Caribbean

Anguilla (1)

Antigua and Barbuda (1)

Bahamas (6)

Barbados (11)

Belize (5)

Bermuda (6)

British Virgin Islands (3)

Cayman (3)

Dominica (4)

Dominican Republic (3)

Grenada (4)

Guyana (7)

Haiti (1)

Jamaica (6)

St. Kitts and Nevis (1)

St. Lucia (1)

St. Maarten (1)

St. Vincent and the Grenadines (3)

Trinidad and Tobago (5)

Turks and Caicos (3)

Canada – Alberta (8)

Canada – British Columbia (4)

Canada – Manitoba (2)

Canada – New Brunswick (1)

Canada – Newfoundland and Labrador (3)

Canada – Nova Scotia (4)

Canada – Ontario (14)

Canada – Quebec (4)

Canada – Saskatchewan (1)

ANNEX C: EVALUATION METHODOLOGY

The evaluation methodology used Kirkpatrick's framework for learning evaluation, and was organized according to three phases, to be reported upon cumulatively over time:

- (4) Post-program level 1 (reaction) and level 2 (learning) evaluations,
- (5) Three-month, post-program level 3 (behaviour) evaluation, and
- (6) Two-years, post-program level 3 (results) evaluation.

Evaluation Issues

The evaluation methodology was designed to address three overarching evaluation questions, defined as follows:

The effectiveness of the CCELD in helping participants:

1. Establish a strong peer network with a shared experience and commitment to shaping the future of their sectors, nations and the region?
2. Strengthen ties across the Caribbean and between it and Canada and break down barriers across sectors, cultures and nations?
3. Become more effective leaders in achieving results for their organizations?

In order to evaluate the CCELD's effectiveness, four main issues were identified. They were:

1. The CCELD's effectiveness in increasing participants' strategic and leadership knowledge and skills:
 - a. To what extent do participants have an understanding of key issues facing organizations, sectors, societies and nations in Canada and the Caribbean regions?
 - b. To what extent are participants aware of the strategies and approaches being taken by other senior leaders in dealing with challenges?
 - c. To what extent do participants return to their own organizations and communities with new knowledge and leadership skills to apply in their professional and community roles?
 - d. To what extent are CCELD alumni men and women in increasingly responsible positions leading to improved economic and social performance?
2. The CCELD's effectiveness in creating a sustainable network:
 - a. To what extent has the CCELD provided participants with an opportunity to develop a network across national and regional boundaries?
 - b. To what extent are participants committed to being part of a peer network to further expand the relationship and collective knowledge and experience?
 - c. To what extent are participants committed to undertaking to work with peer colleagues to meet local and regional challenges?
 - d. To what extent are alumni continuing to contact and share among their alumni of peer network of colleagues in the medium-term after the program?

- e. To what extent are alumni strengthening ties across the Caribbean and between it and Canada through their peer network in the medium-term after the program?
 - f. To what extent do alumni continue to share and cooperate in the long-term?
3. The effectiveness of the CCELD's planning and delivery:
- a. To what extent are the CCELD planning and delivery methods effective?
 - b. To what extent is the CCELD content relevant to achieving the program's objectives?
 - c. To what extent have women been integrated into CCELD activities?
4. Opportunities for improvement:
- a. To what extent do adjustments need to be made for potential future deliveries of the CCELD to improve its design and delivery?

Data Gathering Tools

Study Tour Group Presentations: To be used to determine the extent to which participants were able to demonstrate and theoretically apply the knowledge and skills they acquired through participation on the CCELD.

Post-Program Participant Questionnaire: Questions included in this questionnaire to be used to assess participants' satisfaction with the CCELD, as well as their views on the extent to which program objectives were met, and their future intentions with regard to the use of their CCELD network. Questions to solicit recommendations for program improvements to also be included.

3-Month Alumni Survey: Used to gather data from alumni (participants who completed the CCELD in 2011) on the extent to which they apply or able to apply the knowledge and skills intended through their participation on the CCELD, as well as the extent to which they access and use their CCELD peer network.

2-year Alumni Survey: A short survey to gather information on three items related to the CCELD's strategic outcomes: continued access to their CCELD network, changes in career, and the extent to which their decisions are having an impact on economic and social performance.

ANNEX D: 2011 CCELD LOGIC MODEL

There were two main groups of activities associated with the 2011 CCELD: program planning, and program delivery. These activities and their respective outputs and outcomes are described in more detail, below.

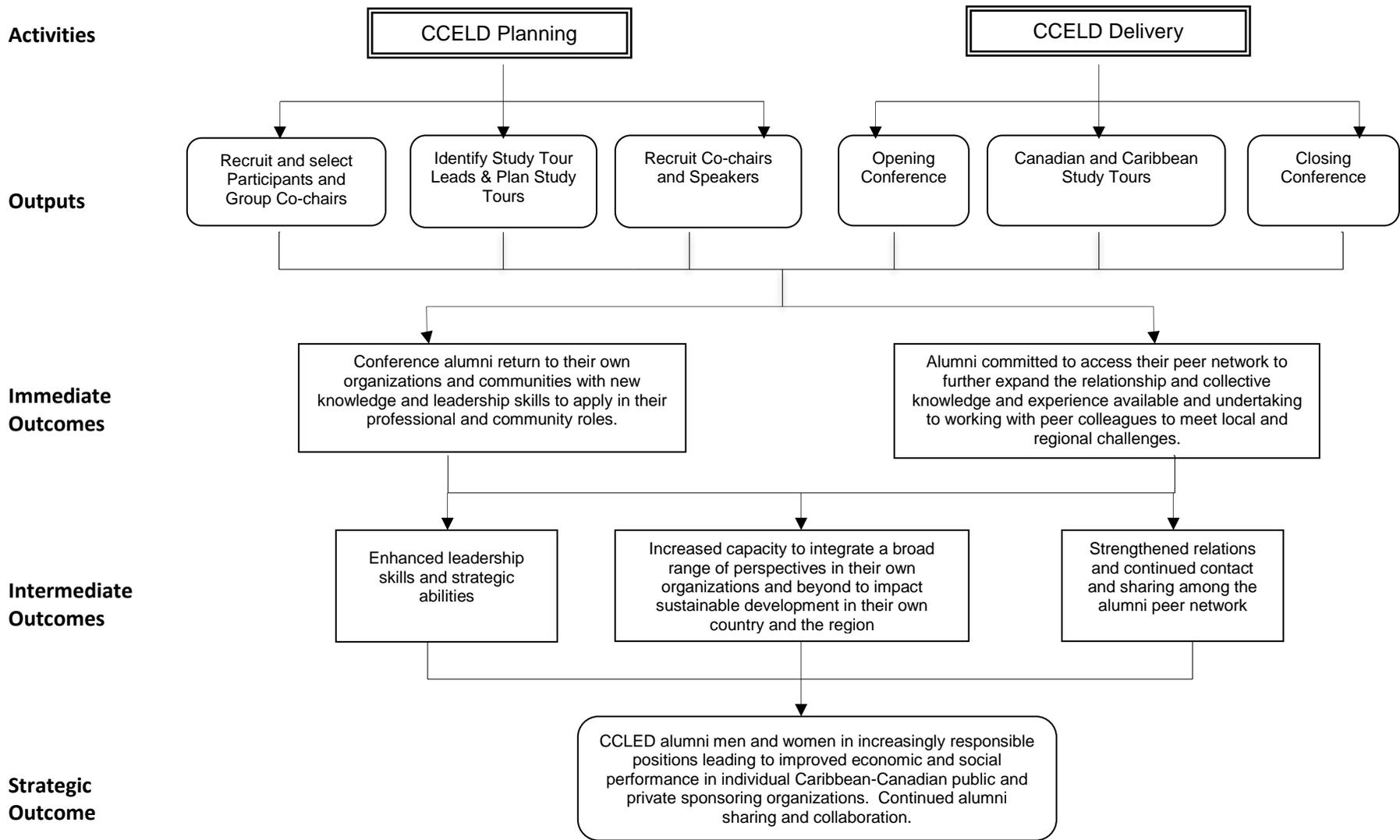
Program Planning: Program planning for the 2011 CCELD involved the preparation of the learning events, engaging in consultations with stakeholders for content development, participant selection, selecting speakers, lecturers and visit locations, and maintaining and revising programming as needed.

Program Delivery: The CCELD was delivered by means of conference sessions and study tours. The conferences were used to orient participants to the program and expose them to global leaders. The Closing in Barbados was intended to continue the dialogue with global leaders, as well as to provide an opportunity for participants to share, discuss and debate what they learned during their study tours.

During study tours, participants dialogued with leaders in multiple sectors to gain a better understanding around national, regional and global issues from the perspective of their hosts. These visits fueled the most important interactions: those between the participants themselves as they reflected on and discussed what they learned, challenged their own assumptions as well as those of their colleagues.

From the participant's perspective, the outputs of the program delivery included the completion of a study tour group presentation at the Dialogue Closing.

2011 CCELD Logic Model



ANNEX E: PERFORMANCE INDICATORS & DATA-GATHERING STRATEGIES

Outcome	Indicator(s)	Measure(s)	Data Source(s)	Responsibility for Collection	Frequency of Measurement
The effectiveness of the CCELD's planning and delivery					
CCELD planning and delivery methods are effective.	<ul style="list-style-type: none"> The number of participants who rate their program experience highly. 	<ul style="list-style-type: none"> 95% + of participants rate their experience of the program as agree/strongly agree. 95% + of participants indicate that they will recommend the program to others. 	<ul style="list-style-type: none"> Post-Program Participant Questionnaire 	Program Evaluators	At the conclusion of the program.
CCELD content is relevant to the program objectives.	<ul style="list-style-type: none"> The number of participants who indicate that content they experienced contributed to achieving program objectives. 	<ul style="list-style-type: none"> 90% + of participants respond agree/strongly agree that content they experienced contributed to achieving program objectives. 	<ul style="list-style-type: none"> Post-Program Participant Questionnaire 	Program Evaluators	At the conclusion of the program.
Women are integrated into CCELD activities.	<ul style="list-style-type: none"> There is gender-balanced participation from Caribbean and Canada. 	<ul style="list-style-type: none"> % of men and women participants overall and by region who complete the program. 	<ul style="list-style-type: none"> Post-Program Participant Questionnaire 	Program Evaluators	At the conclusion of the program.
The CCELD's impact and success in creating a sustainable network					
The CCELD has provided participants with an opportunity to develop a network across national and regional boundaries.	<ul style="list-style-type: none"> The number of participants who indicate that the program has provided an opportunity for network development. 	<ul style="list-style-type: none"> 95% + of participants rate the opportunity afforded to them by the program to develop a network across national and regional boundaries as agree/strongly agree. 	<ul style="list-style-type: none"> Post-Program Participant Questionnaire 	Program Evaluators	At the conclusion of the program.

Outcome	Indicator(s)	Measure(s)	Data Source(s)	Responsibility for Collection	Frequency of Measurement
Participants are committed to being part of a peer network to further expand the relationship and collective knowledge and experience.	<ul style="list-style-type: none"> The number of participants who commit to adding their contact information to an online directory for networking purposes. The number of participants who commit to stay in contact with their CCELD colleagues. 	<ul style="list-style-type: none"> 95%+ of participants commit to adding their contact information to an online directory. 95%+ of participants commit to follow-up contact with their network of CCELD colleagues. 	<ul style="list-style-type: none"> Post-Program Participant Questionnaire 	<ul style="list-style-type: none"> Program Evaluators 	At the conclusion of the program.
Participants are committed to undertaking to work with peer colleagues to meet local and regional challenges	<ul style="list-style-type: none"> The number of participants who express their commitment to undertake to working with CCELD peer colleagues to meet local and regional challenges. 	<ul style="list-style-type: none"> 65% of participants commit to working with peer colleagues to meet local and regional challenges. 	<ul style="list-style-type: none"> Post-Program Participant Questionnaire 	Program Evaluators	At the conclusion of the program.
Alumni continue to contact and share among their alumni peer network of colleagues, in the medium-term after the program.	<ul style="list-style-type: none"> The number of alumni who have accessed their peer network once they have returned to their work and communities. 	<ul style="list-style-type: none"> 75% + of alumni report accessing their CCELD peer network once they have returned to work and communities. 	<ul style="list-style-type: none"> 3-Month Alumni Survey 	Program Evaluators	3 months post-program conclusion.
Alumni are strengthening ties across the Caribbean and between it and Canada through their peer network, in the medium-term after the program.	<ul style="list-style-type: none"> Alumni continue to nurture their CCELD peer network with the intent of strengthening ties across the Caribbean and between it and Canada. 	<ul style="list-style-type: none"> 50% + of alumni report accessing their CCELD peer network with the intent of strengthening ties and collaboration. 	<ul style="list-style-type: none"> 3-Month Alumni Survey 	Program Evaluators	3 months post-program conclusion.

Outcome	Indicator(s)	Measure(s)	Data Source(s)	Responsibility for Collection	Frequency of Measurement
CCELD alumni continue to share and cooperate in the long-term.	<ul style="list-style-type: none"> Number of CCELD alumni who report having contacted and/or being contacted by their CCELD colleagues within the past six-months. 	<ul style="list-style-type: none"> 65% + of CCELD alumni report having contacted and/or being contacted by their CCELD colleagues within the past six-months. 	<ul style="list-style-type: none"> 2-Year Alumni Survey 	CCELD Secretariat	2-years post-program conclusion.
The CCELD's effectiveness in increasing participants' strategic and leadership knowledge and skills					
Participants have an understanding of key issues facing organizations, sectors, societies and nations in Canada and the Caribbean regions.	<ul style="list-style-type: none"> The extent to which study tour group presentations articulate challenges observed during the Dialogue, and the impact those challenges have on various sectors, societies and nations in Canada and the Caribbean regions. 	<ul style="list-style-type: none"> 90% + of study tour group presentations identify issues facing organizations, sectors, societies and nations in Canada and the Caribbean regions. 85% + of participants indicate an improved level of understanding of key issues. 	<ul style="list-style-type: none"> Participant Presentations Post-Program Participant Questionnaire 	Program Evaluators	Closing event. At the conclusion of the program.
Participants are aware of the strategies and approaches being taken by other senior leaders in dealing with challenges.	<ul style="list-style-type: none"> The extent to which study tour group presentations articulate strategies being used by other senior leaders they met with during their participation in the Dialogue. 	<ul style="list-style-type: none"> 90% + of study tour group presentations link strategies being taken by other senior leaders to specific challenges. 85% + of participants indicate an increased awareness of strategies. 	<ul style="list-style-type: none"> Participant Presentations Post-Program Participant Questionnaire 	Program Evaluators	At the conclusion of the program.
Participants return to their own organizations and communities with enhanced knowledge and leadership abilities to apply in their professional and	<ul style="list-style-type: none"> The number of participants who indicate that they have identified ways to apply newly acquired knowledge and leadership strategies in the workplace and in their communities. 	<ul style="list-style-type: none"> 75% + of program alumni report using the knowledge and skills acquired through their program experience. 	<ul style="list-style-type: none"> 3-Month Alumni Survey 	Program Evaluators	3 months post-program conclusion.

Outcome	Indicator(s)	Measure(s)	Data Source(s)	Responsibility for Collection	Frequency of Measurement
community roles.					
CCELD alumni men and women in increasingly responsible positions leading to improved economic and social performance.	<ul style="list-style-type: none"> • Number of CCELD alumni men and women who are in increasingly responsible positions. • Number of CCELD alumni men and women who are positively impacting economic and social performance. 	<ul style="list-style-type: none"> • 50% + of CCELD alumni men and women who report being in increasingly responsible positions. • 50% + of CCELD alumni men and women who report making decisions that positively impact economic and social performance in sponsoring organizations. 	<ul style="list-style-type: none"> • 2-Year Alumni Survey 	CCELD Secretariat	2-years post-program conclusion.
Adjustments to the CCELD for future delivery					
Recommended adjustments to potential future deliveries of the CCELD to improve its design and delivery.	<ul style="list-style-type: none"> • Number and nature of the recommended adjustments by participants for future deliveries of the CCELD. 	<ul style="list-style-type: none"> • < 10 identified areas for improvement by participants. 	<ul style="list-style-type: none"> • Post-Program Participant Questionnaire 	Program Evaluators	At the conclusion of the program.

ANNEX F: POST-PROGRAM PARTICIPANT QUESTIONNAIRE RESPONSES

Demographic Information

Q1. Please indicate your gender.		
Answer Options	Response Percent	Response Count
Male	47.3%	52
Female	52.7%	58
<i>answered question</i>		110
<i>skipped question</i>		0

Q2. What Region did you represent at the CCELD?		
Answer Options	Response Percent	Response Count
Canada	34.3%	37
Caribbean	65.7%	71
<i>answered question</i>		108
<i>skipped question</i>		2

Q3. Please indicate the Sector you represented at the CCELD		
Answer Options	Response Percent	Response Count
Business	42.2%	46
Government	30.3%	33
Labour	15.6%	17
NGO	7.3%	8
Other	4.6%	5
<i>answered question</i>		109
<i>skipped question</i>		1

Q4. Please indicate the study tour group of which you were a part.		
Answer Options	Response Percent	Response Count
Vancouver, BC and Barbados	10.2%	11
Calgary, AB and Jamaica	11.1%	12
Halifax, NS and Grenada	10.2%	11
Newfoundland and Dominica	8.3%	9
Kingston, Toronto and Guyana	8.3%	9
Toronto and Bahamas	11.1%	12
Sudbury, Toronto and Belize	11.1%	12
Winnipeg and Trinidad	10.2%	11
Montreal and Bermuda	8.3%	9
Montreal and the Dominican Republic	11.1%	12
answered question		108
skipped question		2

Overall CCELD Experience

Q5. Overall I was satisfied with my CCELD experience.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	0.0%	0
Agree	13.8%	15
Strongly Agree	86.2%	94
answered question		109
skipped question		1

Q6. My CCELD experience has helped to develop my leadership.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	0.9%	1
Agree	21.8%	24
Strongly Agree	77.3%	85
answered question		110
skipped question		0

Q7. The CCELD has provided an opportunity for me to meet and engage with others from different walks of life at a level that I would not otherwise have had.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	1.8%	2
Agree	9.2%	10
Strongly Agree	89.0%	97
answered question		109
skipped question		1

Q8. The CCELD has improved my understanding of key sectors and organizations within Canada.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	2.7%	3
Agree	44.5%	49
Strongly Agree	52.7%	58
answered question		110
skipped question		0

Q9. The CCELD improved my understanding of key sectors and organizations within the Caribbean.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	9.1%	10
Agree	46.4%	51
Strongly Agree	44.5%	49
answered question		110
skipped question		0

Q10. The CCELD has provided an opportunity for me to develop a strong peer network across national and regional boundaries.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	1.8%	2
Agree	27.3%	30
Strongly Agree	70.9%	78
<i>answered question</i>		110
<i>skipped question</i>		0

Q11. I would recommend the CCELD to others.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	0.0%	0
Agree	4.5%	5
Strongly Agree	95.5%	105
<i>answered question</i>		110
<i>skipped question</i>		0

Opening Session in Ottawa

Q12. The Opening presentations were effective.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	1.8%	2
Neutral	4.6%	5
Agree	45.0%	49
Strongly Agree	48.6%	53
<i>answered question</i>		109
<i>skipped question</i>		1

Q13. The Opening presentations and experiences were relevant to the CCELD objectives.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	6.4%	7
Agree	38.5%	42
Strongly Agree	55.0%	60
<i>answered question</i>		109
<i>skipped question</i>		1

Q14. The Opening provided a strong and relevant foundation for the study tours.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	13.0%	14
Agree	30.6%	33
Strongly Agree	56.5%	61
<i>answered question</i>		108
<i>skipped question</i>		2

Q15. The Opening was well planned and organized.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	2.8%	3
Agree	11.9%	13
Strongly Agree	85.3%	93
<i>answered question</i>		109
<i>skipped question</i>		1

Q16. The environment (facilities, services, etc.) was favourable to my learning.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	0.9%	1
Agree	23.1%	25
Strongly Agree	75.9%	82
answered question		108
skipped question		2

Comments:

- *Should have had more insights on Canada. There was a lot of dialogue on the Caribbean but I believe a more rich understanding of Cdn. positives and opportunities would have helped Caribbean counterparts.*
- *Excellent! Well organized!*
- *Very relevant and enjoyable, but I would recommend a later start on Sunday morning.*
- *The opening session was well organised and created a strong foundation for expectations on the remainder of the tour. The speakers and other contributors helped provoke dialogue even before we flew to our respective assigned countries.*
- *It would be beneficial to ensure a wider Caribbean speaker representation, selection and presentation time line adherence.*
- *Orientation on regional governance and issues would have been beneficial as well as cultural leadership issues.*
- *Carricom women in leadership in Caribbean, regional diversity of Caribbean countries.*
- *Well organised and executed. A wonderful experience to be cherished forever.*
- *More balance between expositors. Include team building exercises (guided).*
- *I loved it. Very interesting.*
- *The speakers were apparently told not to use Power Point. However, PPT should be used by the speakers for those participants who are visual learners.*
- *Speakers were excellent and provide encouragement and reassurance.*
- *Providing a more clear understanding and expectation of the teams with respect to the purpose of the dialogues - to focus on leadership and not solve problems.*
- *Provided an excellent base before we embarked on the actual study tours.*
- *Only able to attend a portion of the opening.*
- *The opening gave me the ability to start looking at the dialogue we continued in the tour.*
- *A few presenters were poor.*
- *Some of the presentations were lost on me until I travelled on the tours and joined the dots.*
- *Very good panels. Just the last panel "water environment" panel was not professional.*
- *Not an accurate representation of both challenges and strengths present in Canada.*
- *Not enough Dialogue between presenters and audience. Some presentations too technical.*

- *It was perfect!*
- *The Opening session was brilliant in setting the platform for the entire Dialogue.*
- *The opening sessions were excellent and provided a great foundation for us to depart on our tours.*
- *All speeches were very interesting.*
- *It was excellent. However a short session on "protocol" should have been discussed to avoid any embarrassing situation.*
- *The opening sessions were well executed and well timed. It was a real guide which made our task easier.*
- *Great speakers! Opening was very well organized. The pre-work for co-chairs was very good. A great preparation for role of co-chair.*
- *It was very informative.*
- *The opening session was strong and very valuable. It provided tremendous help as an introduction to the study tour.*
- *The opening provided a good preamble for the tour and what to expect.*
- *Good start. Starting presentations stronger than final day. Some Caribbean teams had issues not understood since no prior experience, but learned as the dialogue progressed, therefore maybe some initial context would be helpful.*
- *Very powerful speakers that got our minds flowing. Speakers put both countries in perspective by citing where Canada and Caribbean worked. No idea before that.*
- *The opening could be improved with greater variety in delivery and less reliance on lecture followed by Q and A. Consider small group discussions to break up the broader plenary.*
- *A waterfall of information that will stay with me for the rest of my life.*
- *Great presentations and engagement.*
- *Very informative and clearly planned with utmost professionalism.*
- *The session was very informative with experienced facilitators and presenters.*
- *It was an amazing session that set the tone for the remainder of the tour. Great job!*
- *Definitely set the stage and foundation for site specific visits. This is necessary to give teams a chance to bond which is pivotal to making this work.*

Canada/Caribbean Study Tours

Q18. The people and organizations visited during my study tour were informative and insightful.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	2.8%	3
Agree	38.5%	42
Strongly Agree	58.7%	64
answered question		109
skipped question		1

Q19. The people and organizations visited during my study tour were relevant to the CCELD objectives.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.9%	1
Neutral	3.7%	4
Agree	38.5%	42
Strongly Agree	56.9%	62
answered question		109
skipped question		1

Q20. The study tours exposed me to new strategies and approaches demonstrated by other senior leaders when dealing with challenges.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.9%	1
Neutral	1.8%	2
Agree	33.0%	36
Strongly Agree	64.2%	70
answered question		109
skipped question		1

Q21. The dialogue within my study tour group enriched my experience and learning.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	2.8%	3
Agree	21.1%	23
Strongly Agree	76.1%	83
answered question		109
skipped question		1

Comments:

- *Dialogue was sometimes difficult, there were real cultural difference in debate styles and coming to consensus. We worked through it but was more difficult than expected.*
- *Excellent!*
- *Greater awareness needs to be created about CCELD at tour.*
- *The study tour gave significant insight into the challenges and opportunities facing Canada and the Caribbean.*
- *Rich insights and sharing.*
- *Insightful, thought provoking and simply inspiring.*
- *Balance team members background a little and consider if possible balancing personalities*
- *Thanks to each one's personality we were able to integrate in a positive way.*
- *Living and travelling with participants of other sectors took me out of my comfort zone and pushed me to grow both personally and spiritually.*
- *Amazing!*
- *Too little time at some locations. Did not allow dialogue*
- *Study tours in the Caribbean were rushed.*
- *Ensure site visit hosts are adequately briefed about CCELD, not providing food and swag.*
- *Excellent. Learn a lot about collaboration in use.*
- *The experiences were excellent but days were at times too packed to be able to take out of them what we otherwise could have if there was less time touring.*
- *A fantastic experience from French to Spanish city - Loved it!*
- *Extremely well organized! Very dynamic local organizers.*
- *Well organized but limited time to debrief*
- *Really beneficial.*
- *Great exposure to and insights from senior level people from all sectors.*
- *Very good presenters and co-chair was on top of it.*
- *The group co-chair was not keen in feedback with group. Not giving the group the chance to ask as this would irritate her and you'll get rude answers.*
- *I enjoyed interaction with the different sectors from within my group and the organization I visited.*

- *Unfortunately I found that the time we had to discuss as a group was very limited. I had some very interesting discussions on an individual basis.*
- *It was perfectly planned and informative and educational.*
- *The Dialogue between/within the group provided an excellent framework for learning. I cannot recall another time in my life where I have had such an experience.*
- *The low scores reflect not the rich diversity of the study tour experience, but the limited (apparent) demonstration of senior leaders in dealing with challenges and perceived sense of hopelessness in the people we met at the municipal council level.*
- *Accommodations were not comfortable, very basic and lacked conveniences that you would expect to have and need after long days.*
- *The diversity of our group was a major contributor to my CCELD experience.*
- *The tour was very intense but taught me as leaders we have to function under all kinds of situations but how we deal with them is what matters.*
- *Dialogue with diverse companies and institutions. Experienced some institutions that were exceeding and others that were failing.*
- *Awesome, eye opening experiences.*
- *What can I say? GREAT!!*
- *Would have been useful in the Dominican Republic to have seen representatives from labour and civil sector.*
- *Some members of groups were very quiet / different stages of careers. For some the experience was probably pre-mature. Suggest an extra stage in the application process - interviews / discussion to ensure we have right people on program that can contribute to other's learnings.*
- *Sometimes a bit tight on time! Very good!*
- *The study tour was great. It is difficult to believe I was able to meet so many people and learn so many things, all within a relatively short period of two weeks.*
- *My group was excellent. It was a great learning experience for me, particularly the Caribbean leg. My eyes were open to the fact that I was not as aware of issues in the Caribbean as I thought. I know I have made lifelong friends among my group members.*
- *It was a great experience having the opportunity to practice my Spanish and French since I had the opportunity to visit regions that spoke both languages. I was happy to learn from the various leaders their leadership style and techniques.*
- *Canada Tour exposed me and enlightened me on seeing that everywhere has its own issues and that I can do and play my part in my society in the Caribbean.*
- *While I thoroughly enjoyed the experience, timing glitches during the Barbados leg made it difficult to fully learn and interact meaningfully during some of the site visits.*
- *Great ability to communicate.*
- *One person talked too much!!!*
- *Hectic*
- *Having fewer visits or other strategies to have time to rest built in. Thinking speaks of values of rest and sleep in learning.*
- *The tour lived up beyond my expectations and helped me appreciate my country, culture and that of others even more. The volunteers and sponsors I cannot stop to thank.*

- *The study tours were excellent! They really opened my eyes to all sorts of different perspectives. In future you may consider fewer meetings. We felt at times we were too rushed to make some of the meetings as meaningful as they could have been. This is a minor improvement only.*
- *It was hectic, but very engaging and enjoyable.*
- *Absolutely amazing. The participation changed my life!!*
- *The companies and organizations visited were great in discussing their challenge and the leadership style and value system in the work place. Excellent exposure and learnings for me.*
- *Perfect.*
- *Very well organised. However, Newfoundland seemed to have an edge in terms of guiding what they wanted to highlight so that it came together quicker for us.*
- *We did not have any time to dialogue and reflect. We were up at 5 am and back at 10:30 - 11:00 pm every night. It would have been much more effective if we had dialogue time in between site tours when everyone was fresh and dying to have conversation.*
- *The Barbados tour was not as "down to the point" as it was in Vancouver, but overall great experience.*
- *The pace was hectic but the opportunity was incredible.*
- *An eye opening experience.*
- *Sessions with representatives of Guyanese government would have shaped the dialogue with private and union leaders.*
- *Great exposure and an eye opener.*
- *Very well organized.*
- *The richness of the tour was incredible. More time to debrief and reflect would have enriched the experience. The challenge of the pace and sometimes rooming conditions actually brought the team together through working through the issues.*
- *The tour was highly evaluate by my perspective. Commitment and dedication by government, union and other social parties excelled.*
- *The tours were well planned and executed. It is evident there was a lot of hard work that manifested positively as the tour progressed. Absolutely good.*
- *Unfortunately due to circumstances outside of anyone's control, we did not experience the government or political perspective which made it difficult to ascertain whether or not our conclusions were correct.*
- *Ensure that presenters are well briefed on purpose of dialogue (ie. leadership focus). Really enjoyed the armchair discussions on challenges.*

Closing Session in Barbados

Q23. The Closing enabled me to synthesize and present my new knowledge in a way that was meaningful to me.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	2.7%	3
Neutral	8.2%	9
Agree	30.9%	34
Strongly Agree	58.2%	64
answered question		110
skipped question		0

Q24. The Closing provided an opportunity to learn from what others experienced on their study tours.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.9%	1
Neutral	1.8%	2
Agree	21.8%	24
Strongly Agree	75.5%	83
answered question		110
skipped question		0

Q25. The Closing presentations were effective.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.9%	1
Neutral	6.4%	7
Agree	39.1%	43
Strongly Agree	53.6%	59
answered question		110
skipped question		0

Q26. The Closing presentations and experiences were relevant to the CCELD objectives.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	6.4%	7
Agree	29.1%	32
Strongly Agree	64.5%	71
answered question		110
skipped question		0

Q27. The Closing was well planned and organized.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	0.0%	0
Agree	14.5%	16
Strongly Agree	85.5%	94
answered question		110
skipped question		0

Q28. The environment (facilities, services, etc.) was favourable to my learning.

Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	1.8%	2
Agree	8.2%	9
Strongly Agree	90.0%	99
answered question		110
skipped question		0

Comments:

- *Room was too cold - a little uncomfortable.*
- *Excellent!*
- *The closing session was well executed. It facilitated the continuation of leadership dialogue that started when the CCELD began. Today all leaders completed this dialogue as being emerged.*
- *So many consecutive speeches fell on deaf ears as persons were exhausted. Perhaps they could be more interactive.*

- *Not sufficient time for dialogue.*
- *Wished I had won the IPAD - hahaha!*
Seriously, liked the opening session, well organised and executed. The opportunity to learn from the panel of the learned and distinguished scholars was also a plus for me.
- *Certificates as CCELD Alumni should be given to all participants.*
- *Enjoyed listening to what the other groups learned on their study tours.*
- *Great selection of panels.*
- *Great to learn from other's learnings.*
- *Random last minute lottery a bit stressful.*
- *Great job*
- *Well coordinated and executed to the minute detail.*
- *Good!*
- *Excellent!*
- *Enlightening*
- *Excellent. Well balanced and informative.*
- *Enjoyed the group presentations, but did feel that there were mixed messages re creative vs content. The sessions were okay but could have been more interactive esp. considering the fatigue and the lack of focus we could give since we were focused on our group presentation.*
- *Excellent! Excellent! Excellent! Benefitted immensely from the other tours as well as my groups this session.*
- *I was so enthused by the involvement of past alumni. Great and necessary to include them.*
- *Excellent planning and execution which lead to a successful conference. The importance of collaboration was evident.*
- *Just excellent, superb, fantastic, awesome all plus adjectives.*
- *The group presentations were creative and well informed. The speakers were dynamic and provided good insight.*
- *The variety and quality of group presentations were exceptionally good and exemplified the varied possible solutions to the challenge we will face in the future.*
- *I wished I won that IPAD (just kidding), but the closing was a great end to the greatest experience I had. I will never forget this.*
- *Great!*
- *While I enjoyed the group presentations the plenary addresses could have been more relevant or the time better spent exchanging insight amongst groups.*
- *Beautiful location and excellent job in keeping us focused until the very end.*
- *Found many presentations too much focused on art form/delivery instead of Dialogue, debate, context. Take out the theatre.*
- *Allow for more time for group discussion and debate prior to presentations. Very tight.*
- *Well done team! It was fantastic!*
- *I thought the session was energizing and gave me an even greater appreciation of the CCELD - ie. the volunteers, sponsors and participants.*

- *The closing session was a great way for all of us to share amongst groups and further establish links.*
 - *That the closing ends at midday so we have more time in the afternoon for final socialization and interaction with peers before we make our departures.*
 - *Insight into the experience of others on the Tour (other groups).*
 - *Excellent!!*
 - *Short. More time should be given to develop more networks between persons outside your core group.*
 - *I hope this venture never stops and even my five year old daughter would get the opportunity to participate in such an event.*
 - *We should have all been given copies of the slide show with the different groups.*
 - *Bringing the groups back together at the end really give me a chance to share in the experiences in 20 minutes.*
 - *Excellent coordination and planning.*
 - *Very good and effective experience and I value the relationships built on this dialogue.*
 - *Thought opening presentations were stronger. Increase dialogue opportunity during group presentations.*
 - *Wished there were more speakers - at least one more - to guide vision. However the speaker on the 21st century was very effective.*
 - *The closing was brilliantly well prepared. Very engaging!*
 - *Some of the guest speakers did not contribute/add to our understanding of the leadership topics.*
 - *A round table session to force participants to sit at new tables and exchange information and chat with other participants.*
- OR*
- Other ways for us to interact outside of the assigned group.*
- *Was well organized.*
 - *Yes and either during the tour or the closing a final debrief exercise (guided) might have assisted the synthesis.*
 - *This was relevant to gain insight for future planning.*
 - *It's hard to say good bye....staying in touch makes me feel a bit better to know that I am still able to keep in contact.*
 - *Closing was fabulous! Bringing us back together with the entire group to share our experiences was incredible.*

Resources, Networking and General Comments

Q30. The printed resource materials provided to me were useful and relevant.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	9.1%	10
Agree	30.9%	34
Strongly Agree	60.0%	66
<i>answered question</i>		110
<i>skipped question</i>		0

Q31. I see value in consulting/working with CCELD colleagues in the future to help me address local and regional challenges.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	0.0%	0
Agree	22.9%	25
Strongly Agree	77.1%	84
<i>answered question</i>		109
<i>skipped question</i>		1

Q32. I plan to stay in contact with my CCELD colleagues.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	0.0%	0
Agree	11.9%	13
Strongly Agree	88.1%	96
<i>answered question</i>		109
<i>skipped question</i>		1

Q33. I plan to add my contact information to an online directory for networking purposes.		
Answer Options	Response Percent	Response Count
Yes	100.0%	108
No	0.0%	0
answered question		108
skipped question		2

Q34. I will use the online directory to stay connected with my CCELD colleagues.		
Answer Options	Response Percent	Response Count
Yes	99.1%	108
No	0.9%	1
answered question		109
skipped question		1

Q35. As a CCELD alumnus, I can contribute in the following two or three way(s) in order to stay engaged and sustain the CCELD into the future.

- *Helping contribute to regional planning and funding.*
- *Engage in the CCELD website.*
- *Creating awareness of CCELD to others.*
Maintaining communication.
- *Participate by helping to organize future study tours in Bermuda.*
Participate in any future regional or smaller dialogues.
- *Join country planning team.*
- *Assist in future study tours.*
- *My time. My learnings. My service*
- *Volunteering.*
- *Logistic support- organizing the event.*
- *Share learnings.*
Support future tours.
- *Regional hosting of tours.*
Advocating leadership in the region.
- *Help in organizing 2015*
- *Stay connected (network with other alumni)*
Become part of the planning committee in my voluntary for the 2015 CCELD.
Look at the possibility of replicating this (on a small scale) @ the community level.
- *Spread information to others; continue supporting local committee in my country.*
- *Being a multiplier communicator of all received.*
Volunteering in my country.

- *Anything and everything that is needed.*
- *Keep in touch with other participants and the organizers.
Talk about it in my country and encourage other young people to take part.*
- *Volunteer in both my home province or by travelling to wherever needed.
Participate and engage in Alumni social networking.*
- *Giving more of my time to social activities in the community.
Maintain contact with the tour leads.*
- *Active part of planning committee.
Be an advocate for CCELD.
Keep the dialogues going.*
- *Stay connected to my team.
Volunteer in 2015.*
- *Volunteer
Organize tour sessions/group*
- *Educate others as to what the CCELD represents.*
- *I am committed to further evaluate how I can best contribute in the future.*
- *Current technologies as the medium. I intend to contribute through continuing dialogue
with other alumni as well as through outreach to future leaders within my nexus.*
- *Implement similar and smaller dialogue in my country.
Continue to connect and communicate with members.*
- *Give back to people in my org through mentoring and sharing my knowledge.*
- *Volunteer for future dialogues.
Encourage community fundraising.*
- *Maintaining relationships with Alumni.*
- *Maintain my alumni and professional contacts/network.
Provide assistance and support to the planning and execution of future dialogues.*
- *Assist with any communication or PT events / activities to push the CCELD agenda.*
- *Local coordination and leadership*
- *I would like to be involved in the planning/hosting committee for the CCELD 2015. I plan
to volunteer with my Canadian CCELD colleagues for the Governor General's study tour
next year. I will visit my Caribbean colleagues regularly.*
- *Updates on my growth as a leader.
Encourage young leaders to apply and join the program.*
- *Participate in the recruitment process for future applicants.
Support local tours.*
- *Networking
Communicating the value to my organization of continued*
- *I can help with government lobbying/application for funding, support etc. ie CIDA
I would be pleased to participate in a future program by organizing events in Ottawa*
- *Raising funds
organizing a study tour
speaking to resources or prospects about the value of the CCELD experience.*
- *Mentoring; assisting with planning and execution of future dialogue.*

- *In any way I can. "Co-chair"; volunteer and ask my company to sponsor.*
- *Planning and forming a part of the local organizing committee.
Sharing my experience with other future leaders.*
- *Planning future events.
Mentoring
Fund raising.*
- *Seek sponsorship.
Be involved.*
- *Get involved as a tour organizer or welcome the tour to my organization.*
- *Volunteering
Networking*
- *Community outreach.
Develop future leaders.*
- *I promise to contact CCELD colleagues a month for meaningful discussion.
I pledge to get involved with the local organizing committee.*
- *National reporting on the CCELD experience to my sponsor organization I posting
information on the organizations website and raising awareness of CCELD in my country
through the print media. Planning CCELD events for St. Vincent.
Regional staying in touch with other 2011 CCELD alumni and participating in Caribbean
dialogues.*
- *Plan a local tour. Lead a committee. Mentor future participants.*
- *Encourage provincial government contribution and engagement.
Volunteer my time to planning future conferences.*
- *To promote further labour and regional participation in future dialogues.
Help to coordinate tours in my region.
Anything else I can do to support the CCELD.*
- *Stay in touch with regional/Canadian colleagues.
Volunteer for St. Lucia to be a part of the study tour.
Recommend future emerging leaders to participate in future tours.*
- *As a volunteer
Financially*
- *Assist in raising funds for CCELD 2015.
Become a volunteer with future CCELD events.*
- *By volunteering my services, finding partners and venues and participating on
committees.*
- *Arrange study tours in my own country and would be meaningful and advance a great
learning experience.
To being a part of the organizing committee.*
- *Engage and recruit more Aboriginal participants and more youth participants.
Commit to organizing and hosting study group in 2015.*

- *Reporting back to my supporting orgs in my home country, so that they continue their support.*
Organizing local dialogues.
Volunteering for my home country local organizing.
- *Stay connected with the network.*
See if I can be of assistance to CCELD 2015.
Encourage future participation and support from my organization.
- *Talk about my experience to others.*
Help with organizing other study forum.
- *Participate in forums, stay connected.*
- *Planning 2015*
Financial support 2015
- *Provide information*
Coordinate
Plan
- *Networking - staying in touch*
Participating in the planning of future sessions.
- *Will assist in planning for Jamaica as a host country by raising funding or contributions.*
Currently planning reunion in 2012 Jamaica.
- *Assist with study tours in my country.*
Volunteering where I can.
- *The participants from the Bahamas plan to have roundtable discussions with relevant stakeholders to ensure that the spirit of the CCELD is maintained. I will attempt to stay in contact with other participants.*
- *I would be willing to be a group co-chair.*
I would be willing to organize a tour in the Cayman Islands if Cayman was a country selected.
- *Teaching Spanish to others.*
Providing sponsorship to future participants.
Organizing leadership lectures and courses.
- *Seek support of organizations to enable others to get the CCELD experience in the future.*
Forming a local body and keeping in touch of other conference to develop my company.
- *Facilitate a tour to Tobago for 2015.*
Getting folks at home informed about the CCELD and its ethos!
Getting my country more officially involved.
- *Spread the word.*
Volunteer.
Fund.
- *Contribute to the creation of a Caribbean dialogue or British overseas territories dialogue.*
- *In anyway - just suggest what's available.*
- *Organize local CCELD type dialogue.*

- *Time*
Volunteer
- *Become a volunteer.*
Be ready to serve.
- *Contribute to planning a study tour.*
Try to convince my organization to contribute money.
- *Include a leadership component in every training I do. Stay connected with my fellow Alumni. Share what I learned with colleagues at home.*
- *Be a resource on study tours.*
Help find others who would benefit.
- *1. Organizational support.*
2. Evangelism.
- *Educate about the CCELD to other emerging leaders.*
Be a member of local organizing committee.
Engage sensitive sponsors and fund raise.
- *Organizing events/meetings for future communication.*
Providing contacts/networking opportunity for public and private sectors.
Co-chair/leadership of other teams.
- *Assist in organizing the T&T study tour - inclusive of the funding search.*
- *Seeking friendship where possible.*
Increase the people of the CCELD in my country.
- *Organizing*
Fundraising
- *1. Keep in contact.*
2. Volunteer for future tour or offer up business for future tours.
- *Do plan for 2015*
Fundraising
Rallying countries through travelling to them to promote participation.
- *Volunteering*
Networking
Playing
- *Assist in planning for 2015. Network with my CCELD group to have updated sessions.*
- *I would be willing to volunteer within my city to organize the event.*
- *Start a smaller local alternative to CCELD.*
- *Helping organize and fund Toronto based study tours.*
- *Organization and contributor*
- *Contribute to future conferences through one or more of the following ways: Being a volunteer, organizing study tours in my country, asking for sponsorship.*
- *In whatever way I can at the time.*
- *Participate in future dialogue planning.*
Stay connected to team members to support and encourage their development.
- *1. Encourage persons to participate and use my contacts and skills to assist.*
2. Assist persons/cause in country I visited.

- *Assist with the planning of future study tours.*
- *1. Work as a facilitator*
2. Help local planning committee
3. Help with local presentations.
- *In becoming a member of the local planning committee.*
In helping raise funds.
- *Set up or sustain the team/group connections. * Volunteer project.*
*Set up or sustain the local/regional connections through setting up * lunches, etc.*
Volunteer for Governor General Conference, support, coach, planning and for CCELD 2015.
- *1. Continue communications with CCELD and joining the existing committee in my country.*
2. Sharing of information with colleagues, government representatives.
- *I have the ability to raise funds for the 2015 group. I can also assist in recruiting potential alumnus.*
- *1) Engage my organization in taking a more supportive role.*
2) Be a champion for future CCELD activities.
- *1) Inform my company of the benefits of CCELD*
2) Bring info to local Caribbean organizations in WPG.
- *Looking forward to participating in organization of 2015 conference.*
Regular dialogue with new contacts made.

Q36. What are two or three key strengths of the CCELD that should be maintained into the future?

- *Bringing different sectors together.*
Diversity - balance of women / men.
Great access to key people.
- *Engaging volunteers/CCELD alumni's in the tours.*
The administrators were excellent! Email communications were excellent! Responses to email queries prior to the CCELD were sent in a timely manner. Thanks Marian, Karen and the team!
- *Diversity of the participants.*
Diversity of the study tours.
- *Being a high energy leader.*
Ability to be flexible and also explore new opportunities.
- *Well organized.*
Excellent access to senior leaders in terms of time and quality.
The nightly debriefs and the presentations helped us to apply the learnings.
- *Strong network.*
Corporate sponsors.
Organizing committee.

- *Strong network.
Corporate sponsors.
Organizing committee.*
- *The 2011 CCELD team.*
- *Variety of sectors that persons were exposed to.
Quality of leadership in these sectors.*
- *Diversity of groups.
Study tours.*
- *Role of volunteers.
Dependence on alumni to give back and share experiences.*
- *The ability to bring together this many people for the same cause.
The caring and compassionate staff.*
- *Planning and organization
Relevance of themes.
Diversity of participants.*
- *Organization and protocol*
- *Cultural diversity.
Varied Canadian experience. Loved being able to see other parts of the country. Great experience.*
- *Cultural diversity is always an advantage.
Good organization*
- *Brining past Alumni to opening and closing events.
Expanding the website.*
- *Continue to foster dialogue within the region
Continue to work with emerging leaders.
Increase the number of First Nation Representatives.*
- *Keep / sustain intensity.
Keep resource person at the country level diverse and multi-disciplinary.*
- *Diverse groups.
Diverse tours.
Amazing \$ and non \$ support.*
- *Mixed group - planned mixture.
Mix of leaders.*
- *Diversity of study tours.
Small groups.*
- *The formula is great (working well) don't change anything.*
- *In the CCELD model, participants were challenged to view a multitude of perspectives in the successes and failures leaders in different industries in different countries have experienced. That experience was profound! In addition, the use of dedicated and seasoned liaisons that had valuable background in places to be visited was extremely useful in adding value to the public information (that would have been all that was available)*
- *The cross section of various sectors and countries.*

- *Diversity in members.
Access to amazing leaders and their experience.*
- *Multi sector participants.
Equal male / female.*
- *Gender balance.
Hectic Schedules.*
- *The intensity of the program.
The various travelling components of the project.
Caribbean and Canadian contacts.*
- *Event planning and organization.
Effective communication @ all levels.*
- *Diversity of participants*
- *The balance between sectors, regions and gender in the CCELD participants.
The whole experience was excellent, especially the inclusion of Alumni. Replicate this
and it will be a success.*
- *Maintain the flow of the program
Keep the link in website up to date.
Alumnus updated on new happenings.*
- *Representation from a variety of P/Ts and Caribbean countries.
Engaged and dynamic local organizing teams.*
- *The ability to stay in contact by email website to keep informed.*
- *Support of HRH
Gender balance
Site visits*
- *Links, networks
Access to senior leaders
Broad scope (leadership)*
- *Increased active listening and opening your mind to understand others' perspectives.
also learning rapidly in challenging circumstances.*
- *Sane purpose
Same concept
Environment*
- *The fact that it is multi sectoral.
The joining of Canada and the Caribbean.*
- *Diversity of participants
Visiting two sites to get perspectives from leaders in different environments*
- *The connectivity
The exposure to different elements.*
- *The group size was perfect. Not too big so that everybody got to connect.
The high quality of the people we met in the various locations.*
- *Cultural diversity (attracting persons from around the world).
Study Tours*

- *Organization and planning.*
Contrast within industries.
- *The co-chair model for each tour extended learning for the leaders.*
The organization!!! (Yay Barb, Karen, Pam and Marian)
The diversity.
- *The study tour detail and organization.*
The power of volunteers in inspiring volunteerism in others.
- *Diversity of participants*
Taking people out of their comfort zone with a wide variety of site visits.
- *Alumni contributions and participation.*
Keeping the schedule consistent with agenda.
- *Diversity of regions and sectors.*
Excellent speakers and tour coordinators.
Fantastic planning, coordination and staff!!
- *Collaboration*
Team Work
Volunteerism
Planning
- *Communication*
Organization
- *The Caribbean - Canada connection*
*The experience of the diverse locations in Canada and the (*Caribbean)*
The diversity of the study tours.
- *Meeting with social programme director and staff. The hectic pace. The opening and closing ceremonies.*
- *The great networking and collaboration between the Canadian and Caribbean counterparts.*
- *Format of cross-sectoral study groups.*
Group feedback presentations.
- *Diversity and team approach*
Local organizing committees.
- *Strong government funding support.*
Excellent regional connections.
Close network of Alumni
- *Having participants from a broad spectrum*
A focus on leadership
- *Diverse networks*
Well organized
- *Format was great.*
Timing could use 1 more day to facilitate presentation preparation.
- *Networking*
Candidate selection
- *Work with all sectors*

- *Mix of site visits/business/govt/civil.
Group co-chairs.*
- *The network of volunteers.
The high level of corporate sponsorship.*
- *The concept of volunteerism is a critical element.
The concept of networking (staying in touch) is critical.*
- *The EXCELLENT COMMUNICATION.
Utilizing locals within each community to serve as liaisons.*
- *Time efficiency
Excellent planning and organizing team.
The huge number of participants.*
- *Commitment
Support
Dedication*
- *The diversity of organizing committees, volunteers and presenters.
Organizational structure and use of social media to begin connecting people prior to the experience.
International diversity in terms of gender, work environment and region in study group make-up.*
- *The diversity of delegates; ie labour, government, NGOs, business
Strong corporate sponsorship
Having an elite planning and management team that is so cordial, flexible, and professional.*
- *Ability to connect with important leaders who are willing to share their experience.*
- *Diversity of group.
Gender equality.*
- *Continued communication.
Group meeting e.g. 5 year anniversary*
- *Speed
Commitment*
- *Networking*
- *Team concept of doing study tours to different locations.
That participants are from various sectors.*
- *Volunteerism.
Selections of participants from across Caribbean and Canada.*
- *Insight into leadership challenges within organizations where access to public is restricted.*
- *1. Network
2. Sharing perspectives.*
- *Barb Crompton and her team.
The inspiration of Mary Collins, Bob Taylor
The relevance, having regard to current issues facing leaders.*

- *The nature of each of the dialogues (open, honest, fruitful)
The convergency with very different regions.
The expert organization of activities, events, presentations and follow up.
Support.*
- *Male/female balance
Sector balance*
- *Exposed to different countries/cultures/challenges/opportunities etc.
The leadership component is critical to this dialogue.*
- *Canadian Focus*
- *Diversity of participants and diversity of locations and people visited.*
- *1. Using Alumni members from the Duke of Edinburgh who know the objectives well.
2. Networking and working well with study tour leaders.*
- *Collaboration*
- *Pace of meeting.*
- *Proper organization.
Diversity in tour.*
- *Diversity of participants.
Onsite tours.*
- *Getting things right down to the point!*
- *Inclusiveness.
Top-level access.
International and cross-cultural scope.*
- *Network of contacts.
Summary of reports / each group*
- *Networking
Effective communications*
- *1) Keep them guessing (the participants). Someone said we should have been more prepared. I'm sure part of the concept is to be surprised by every experience.
2) Maintain the high level of contacts and top level executives to present to participants.
3) Keep the organisers.*
- *Mixing private, public, civic and union colleagues. Different perspectives were great!*
- *1. Communication with participants.
2. Ability to provide the relevant contacts.
3. Detail to planning.*
- *Good Partnerships.
A CCELD chat room.*
- *1. Ability to engage great presenters.
2. Structure and organization.*
- *The organisers
Diversity of countries involved.*
- *Depth over breadth with respect to the balance - focused theme. Deep conversations were most impactful on the tour portion.*

- *1. Working together with communities, cultures and government.*
- *2. Continue sharing information on issues.*
- *Stay positive, open minded and resourceful.*
- *The percentage of Caribbean and Canadian participants.*
The gender representation.
The organization and structure of the CCELD.
- *1) Combination of people from different geographical areas.*
2) Balance or representation of women and men, and labour (employee) and employer from private sector representation.
- *Diversity of participants.*

Q37. What two or three suggestions do you have to improve future CCELD conferences?

- *Maybe some insight upfront on cultural nuances before going into the tour at one of the opening plenary discussions. This may help on both sides. Co-Chair roles sometimes unclear for both Co-Chairs and participants.*
- *Allow more time on the site visits of physical plants.*
Do allow Sunday afternoons to be free for participants to rest or have free time as Sunday afternoon debriefings were the least productive. Everyone was too tired on Sundays more so than the other days.
- *Provide laundry service on Sundays.*
- *Great job was done. Would suggest an hour or two to recoup after travel to locations.*
- *All tours during the study tour should be confirmed to avoid cancellations.*
- *The prospectus could be re-written to be simpler in its description of the CCELD.*
- *A brief 1 page hand out describing what the CCELD is and its objectives that can be given to all participants would help in explaining to employers, family and leaders met on the actual tour. We were asked by the President of Dominica where was the written documentation explaining the tour and our group had nothing to give him.*
- *Shorter opening session*
- *Contact info for all participants.*
- *More downtime and cultural exchanges in various places/countries of the tour visit.*
- *More time to dialogue with members outside my tour group.*
- *More interactive sessions versus speeches.*
- *More downtime.*
- *50/50 equal representation of Cdn and Caricom representation.*
- *Regional orientations prior to travel.*
- *Host prep on where we are touring and level of knowledge.*
- *Mentors to coach on team issues.*
- *Better def on role of Co-Chairs as team leads.*
- *I think that no one is perfect, but this came quite close. I wouldn't change a thing.*
- *Mentioned before. Thank you!*

- *With weight restrictions on luggage, all printed material should be digital.*
- *Some of the presentations seemed too short as we were always rushing to the next talk. Hard to get into a real dialogue.*
- *More time for the participants to get to know each other. (Free time). Involve more young people.*
- *Co-chairs should receive a 1 or 2 day session on teamwork and communication prior to the next dialogue.*
- *Certificates should be issued upon completion.*
- *Co-Chairs should be from different sectors (e.g. not two labour Co-Chairs).*
- *Have all group reports on the same day.*
- *Put all PPTs on the website as well as videos of presentations and group reports.*
- *Create balance in the study tour. Need more time for rest / sleep. If we have to share beds it should be communicated prior.*
- *Allow time for bonding for group to learn from each other.*
- *Time to go deep into issues. The pace is so intense it was sometimes hard to ask all the questions you wanted to.*
- *Individual rooms/bathrooms
Try to manage travel time.*
- *Allow more time to debrief, preferably for 1 hour after each site visit.*
- *Room sharing ...seriously?*
- *Adequate disclosure on accommodations! Whilst we are appreciative of the constraints on resources, it was wholly unpalatable to be surprised by shared facilities and rooms, which was (in some cases) exacerbated after long days.*
- *Provide a briefing of what is expected up front particular in regards to accommodations.*
- *More time to dialogue.*
- *Changes to some site scheduling, ensure enough time for dialogue.*
- *Ease up on scheduling of travel days, people burn out and not productive.*
- *More debriefing time.*
- *Single rooms.*
- *Greater sector balance in visits. e.g. Labour/ Government and Private sectors.*
- *Opportunity for the development of a community project during the conference to increase visibility.*
- *More involvement of civil society especially on the tours.*
- *Ensure that participants get to meet with all sectors in the countries visited.*
- *Some structure and networking team building activities amongst the different teams to help broaden our connections beyond our own teams.*
- *Round table discussions at the end of the conference with one representative from each group to share an honest view of what we experienced that may have been excluded from our presentations.*
- *A little more downtime.*
- *More time for developing relationships / networking between groups*
- *More inclusive of the young and aboriginals.*
- *Need to plan tour with a bit of time allowance for debriefing. Felt we were always behind.*

- *Need to educate on demographic will be a huge issue into the future.*
- *Prepare info packages for use of site visits organizations to ensure that the right persons are in the room and able to engage @ the right level.*
- *Prepare info packages for use of site visits organizations to ensure that the right persons are in the room and able to engage @ the right level.*
- *Prepare country briefing packages for delegates.*
- *Prepare site visit briefing packages for delegates so they understand why an organization is chosen.*
- *Give groups a bit more social time with each other time to discuss themselves a bit more in order to get to know each other.*
- *Ideal that selection process seek more participants whose ideals align with the CCELD's objectives. Assess accommodation conditions for all tours where possible ensuring a specific benchmark of expectations.*
- *Look carefully who are selected as group co-chair*
- *Look carefully who are the panels (perhaps read their presentation and make sure they want to contribute)*
- *I think allowing more free time for participants to dialogue while on the study tour would be excellent.*
- *None*
- *Please allow some more time for groups discussions in the tours schedules.*
- *Continued networking and dialogue.*
- *None*
- *Provide at least 2 hours during site visit tour to experience the country outside of meetings so that we can become ambassadors.*
- *Provide more direction for co-chairs during a site visit.*
- *Include persons who speak a language other than English (e.g. Spanish, French)*
- *Perhaps look at scheduling site visits. Six/seven in a day is almost impossible and doesn't allow for true dialogue.*
- *An opportunity to get contact info of fellow group members as soon as the teams are made would be nice - recognizing there is a lot of shuffling occurring.*
- *More NGO participation.*
- *More First Nations participation.*
- *A little more downtime to experience the cities/countries visited.*
- *More time at tour sites. Some time to relax at least 2 hours.*
- *Provide more advance information on the companies and institutions the study tour will dialogue with.*
- *Opening and closing ceremonies should not be limited to Ottawa and Barbados, they should move through Canada and through the Caribbean.*
- *The small group arrangements with the tripartite mix.*
- *Allow opportunities for study group participants to present to one another within the tours.*
- *Difficult I know, but if the pace could be a little less hectic I think the local four dialogues would be more enriching.*
- *Honestly it was brilliantly put together and executed and vastly exceeded my expectations. The challenge will be to maintain the standard in 2015.*
- *Balancing of participants from participating countries/islands.*

- *Local accommodations in Halifax were subpar.*
- *Allow 2-3 groups to have one on one discussions/dialogues with each other during the closing.*
- *Cube should be added.*
- *Maybe more time to Dialogue.*
- *More dialogue and less presentations/lectures with leaders.*
- *While keeping the days pack, slot some time to actual enjoy the culture/environment of each country/province visited.*
- *Prior to departure more integration between the 120 persons should be facilitated. This could be done at the opening.*
- *Having adequate disclosure regarding possible variations in accommodation scenarios.*
- *That St. Kitts be one of the islands to visit.*
- *Less distances between locations. For example those in further areas in Canada should be sent to nearer Caribbean countries. To avoid excessive jet lag.*
- *More time given to individuals to relax*
- *Morning exercise to stimulate individual minds.*
- *Lead up information could be distributed in a more chunked fashion. Received a lot of little pieces in a small span of time adding to organizational stress when trying to prepare my work colleagues for my departure.*
- *Have a couple of presentations done digitally. I.e. via wooz world, tele-conferencing.*
- *Perhaps ...a little more time "on the road" to absorb the information given.*
- *Find ways to get persons connected to as much persons as possible.*
- *Include dialogue with the people who are becoming leaders.*
- *Respect the Sabbath both days.*
- *Mandate clearly change in group leader and debrief chair person.*
- *Allow enough sleep time (7-8 hours minimum) - seriously as there were at least 2 instances of persons with medical conditions that require sleep as a must, to prevent though conditions from flaring up.*
- *Work in/plan rest.*
- *Vary perspectives on given site visits. Eg. Have labour, business and government perspective on same issue.*
- *To give more time to persons and places to be interviewed.*
- *Ensure that more strategic plans are put in place for future visits.*
- *Ability in program to gain greater face time with 120 participants not just group.*
- *More participation of Members of Parliament. This body has to be addressed. They were the white elephant in the room. THEY ARE A LINK TO CHANGE.*
- *A little more downtime. Free time on Sunday mornings so those who wish to are able to attend a Church service.*
- *More time to rest. Otherwise it was excellent!*
- *More dialogue time during the tour.*
- *More information upfront as to tour sites, dress requirements, sleeping arrangements (due to personal/religious values).*
- *Have the people briefed on what we expect of them. Often it seemed like they had a very presentation accordingly to our objectives.*

- *Leadership guidance for teams - expectation setting.*
- *Stronger screening of candidates.*
- *Regional dialogues in 2 or 3 centres*
 - *Maritimes/OECS*
 - *WC/Barbados-Bermuda-Jamaica*
- *More downtime for discussion on tour.*
- *Everything was well in places.*
- *1) It's Perfect! Thank You! 2) Ok well maybe one - A Face book page.*
- *Final closing speeches should be about harnessing personal strengths in becoming a leader.(the concept discussions are not really helpful after the experience, planned group activities not downtime). a free personal slot at every location.*
- *Distribute the agendas for the study tour prior to arrival.*
- *Wooo -- can't think of any while I'm on this high. In my down time -- maybe I will.*
- *Should discuss transnational issues. a. Health (HIV) b. Agriculture technology (technology)*
- *Dedicate a little more time to the closing presentations.*
- *Maintain online network of alumni and updates.*
- *E-copies of the agenda in advance so we can do advance prep.*
- *1. Have committed leaders from government and policies holders involved.*
 - 2. *Involvement of all categories of leaders.*
- *None!!! - Absolutely great job!!!*
- *More marketing of the opportunity; found out by luck!*
- *Advance notice of study tour so that I can do research on organizations to visit.*
 - I need to plan for travel time when organizing trips. Because of the commitment from volunteers and representative, arriving late or leaving meetings early was not respectful of their time. We need to consider this when planning so we respect the contributors.*

ANNEX G: THREE-MONTH FOLLOW-UP SURVEY

Q1. Please indicate your gender.		
Answer Options	Response Percent	Response Count
Male	40.5%	34
Female	59.5%	50
<i>answered question</i>		84
<i>skipped question</i>		0

Q2. What Region did you represent at the CCELD?		
Answer Options	Response Percent	Response Count
Canada	34.5%	29
Caribbean	65.5%	55
<i>answered question</i>		84
<i>skipped question</i>		0

Q3. Please indicate the Sector you represented at the CCELD		
Answer Options	Response Percent	Response Count
Business	41.7%	35
Government	28.6%	24
Labour	15.5%	13
NGO	4.8%	4
Other	9.5%	8
<i>answered question</i>		84
<i>skipped question</i>		0

Q4. I am using my skills and knowledge acquired through my CCELD experience, in my professional and/or community life.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	6.0%	5
Agree	60.2%	50
Strongly Agree	33.7%	28
<i>answered question</i>		83
<i>skipped question</i>		1

Q5. I am noticing changes in my leadership since returning from the CCELD.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	1.2%	1
Neutral	13.3%	11
Agree	50.6%	42
Strongly Agree	34.9%	29
answered question		83
skipped question		1

Q6. My CCELD experience has allowed me to view situations differently.		
Answer Options	Response Percent	Response Count
Strongly Disagree	0.0%	0
Disagree	0.0%	0
Neutral	2.4%	2
Agree	39.8%	33
Strongly Agree	57.8%	48
answered question		83
skipped question		1

Q7. Please provide one or two examples of how you have applied your knowledge and/or skills you acquired through your CCELD experience to your work.	
Answer Options	Response Count
	74
answered question	74
skipped question	10

Comments:

- *I deal with my union members differently by making them have a say in decision making and taking and also make them feel more free to speak openly and to voice their opinions on matters that concerns and affect them.*
- *The CCELD experience taught me the importance of approaching projects and leadership decision from all perspectives (government, private sector, unions, NGO). This principle is now fully incorporated in all my projects and drives my decision making process in relation to my work.*

- *allowing more input in decision making*
- *allowing for differing points of view.*
- *Although sent to CCELD by labour I have used the CCELD experience to contribute to my government portfolio by I being more proactive in policy and visioning.*
- *Managing staff and dealing with conflict*
- *I have launched two new business concepts, in two different countries with the new found global perspective I have received as a result of CCELD.*
- *Reorganising my management team.*
- *I have focused on moral boosting projects to encourage productivity and loyalty.*
- *I have applied and asserted myself more in my life, especially church and community, specifically being a volunteer at The Bahamas Crisis Centre.*
- *knowledge of the regions visited in project discussions*
knowledge of the labour sector in HR discussions and election discussions
- *I had problems in taking certain decisions that would affect persons on the field, after my visits I noticed that sometimes hard decisions needs to come for the company to be successful on long term.*
- *Another skill i acquired is listen to others without interrupting, even though I still have to practice more.*
- *I have been using my initiative more in driving company projects.*
I was able to connect my company with one of the companies I met during the CCELD study tour. My CEO/Publisher travelled to Montreal to meet with senior executives to discuss the possibility of moving to a similar platform in the near future.
- *The experience has allowed me to work better within a team. I have become a more effective communicator and assume leadership responsibility when needed.*
- *I am a Trainer of Trainers and since the CCELD, I have included a Leadership Component in all of my Trainings. I am also listening more to my staff and working towards building a more close nit Team.*
- *I am presently managing a change process and succession plan. The CCELD has enhanced my credibility among many of my peers and superiors.*
- *I now observe others more in their leadership styles and try to advise on other ways of resolving issues without being adversarial.*
- *Plans to help women and youngsters locally through setting up organisations for such.*
- *Organizing a free class to help parents better understand the scope of mathematics that their children are exposed to.*
- *1. I have reorganised the unit I supervise, which has resulted in a noticeable improvement in the quality and quantity of the output.*
2. I have been instrumental in the changes that have been made in the methodology used to determine the need for staff development/training.
- *A greater awareness and breadth of understanding on what it means to be a leader translating into becoming a better leader. Greater appreciation of various views improved ability to utilize different groups as strength towards making improvements.*

- *In my management position I am using the strategies learnt in influencing staff members in way they can achieve great successes.*
- *In my area of work I am also having people from various communities becoming involved as part of the Ministry's programme in educating and sensitizing them so that they will be interested in creating a better culture at home and work.*
- *Increased knowledge of the Barbados culture and tripartite arrangement has better equipped me to negotiate with union on behalf of my company*
- *I have been able to apply my experience from CCELD in the areas of group dynamics when dealing with stakeholders and time management in both my personal and professional spheres.*
- *Discussing how to assess business relationships outside of Canada.*
- *1. Created a platform to bring the Four major coordinating bodies (National Women Commission, National Committee for Families and Children, National AIDS Commission and the National Council on Aging) that provide family support together to look at vertical and horizontal coordination of efforts in a systems approach.*
- *2. Represented Belize at the International Gold Event for the Duke of Edinburgh Award Program in Kenya, Africa as a program of choice for young people in Belize.*
- *I am interacting with younger people more and encouraging them to take advantage of opportunities provided to them and further I am allowing my passion for leading to show and I do believe that I am a greater inspiration to those working with me.*
- *I have a much better understanding of how union and non-union interests can co-exist and I am using this new perspective in some upcoming labour negotiations.*
- *I have been utilizing my new network in the Caribbean to enhance my work in the region.*
- *1. While managing a conflict within my working team, I used examples from my CCELD experience to demonstrate how different our perspectives truly can be. By having a good discussion on the example (and a good laugh) we were able to listen to each other perspectives and come to a decision as a team.*
- *2. I have found myself continually trying to articulate my vision for the group I manage. I found during the CCELD that was very important as a leader. I have already had positive feedback on this from those both inside my group and outside.*
- *Collaboration.*
- *I now look at national development differently I contribute no for personal gain*
- *I was forced to articulate the purpose and contribution of my current project at CCELD, to my group members and to persons we met on the study tour - having to do this and then receiving reactions and honest feedback, clarified my goals and also gave me insight into different ways to approach what I am working on.*

- *I have been applying my knowledge and skills in all of my day to day activities. In my training sessions I encourage participants to ensure that whatever they do to give it their best and to involve everyone involved in their decision making. They should always remember while leadership is learned, the skills and knowledge processed by the leader can be influenced by his or hers attributes or traits, such as beliefs, values, ethics, and character. I have seen results in many individuals those that were introverts have become extroverts.*
- *I think more about people's backgrounds and their motivations for behaving a particular way. I don't expect people to have necessarily the same viewpoint as me.*
- *From my CCELD experience, I have been exposed to challenges that are similar in my field of work, but for which alternative approaches have been taken towards a solution. These have assisted in my problem solving and managerial skills. In addition, the continual challenge of achieving a work / life balance was also raised in several sessions and interviews. With some of the experiences of persons within the Groupings, as well as those interviewed, I am adjusting my circumstances to determine how best to achieve the work / life balance.*
- *More confident in leading my teams.
More open to opinions and understanding positions of others.*
- *1. Change management
2. Leading staff*
- *Working with such a diverse group, I have subsequently had to do so in another work experience. I also am a bit calmer when interacting with people, and use active listening - which I definitely honed on CCELD*
- *In leading cross-functional project work, I find myself probing for not just other opinions but for the perspectives which have shaped them differently.*
- *My current position requires me to communicate with different Nationalities and Cultures. With my experiences with CCELD I'm able to promote effective synergy within my team and group discussions.*
- *Job Change from IT Professional to UN Programme Manager - Democratic Governance (Most major and significant change)*
- *Refashioning my thoughts and actions - I have recently started to produce a Newsletter, although it is information for all, it is also geared at educating, empowering and emancipating women within the labour force.*
- *1) I consider myself to be a leader in a way that I never had before serving as co-chair of my group for the CCELD. The experience of being a 'leader of leaders' enabled me to develop confidence in my leadership abilities, and to explore other opportunities to direct initiatives in my community.
2) On our tour we met several politicians who seemed to have lost their way. This has ignited in me a desire to encourage voters in my country to remain engaged, and to be sure my voice is heard. Since returning from CCELD, I have made a greater effort to reach out to political leaders to share my knowledge and expertise. Additionally, I have made plans to spearhead voter registration/education programmes.*

- *Having more dialogue with fellow workers and trying to get them to analyze the situation before one blow things out of proportion.*
- *1. Ensuring that i keep my commitments, I completed a project that impacted my staffs in of our divisions in a positive way that was promised by previous management. I was able to do this after seeing the high levels of collaboration at TFP.*
- *2. Started working on funding for a inner city Primary School to repair their computer lab and repaint the school. This was based on the work that i witness being carried out by the Vancouver Foundation.*
- *I spend more time trying to understand other people's perspective in order to learn from it*
- *my thinking is different and how to view people and the world*
- *Providing better training materials using experiences learnt from CCELD*
- *i am leading by example and listen before giving my own ideas*
- *Since returning with my new insight on the benefits of social partnership, I have tried in all my interactions to have social partnership as the base for discussion and decision making.*
- *Approach the supervision of my human resources differently; need to invest in people and build capacity*
- *In my CCELD experience, the notion of 'following your passion' was solidified for me. Having passion is only the beginning. You also need to take action ... small steps, large steps ... but always in the direction of your vision. I have since commissioned the development of a website as a medium for sharing my passion and positively impacting the world.*
- *Being environmentally conscious is important and I have adopted ways in my personal life and at my office in ensuring that we consider the environment as it is essential as we look forward to a better tomorrow. This initiative has also allowed me to cut my operating cost.*
- *The power of collaboration and the impact it can have on creating more complete and sustainable solutions has really helped me in my job. There have been multiple situations where I have been more inclusive when working solutions to ensure complete representation of multiple groups.*
- *More aware of the reasoning used by others who come from different sectors when making decision surrounding our strategic direction.*
- *Use of mentoring through the network created at CCELD. Better understanding of other parties at negotiations (i.e. Labour)*
- *1. At work I adjusted my leadership style to get "buy in" from those I supervise*
- *2. I utilised motivational tools*
- *my knowledge and skills have allowed me to become one of the vice presidents of my country's football federation.*
As general secretary of my Union i have been able to influence the discussions and decisions of my union especially in negotiations with the government.

- *I am practicing consultative leadership- as the name suggests I am consulting with my staff before making decision.
Just being myself.*
- *I am meeting more regularly with my team
I am more conscious of the 'big picture' and plan accordingly*
- *I am currently running for elections, and the exposure our group had to politics, business, various community programmes, etc in a prosperous society in Canada and a economically and socially uneven society in the Caribbean really gave me a well-rounded perspective of what helps a society to function well.*
- *Better understanding of the perspectives of people from different backgrounds and experience than myself.*
- *Listen more carefully to people with different perspectives on issues.
Collaborating more effectively with my peers*
- *I was recently assigned to a project team at work and we are facing a difficult issue. I was able to provide an example of how another organization viewed a situation that was close to and we discussed their best practices.*
- *focus on partnerships to solve difficult problems
renewed interest in the importance of organizational culture to success*
- *One of the themes of the CCELD was sustainable progress. As a result, I now make all leadership decisions after examining issues through the lens of sustainable development (economic, environmental and social - i.e. the triple-bottom line).
During the CCELD, much emphasis was put on work-life balance, and as a consequence, I am better managing my personal time along with my professional time. This has meant stepping away from one of my many volunteer roles and allowing a successor to take my place, thus allowing me to concentrate more on my home and family life.*
- *1. My experience with the labour movement in Canada has changed my perspective and interaction with the workforce and enhanced my view of workplace issues.
2. My interaction with political representatives in Belize and in Canada, also enabled me to see that some of the issues are homogenous and solutions I studied in my experience are now available to me for my application*
- *I have organized Professional Development sessions with my colleagues. I have given advice to the country via the use of radio and tv, given motivational speeches to teenagers and encourage everyone to be a leader using whatever skill or capacity they possess. I have also donated books to schools as a form of reinvesting in my community since the CCELD invested in me.*
- *Using key leadership characteristics in guiding my management staff.
The tenets of successful team work are also being conveyed to staff members*
- *Sharing of learnings with other leaders in my organization.
Leveraging relationships developed through the CCELD to further advance my company's business development efforts in the Caribbean*

- I'm definitely more confident in the way I present myself in networking events, but the feeling of engagement that I had during CCELD is slowly fading away. It's hard to surround yourself by so many movers and shakers on a daily basis.*

Since Barbados, I've changed my professional "direction" and I've gathered a group of business partners to launch a product. I spend my time building a product and chasing investors, CCELD helped quite a bit in bringing that bit of confidence. More specifically in reminding me that most people are quite approachable and that I have a lot to offer.
- I am volunteering on the 2012 Governor General Canada Leadership Conference planning committee.*

I am working with a company that has invested in Grand Bahamas and I have been able to share my experiences in Freeport regarding its regulatory structure and culture.
- I'm definitely more confident in the way I present myself in networking events, but the feeling of engagement that I had during CCELD is slowly fading away. It's hard to surround yourself by so many movers and shakers on a daily basis.*

Since Barbados, I've changed my professional "direction" and I've gathered a group of business partners to launch a product. I spend my time building a product and chasing investors, CCELD helped quite a bit in bringing that bit of confidence. More specifically in reminding me that most people are quite approachable and that I have a lot to offer.
- Coaching of clients(managers) looking at different types of leadership styles and assessing how and what needs to be done differently.*

Now have a new way to capture the attention of other colleagues with regards to the world outside of our business, getting others interested in how they can contribute using their own leadership skills.
- More attention paid to really listening to what people say and get more of a consensus before making decisions. I have also learned to respect diversity and treat people as people.*
- At my organization labour contracts are being renegotiated. My team has had many questions regarding the issues of these talks and my experience has helped me field them.*

Team engagement. I better understand now how to ensure all members of my group feel engaged

Q8. I have added my contact information to the online directory for networking purposes.

Answer Options	Response Percent	Response Count
Yes	66.3%	53
No	33.8%	27
<i>answered question</i>		80
<i>skipped question</i>		4

Q9. With approximately how many study tour group alumni have you stayed in touch?

Answer Options	Response Percent	Response Count
0	1.2%	1
1	3.7%	3
2-3	8.5%	7
4-5	14.6%	12
6+	72.0%	59
<i>answered question</i>		82
<i>skipped question</i>		2

Q10. With approximately how many non-study tour group alumni have you stayed in touch.

Answer Options	Response Percent	Response Count
0	21.0%	17
1	14.8%	12
2-3	38.3%	31
4-5	16.0%	13
6+	9.9%	8
<i>answered question</i>		81
<i>skipped question</i>		3

Q11. With approximately how many non-participants have you stayed in touch? (Site-visit hosts, presenters, regional planning committee members, or other people you met through the CCELD).

Answer Options	Response Percent	Response Count
0	35.8%	29
1	24.7%	20
2-3	27.2%	22
4-5	7.4%	6
6+	4.9%	4
answered question		81
skipped question		3

Q12. Was your primary purpose for contacting your network to strengthen ties and/or collaborate?

Answer Options	Response Percent	Response Count
Yes	78.0%	64
No	9.8%	8
Not Applicable	12.2%	10
answered question		82
skipped question		2

Q13. More specifically, was the primary reason for contacting CCELD colleagues or others for the purpose of (please select all that apply):

Answer Options	Response Percent	Response Count
Personal networking / relationship-building	78.5%	62
Professional collaboration / relationship-building	58.2%	46
Career development / career opportunities	19.0%	15
Further sharing CCELD memories	65.8%	52
Not Applicable	2.5%	2
Other (please specify)		
<ul style="list-style-type: none"> • Requesting information on various subject areas. • To assist in getting something 'done' in my community by learning from c organizing myself to get the needed time for this. • community engagement • I have intentions to connect with persons for professional purposes, but i come with time. • To embark on a group project and information sharing • Discussing doing a service project for relevant groups we visited on tour. 		8

<ul style="list-style-type: none"> • we have kept each other updated on activities • To look at fundraising options for the country we visited in the Caribbean 	
	answered question 79
	skipped question 5

Q14. Have you wanted to contact a CCELD alumnus and not been able to locate their contact information?		
Answer Options	Response Percent	Response Count
Yes	13.6%	11
No	86.4%	70
	answered question	81
	skipped question	3

Q15. Do you have any additional comments you would like to add?	
Answer Options	Response Count
	36
	answered question 35
	skipped question 49

Comments:

- *the world is a mouse click away but sometimes it is still very difficult to contact persons*
- *Thanks for the great experience provided and technical support that makes locating and contacting alumnus possible.*
- *not really*
- *Thanks again.*
- *I have been having problems updating my directory because there is another person with my surname.*
- *This experience has been a once in a lifetime opportunity I am so happy to have been chosen and will encourage anyone if they get the opportunity to go just say yes and enjoy the experience. Thank-you to all!*
- *It was mentioned before, but reiterating that though the programme was excellent, it lacked in 1 area in not providing for sufficient time for sleep/rest. Due to this, at some functions, the attendees were very tired and (I believe) were not able to contribute to discussions as much as they could have had they been alert and well-rested, which is an area that could be improved on, especially considering the time and effort that the various hosts put into their respective tours/ discussions. Further, certain persons had medical conditions for which sleep is crucial. Aside from that, it was a great conference!*

- *I am looking forward to being involved in the next CCELD!!!*
- *Not adding my contact information to the online directory was an oversight on my part. Will do so ASAP.*
- *This study was an experience for a life time of which I have shared with my colleagues, friends and family members. Thank you for the experiences*
- *Initiating a Study Tour for Young Belizean Leaders with the support of other delegates of CCELD 2011. CCELD has allowed me to lay the platform for crossing boundaries between organizations/agencies in a way that the country has not seen before.*
- *This was indeed an awesome experience and I wish to thank those involved for allowing me to enjoy an experience of a lifetime. I look forward to returning this favour in the not too distant future.*
- *The CCELD was an incredible experience. Seldom a day goes by that I am not talking about the event and lessons learned, or corresponding with fellow alumni. Many thanks to all of the organizers and sponsors who made this possible!*
- *Great job on the alumni website, and for having the organizers continually comment on LinkedIn. I think it sends a strong message that this is intended to stay "live" for a long time to come.*
- *Thank you CCELD for the opportunity to be able to set up a network of friendship. What I learnt in a few weeks will stay with me forever.*
- *It was an absolutely life changing experience for me.*
- *THANK U CCELD. IT WAS A PLEASURE: The learning and sharing experience is indelible.*
- *The CCELD 2011 has helped me to grow personally. Thanks to the CCELD 2011 Organizers for building my self esteem and improved my appearance in public speaking*
- *Several thing have changed in my live since i returned from the study and have not allowed me to participate more than i currently have but that will change soon. The was a good part of my development to be a good leader and provide great leadership!
I can hardly wait to be a part of the next one and continue to "paying forward"*
- *THIS EXPERIENCE WAS THE GREATEST ONE IN MY LIFE TIME I WISH MANY OTHERS COULD GET THIS EXPERIENCE*
- *The CCELD is an excellent vehicle to assis young leaders in building their network and gaining broad first hand perspectives of what happens in each others country territory.*
- *It was a wonderful experience and I'd be happy to be involved in the organization of future events so that others can benefit from a similar experience.*
- *This was an enriching experience and I trust that I will be able to assist in bestowing such experience on someone else in the future.*
- *Time constraints and my inability to access the linkd link left me discouraged, but this survey has revitalized my commitment to reconnecting. Thank you.*
- *i will soon get in touch with non-study cceld participants for various purposes. It is a resource I know is available and plan to make use of. I am also thinking of starting leadership training here.*
- *Still judged as a very positive and valuable experience.*
- *this was an experience which, like a fine wine, needs time to mature*

- *The CCELD was a life-changing experience, but not in the way that I originally thought it would be right after completing the closing session in Barbados. My original impression immediate post-CCELD was that the experience would enhance my executive-level leadership abilities. Although it did do this to a certain extent, this was not the major impact the conference would have on my life. Rather, the CCELD introduced me to the concept of "sustainable development" (using the world's resources to meet the needs of today's generation, without sacrificing the needs of tomorrow's generations), and its three key pillars - economic, environmental and social (also known as the triple-bottom line). Since the CCELD has ended, I have conducted extensive research on sustainable development, and now consider the triple-bottom line in all leadership decisions I undertake.*
- *No*
- *CCELD WAS AWESOME .THANKS TO EVERYONE.*
- *The experience although taxing is proving to be very beneficial. Group members are in regular contact with watch other and it is our intention to have a follow-up next year here in Jamaica*
- *In the past 10 years and out of all of the leadership training I have taken, the CCELD was the most life changing, inspiring and impactful training I have taken.*
- *I'd like to be part of the Common Wealth organizing committee in Montreal, to further the CCELD benefits. Otherwise, I'd like to have the pictures with the Princess of the small group, instead of only the stair picture.
I've been communicating back and forth with my CCELD group, they are a great group. Just a side note, I emailed the photographer, a different one, who took the picture the first we met the Princess in the hotel, and he asked for 30 US dollars for the JPEG, kinda expensive no?
Do you have any additional comments you would like to add? Thank you for taking the time to complete this survey.*
- *It was a wonderful experience and I look forward to working on the 2015 CCELD and promoting this great opportunity to everyone.*
- *This was one of the best experiences that I have had outside of my formal education in University. It reminded again of how small the world is but the opportunity to learn never ends. I have gained so much from not only my own team but from other alumni that I met and the leaders we meet on our visits. I want everyone to have this opportunity. Fabulous!!*

ANNEX H: FEEDBACK AND COMMENTS FROM OTHER SOURCES

From a participant who had to withdraw, on being selected to the program:

I believe that the CCELD has much to offer mid-career professionals identified as emerging leaders and I will be more than happy to assist the programme in the future. I am currently leading the implementation of a leadership development programme to develop and hone the leadership skills of my Ministry's senior management team and will be more than happy to nominate suitable candidates for future CCELD programmes. The Government of Jamaica has also placed considerable emphasis on strategic human resource management and partnerships with CCELD and other stakeholders have an important role to play in achieving the desired outcomes.

From a speaker on their impression of the Opening Session:

The session was well organized and the energy in the room is great. I have been to so many conferences and presented in so many forums that when it comes to question time no questions are asked, this is not the case with this group. So, it is definitely off to a good start...

From a site-visit host, on the Calgary study tour:

I think the only feedback I might give to the organization is that they jam the days up too much. These people were so tired that they really were only getting a partial benefit from the day. They recognized themselves that this was the case and apologized that they felt that they really weren't on their game for the community meeting in the morning. They shared some lovely comments as we were heading out to the airport.

From a CCELD Steering Committee member on the Newfoundland and Labrador study tour:

We had an amazing week - actually no word to describe the time we spent - thanks for allowing me to be part of this group - learned so much from them as people - Will carry the experience for a lifetime - plus I have 10 people that are now great friends for life

From a participant on their overall CCELD experience:

After 2 weeks away and some time to reflect, I wanted to send a quick email of appreciation and gratitude to you for having allowed me to have such a great experience and represent Pembina in this dialogue. In my previous roles at RBC, I have attended many leadership conferences but nothing like this one. It was absolutely priceless to have witnessed such diverse leadership, one on one and hands on through on site tours, with managers, executives and their employees. I have appreciated every minute (even the sleepless nights and exhausting days) and will remember it forever. I wanted to share the 3 leadership attributes our touring group witnessed as we travelled throughout Sudbury, Toronto and Belize:

1) People: we found that no matter where we were (government, labour, business, community etc..) people were the most important resource – not just employees but the importance of partnership and collaboration with other organizations and the absolute need to build relationships and the "human" connection. The companies focused on an environment of creativity, innovation, participation, inclusion and well-being of its workforce. Succession planning was a huge focus as well.

2) Situational Awareness: Leaders were continuously aware of the micro and macro environment within which they operated. We saw the importance of being flexible, responsive, adaptable and accepting change. They crafted strategy based on the context of their environment and their own limitations. It was quite interesting to see this through our tours.

3) Visionary Leadership: we found a theme here...we kept calling it "poverty of the imagination is detrimental to progress". The great leaders we met showed active imaginations, and an ability to then relate imagination to reality, to communicate, persuade, build relationships and partner with others to successfully implement. The theme of "multiple bottom lines" emerged. Companies cannot sustain success focusing just on economic bottom line. There was a focus on social and environmental issues, safety, community relations.....these leaders were value driven not bottom line driven. The head of the Belize Sugar Industry shared with us that leadership is like a Jam session - as an individual musician, you perfect your art through hard work, diligence and discipline. Of course there is also natural talent. But, the best music is made in concert with other talented musicians - who collaborate and innovate together. We found this quite inspiring.

Anyway, these are just a few themes (there were so many more). I learnt so much from the other participants both personally and professionally and have made connections that will last a lifetime.

Thank you again for the opportunity. I am forever grateful.

ANNEX I: STUDY TOUR GROUP REPORTS

Participants' learning through the CCELD was assessed through the observation of study tour group presentations delivered at the Closing in Barbados. There were 10 final presentations representing the learning for each study tour group. Each presentation was 20 minutes in length followed by 20 minutes for questions and dialogue with a panel of respected leaders and participant colleagues. The following reports reflect the themes of each presentation. They appear un-edited, other than general formatting for consistency.

CCELD Report for Group 1 (Vancouver/Barbados)

The CCELD Tour to Vancouver and Barbados has through dialogue, provided the group an opportunity like no other to learn from others, and take ourselves out of our comfort zone. The team has grown from each conversation and from within; perhaps in unexpected ways.

We have concluded that the successful emerging leader will boldly and passionately step forward; leading with unwavering integrity, while maintaining a strong sense of humility and humanity in the pursuit of a clearly defined vision of the future. They will strive to create a highly collaborative organization that adapts readily to a changing global landscape, all while focusing on the people; in both organizations and communities.

A number of traits were identified that we feel are crucial to have in the leadership toolbox to deliver on this goal, we will expand on them here.

One means of achieving sustainability is through adaptability, which means adjusting to change as it occurs in a way that considers the greater good for all. This great insight came through the rich interactions that we had on our tour of Vancouver and Barbados and in consideration of why the greatest leaders we met were successful in their field. For example, adopting consensus as a model of management where stakeholders in business or organization were given greater say; expanding the fields of partnerships and encouraging tri-partite collaboration. Also finding alternative solutions to energy needs and lessening the carbon footprint on the world. Paying attention to the plight of the people while respecting cultural diversity is another.

The impact of collaborative initiatives at varying levels of society has been a significant indicator of success. In times of global and regional crises, where conflict thrives at its best, multilateral discussions, consequent treaties and protocol arrangements have been successfully utilized to provide resolution.

At a macroeconomic level we saw a great example of this in the tripartite social partnership in Barbados between the Labour Organization, Private Sector and Government. It was born out of the economic downturn in the 90's and a common interest of all parties to save their economy when faced with the threat of devaluation of the Barbadian Dollar. The partnership averted social unrest and provided a mechanism of conflict resolution. The partnership still exists today and has been recognized by the International Labour Organization (ILO) as a model to be adapted.

As we see it, some of the challenges being faced in both Canada and the Caribbean are lack of transparency in communication to the broader community, lack of trust, opposing interests and agendas of different groups in society, and insularity.

In the final analysis, in order to achieve sustainable economic and social development, we must become more aware of issues impacting us locally, regionally and globally; we must promote a positive change in societal values; we must improve our attitudes towards humanity; and finally we must rid ourselves of the mental and geographical borders which have shackled us for too long.

Looking towards the future we have identified that leaders must dedicate themselves to fostering social responsibility to generate growth and sustainability. Investment in human potential supports the empowerment and engagement processes that drive sustainable progress. As such, leaders have a responsibility to design systems with human development as a focal point while balancing economic viability with environmental consciousness to create livable communities.

However, embracing social responsibility poses several challenges for leaders in both regions. Economic volatility will affect the ability to deliver the services generated by social enterprise and community programs. Sustainability is further undermined by a lack of awareness and apathy. Both fuel the continued isolation of marginalized groups and negate opportunities for social engagement and progress. Finally, we must consider the impact of insufficient capacity. Limited resources can lead to stagnation and/or potential extinction of initiatives.

In order to address these challenges leaders must understand situational awareness and use a common language when interacting with stakeholders. In addition, goals and targets must be set providing organizations with a basis for objective measurement and future data supported decision-making.

Boldness is a key trait we found to be crucial for successful leadership. Often illustrated in a dashing first step towards change, boldness is the characteristic that acts as a catalyst when merged with need and passion. Boldness also acts as a catalyst for change, and often the first step is the hardest. Conversely hard obstacles to leadership are inevitable too; and when sticking to clear vision one shouldn't fear going against the grain.

In conclusion, a leader that isn't responsible or that doesn't adapt or collaborate is bound to fail in the modern tide; conversely, a person that applies these qualities and boldness in his strategy and daily life is a leader.

CCELD Report for Group 2 (Calgary/Jamaica)

The CCELD tour of Alberta focused on the phenomenal economic growth witnessed in Western Canada, fuelled by the Natural Resource sector while the CCELD tour of Jamaica focused on agriculture, tourism, financial services, mining and the significant economic growth prospects for the country.

Growth through Connection – Enabling Sustainable Progress

Introduction

It is with great pleasure that the members of group 2 visited Calgary, Alberta and Kingston, Jamaica with the 2011 CCELD study tour. The tour exposed us to multiple perspectives and topics as we considered the opportunities and challenges from economic growth, and the leadership required to manage and sustain all communities. The tour began in the bright-eyed tourist town of Banff, with its variety of arts and culture as impressive as its snow covered Rocky Mountains. Following closely behind, was a meeting with the Mayor of Calgary; discussions with a group of people dedicated to meeting the needs of the less fortunate; and a networking race around a room meet some influential Albertans. It was the Fort Mckay first nation's people that touched our hearts and whose commitment to development mirrors that of the founders of the Alberta Children's hospital.

Twelve white hats and an oath later, we left on a jet plane to Jamaica and were welcomed with the spirit and enthusiasm of a little island with a big sound. We shook the hands of many distinguished business leaders, government Ministers and academics as they offered their opinions on economic growth, social and sustainable development. Many riveting dialogues later we saw first-hand the importance of fostering social cohesion with a not-for-profit children's home and strolled through the red-carpeted halls of the King's House with the elegance and dress fit only for dinner with a Princess. Not a single drop of heavy rain could stop this group of adventure seekers from diving ten feet below the deep blue ocean to rub the bellies of dolphins and as they waved goodbye with their fins we could do nothing but agree that this tour was absolutely awesome! What follows is a summary of the learning's achieved through our experiences.

Tourism

It was refreshing to see the sustainable use of the environment in Banff and the Dolphin Cove/Mystic Mountain attractions as tourist products. The Banff National Park stretched vast and wide with mountains that allowed for skiing in winter and hiking in the summer. The Park attracted tourists from around the world. Banff's tourism product was situated within a National park and those charged with its care were restricted by regulations, encouraging them to find innovative ways to both sell and expand their market share. The less constrained Jamaica however showed full respect for their environment on their own by enforcing their own policies around the use of chemicals near the water-ways and stewardship of the land and marine life. The tourist hotspots boast reduced crime rates and better employment opportunities. It is clear that when great emphasis is placed on providing an environmentally friendly tourist attraction it invites sustained growth in the tourism industry.

Environment

Leaders must ensure that the environmental concerns are included in the decision making processes. This became evident during our site visits to Suncor's Oil Sands in Alberta and discussions regarding the mining of bauxite in Jamaica. The focus on utilization and preservation of natural capital, while generating profits is vital. The question that remains therefore is who is prepared to ensure that shareholder values don't compromise the protection of the environment? We must strike a balance between economic development and environmental conservation. Suncor's Oil Sands project has huge economic potential but it also has a huge environmental footprint. The company is working to achieve an economic/environment balance by investing in reclaiming its existing tailing ponds and ultimately eliminating the need for tailing ponds altogether. This commitment to the environment was also seen in Jamaica where environmental rehabilitation in the mining sector is supported by progressive legislation. We can also exert our influence as consumers in ensuring that such a balance is met.

Community Involvement

We were truly impressed with the Business Incubators at the First Nations in Calgary at University of Technology in Jamaica. We learned that a person need only bring a viable business idea to be afforded careful guidance in starting the business and an office to work out of until the venture is capable of branching off on its own. There were significant developments of best practices that came out of these ventures and clearly showed community support in leadership. As is with most institutions of this nature, these leaders face financial and resource constraints but they continue to stay in consultation with their members, always asking what more was needed and working towards a vision with a willingness to improve. The importance of feedback was noted when the Alberta Children's Hospital revamped their building plans after discussions with the children highlighted ideas not previously considered with regards to the design of the hospital. These groups showed leadership by inviting their community members and volunteers into the planning process to ensure that all stakeholders are engaged and contribute to the success of the organization. They recognized that they cannot operate in a vacuum and so push themselves well beyond the limits to find new and creative routes to advance.

Culture

For almost 80 years the Banff Centre has been using the arts as a means of connecting diverse communities. By taking professionals and teams out of their day-to-day environments, creative expression is being used to develop leadership, teamwork and innovative problem solving. Artists are rich in creativity but often limited on resources, their perseverance and innovation is key to their productions. The Glenbow Museum in Calgary has a responsibility for the provision and promotion of arts in the province. At the museum, arts told the story of leadership and heritage of the community; connecting people of all ages and social status. While Calgary grew from rodeo shows, Jamaica grew from a strong resistance to colonialism which fostered the creation of reggae music. In Calgary, economic investments were mainly driven by the Oil Industry, in comparison to Jamaica which is driven by Tourism, Mining and Agriculture. Although these were major economic drivers for these countries, the wealth created by these industries are not evenly distributed throughout the society. It was demonstrated on the visit to Mustard Seed Ministry in both countries. The Mustard Seed in Calgary, made significant investments to close the gap of poverty and remove the indigent population off the streets by providing low

cost housing, feeding programs, and drop-in shelters. The Mustard Seed in Jamaica focused on the alleviation of suffering amongst children, those living with HIV/AIDS, severe mental and physical disabilities. However, the people, culture and innovation were identified as stimulants to boost economic growth and sustainability. Crime, poor quality of life, weak governance and poverty were highlighted as key social challenges. These need to be mitigated in order to transform lives in these countries. Closely connected with social culture and the arts is politics. Both countries seemed to miss the mark with the public's likelihood to trust its leaders. A lack of transparency within the government in the last few decades could very well be the cause for stunted human development and economic growth. Calgary attempted to remedy the situation by consistent inclusion and consideration of public opinion in matters that affect the society while Jamaica spoke of appreciation of the public's opinion but its leaders seemed less inclined to facilitate the dialogue. Much can be said about Calgary's attempt which showed positive results as it is in a leader's best interest to consult with those whom they lead.

Integration

It was clear during our tour that integration was the way forward. It was stated that countries are divided between those who have global value chains and those who do not. Countries that do not have these Global Value Chains must find a way to integrate. The Caricom Single Market Economy already exists for the Caribbean region but it is felt that a more integrated Caribbean can lead to an increase in foreign investment, maximum use of resources and an increase in regional productivity and efficiency. Integration will not be enough to bring economic and financial stability in the short term, the Caribbean must form links with other countries throughout the world that will provide a knowledge base and resources that will empower the people to develop their economies. These are likely to be facilitated through:

- Enhanced technology
- Progressive trade agreements
- Technical support for industries
- Housing projects with realistic objectives
- Educational programs
- Community development and involvement

A more desired end result would be a Caribbean that is economically stable, whose people have an enhanced ability to make sound political, financial and social decisions.

Leadership

Across different sectors, key attributes of strong leaders emerged in both Calgary and Jamaica. The most successful leaders began by understanding their followers and other stakeholders. It was evident to us, through the dialogue and shared experiences how important feedback is to drive strong leadership decisions. By listening first, the strongest leaders were able to develop and communicate a clear vision that motivates all those involved. We were able to find passion in very different areas. Leaders who engage in a cause that resonates with their values are able to be genuine and courageous in their communication. Leaders told us repeatedly that by connecting decisions to their personal values they were able to make bolder choices that resulted in sustainable change. The good Leaders are humble and flexible, never forgetting the

people they serve and the need to be open to change in a rapidly evolving world. Leaders passionately communicate a vision and engage others through attentive listening and role modeling. Leaders acknowledge mistakes, show empathy to others and make courageous decisions to ensure that the right things are done.

Conclusion

All in all, group 2 has been able to learn from all the people we have met, to appreciate the diversity in cultures and unique thought processes. We have all benefited from our new found networks amongst, firstly ourselves and then from among the people and institutions that we have encountered during the course of this dialogue.

CCELD Report for Group 3 (Halifax/Grenada)

How can we be leaders that make a positive difference in our world?

CCELD Group 3 travelled to Nova Scotia, Canada and Grenada and met with a wide range of leaders in a variety of sectors, including government, educational institutions, private sector enterprises, labour, and non-governmental organizations.

Much of what we learned about leadership and how leaders are coping with the challenges they face is informed by context, including the history, political climate, availability of resources and the environment in which the leaders and organizations operate. However, many commonalities emerged across jurisdictions and sectors.

We propose that 2011 CCELD delegates should aspire to use the tools and resources they have to be leaders that will make a *positive* change in our world. This requires the following elements.

Vision

***“Vision without action is a dream. Action without vision is passing the time.
And action with vision is making a positive difference.”- Joel Barker***

How does a small university in rural Nova Scotia attract students and achieve excellence in education?

We found vision at St. Francis Xavier University (St. FX) in Antigonish, Nova Scotia. The University recognizes that they cannot be everything to everybody and is focused on providing an excellent undergraduate educational experience, focused on its students. One of the ways St. FX does this is by attracting students and faculty from around the world. This global experience is achieved by: marketing and branding the St. FX community; importing the world into the classroom through international students, the use of technology and partnerships; and developing and fostering specific centres of learning such as the Coady International Institute, which focuses on international community development, and the McKenna Centre, which is a new, multi-disciplinary institute of leadership.

The success of St. Francis Xavier University’s vision is seen in the pride shown by those involved and touched by St. FX. This is very evident in the students, faculty, community and alumni (past and present). This vision and the commitment to it by the stakeholders ensures not only immediate success, but also sustainability of the University.

Trust

“Trust is committing and acting in a consistent and predictable manner toward certain goals.”- Senator Chester Humphrey

How did a former government owned and regulated monopoly utility company establish and earn the trust of its stakeholders to be able to pursue energy sustainability?

Nova Scotia Power Inc., a former Crown-owned utility in the province of Nova Scotia, Canada, recognized it faced a problem with the sustainability of coal-powered energy and faced a crisis of trust among stakeholders – employees, government, customers. The company identified it had a problem; developed a common set of goals and values – attracting employees who identified with them; engaged and listened to all stakeholders (customers, regulators, communities), built relationships and followed-up by being accountable. In other words, Nova Scotia Power Inc. was able to show that they were “walking-their-talk” and built trust among employees, customers and with government and regulatory bodies.

The positive outcome for Nova Scotia Power Inc. and the province of Nova Scotia is that the company is now able to aggressively develop sustainable energy in the province and create predictable energy costs for businesses and consumers with the support of its stakeholders.

Collaboration

“If you believe nothing can be done, you will get nothing done.”

How do leaders with different social and political goals and objectives step back from traditional conflict to create a dialogue for mutual gain?

Our group met with two Senators in Grenada, one from the private sector and one from the labour movement. Despite their differences and the inevitable day-to-day conflicts that arise, they have created a tri-partite social dialogue to try to identify ways they can work together to achieve mutual success for their country. This is an initiative that was started by labour and the private sector, subsequently involving the government.

They are able to move forward with this dialogue by: stepping back from the areas of conflict; being open and aware of each other’s perspectives; respecting each other’s differences; sharing information and communicating regularly; and focusing on shared interests and responsibilities. This requires a maturity of leadership that both Senators possess. They have also established the necessary succession plan.

Courage & Passion

“A great leader’s courage to fulfill his vision comes from passion, not position.” – John Maxwell

Can leadership exist without passion and courage?

All of the people we visited in Nova Scotia and Grenada were very passionate about what they are doing and trying to achieve. We have concluded that all people have a passion, but that successful leaders have the courage to take that important first step and are able to take action on their passion.

In Nova Scotia, we encountered two examples of courage and passion that are creating positive results for the community. At Summer Street Industries, 172 clients with intellectual disabilities are being assisted through micro-businesses and placements in local businesses, as well as training in life skills. The facility was started by seven families and is now staffed by committed,

passionate individuals who have the courage to work in a difficult, under-resourced environment to make life better for their clients.

We also encountered Terry Dixon, who is the director of the Community YMCA, serving predominantly black youth in the downtown core of the City of Halifax. Terry is a humble, passionate man who faces funding shortfalls yet is able to provide services to children, many of whom come from poor families and face other socio-economic challenges.

From what we saw in these leaders, we have pondered whether the lack of these leadership qualities is a barrier to regional integration in the Caribbean. Our conclusions are that the link between passion and results is the courage to take action. The way to bridge this divide is for all stakeholders (government, private sector, labour and civil society) to drive integration, to build on small successes, incrementally, and to be able to put the long-term, greater good ahead of immediate self-interest. In addition, it is important to communicate clearly, to demonstrate successes and use those successes to get buy-in from constituents and stakeholders.

Our challenge to ourselves, and to you

We are challenging ourselves and the 2011 CCELD participants to be leaders with vision; leaders that can collaborate; and leaders with passion and courage – in other words, to be leaders that will be able to make a positive change in our world.

The conclusions and actions from Group 3 of 2011 CCELD:

- We can all be a leader. Start where you are at and understand your **passion** and line it up with your talents.
- Develop, adopt or find a **vision** that reflects your values and passion.
- Take a broad look at the world, communicate and understand others' perspectives so that you can **collaborate** and build trust so that others will help you obtain your goals.
- Have the **courage** to take the first step, take action, and have the courage to continue through failures.

In addition, we are committed to paying the knowledge and experience we gained forward, in our organizations, sectors, countries and regions, as well as committing to maintain contact with our new friends and colleagues and assisting with future dialogues.

“Be the change you want to see in world.”

- Mahatma Gandhi

CCELD Report for Group 4 (Newfoundland and Labrador/Dominica)

Connecting the Dots

“A very great vision is needed and the man who has it must follow it as the Eagle seeks the deepest blue of the sky.”

- Crazy Horse, *Oglala Chief, The Great Plains, Turtle Island*

2011 CCELD's 'Group 4' had many visions we followed to 2 island nations that share almost as many similarities as they do differences. Our journey to Newfoundland & Labrador and Dominica provided an experience that underscored the importance of following one's vision. From the very opening of the dialogue, we knew that there were moments, individuals and experiences that were important, interrelated and interdependent. We knew we should note them all but were not exactly sure what the relationship between each of them was. We have perceived each individual, destination and experience, as a DOT. The recurring themes that emerged were community, environment and innovation. Our vision is to try and connect those dots.

We learned the importance of remembering where we came from so we can be more guided in where we are going. We must acknowledge the contributions of the Innu, Metis and Inuit people of Newfoundland & Labrador and the Kalinago people of Dominica. Their very existence is a testament to the legacy that can result from cultural reclamation. Indeed, volumes can be learned from those that no longer inhabit those lands and we remember the vanished DOTs of the Beothuk and Arowak nations. The lessons we have learned from this experience has allowed us to plot many DOTs...and so we begin the process of following our vision to make that connection.

Our first DOT was peppered throughout our trip, and will stay with us as individuals as we journey back to our homes; community. The individuals we met along our way, were committed not only to networking, but were driven to serve the people around them. A great example from Newfoundland was the Strategic Partnership Council's ability to cut out bureaucracy, increase efficiency and better serve the community. They engaged leadership from the government, labour and private sectors who shared common values and were willing to look beyond their differences to achieve an end. In Dominica, one simple conversation led to the country's prime minister, who arranged a last minute meeting with the country's president. Dominicans beautifully illustrated the point we first discovered in Newfoundland: "small can be great". This taught us about how networks can be activated to champion the challenges we face as communities and as nations. Finally, through the examples of our tour, we were exposed to and immersed in vibrant culture through song, dance and history. It was an experience to be welcomed into these communities and was a DOT that was truly transformational.

Environment proved to be a DOT that was prominent in both locations as they dealt with management of natural resources and geographic isolation while capitalizing on the benefits of their surroundings. Fogo Island Arts Corporation (NL) and Tia's Sulfur Spa (Dominica) are both looking at utilizing the gifts their lands have provided to them. They are aiming to make the isolation attractive and also aggressively promoting the natural beauty and therapeutic qualities that lie within their landscapes. These leaders are learning from histories' mistakes and are endeavoring to preserve the natural environment for future generations.

Our final DOT focused around how adverse circumstances can bring out the most innovative ideas. In both islands they were forced to identify creative ways to address the delivery of basic services. Their innovative responses saw each rise as world leaders in two different sectors by creating and supporting families. Dominica has been able to retain its professionals in the medical field, whereas Newfoundland has developed strategies around distance education that attract professionals from across the globe. Newfoundland's Distance Education Department at Memorial University has received 50+ awards in the last 3 years and Dominica's Primary Health Care system has been globally recognized by the World Health Organization. Borne out of necessity, these examples illustrate that challenges can be the genesis of something great and that perceived negatives can become positives. 'Don't be prepared to just travel the road; you must endeavor to pave the road.'

We saw such innovation in action while visiting Avalon Employment Inc. (Newfoundland). 18 years ago, a Minister of Government supported the vision of one Sean Wiltshire and invested \$4000 in an idea to start an Employment Agency for Persons who have Barriers to Employment. His vision was to assist adults with disabilities to secure paid and meaningful employment. He has endured, year after year and relishes in the accountability required by working with various funders. At our visit, we learned that Avalon Employment will soon reach its 1,000,000th employable hour; all completed by those deemed previously unemployable. One young lady suffering from Down syndrome now handles and prepares a payroll for over half a million dollars. Such an accomplishment can be epitomized in her own words, as she received her first paycheck and shared with Sean: "I'm valuable just like you."

Once our DOTs were plotted, we had the challenge of making some type of connection. There were several lessons that we learned about leadership:

- *Relationships are important.*
- *A leader's vision must be shared with their followers*
- *We must act in the interests of our grand children's future*
- *Prosperity planning is important; but you can't do it alone*

These lessons have manifested themselves in each of us as individuals in different ways. We will employ the skills we have learned using community as our anchor, capitalizing on our environment and being innovative in our reactions remembering always that small can be great.

CCELD Report for Group 5 (Kingston/Toronto/Guyana)

What is true leadership?

Why are some people who seem to possess key leadership qualities ineffective leaders? While others, who on the surface do not have a lot of leadership characteristics, are able to motivate and inspire others to get involved?

When we visited Kingston, Toronto and Guyana we came away identifying “vision” as being the pivotal leadership quality.

While “vision” is important, it is often an intimidating word that gets misunderstood, particularly at levels that are necessary to reach the ultimate result. From our travels “vision” at a minimum is recognizing opportunities, identifying barriers and charting a path. It also became clear that leaders who were passionate, and conveyed that feeling to stakeholders, succeeded more often in creating a sustainable solution.

After that, each leader we met had different combinations of specific traits that worked or did not work in specific situations.

For example, at Ravensview Water Treatment Plant our group toured complicated processes designed to improve the quality of treated water. However, our lasting impression was the Plant Manager proudly presenting water that went from “cloudy to clear” after the upgrade. Every worker in the plant was on the same page with this vision and we believe that led to the successful implementation of their strategy.

Additionally, we heard from leaders that had to make difficult decisions to stay true to their vision. In Guyana, we met Vilma who built a coop with the goal of creating jobs for herself and other local women. Years later the opportunity arose for funding but at the possible expense of the coop’s core values. Vilma made the difficult decision to refuse the infusion.

We also found cases where it was the absence of key leadership traits that resonated with our group. The wind turbines on Wolfe Island are controversial for a number of environmental reasons. However, it was the lack of transparency between big business and small community that most upset the citizen we met. While the issues with blinking lights and noise will continue to be studied, the issue of compensation could have been avoided from the start by having an honest dialogue between all stakeholders.

Sustainability was a recurring theme throughout the conference and we identified gaps to achieving it during our visit with a very successful local businessman in Kingston. This individual had built his businesses from the ground up through blood, sweat and tears. He kept it going during the recession by working harder and working longer. However, his passion and expectations are a threat to the organizations sustainability. This leader has difficulty developing the same sense of loyalty and passion with his employees and it is difficult to see how this organization could continue to expand, or outlive its current high tempo leader. Reflecting on these examples has shown our team what kind of leaders we need to be. We asked each individual in our team to write a paragraph describing what they learned from this

experience. There were common themes amongst all of our statements, which had also resonated clearly during our intense daily debriefings:

- Vision: While we agreed that individuals need vision, we also felt that it was important for leaders to get stakeholder input and engage them in the implementation of the strategy. A leader has to know where they are going and how they are a plan to get there, but also make sure others know where they're going too.
- Risk: We also noticed that leadership often requires personal risk to the leader. That risk may be in the form of a financial commitment or personal political capital. If you aren't willing to put something meaningful at stake, it may be hard to get others to trust and believe in you.
- Empowerment: We saw many cases of strong leaders but during those visits we often saw a supporting team that was clearly empowered and engaged. We started to believe that being a leader also means developing leaders around you.
- Honesty/Integrity: When we were in the presence of leaders who were honest, it was clear, and helped us to see the importance of always acting with integrity. As we have seen globally, the actions of a few can impact many, and thus we must always remember to keep our actions true to our values.
- Fostering Collaboration: Building networks creates opportunities. Organizations or individuals that isolate themselves in an increasingly global environment risk not reaching their full potential.
- Adaptability. Change is constant and leaders more than ever need to be willing to evolve with it.

One thing that was clear to everyone in our group is that there is no single representation of a perfect leader. Different combinations of traits suit, and indeed are required, for different situations and environments. A successful leader recognizes what traits are required at what time to get the most out of their organization and its human capital.

CCELD Report for Group 6 (Toronto/Bahamas)

1. Executive Summary

In a rapidly changing world, the tenets of true leadership must constantly evolve to reflect the changing realities of the environment in which leaders are called upon to operate, whether in the professional or personal realm. Leadership theories continue to highlight the common attributes of strong leaders, including: passion, excellence, perseverance, accountability, accessibility and adaptability. However, these must constantly be refined and adapted to reflect the changing skill sets required to deal with the globalized world of today. This ever changing environment requires that leaders constantly evolve and adopt the appropriate skill set to excel in the environments in which they operate.

2. Key Themes

We observed over the last twelve days through our site visits to Toronto and Bahamas, that some basic principles are common, regardless of the organizational sector (ie. industry, labor, government or social). The key themes that our team took away include:

- a. **Culture and Vision:** We observed that successful organizations developed a culture of engagement which ensured that a common vision is understood throughout the organization. This requires employee engagement and buy-in at all levels of the organization. The leader that is unavailable and sits in an office behind closed doors is becoming a thing of the past. Leaders need to open their doors and be accessible to their employees and partners.

Having a strong culture of engagement, with which all employees can identify, will position an organization to build on the strength of a diverse workforce in a global context and provide an engaged workforce to effectively implement the plans that support the strategy. The high performing organizations we visited were ones that were able to keep up with today's rapidly changing environment by adopting a continuous improvement mindset. Often these companies competed as much against themselves as against their marketplace competitors.

- b. **Innovation:** Our experiences demonstrated that over and above the required focus on continuous improvement needed for organizations to compete in our world, leadership must foster a culture which constantly promotes innovation at all levels. This is particularly evident in the context of the changing impact of technological improvements and their impact on the operations of an organization. Commitment to understanding new methodologies, technologies and processes is also the hallmark of a good leader.
- c. **Collaboration:** It was abundantly clear to us that collaboration is a key requirement for leadership and the sustainability of organizations and programs. Whether complex social problems of poverty and related pathologies such as crime and drug use and neighbourhood neglect, or macro

business development strategies, the emergence of 'wicked problems' that cannot be solved by a single actor or sector increasingly require that we work together as business, private sector, labour and civil society. Public Private Partnerships (PPP) are crucial to achieving improved service delivery as organizations are able to integrate knowledge from people with different skill sets. Collaboration allows for the maximization of scarce resources and human capital and facilitates empowerment, participation and ownership. At the community level, effectiveness in leadership is evident when organizations are able to build social capital and empower people to help themselves and provide a continuum of care for community members to have access to various service and opportunities.

Other themes that arose during the presentations and site visits included the following:

- d. **Globalisation:** The effects of globalisation dictate that a leader have an international perspective, cognizant that the interaction between different economies, whether through supplier/buyer relationships, changing workforce demographics, or customer differentiation, will necessitate a deeper appreciation of the need to adopt progressive policies and strategies which not only recognize these differences foster an environment which allows the organization to optimize these differences. Those organizations which can do this successfully will find that this can be a significant source of competitive advantage.
- e. **Communication:** Underpinning other structures needed to effectively lead an organization, the need to foster effective internal and external communication mechanisms will continue to be important to the ability to meet and surpass objectives. Mastery of new methods and technology will continue to be an important facilitator.
- f. **The Human Factor.** Many of those we spoke to highlighted the importance of well developed interpersonal skills and the importance of emotional intelligence in being effective leaders.
- g. **Excellence/Passion:** We noted that many of the company executives with whom we met had a deep and abiding knowledge of the businesses/organizations they were called upon to lead. This knowledge was often coupled with obvious of passion. This seemed to go beyond the traditional model of the CEO being a generalist, but seemed to call for the leader to know his/her business in sufficient detail that would allow them to not only respond in a timely way to both threats and opportunities, but to anticipate these threats and opportunities. This knowledge was also a powerful tool in engaging employees and gaining their respect.

3. Next Steps: Staying Committed

- a. A number of our group members have identified opportunities within their respective communities based on ideas we have seen in our experiences both in Toronto and Bahamas. A common theme was the desire to give back through mentoring and educational programs.
- b. Group 6 has already planned to set-up a face book page which will provide a platform for us to stay connected
- c. We are considering a quarterly conference call to share learning and to provide an opportunity to continue to dialogue.
- d. We also have committed to hold a reunion next year, likely in Jamaica, where we hope to include some young leaders and possibly to adopt an organization.

4. Comment on 2011 CCELD and Recommendations for CCELD 2015

- a. **Differing perspectives:** because the case studies spanned different organizations, within different industries, different countries and with different mandates, this afforded the participants the ability to truly broaden their perspectives outside of their own realities, and even though sometimes uncomfortable, it was a welcome push outside of our individual comfort zones.
- b. **Local Organizing Committees:** the role of the local organizing committees in matters spanning from company selection, logistics and hospitality was excellent. The alumni all expressed a deep commitment to ensuring that the current class had a rewarding experience. Given that most of this was done on a purely voluntary basis, the teams are to be commended.
- c. Some recommendations for enhancement of the program include:
 - **Company visits:** Given the short time frame committed to each visit, each company representative needs to be fully briefed on the objectives of the CCELD program prior so that informative presentations can be tailored to meet these objectives. It is also important to ensure that the representative is sufficiently senior within the organization to address some of the leadership questions which arise. Furthermore, if briefing material could be made available in advance to participants regarding the organizations, this would help contextualize the visits. The same would be true of country briefs, which would help to brief-up participants on the broad socioeconomic characteristics of a country.
 - **Program agenda:** Additional downtime needs to be built into the program in order to maximize the debriefing sessions. So rigorous was the agenda, particularly in respect of the time travelling from location to location, that it impinged on the time needed to debrief in a meaningful way as participants were often very tired. Additionally a mid program “social activity” could be nice to “relax and rejuvenate”.
 - **Follow-up Mechanisms:** Although it is appreciated that this may happen organically, some mechanisms could be put in place to foster the continuing dialogue eg. CCELD blog, reunions, etc.

CCELD Report for Group 7 (Sudbury/Belize)

Introduction

Group 7 toured the beautiful cities of Sudbury and Belize. We debated long and hard on our group name and then we were inspired in Sudbury by aboriginal groups who shared with us a First Nations traditional ceremony that left us humbled and inspired. Consequently, we decided that our team name would be the word “7” in Eastern Ojibwa Chippewa hence the name “Knee sh wah s we”.

Sudbury is a city in Ontario, Canada and has a population of only 158,000 people. It is the largest city in the Northern Ontario region by population with a significant aboriginal area North of the city of Sudbury. The population in the city is declining as people move on to pursue new careers in bigger cities. The city’s economy is mainly dependent on the mining industry with 2 major mining companies currently in the area (Vale and Xstrata). However, in recent years, there has been a drive in the city to diversify into secondary businesses in order to ensure economic sustainability and attract people and investments to the city.

Belize is the northernmost Central American country. It has a diverse society, comprising of many cultures and languages (Mayan, Creole, Arabic, Spanish and Mestizos). Belize is the only country in Central America where English is the official language. With 8,867 square miles (22,960 km²) of land and a population of only 333,000 people, Belize possesses the lowest population density in Central America. Another interesting fact is that more than 50% of the population is under the age of 24. It is a small and fairly poor country with increased crime and lack of foreign direct investment. It has an open economy with many conflicting political influences but the one thing that came through very clearly through our travels, is the passionate multi-cultural people living in the country that have a desire to make a human connection and make the country a better place to live in.

There are three major themes that have emerged through our travels in Sudbury and Belize; People, situational awareness and visionary leadership. Our dialogues and discussions revolved around these themes and have contributed to our growth and development as leaders in our own environment.

Human Capital

The success and survival of any company is heavily dependent on investing in its human resource. The new world order requires this to be more than mere lip service but must foster an environment of creativity, innovation, participation, inclusion and well-being of its workforce.

Situational Awareness

Leaders need to continuously re-evaluate where they are, both within the macro (political, social economic, technology, environmental, legal) and micro (strengths, weaknesses, opportunities and threats) environments. Words that describe situational awareness include; adaptability, responsiveness, innovation, timely access of information, building mutually beneficial relationships and collaboration and partnerships, benchmarking and global

competitiveness. Leaders will be required to craft strategy to achieve sustainability in the context of the environment and their own limitations.

Visionary Leadership

Poverty of the Imagination is detrimental to Progress: in both sites, the central industries are price takers (mining, agriculture, to some extent tourism... not value added) and resources are scarce, particularly in Belize. The ability for organizations, industries and indeed communities and countries to sustain growth is reliant on the IMAGINATION of leadership. The inverse is also true, poverty of imagination – before even taking into account the situational awareness or critical resources such as people, is a MAJOR constraint to development. If it cannot be imagined, it cannot be brought to fruition. Great leaders in both cases showed active imaginations, furthermore an ability to then relate imagination to reality, to communicate, persuade, build relationships and partnerships to successfully implement. The imagination of leaders also has to stay active, to evolve with changing external and internal dynamics. Great leaders exhibited an understanding of and willingness to operate towards multiple bottom lines. Sustainability is NOT achievable if only an economic bottom line is taken into consideration. Trail blazers were actively at the frontier of social and environmental concerns, innovating around safety, people management, community relations, environmental impact and energy efficiency. This was not only a result of altruism, but made economic sense via cost recuperation and positive branding. Successful leaders are genuinely value driven. The head of the Belize Sugar Industry shared with us that leadership is like a Jam session – as an individual musician, you perfect your art through hard work, diligence and discipline. Of course there is also natural talent. But, the best music is made in concert with other talented musicians – who collaborate and innovate together.

THEMES	SUDBURY	BELIZE
<p>Human Capital</p> <ul style="list-style-type: none"> ✓Engagement and motivation of employees ✓Continuous training, enhancement and wellbeing of employees ✓Creating an environment that fosters innovation ✓Partnering with community groups – including the First Nations ✓Establishing a common corporate identity ✓Succession planning 	<p>Science North:</p> <ul style="list-style-type: none"> • Science Center in Canada • Innovation • Community Engagement • Common Identity <p>Xtrata Mining and Vale Mining:</p> <ul style="list-style-type: none"> • Collaboration between competitors • Continuous training and enhancement of skills of employees • Sustainability of industry relies on partnering with the First Nations 	<p>Citrus Productions Belize Ltd.:</p> <ul style="list-style-type: none"> • Lack of appropriate human resource • Lack of innovation • Viability of the industry depends on the engagement of private farmers <p>Belize National Energy:</p> <ul style="list-style-type: none"> • Highly engaged workforce • Highly innovative leadership • Safety, Health and well-being of employees
<p>Situational Awareness</p> <ul style="list-style-type: none"> ✓Continuously re-evaluate where you are, both the macro (political, social economic, technology, environmental, legal) and micro (strengths, weaknesses, opportunities and threats) environments ✓Adaptability, responsiveness, innovation, timely access of information, build mutually beneficial relationships; collaboration and partnerships, benchmarking and global competitiveness. ✓Craft strategy to achieve sustainability in the context of the environment and your own limitations. 	<p>Mining Industry: Experts in field. Have introduced great efficiency, use of technology and innovation into the process. Have repositioned the industry with greater focus on safety and environmentally friendly practices. Successful private-public partnership. Recommendation: challenges with demographic – aging and reducing population. The need to review immigration policies.</p> <p>Diversification: Recognising the need to diversify into tourism and education (architecture and medicine)</p>	<p>Tourism: No focus in tourism industry. Create niche/ point of competitiveness – Eco Tourism, given the rich natural resource base and limited capital resources required and available.</p> <p>Sugar Industry: Strength – Ability to use “bagasse” to generate energy – backward linkages; reduce energy cost, environmentally friendly, being able to supply country with 20% of total power consumption at a subsidized rate which has created a positive social impact. Recommendation: An opportunity to build a mutually beneficial relationship, partnership and collaboration with cane growers.</p>
<p>Visionary Leadership</p> <ul style="list-style-type: none"> ✓Poverty of the imagination is most detrimental to progress – ✓Multiple bottom line, the era of working to one bottom line is over: economic, social, environmental, values and morals. Each supports the other. ✓Jam session 	<p>Living with Lakes, environmental research centre: Leader exhibited a rich imagination on overdrive. His vision: A cutting edge research centre monitoring environmental impact of mining industry. Infrastructure: LEED certified building utilizing geo-thermal power generation and gray water. Design: utilizing flexible design to facilitate collaboration around research. People: focus of mentoring young students, resulting in a pipeline effect with past students in critical positions in government at mining companies – making great allies. Partnership: real partnering with disenfranchised first nation communities, to get them at the table on issues of ecological management; partnering with both private sector (mining company) and government for sustainability of centre, without compromising credibility of</p>	<p>Belize Sugar Industry, processing and exporting arm of sugar industry: Leaders exhibited imagination and innovation born out of necessity. Their vision: An industry that is diversified and efficient, not only surviving but thriving as a pillar of the economy. Infrastructure: cutting edge technology around using bagasse, a by-product of the sugar extraction process for co-generation, creating heat and electricity, significantly lowering cost. Design: facility constantly upgraded to produce high quality product, with multiple levels of refinements for different markets. People: cohesive management team, with clear demarcation of</p>

	<p>research. Value driven – playing a critical role in turning Sudbury environment around by providing the environmental monitoring necessary.</p> <p>SAMSA, mining services cluster: Leader leveraged his credibility and network to pull together competitors to offer a cluster of assets/services that would take Sudbury mining services supply businesses international. Bold vision: Made in Northern Ontario, made for the world; intent to make Sudbury less dependent on mining industry.</p> <p>Value driven – about growing and sustaining Sudbury, personally earning only 60,000/yr, but highlighted the prestige and social and moral pay back as compensation enough. At the same time, while being value driven, understood the importance of economic bottom line in convincing competitors to become members of SAMSA and ensured there were early gains in the form of new clients for members [member orgs now find 95% of their clientele outside of Sudbury!!].</p> <p>Challenge: Sudbury attracting talent and tourists. The players wanting to attract professional immigrants and transition Sudbury into a tourism destination lacking the vision and focus to do so. Issues well elaborated, but no follow through on concrete activities to improve prospects. In both cases, primary leaders within the political and government sector, this may be a factor.</p>	<p>tasks – engineering, financial, factory management – energized and sharing a vision. Partnership: courting of international financial institutions to make a significant capital investment in co-generation (US\$65M), also partnering on the expertise side, expat engineers spending years at a time to run upgrade projects but also train locals.</p> <p>Value/Patriotic driven – through co-generation providing electricity to the grid, at less than half of the cost of the nearest competitor, at a ‘patriotic price’, taking into consideration economic, environmental, patriotic bottom line.</p> <p>Marie Sharp, producer and exporter of hot pepper sauces: Leveraged the reputation of her product to move a cottage industry into an internationally recognized brand, with a market reach of central and north America, Europe, Japan and Australia. Yet, the business faces limitations in moving to the next level.</p> <p>Bold and courageous vision: Founder fought to be educated; her father said it would be a waste of money; faced a lot of resistance in her local market, with Belizians feeling a locally produced product could not be high quality. Now accounts for 95% of local market.</p> <p>Vale driven, but only to an extent; HACCP accredited, as necessary to enter her markets, but environment and social considerations not central to her business model.</p> <p>Critique: vision not evolving to keep pace with growth of business, unable or unwilling to secure partnerships necessary for capital investments, legal protection of brand, and moving up market.</p>
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Our Take-Aways

- ✓ A people’s centered focus in any organization is essential to success. This means investing in people, linking people to innovation, facilitating partnerships and ensuring that a succession plan is developed and executed.
- ✓ Knowing where you are and being able to adapt to your changing environment is a necessity. This means looking at the micro and macro environment, the short medium and long term. Also, continuous assessment and being flexible enough to shift tides depending on the changing the environment.
- ✓ Visionary/Successful leadership is built on a global perspective, purpose driven vision and effective communication. We see exposure as key to eliminating “Poverty of the mind” and parochial views. The dots must be connected and a moral compass established that builds consensus and focuses on relationships across the board.

CCELD Report for Group 8 (Winnipeg/Trinidad and Tobago)

When the members of Group 8 met in Ottawa to embark on this journey together, we had no idea how this experience would change our lives forever. We were all inspired by the various presenters and panelists at the opening in Ottawa and gained valuable insight into leadership and sustainable development and the various issues facing Canada and the Caribbean in an evolving world. While the opening session was an excellent way to set the tone for our study tours, we had no idea how much we would all learn from the high caliber of people and organizations we were exposed to, and just as importantly, from each other.

Winnipeg and Thompson, Manitoba

Our group arrived in Winnipeg on May 31st, 2011, which was the same day that it was announced that an NHL team would be returning to Winnipeg (and which led to wild celebrations in Winnipeg that night). The Canadians in the group had to explain to those from the Caribbean that the passion for hockey in Canada is the same as that for cricket in most of the Caribbean. [*The name of the new team is expected to be the 'Jets', and so the group decided the name ourselves the "Jetsetters".*] We immediately departed for Thompson where we were able to tour the site of a new Hydro Power plant being built by Manitoba Hydro and visit the Nelson House, a Cree Nation Reservation. While both of those visits were interesting in their own right, what struck us most from that visit was the fact that the plant was a partnership between the Cree Nation and Manitoba Hydro (which had not enjoyed a good working relationship in the past).

In Winnipeg, we were exposed to the CentrePort project which is a tri-modal inland port and Canada's first Foreign Trade Zone which seeks to capitalize on Winnipeg being the geographic centre of North America. The success of the project required that local residents, businesses and trade unions collaborate effectively with the City, Provincial and Federal Governments. Leaders had to clearly communicate the vision for CentrePort and the expected benefits for all stakeholders, and then build relationships with key partners who could help make the project a reality.

Our panel discussion with business and labour leaders illustrated the need for both sides to communicate clearly and openly to build strong relationships and trust, which facilitates the more effective resolution of labour disputes. While it was clear that there were still significant disagreements on many issues, the collaborative approach from both sides had led to a more harmonious relationship and a better environment for tackling existing and future challenges.

From the opening in Ottawa and through our various visits, it has become clearer to our group that the ability to innovate will be a key driver of sustainable growth in the future. Whether it was the research and development being done at Kelburn farm just outside of Winnipeg in creating new canola varieties that are more resistant to extreme weather, or the work being done at the Centre for Applied Research in Sustainable Infrastructure at the Red River College to create more energy efficient walls for large buildings, it is clear to us that for a leader to be successful in the 21st century they must be able to foster a culture of innovation.

Our day spent with the Leadership Winnipeg group was also very rewarding. We were exposed to the various challenges facing inner city neighborhoods in Winnipeg which seemed to

particularly affect the Aboriginal community. We had an opportunity to have a dialogue with various groups that were committed to helping with poverty alleviation, facilitating education and training opportunities, and providing health care to those communities. We also learnt about the vision of the National Human Rights Museum being built in Winnipeg which recognizes that while it is important to acknowledge and increase awareness of past human rights abuses, we must also focus on ensuring that we all work towards eliminating abuses in our communities.

We had an interesting discussion with the arts and culture community (including the Royal Winnipeg Ballet, the Winnipeg Art Gallery, and Folkarama, one of the largest multicultural festivals in Canada, and we recognized the importance of arts and culture to bringing a community together and fostering cultural diversity and awareness.

Trinidad & Tobago

Our first day in Trinidad focused on the challenges faced by various organizations in the tourism industry in an economy dominated by oil and natural gas. We were able to have a frank and open dialogue with the operator of a small boutique hotel in Port of Spain who despite the challenges, was focused on finding new and innovative ways to continue to operate. He brought an interesting perspective (which was not necessarily shared by others) that the hotel sector in Trinidad (not Tobago) should be managed and treated separately from the tourism industry. Our discussion with the General Manager of a large hotel provided insight into hotel operations and the state of labour relations in Trinidad from the perspective of an employer.

One of the highlights of the day was our visit of a Carnival 'Mas Camp Band' which provides elaborate costumes for thousands of revelers who want to participate in the road march each year. Through the leaders focus on providing an 'all-inclusive' experience for his customers, it has quickly grown into one of the largest bands in Trinidad. They were the first to offer on-line registration and costume selection, and pioneered the concept of providing food, drinks, security, and cooling stations to customers for one price. As they explain it, "*We sell an experience . . . the costume is complimentary*".

We were also exposed to various educational institutions and the approaches being taken by their leaders to meet the challenges of educating our youth. Whether private or public, primary secondary or tertiary, they were all passionate about their students and the overall success of their institutions. We were however particularly moved by our visit to an institution for young offenders for children between the ages of 10 and 18. We were inspired by the passion of the principal to improve the quality of lives for the wards, and we have committed to work as a Group over the next 2 years to raise funds for a project at that Institution.

Our visit to the Chamber of Commerce and several companies at the Point Lisas Industrial Complex brought home the importance of oil and natural gas to the economy of Trinidad & Tobago. Whether it was an Amonia and Urea plant, or a methanol producer, it was clear that these were world class operations which were making use of the countries competitive advantage of an abundant supply of natural gas. We were also encouraged that efforts are being made to use carbon dioxide produced in one process and a raw material in another process to reduce harmful emissions.

Finally, we were able to share with an iconic trade union leader who not only gave her perspective on the current state of labour relations, but was also candid in sharing her concerns with the ability of unions to attract youth to union membership. We came away with a better understanding of the historical significance of unions in Trinidad and the current opportunities and challenges being faced by them.

Closing

Throughout our tour, we were exposed to various approaches to leadership. While we observed that there are many admirable attributes of leaders, there were a number of common themes that resonated with us as a group and that we feel will be critical for us to succeed in contributing to sustainable development in the new global environment. We agreed that trust, adaptability, passion, vision, acceptance and innovation are the six key attributes that we intend to work on as individuals going forward.

While this report highlights some of what we experienced and learnt on our study tour, we all learnt just as much from each other. The richness in the experience was not only from the site visits, but from the ability to do those visits as a group and then to discuss the issues and learn from the varying backgrounds and experiences of others in the group. We have developed strong bonds with fellow group members that have expanded our network and strengthened our connections across the Caribbean and Canada. While there were times that we disagreed with each other, we all agree that we are better persons having gone through this experience together.

CCELD Report for Group 9 (Montreal/Bermuda)

Introduction

The purpose of this report is to highlight some key themes of leadership that we observed in our two week study tour through Montreal and Bermuda. While our tour allowed us to observe and scrutinize a number of leadership skills and themes, our group decided, for the sake of brevity, to highlight four key themes as follows: (i) vision and long term planning; (ii) teamwork and humility; (iii) passion; and (iv) innovation.

Vision and Long Term Planning

It is said, 'where there is no vision, the people perish'. This maxim holds true for companies and organizations. However, while vision and planning is a vital quality of successful leadership, now more than ever, organizations find their leadership teams in place for shorter mandates. With successive short-term mandates, it is difficult to sustain a long-term vision. In our visit to Montreal-based Power Corp, the company's vision incorporated an ongoing mentoring and succession program. This was an example of successful long-term planning which has been adapted to change over several generations, keeping this company ongoing and growing since 1925.

By contrast, there appears to be a lack of stakeholder alignment in the struggling tourism sector in Bermuda; a clear example where in part due to ongoing changes in leadership teams who "want to put their own fingerprints on a plan", there is failure to coordinate on a long term vision and strategic plan. As a result, the struggling industry is not collaborating to support a common goal, and continues to debate about what the vision is and how to best support it. It appeared that there are ongoing restatements of the same discussions without resolution. Sometimes as leaders our role is not to design something new, but to remove the obstacles impeding the execution of the plan.

Teamwork and Humility

Thousands of years ago King Solomon said, "In the counsel of many there is wisdom," and today there is no area where this is more exemplified than in the concept of teamwork. Teamwork encourages involvement, nurtures ideas, and is inclusive of all its members. This skill enables leaders to better utilize their resources to confront challenges and increase productivity.

In one organization in Montreal, the leader assembled key members of the team to share about their programmes and projects, but went on to highlight past personal and irrelevant experiences; without involving her team.

However, there were a number of good examples of how teamwork and humility produced a healthy working environment that stimulated growth and productivity. One such was the King Edward Hospital in Bermuda, where we were exposed to teamwork and consultation, motivated by humility and patience; this impacted positive results and displayed the first public-private partnership at work on the island. At least four diverse groups came together to meet a target date that required them to complete a critical aspect of the Hospital contract process in half the

generally accepted time, and through good leadership skills, teamwork, and healthy collaborations, they made the deadline.

Passion

Passion is that force that motivates creativity and inspires leaders to find solutions to the challenges that they face. One example is a group in Montreal called the Dr Julien Foundation. Dr Julien is a social pediatrician who saw a need to reach out to the children in his community that were falling through the cracks of the public medical system. Starting with only his passion to help, Dr. Julien now has more than 3,000 clients and his team operates numerous outlets throughout Montreal.

Unfortunately passion and dedication has another aspect to it. If a leader is too singularly focused on leaving his or her fingerprints on the organization, it can have a negative effect. In addition, if passion comes off as aggression, people may just stop listening to you. You may also lose sight of the goal, and it might suffocate the rest of the team and discourage other people from being involved with your organization. We saw this illustrated in several organizations across Canada and Bermuda and our concern would be to the sustainability of these organizations after the “face” has departed.

Innovation

Innovation is not about “creating something new”; it is about – identifying a gap in the market and developing products and services to fulfil that need. In Montreal, we experienced what we consider to be digital innovation, at a social network project called Woz World which is specifically geared towards the “tween” market, ages 7 thru 14 - a target group that was lacking in the environment already dominated by the more adult-user spaces of Facebook, Twitter and other social media. Because of the major concern by parents regarding the online security for their children at this age, Woz World designed a program that considered these concerns and alleviated them, producing a creative and healthy youth internet programme that was attractive and fun.

In Bermuda, social innovation was displayed in the establishment of a community space in what is considered one of the most notorious neighbourhoods on the island. The leader of this organisation has created an all-inclusive space for all strata of Bermudian society to converge and share their thoughts through various artistic forms.

Recommendations

Effective leaders need to be creative visionaries, passionate about their project, armed with innovation and the ability to bring diverse people together in an atmosphere of teamwork. Organizations that seek to maintain and sustain a long term vision, must place the right people in the right place, support their respective roles, and ensure there is a leadership team capable of coordinating efforts with their stakeholders. Canadians have found that Canada works best when the population works beyond the two solitudes English and French Canadians. Leaders will work to bring the solitudes of language, race and class.

CCELD Report for Group 10 (Montreal/Dominican Republic)

Introduction

Group 10 toured Montreal and the Dominican Republic (D.R.) – primarily, Santo Domingo and Bonao. The Montreal segment of the tour was comprehensive as it covered in depth organizations from the NGO, private, government and labour sectors. By contrast, during the D.R. tour, we only met with private and government organizations. In fairness, the D.R. leg of the tour included a weekend which made it difficult to add more site visits to the itinerary.

The team was particularly impacted by the juxtaposition of Montreal and the Dominican Republic. Montreal has a history of an active social and government involvement, which lends to the development of strong processes and regulatory frameworks, advancing and funding a variety of interests (e.g. the arts, the underprivileged, the city's infrastructure). However, this social spending has led to increasing deficits and high personal taxes.

In sharp contrast, we found that the D.R. is challenged by a large population with little representation, where even the country's history reflects the priority of foreign interests over social progress. What follows are some of the key leadership themes our group gleaned through our various visits:

Checks and Balances to Power

- The importance of institutional accountability and transparency.
- The role of civil society and the individual in ensuring accountability and effectiveness of leadership.

Collaborative Leadership

- Informed decision making, inclusive of all stakeholders, may stall the process but is key to a sustainable outcome - "Get the facts first and then let ideology flow".

Inspiration for Leadership

- Leaders are found at all levels of society in many different roles. Their motivation, drive and tenacity need not be for monetary reward (e.g. YMCA Montreal: "We have a growth mandate...so we can reach more people").
- Leaders evolve when there's a need. They recognise the lost dreams of a people and transform their dreams to reality. They bring ideas to fruition and make things happen.

Characteristics of Leaders

- Leaders are objective-driven which requires not just a vision but also planning and execution.
- Leadership involves discipline, adherence to clear processes, the ability to listen, to be respectful to all, and to effectively communicate.
- Effective communication of the vision is necessary for successful leadership.

Situational Leadership

- The ability for leaders to achieve their goals within different political, legal, economic and social frameworks.

- Leadership in the context of the economic reality. Decision-making involves trade-offs (Sustainability → environment vs employment).

Challenges to Organization Leadership

- Transference of leadership → What is the fallout when a succession plan is not in place?
- What is the role of gender equality in the context of leadership succession planning?
- ScotiaBank (1st female VP in 90 years of operation in the D.R.)
- PowerCorp (No females in leadership positions but management points to a natural progression based on increasing enrolment of women in business school)
- Aging demographics leads to the need for new policies to improve work-life balance to enable experienced workers to stay in the workforce longer while supporting young female professionals to remain in the workforce while raising families.

In Conclusion

For the tour in the D.R., the team did not get a well-rounded view from all the players in society. For example, we had presentations from two corporate projects and a meeting with the Ministry of Labour. However, no civil groups, NGO's, religious organizations or labour meetings were held. As a result, we are not certain that our conclusions about the D.R. are well balanced.

As a group we continue to work on answering the below questions:

- Do leaders have to be ethical to be successful?
- What is the impact of faith and religion on leadership?
- Does leadership look different across countries and cultures or is it the same and only the challenges are different?
- If you died tomorrow would you be considered a leader?
- What is more important: the leader or the vision?
- Does a leader require a follower?