

INSIDE this edition



**PROFESSIONALISM
IN BROADCASTING:
CARICAD ASSISTS ZJB
RADIO MONTSEERRAT**

- [Pages 9-12](#)



**CARICAD'S SUPPORT
SOUGHT AGAIN
BY ANTIGUA
& BARBUDA**

- [Pages 18-19](#)



WORKSHOPS END: CARICAD recently concluded two workshops — its 2023 intake for its *Leading Change Workshop* and the second *Team Coaching and Mentoring for Results Workshop* for the Senior Management Team of the Tax Administration Jamaica (featured in photo).

Resilient LEADERSHIP

Organisations that plan to be successful on a sustainable and sustained basis need to be Resilient. That is so because the world changes; crises happen. Adaptation, innovation, flexibility and the capacity to thrive after crises are essential for long-term success.

Resilience is by definition a demanding and holistic concept. It is not something that can be taken up and put back down. It is a mindset because there will always be the need for

personal and organisational Resilience. This virtual Flash Card is intended to give leaders/managers or soon-to-be leaders/managers a tool for enduring reflection and guidance. We have presented it in a way that you will find relevant and useful but above all, succinct.

- **Read the full article by CARICAD's Supplementary Associate Franklyn Michael on [Pages 3-8](#)**



From the desk of the **EXECUTIVE DIRECTOR**

THE NEED FOR RESILIENCE



Devon Rowe,
Executive Director
CARICAD

Since 1950 the Caribbean region has been hit on average by seven disasters per year that killed hundreds of thousands of people and affected millions more. Annual damage in the Caribbean accounts for 40% of global damage. Caribbean small states have suffered more damage at greater frequency than both other smaller and larger states. Climate Change is expected to exacerbate these effects. — Dr. Asha Cambon, Public Policy Expert

According to IMF research, of the 511 disasters worldwide to hit small states since 1950, around two-thirds (324) have been in the Caribbean

The Caribbean is up to seven times more likely to experience a natural disaster than larger states, and when one occurs, incur as much as six times more damage.

Climate change will only intensify these events. Vulnerability of the Caribbean is multi-dimensional and includes economic, social and environmental factors. — SOURCE: UN Barbados Office

In 2017 as many as 10 Caribbean countries were affected by major hurricanes. In 2021 and 2022 while CARICAD member states were dealing with that reality they were also faced with the pernicious and protracted COVID-19 pandemic, the volcanic eruption in St. Vincent and the Grenadines, rainstorms and floods and the economic fallout of both the pandemic and the war in Ukraine.

Felt-earthquakes have become commonplace. There is speculation of a recession looming in 2023 and if not, many countries will face fiscal challenges that could become crises. Additionally, the Caribbean Region will face a new hurricane season starting in June 2023. It is fair to say that dealing with emergencies, disasters and crises is a major part of the responsibilities of public sector supervisors, managers and leaders in whatever way such occurrences are defined, described or

designated. However, the vast majority of public sector leaders/managers do not receive the appropriate training for leading and managing in such an environment. They are forced to rely on their own initiative and experience in confronting those realities.

CARICAD is convinced that our efforts at leadership development must include a greater focus on leading and managing in crises. However, the focus must go beyond the challenge of dealing with the myriad natural hazards that threaten the Caribbean. An approach should be taken

where emphasis is placed on creating a mindset of readiness for crises of all kinds, resilience in dealing with the consequences and the leadership capacity to transform organisations after such events.

CARICAD intends to deliver an online capacity building programme to promote greater readiness for preparing for and managing crises to promote organisational and national Resilience. Resilience is required at individual, team, organisational and national levels to promote Regional Resilience. CARICAD embraces the concept of Resilience as:



The Caribbean will face a new hurricane season starting in June which will test its ability to resist, absorb, accommodate to and recover from the effects of hazards, emergencies and crises.

(Photo by Franklyn Michael)

The ability to resist, absorb, accommodate to and recover from the effects of hazards, emergencies and crises in a timely, effective, efficient and sustainable manner with the preservation and restoration of essential structures, systems, functions and services to create capacity for transformation and future adaptation to new realities. (CARICAD, 2023)

There is a need for a sustained capacity building effort in *Leading in Crises*. CARICAD is well placed to initiate such an effort because CARICAD has delivered one of the most sustained programmes in

Leadership Development; viz the Caribbean Leadership Development Programme (CLDP) and prior to that CARICAD was a key strategic partner for a ground-breaking leadership project sponsored by the then Canadian International Development Agency (CIDA). We hope that we can "entice" our strategic partners to join us in this initiative starting in 2023.

Resilient LEADERSHIP

A CUSTOMISED, VIRTUAL FLASH CARD FOR MANAGERS

By Franklyn Michael – Supplementary Associate CARICAD



Organisations that plan to be successful on a sustainable and sustained basis need to be Resilient. That is so because the world changes; crises happen. Adaptation, innovation, flexibility and the capacity to thrive after crises are essential for long-term success.

Resilience is by definition a demanding and holistic concept. It is not something that can be taken up and put back down. It is a mindset because there will always be the need for personal and organisational Resilience.

This virtual Flash Card is intended to give leaders/managers or soon-to-be leaders/managers a tool for enduring reflection and guidance. We have presented it in a way that you will find relevant and useful but above all, succinct.

CARICAD regards Resilience as:

The ability to resist, absorb, accommodate to and recover from the effects of hazards, emergencies and crises in a timely, effective, efficient and sustainable manner with the preservation and restoration of essential structures, systems, functions and services to create capacity for transformation and future adaptation to new realities.

Organisations that remain successful need leaders that are results-driven and effective under all conditions and unfolding circumstances. It follows therefore that resilient leadership is a critical ingredient in overall organisational success.

The global environment today is often described as **VOUCA**; meaning it is *Volatile, Uncertain, Complex and Ambiguous*. There is now a school of thought that in addition to **VOUCA**, we have to think of **Permacerisis** — the world is now seen as being in a state of constant (near permanent) crisis.

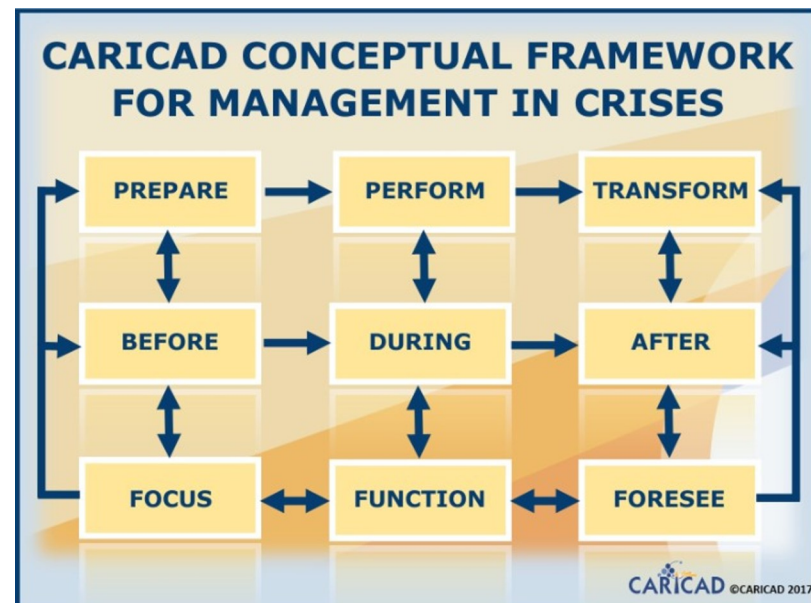
The background described above is the reason why CARICAD has decided to provide this Flash Card on *Resilient Leadership* for our leaders/managers. We present it in this form because we know that information on *Resilient Leadership* is vital but most of our leaders/managers cannot devote a lot of time to reading and research on that or any topic. There are simply too many demands on their time. They would also like to have a quick reference of key points. We provide that here.

The International Institute for Management Development describes Resilient Leaders as *having the ability to sustain their energy level under pressure, to cope with disruptive changes and adapt. They also overcome major difficulties without engaging in dysfunctional behaviour or harming others. Resilience is a crucial characteristic of high performing leaders. Leaders must cultivate it in themselves in order to advance and thrive.*

The **Resilience Practitioner Handbook** describes resilient professionals as having:

Strong communication skills and emotional intelligence, especially in relation to empathy. Practitioners need to be open to listening and understanding the operating environment and demands in which they are consulting and be responsive to people's concerns and needs. They need to be persuasive and able to challenge others – providing confronting feedback while maintaining respect and trust. This requires acting with integrity. A high level of self-awareness as well as an understanding of the impact of their personal style on others underlies these qualities.

CARICAD has a framework for managing in crises based on the matrix shown below.



• **Continues on next page**

Resilient LEADERSHIP

A CUSTOMISED, VIRTUAL FLASH CARD FOR MANAGERS

Continued from previous page

We have adapted the matrix to fit with the concept of *Resilient Leadership*. We are of the view that it provides a virtual framework for a mind map that all leaders/managers should find helpful.

FOR CRISIS TIMES	MATRIX FOR BOTH NORMAL AND CRISIS TIMES				
PREPARE (BEFORE)	BE (ARE)	KNOW	DO	HAVE	DO NOT
PERFORM (DURING)					
TRANSFORM (AFTER)					

GENERALISED, BROAD LEADERSHIP PRIORITIES

CRISIS TIMES	NORMAL TIMES
⇒ Life preservation ⇒ Risk and injury reduction ⇒ Business Continuity ⇒ Adaptation ⇒ Flexibility ⇒ Innovation ⇒ Creativity ⇒ Change Management	⇒ Results ⇒ Impacts ⇒ Sustainability ⇒ Outputs ⇒ Governance/Legislation ⇒ Standards ⇒ Scanning & Planning & Budgeting ⇒ Human Resources Management & Development ⇒ Technology ⇒ Capacity ⇒ Compliance ⇒ Accountability/Transparency ⇒ Effectiveness ⇒ Efficiency

LEADERS KNOW:

- ☐ Who they **are** — **BE** — (such as beliefs and character)
- ☐ What they **KNOW** (such as job, tasks, systems, processes and human nature)
- ☐ What they **DO** (such as planning, implementing, motivating, and providing direction and control)
- ☐ What they **HAVE** access to: (others' skills, resources, equipment, supplies, finance)

Continues on next page

Resilient **LEADERSHIP**

A CUSTOMISED, VIRTUAL FLASH CARD FOR MANAGERS

• *Continued from previous page*

RESILIENT LEADERS ARE (OR BECOME) — (BE)

- ☐ Professional in all aspects of work
- ☐ Examples of excellence at work and as people
- ☐ Competent — in many aspects of Leadership and Management in general but also in their particular job
- ☐ Organised and systematic in their work
- ☐ Accountable
- ☐ Courageous and confident
- ☐ Politically sensitive and aware
- ☐ Committed to the organisation and its Mission
- ☐ Values-based — in which they are driven by a belief system based on integrity, equity and justice
- ☐ Purposeful — not capricious
- ☐ Optimistic — can focus on the positive or “up-side” in most situations while remaining objective in their assessment of situations
- ☐ Transformational — they do not only improve their organisations but motivate their team members to become better people
- ☐ Authentic — show the best of themselves but are true to themselves
- ☐ Emotionally Intelligent and Emotionally Competent
- ☐ Consistent — team members do not have to interpret their moods and are predictable in styles of leadership and interaction
- ☐ Committed to their own wellness and that of their team
- ☐ Humble — accept and embrace their own vulnerabilities and weaknesses
- ☐ Results-driven — always with a sense of priority and urgency combined
- ☐ Well informed — about the world, our region, their country, their organisations
- ☐ Good mentors — formally and informally
- ☐ Willing to sweat or get dirty, if that will help but do not “sweat the small stuff”
- ☐ Self-secure but not arrogant or narcissistic

RESILIENT LEADERS KNOW (OR GET TO KNOW)

- ☐ The mandate and purpose of the organisation
- ☐ Know how to lead and manage
- ☐ How to deal with conflicts
- ☐ The responsibilities of each team member
- ☐ Threats, hazards, risks — especially the likely effects on the organisation and its people
- ☐ The facts — they do not rely on supposition or speculation
- ☐ How to build team competencies
- ☐ How to contact team members even in crisis

• *Continues on next page*

Resilient **LEADERSHIP**

A CUSTOMISED, VIRTUAL FLASH CARD FOR MANAGERS

- ***Continued from previous page***

situations

- ☐ How to keep technology current
- ☐ How to maintain reliable ICT systems, equipment, devices and software
- ☐ The best fits for key tasks in the organisation at all times, including crisis times
- ☐ Crisis communication methods and techniques
- ☐ The risks of Social Media as communication tool
- ☐ How to communicate at all levels and under varying circumstances
- ☐ Know themselves — strengths, weaknesses and vulnerabilities
- ☐ How to stay well, especially during crises — physically, psychologically and emotionally
- ☐ How to function as informal coaches and trainers
- ☐ Where their comfort zone lies and what is genuinely beyond their competence
- ☐ How to celebrate incremental team successes and pivotal successes
- ☐ How to create and maintain a culture of performance and accountability
- ☐ Why it is important to rely on influence and not authority
- ☐ The best ways of showing appreciation to different team members
- ☐ Relevant laws, regulations and rules and recent changes

RESILIENT LEADERS DO — ALWAYS

- ☐ Prepare their minds for hazards and risks
- ☐ Adapt to changes in the work environment or the mission of the organisation
- ☐ Achieve Goals and Objectives that generate desired results
- ☐ Set, oversee and maintain the requisite standards of work
- ☐ Prepare and keep these matters current — policies, procedures, practices, staff records
- ☐ Listen actively — **communicate** — not just talk
- ☐ Show respect for all persons
- ☐ Show empathy and provide professional support
- ☐ Respect confidences (if shared by team members)
- ☐ Make adaptations for differently-abled staff
- ☐ Watch that body language aligns with messages being sent
- ☐ Modulate voice to ensure appropriate tone
- ☐ Collaborate and cooperate in a structured way with strategic partners
- ☐ Share only hazard and risk information with the team
- ☐ Provide psychological support
- ☐ LEAD their teams
- ☐ Pull and not push
- ☐ Manage procedures, systems, processes, activities, events

- ***Continues on next page***

Resilient **LEADERSHIP**

A CUSTOMISED, VIRTUAL FLASH CARD FOR MANAGERS

- ***Continued from previous page***

- ☐ Monitor all work systematically
- ☐ Change methods of work to adapt to unfolding circumstances
- ☐ Learn lessons from all major hazard events, emergencies or crises
- ☐ Plan and manage all meetings well
- ☐ Submit reports on schedule
- ☐ Reset Vision and Goals after carefully reviewing any crises
- ☐ Lead efforts to create an organisational culture that is resilient
- ☐ Praise in public but reprimand only in private (when necessary)
- ☐ Empower and motivate the team
- ☐ Speak truth to power (as tactfully as is required)
- ☐ Enable and promote team development
- ☐ Internalise new skills

RESILIENT LEADERS HAVE (OR GET)

- ☐ Both vision and a Vision for their organisations
- ☐ Courage, tact and patience
- ☐ A roadmap of how to achieve priorities
- ☐ A personal strategy for politics (internal office & external)
- ☐ Strategies that are flexible and adaptable
- ☐ Reliable ICT systems
- ☐ Back-up versions of critical information and data of all kinds
- ☐ Personal stress management plans that they use consistently
- ☐ Accountability systems for all levels of work
- ☐ Personal protective equipment (PPE) suitable for all team members when needed
- ☐ Functional strategic partnerships — formalised as may be required
- ☐ Flexible and adaptable working arrangements and staffing structures
- ☐ Keep the following plans current in their organisations
 - Strategic Plans
 - Operational Plans
 - Communications & Outreach Plans
 - Contingency Plans – all hazards
 - Evacuation
 - Business Continuity – major scenarios
 - Exercises, drills and practices
 - A strategy for politics
 - A strategy to “normalise” both work and life after a crisis

• ***Continues on next page***

Resilient LEADERSHIP

A CUSTOMISED, VIRTUAL FLASH CARD FOR MANAGERS

• Continued from previous page

RESILIENT LEADERS DO NOT

- ☐ Try to be a s/hero at the expense of team members
- ☐ Monopolise access to critical information
- ☐ "Hog" any acclaim due to the team
- ☐ Advance themselves based on sacrifices made by the entire team
- ☐ Use threat of sanctions to gain team compliance
- ☐ Become a source of work-related stress or conflict for the team
- ☐ Stay frozen in time with their ideas
- ☐ Pander to politicians
- ☐ Act as though no one else has answers or ideas — micromanage
- ☐ Act in a fickle or irresolute manner
- ☐ Become "bulls in china shops"
- ☐ Regard team members as subservient, subordinate "human resources"
- ☐ Slot people into roles they do not fit and leave them there
- ☐ Judge their staff as human beings under the guise of performance assessments
- ☐ Use humour that insults or hurts team members
- ☐ Hide their own mistakes by blaming other team members
- ☐ Use sharp and insensitive criticism as "a tool of staff development"
- ☐ Confuse authority and influence
- ☐ Assume that their own knowledge and skills are interchangeable assets in every situation especially in crises
- ☐ Create an "emotional gulf" with other team members
- ☐ Physically isolate themselves from team members
- ☐ Play favourites and create camps or cliques
- ☐ Work with a permanently closed office door
- ☐ Allow themselves to "burn out"
- ☐ Neglect family or other personal relationships
- ☐ Obstruct developmental opportunities for team members because they critical to current team success
- ☐ Develop the habit of closed door gossip about their team with members of the team

CONCLUDING THOUGHT

Leadership's main function is to produce movement and constructive or adaptive change such as establishing direction through visioning, aligning people, motivating, and inspiring them; while defending the team and piloting them through crises. Resilience requires commitment and sustained actions at the level of individuals and organisations. It cannot be approached as a "flavour of the month" or intellectual fad.

REFLECT ON THIS SCENARIO

Written by Frankie Michael

You are the PS in the Ministry of Health. There is a District Clinic that can be cut off if an unreliable bridge collapses during torrential rain; it has happened in the past. The three nurses working there all live outside the district. It is Thursday afternoon, there is a strong probability that a Hurricane Warning will be declared over the weekend.

FOCUS QUESTIONS TO HELP YOU REFLECT

1. What instructions do you think the Director of Health Services should give to that clinic; considering the unfolding situation?
2. When should the instructions be given?
3. What would be the three major agenda items for your senior staff meeting on Friday morning?
4. What advice would you give to the Minister of Health who is also the Parliamentary Representative for the Constituency the clinic is in?
5. Who should inform the public and what should that person say?



Staff of ZJB Radio Montserrat. (Photo supplied by ZJB Radio)

Professionalism in **BROADCASTING**

CARICAD ASSISTS ZJB RADIO MONTSEERRAT

By Franklyn Michael,
Supplementary Associate,
CARICAD

The Government of Montserrat has funded and managed the operations of ZJB — Radio Montserrat, since 1957. ZJB Radio broadcasts on two frequencies in the FM Band — 95.5 and 88.3. It is the only Montserrat-based radio station in existence today. Montserrat was home to the famous Radio Antilles until the station faded into history because of major changes in global geopolitical circumstances and advancements in radio technology.

ZJB Radio has had several locations during the last 65 years. The station moved to its current location on a picturesque promontory at Davy Hill in March 2019. The facility is modern and very well-appointed.

ZJB Radio has been at the heart of Montserrat's social and cultural development. It functioned as an essential service during the first five years (most dangerous time) of the volcanic eruption, from 1995 to 2000. It is an indispensable source of information in any emergency or crisis. It is also the "audio archive" of Montserrat. The station provides a surprisingly wide variety of information, education, religious, political, sports and entertainment



Photos courtesy of Philip Brade, Government Information Unit (GIU) Montserrat.

programmes. There are about 70 regular programmes in 10 categories. The stated Mission of ZJB Radio is: *To provide a trusted and indispensable source of information, actively engaging our listeners through high quality community radio programming that is educational, entertaining and service-oriented.* Its Tagline is "ZJB Radio the Spirit of Montserrat."

The resident population of Montserrat is less than 5,500 people but the station is popular with the Montserrat diaspora worldwide. Its listenership is therefore numerically significant. It now has global reach because its programmes are made available

• **Continues on next page**

Professionalism in BROADCASTING

CARICAD ASSISTS ZJB RADIO MONTSERRAT



Continued from previous page

on the Internet though a website and social media pages.

Radio Montserrat had become a high-quality broadcast entity prior to the eruptive volcanic events that began in 1995. One indicator of that fact is that several of its broadcasters moved on and gained places over the years at the then BBC Caribbean Service. It is also worthy of note that a former Station Manager, Ms. Rose Willock was inducted into the Caribbean Broadcasting Union's Hall of Fame in 2015.

However, the general and widely held opinion is that today the station does not maintain the same quality of broadcasting throughout the day and night that most listeners would wish to hear. The concerns regarding the standard of broadcasting resulted in the Government of Montserrat seeking technical assistance from CARICAD to deliver a short but intensive *Capacity Building* initiative for the staff of Radio Montserrat. CARICAD agreed to mount a technical assistance mission to Montserrat. The mission was understood to be the first effort of what is hoped can be a series of interventions by CARICAD.

It was accepted that the mission to Montserrat, employing face-to-face engagement, was essential as a foundation for any future technical assistance. The intervention sessions for the mission were facilitated solely by CARICAD's Supplementary Associate Franklyn Michael. The mission extended



from October 31st until November 5th, 2022. The priority intention was to:

Stimulate a commitment to a higher standard of professionalism for on-air staff by sharing suggestions and practical ideas for excellence in broadcasting.

That was particularly important because the station has a global reach (online/Internet, social media) that exceeds its "Community Radio" philosophy and

Continues on next page



Professionalism in **BROADCASTING**

CARICAD ASSISTS ZJB RADIO MONTSERRAT

Continued from previous page

designation. It was decided that the strategies for delivering the major elements of the intervention would be underpinned by the following:

- Direct consultation with key officials, management and staff
- Promoting dialogue and participation in all activities
- Encouraging active involvement by all during training sessions
- Using informal coaching and mentoring techniques
- Adhering to principles of adult learning for training

There was also facilitation of an open exchange of divergent views between the younger, less trained staff and the older and better trained on-air staff. The discussion focused on:

- Target audiences
- Programme purpose
- Programme structures
- Programme content
- Music choices
- Microphone technique
- On-air standards
- Professionalism

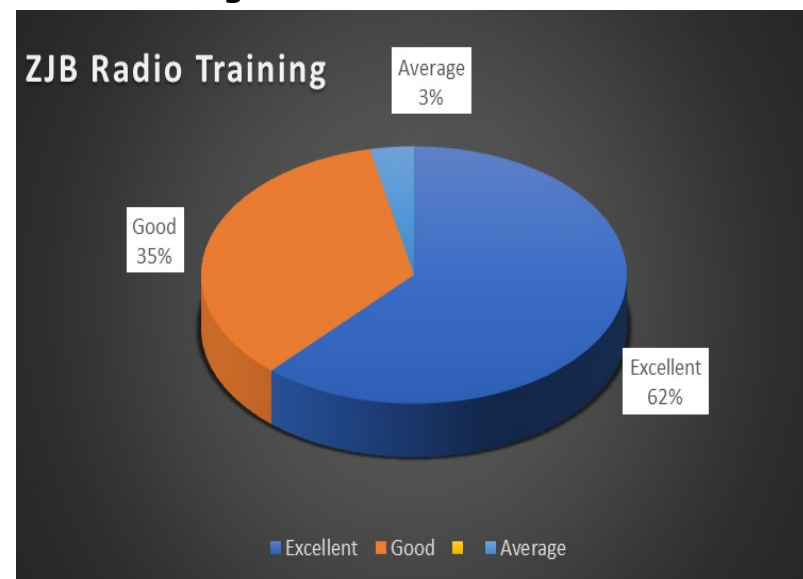
Participants became so animated and so involved that additional time had to be added to each session because of the number and depth of the questions they posed and the level of discussion.

Additionally, during the mission some of the most senior on-air personalities made several references to the training session that was being conducted and

their delight in participating in it during their programmes. The Station Manager made the point that he was amazed at the consistent level of engagement, involvement and impact that had occurred during the entire week.

GRAPHICAL SUMMARY OF THE EVALUATIONS OF THE TRAINING SESSIONS

Overall Ratings



CARICAD regards this initiative as the first effort in a new developmental journey for the staff of Radio Montserrat. It is not only logical but highly desirable that a sustained programme of similar interventions should continue beyond 2022. CARICAD is well placed with its core staff and associates to provide the external expertise that Radio Montserrat could benefit from in future.

All members of staff — managerial, administrative, on-air and technical — were exposed to the training

• **Continues on next page**

Professionalism in **BROADCASTING**

CARICAD ASSISTS ZJB RADIO MONTERRAT

Continued from previous page

initiative. All sessions were designed to ensure high levels of participant engagement.

The techniques used included warm-up exercises, focus questions, direct dialogue, and video and music presentations. Every effort was made to ensure a sense of participation and inclusion by addressing the spectrum of issues that are likely to

be an area of interest to staff.

It should be noted that Daphne Cassell, Permanent Secretary, Office of the Premier played a leading role firstly from seeking CARICAD's assistance all the way through to the management of this training activity.

A synopsis of the training delivered is shown below.

TOPIC	AREAS OF FOCUS
PROFESSIONALISM IN BROADCASTING	⇒ Excellence in Broadcasting ⇒ ZJB Radio to the World – Community Radio with Global Reach – context ⇒ ZJB's role, function and priorities ⇒ Ethics of Broadcasting ⇒ Community Radio with global reach – implications ⇒ Prepare, Perform, and Transform – tips and techniques for maintaining high quality production and on-air presentations.
TEAMWORK	⇒ Important concepts for teams ⇒ Benefits of a team approach to work ⇒ How effective teams work ⇒ Practical ideas for improving teamwork at ZJB radio ⇒ The differences between groups and teams ⇒ The benefits of a team approach to work ⇒ How High-Performance Teams work ⇒ Describe and discuss important team processes: Communication; for Teams; Team Climate & Culture; Conflict; Team Performance, including: • Techniques for Active Listening • Principles of effective oral and written communication • Team concepts and team dynamics • Principles of Emotional Competence • Dealing with difficult people • Conflict Resolution • Provide opportunities for application of the principles discussed to real world challenges
SUPERVISION AND THE SUPERVISOR	⇒ Roles and functions of the supervisor ⇒ CARICAD's framework for effective supervision ⇒ The concept and purpose of supervision and the role of the supervisor ⇒ The new supervisor ⇒ Becoming an effective supervisor ⇒ Skills and techniques of an effective supervisor ⇒ Practical tips for improving supervision

Leaders **ASSESS YOURSELVES!**

BE AN EXAMPLE OF EXCELLENCE

BY FRANKLYN MICHAEL SUPPLEMENTARY ASSOCIATE, CARICAD

The headline has caught your attention. Now that we have your attention we want you to do a very personal self-assessment exercise. We are suggesting that as a leader you do a *S.W.O.C. Analysis* of yourself. We would like if you are a leader/manager in the public service (our primary target) to realistically assess your *Strengths, Weaknesses, Opportunities and Challenges* (SWOC) in your capacity as a leader.

A **SWOC** Analysis is an evolution of **SWAT Analysis** in which the word **THREATS** is replaced by the word **CHALLENGES**. In practical terms, *Challenges* are more relevant to most public entities than *Threats*. We think that **SWOC** is more applicable to the public sector. In the private sector, businesses can disappear because of *Threats*. It is seldom the same in the public sector. Therefore, the continued use of **SWAT** is understandable in the private sector especially because the technique originated in that sector more than 60 years ago.

In the event that this is the first time you will do a *Self-SWOC* we humbly suggest that you consider making a commitment to doing such an analysis at least once per year for as long as you hold a leadership position. Focus on you and not on your colleagues or members of your family. Additionally, you might choose to do the analysis whenever big changes take place in your professional and personal life. It is an excellent basis for personal decision-making.

When you get to the stage of being comfortable with your self-assessments, consider inviting your direct reports and colleagues to give you face-to-face feedback about **you**, using the SWOC framework also. I did that as a young leader. You can take my word. It is only scary the first time. When you take their feedback to heart and act on it (as I did) it will get easier with each succeeding year and you will become a leader of enormous influence among them.

BENEFITS OF SELF ASSESSMENT

There are many evidence-based benefits of leaders doing self-assessments. The benefits include:

- Providing a rational and practical basis for self-development plans
- Driving improvements in a leader's own performance
- Creating more productive teams
- Enabling more harmonious interpersonal relations at work and at home
- Causing higher levels of goal achievement — personal and organisational
- Leaders becoming empathetic in assessing others
- Leaders having greater credibility for assessing others
- Leaders demonstrating their belief in staff assessments

THE TECHNIQUE FOR A SELF-ASSESSMENT (SWOC)

Your first step is to set a date, time and location for the analysis. Decide that you will do it when you can be sure that you will not be interrupted for about an hour or so... The next step is just to go on and do it. We would like to offer you some possible ground rules:

1. Be honest *to yourself about yourself*. It is easy for any of us to massage our egos by making ourselves out to be better than we are with certain skills and attributes. Should you do that you might feel good but it will be of little value for self-development
2. Do not confuse your accomplishments with your intentions. When you assess yourself make sure you focus on what you actually accomplished and not what you intended to accomplish. It means you should focus on achievements in the organisation that you led the team with rather than on the plans you made with or without them

• **Continues on next page**

Leaders **ASSESS YOURSELVES!**

BE AN EXAMPLE OF EXCELLENCE

Continued from previous page

3. Ask yourself questions that require description or explanation, not a **YES** or **NO** answer. Think deeply before you decide on your answers. Try to be precise and concise and do not prevaricate
4. Keep the focus on your **BSACK**, that is, your *behaviour, skills, attitude, commitment, and knowledge*. Zoom in on your *attitudes and behaviour* especially to and among those with whom you work, particularly those whom you supervise
5. *Write down* your findings and conclusions (type them up neatly and save them afterwards). Use few words but be clear and complete
6. Save the document where you can find it at will. Number all you entries with unique numbers such as S 1, O 2, W 3, and C 4
7. Share your findings only with those whom you trust, both professionally and personally
8. Be systematic but allow yourself to switch among the *Strengths, Weaknesses, Opportunities* and *Challenges*. That is, you can use an iterative and not a sequential, linear approach
9. Use a quiet place with few distractions. Try to complete your SWOC in a single sitting
10. When you are doing the *Self-SWOC Analysis* do not lie in bed or lounge at the beach. The ambiance and tranquility of a public park might be helpful to your equanimity but do not turn the exercise itself into a picnic. Have the picnic afterwards wherever you choose in the end
11. Review your summary notes in the matrix once or twice when you are finished but try to have a definitive version within a week of your sit-down session
12. Create an electronic folder (with back up) to save future self-assessments for comparative analysis. Make sure you complete a summary statement for each of the elements of the analysis. Consider the matrix below as your

MATRIX FOR PERSONAL SWOC ANALYSIS			
DAY:			
DATE:			
LOCATION:			
TIME:			
TIME TAKEN TO COMPLETE ASSESSMENT:			
STRENGTHS	WEAKNESSES	OPPORTUNITIES	CHALLENGES
S 1.	W 1.	O 1.	C 1.
S 2.	W 2	O 2	C 2.
SYNOPSIS BY EACH SUBJECT AREA (SWOC)			

framework for your notes

THE FRAMEWORK FOR SELF-ASSESSMENT

You might ask yourself why go to all this trouble of Self-Assessment? I know myself well, you might say. Our question to you is: **Do you really know yourself?** Throughout my career I made adjustments to my own Leadership and Communication styles and my behaviour because of feedback from others. Their feedback proved to me at various points that I did not know me as well as I thought I did. At least I didn't know how I was perceived. I am convinced that I became a better leader because of that. It is worth the effort for you to take self-assessment seriously and act on it.

We suggest that you start with your **Strengths**. That will put you in a good mood. Remember your **Strengths** are those FACTS about you that help to bring greater meaning and benefit to your own life and the lives of others in your orbit. Remember that academic certification and competence in a particular job are not the same. **Strengths** are within your power to develop, manage and control.

Weaknesses are those traits and behaviour patterns that make you less productive, efficient, effective, less desirable, less sociable, and less amiable — in short, what might make you a poor performer or cause people to give you a wide berth especially at the end of the work day. Most **Weaknesses** exist within your power to diminish, eliminate, manage and control.

Continues on next page

Leaders **ASSESS YOURSELVES!**

BE AN EXAMPLE OF EXCELLENCE

• *Continued from previous page*

Opportunities are those realities that conversely would make you more productive, efficient, effective, desirable, sociable, amiable – someone who would be thought of as highly, respected and as such be sought out in after-work and in social settings.

The **Challenges** are those issues that at first appear to be obstacles. Clearing obstacles is not only part of a successful life at work but success in life.

Challenges are often created by shortages, absence of resources or the attitudes and actions of other people over which we have no direct control. Remember that **Challenges** like **Opportunities** are not of your own making and are outside your direct control.

We have set the context and given you the method, now let us give you some suggested key questions for the process.

SUGGESTED QUESTIONS FOR YOUR STRENGTHS

1. What makes me special in my workplace – **BSACK**?
2. What makes me special to my community – **BSACK**?
3. What talents or skills I seem to have been born with that set me apart from others?
4. What behaviours, habits or patterns I have that make others want to follow me as leader?
5. What makes me a good team player at work?

SUGGESTED QUESTIONS FOR YOUR WEAKNESSES

- What in the context of my work responsibilities do I do poorly — i.e. Skills, Habits, Behaviour?
- What are the qualification gaps I have for my current job?
- What skills gaps do I have for my current job?

- In what ways could my attitude and habits be holding me back at work?
- In what ways is my attitude holding me back in life?

SUGGESTED QUESTIONS FOR YOUR OPPORTUNITIES

- What professional opportunities could open up for me in the next year?
- What can I do to make myself more respected and admired at work?
- What can I do to make myself more respected and admired in my community?
- How can I align myself better with opportunities for self-development that could arise away from work?
- What emerging trends can I positively align myself with professionally?

SUGGESTED QUESTIONS FOR YOUR CHALLENGES

- What are my biggest challenges or obstacles to reaching my goals at work?
- What are my biggest challenges or obstacles to reaching my goals in life?
- What can I do of my own accord to minimise the potential negative effects of the major challenges at work?
- What can I do of my own accord to minimise the potential negative effects of the major challenges in my life?
- How can I make myself more aware of possible emerging challenges?

It is import to remember that these are only questions to guide you, not to restrict you. It is *your* SWOC. We suggest that you use questions that will work best for you but try to be consistent over time. When you use markedly different questions then the next time you do the analysis it will be difficult to appreciate changes especially any improvements you might have made.

You must bear in mind that even with the suggested questions you might struggle to get more than two

• **Continues on next page**

Leaders **ASSESS YOURSELVES!**

BE AN EXAMPLE OF EXCELLENCE

• *Continued from previous page*

or three points in answer to each question. That is fine. It is the weight of the answers and not the number that is the most helpful.

APPLICATION OF THE ANALYSIS

A *Self-SWOC* can be very valuable if you are truly honest with yourself and hold yourself accountable for making positive changes in a targeted time-frame afterwards. In that regard you should commit to monitoring your progress. You might be the only one who can do that since you are the only one that might know your “change goals”. Think about the following:

- Using *Strengths* to take advantage of emerging *Opportunities*
- Making a determined effort to overcome *Challenges* with your *Strengths*
- Taking advantage of a major *Opportunity* to minimise a *Weakness*
- Working to minimise the effects of minor *Weaknesses* and *Challenges* to prevent them becoming major ones

SUGGESTED FOLLOW-UP ACTIONS

1. Commit to creating **YOUR** self-improvement plan within a month after the analysis
2. Decide on a small number of specific areas that you will work on to improve in a reasonable time frame like a year. Consider three areas in the world of work and three in your personal life. That is because people who are unhappy in life are seldom sustainably productive at work and people who are unhappy at work are seldom genuinely happy away from work. Use milestones or incremental targets with dates. Keep a copy of the plan readily available for your regular inspection like in your briefcase or work bag. Set Objectives for improvement within you **BSACK** – your Behaviour, Skills, Attitude, Commitment, Knowledge

Examples of Objectives for improvements might be:

- Read at least one new book on Leadership/ Management each month
- Lose a pound per month for weight loss
- Revise and update your Strategic Plan (organisational) in line with the budget
- Complete and submit monthly reports the day before the deadline
- Hold at least six staff meetings in the next year
- Stop crossing my arms over my chest when I am standing and speaking with anyone
- Listen without interrupting for at least two minutes at the start of every conversation
- “Manage by walking around” at least once per week
- Create a new, more appealing format for reports
- Spend at least an hour each evening socialising with my family and/or friends
- Do a total of 30 minutes of exercise each day
- Reduce my salt intake by an average of 500 milligrams per day
- Complete all staff assessments on schedule

3. Complete Self-Assessments online or in print regularly. Keep the results in personal and very private files if possible (physical and electronic). Review them before your next self-assessment

4. Create the habit of daily introspection about your life and your work. Do it even if all you can spare is five minutes. Ideally, at the start of the workday focus on what you plan not only to do but to **ACHIEVE** during the day. This means you should be clear on what your priorities are for each day. When you have completed work at the end of each day make it a habit to ask yourself:

- *What did I do really well today?*
- *What did I accomplish today?*
- *What am I hoping to do better in this coming week?*
- *How can I make myself a better person and leader during the next week?*

• **Continues on next page**

Leaders **ASSESS YOURSELVES!**

BE AN EXAMPLE OF EXCELLENCE

• Continued from previous page

5. Reaffirm your personal *Values* and place the statement or list of Values on your office wall where you can read it easily. Alternatively, use quotations that embody your values. One such quotation I have used for many years is this:

*Work for a cause, David, not applause
Remember to live your life to express not to impress
Don't strive to make your presence noticed,
Just make your absence felt*

- Attributed to Grace Lichtenstein

Remember personal Values are beliefs based on the following and similar concepts:

- Honesty
- Integrity
- Loyalty
- Humility
- Empathy
- Compassion
- Tolerance
- Respect (for all)

Your Values broadly reflect what you aspire to be when you are at your best throughout your life. Think of your Values as those attributes or behaviour patterns you can lose but no one can give them back to you. Therefore put the necessary effort into declaring to yourself what really gives your life meaning. It is likely that there will be a spiritual dimension to it. Our spirituality often defines and feeds our Values. Let your Values drive your behaviour, not just your thoughts and words.

6. Embrace failures and fears. Make them a source of lessons for life rather than excuses for inaction. Take the lessons learnt and do better in the future. Try your best to keep a positive mindset despite setbacks. Aim to be personally resilient not only in work but in life. Always "keep it real" but accentuate possibilities. Try to eliminate *its not possible* and *I can't* from your frame of reference in work and in life. Attitude can be the final arbiter of your altitude.

7. Celebrate incremental successes as you put your improvement plan into action. This means monitoring is part of plan implementation. Monitor improvements both as a leader and as a person. The celebrations for one will help you in the other sphere.

8. Discuss your plan with someone you trust deeply. Ideally, you should select a person who knows you well in both your professional and personal spheres. Make that person part of a silent group of motivators; persons that you can confide in without the fear that your trust will be violated

CLOSING THOUGHTS

Leaders, you are always being assessed by those you supervise, those on the same hierarchical level and those to whom you are accountable. They may not share their assessments unless you invite them to do that. Their unspoken (at least to you) assessments affect not only how they relate to you but how they work with and for you.

We remind you please do not think that because you are at the apex of the organisation you no longer need to learn or develop new skills – *Learning has no Expiry Date.*

We leave you with just four short but sagacious quotations of the hundreds of quotations on leadership that reinforce the points we have made in this article.

The speed of the Leader determines the pace of the pack.

— *Ralph Waldo Emerson*

A boss creates fear, a leader confidence. A boss fixes blame, a leader corrects mistakes. A boss knows all, a leader asks questions. A boss makes work drudgery, a leader makes it interesting.

— *Russell H. Ewing*

Good Managers care little for their designation and more for their job.

— *Herman Steiner*

If you think you are it, riding ahead of the pack, look back to see if the pack is still there.

— *Unknown*



By Franklyn Michael, Supplementary Associate, CARICAD

CARICAD

Support for Antigua & Barbuda MOT

CARICAD responded positively to a request by the Ministry of Tourism in Antigua and Barbuda to provide technical support for a review of the Ministry's 2020/2022 Strategic Plan. CARICAD had provided support for the development of that plan in 2019. It was agreed that the mission to Antigua and Barbuda would follow a mission to Montserrat which was to be undertaken by Supplementary Associate of CARICAD, Franklyn Michael. He had facilitated the planning process in 2019.

The mission to Antigua and Barbuda took place from Monday, November 7th until Friday, November 11th, 2022 because there were several other

administrative activities agreed to for the mission to Antigua and Barbuda in addition to the review of the plan. The review of the Plan took place on Thursday, November 10th at the Hotel Training School at Dutchman's Bay.

Permanent Secretary Walter Christopher agreed that the focus would be on four broad areas:

1. Identify the specific effects of COVID-19 on the implementation of the plan
2. Quantify the effects of the pandemic as much as practicable
3. Identify other issues that affected

implementation of the plan

4. Develop and agree on a framework and action guidelines for revising and updating the plan

Emphasis was placed on a review of the planning context for a new strategic plan. Permanent Secretary Christopher led the Ministry's Working Group that interacted with Mr. Michael to review the plan.



• ***Continues on next page***

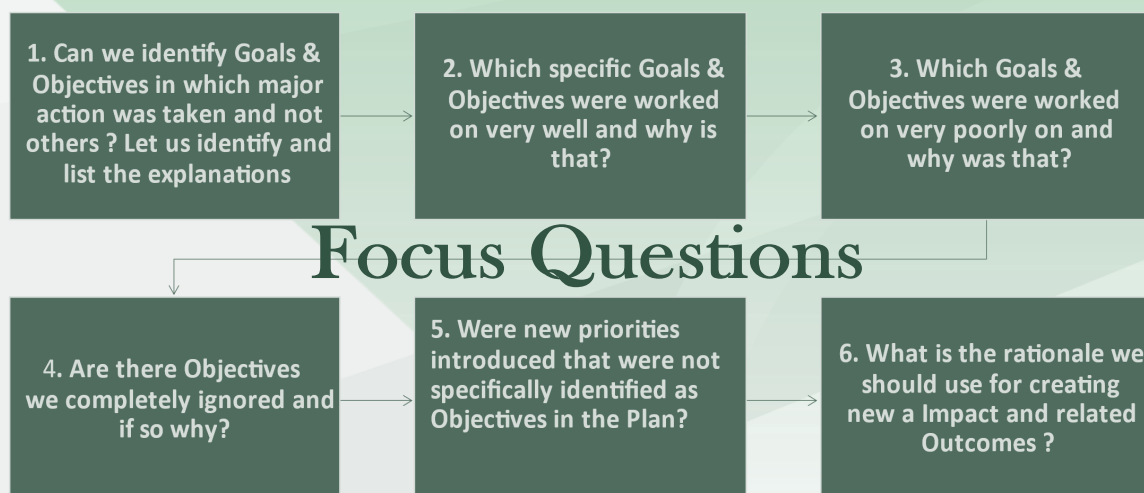
- Continued from previous page



CARICAD

Support for Antigua & Barbuda MOT

METHODOLOGY



Mr. Michael was able to deliver assistance as shown below:

- Present an analytical framework for reviewing the Strategic Plan Working Group – *Retain, Modify, Remove, Introduce*
- Introduce *Results Based Strategic Planning*
- The Working Group embraced the analytical framework. During the half-day session joint efforts culminated in:
⇒ A review of the Strategic Plan for 2020 to 2022

⇒ The Working Group agreeing to use the CARICAD Framework to complete the review of the Plan

CONCLUSIONS OF THE WORKING GROUP

- The Ministry of Tourism was severely hampered by the COVID-19 crisis in its efforts to implement its 2020-2022 Strategic Plan
- Inadequate inter-agency collaboration hindered efforts in some areas of work
- A persistent, perennial problem of limited operational funding was a major challenge for the Ministry
- Despite significant challenges, progress was made in implementing major aspects of the plan
- The Plan proved to be an especially useful tool for keeping the Ministry focused on priorities
- The Ministry has a core of capable, highly motivated staff
- The staff of the MOT had received staunch support from the Minister of Tourism
- The MOT and the Authority are able to work very closely together

FOLLOW UP

The action points shown below were agreed to by the Working Group

- Set a target date for the completion of the review of the 2020/2022 Plan
- Set the new strategic plan in a Results Based Management (RBM) format
- Prepare and submit a report on the journey of implementation the Strategic Plan
- Reconfirm a Working Group for developing the new plan
- Set a target date for completion of the new plan
- Determine whether CARICAD's assistance would be useful in preparing the new strategic plan



CARICAD VISITS ZJB RADIO MONTSERRAT:

Our roving photographer Frankie Michael captured a few images of the ZJB radio station, during his recent visit as part of CARICAD's technical assistance mission to Montserrat.

THE TEAM

The CARICAD Horizon is a regular publication of the Caribbean Centre for Development Administration (CARICAD). The Horizon has superseded the "Chronicle". The Editor-in-Chief is CARICAD's Executive Director, Devon Rowe. The Production Team comprises: Franklyn Michael, Rosemund Warrington, Dr. Lois Parkes, Trudy Waterman, Angela Eversley and Petra Emmanuel.

Previous editions can be viewed at:

[Special Hurricane Edition July 2022](#)
[March 2022](#)
[December 2021](#)
[October 2021](#)
[Special Hurricane Edition June 2021](#)
[March 2021](#)
[October 2020](#)
[July-August 2020](#)
[Special Hurricane Edition June 2020](#)
[Special COVID-19 Edition May 2020](#)

[March 2020](#)
[December 2019](#)
[October 2019](#)
[Board Meeting 2019 Special Edition April 2019](#)
[December 2018](#)
[August 2018](#)
[December 2017](#)
[July 2017](#)



Caribbean Centre for Development Administration
Transforming Public Services for the People of the Caribbean

1st Floor Weymouth Corporate Centre, Roebuck Street, Bridgetown, Barbados
Tel: 246-427-8535 Email: caricad@caricad.net Website: www.caricad.net