

# LEADERSHIP IN THE CARIBBEAN: CRITICAL DETERMINANTS OF SUCCESS



Presented By  
**Dr. Kwame R. Charles – Director**  
**Quality Consultants Limited**

# PRESENTATION OUTLINE

- **Leadership in the Caribbean:  
Research Findings**
- **Caribbean Leadership vs  
Contemporary Models of  
Leadership**
- **Determinants of Leadership  
Success**

# **LEADERSHIP IN THE CARIBBEAN: RESEARCH FINDINGS**

## THE CONTEXT: EMPLOYEE SURVEYS

- **Employees' Assessment of Leadership in the Caribbean**
- **Started in 2000**
- **Almost 30,000 Employees Surveyed**
- **Over 50 Regional Organizations Surveyed**
- **English-speaking and Dutch-speaking Caribbean**

# LEADERSHIP-RELATED INDICATORS MEASURED:

## STRATEGY

- **Direction**
- **Communication**
- **Buy-in**

## LEADERSHIP & MANAGEMENT

- **Leading by Example**
- **Trust**
- **Confidence in decision-making**
- **Good leadership**
- **Employee Participation**

## MANAGEMENT/EMPLOYEE RELATIONS

- **Fair & Ethical Treatment of Employees**
- **Interest in Employee Welfare and Satisfaction**
- **Respect**
- **Relationship**

# FINDINGS

**STRATEGY: 54% Satisfied**

**Clear Sense of Direction - 60%**

**Communication of Goals & Objectives - 59%**

**Employee Alignment - 47%**

**LEADERSHIP & MANAGEMENT: 48% Satisfied**

**Employee Participation - 51%**

**Providing good leadership - 49%**

**Confidence in decision-making - 44%**

**Trust - 39%**

**Leading by example - 38%**

## MANAGEMENT/EMPLOYEE RELATIONS: 47% Satisfied

**Respect - 50%**

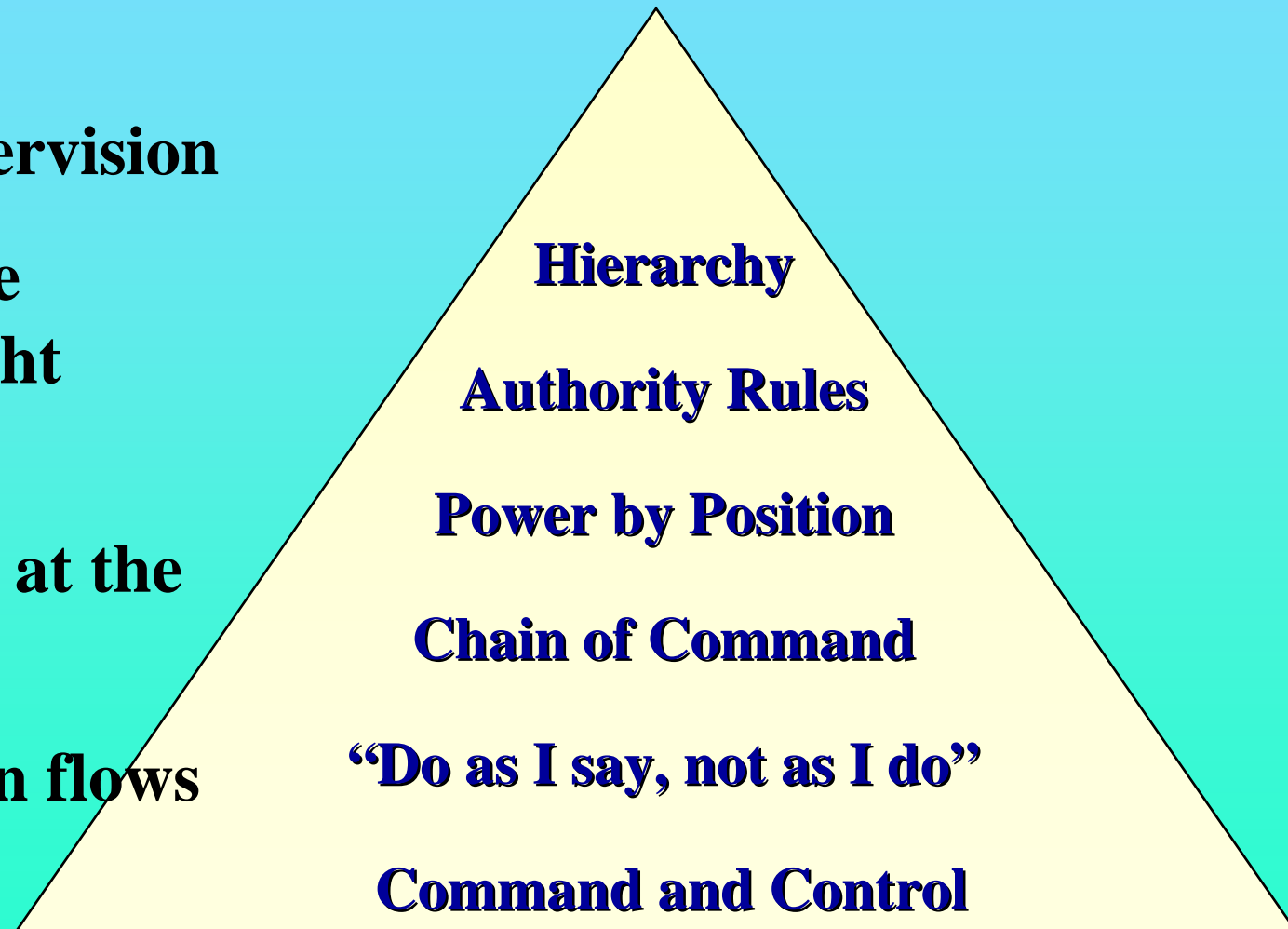
**Relationship - 48%**

**Interested in Employee welfare - 47%**

**Fair & Ethical Treatment of Employees - 44%**

# LEADERSHIP IN THE CARIBBEAN – The Command and Control Model

- **Direct Supervision**
- **Compliance through tight control**
- **Knowledge at the top only**
- **Information flows to the top**



# THE STATE OF ORGANIZATIONAL LEADERSHIP IN THE CARIBBEAN

- ★ **There is a major disconnect in Caribbean organizations between business leaders and their employees.**
- ★ **There is a “trust gap” between leaders and employees.**
- ★ **In most cases, leaders have failed to effectively communicate their vision.**
- ★ **In many cases, employees have not bought into the leader’s vision**
- ★ **Caribbean organizations need to build leadership capacity for competitive advantage**

# **BUILDING LEADERSHIP CAPACITY – SOME CONTEMPORARY MODELS OF LEADERSHIP**

## EMOTIONAL INTELLIGENCE

**“The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.”**

**Daniel Goleman**

## EMOTIONAL INTELLIGENCE

- ❖ **Self-Awareness:** knowing what you are feeling in the moment and using those preferences to guide your decision-making
- ❖ **Self-Management:** managing your emotions so that they help rather than hinder the task at hand
- ❖ **Social Awareness:** sensing what people are feeling and being able to understand their point of view
- ❖ **Relationship Management:** guiding, motivating, leading and influencing others

## PRINCIPLE-CENTRED LEADERSHIP

**Principle-centered leaders are those who understand and accept the principles by building them "into the center of their lives, into the center of their relationships with others, into the center of their agreements and contracts, into their management processes, and into their mission statements."**

**Stephen Covey**

# PRINCIPLE-CENTRED LEADERSHIP: "LEADING FROM INSIDE OUT"

## **Principled-Centred Leaders:**

- **Are continual learners**
- **Are service oriented**
- **Radiate positive energy**
- **Believe in other people**
- **Lead balanced lives**
- **See life as an adventure**
- **Are synergistic**
- **Exercise for self-renewal**

## SERVANT LEADERSHIP

**“Leaders must be complete followers. They must have the best interests of those they serve in mind, and know them as they know themselves-how they think, feel, believe and behave; what they value, why they value it, and what are there greatest hopes and fears. Otherwise their ability to serve is a charade.”**

**J. R. Fisher jr.**

# CHARACTERISTICS OF SERVANT LEADERSHIP

**ALTRUISM**

**INTEGRITY**

**EMPOWERMENT**

**TRUST**

**VISION**

**SERVICE**

## ETHICAL LEADERSHIP

- **The highest aim of ethical leaders is the best interest of those led. In order to achieve this the ethical leader must know his/her people and this requires discernment.**
- **While results are paramount, the ethical leader understands that “the ends do not justify the means.”**
- **For the ethical leader, the best interests of all stakeholders comes before both self-interest and the bottom line.**

**BUILDING LEADERSHIP CAPACITY  
– WHAT CONSTITUTES  
“SUCCESSFUL LEADERSHIP”?**

## SUCCESSFUL LEADERSHIP & LEADERSHIP SUCCESS

“Successful leaders create workplace environments that foster *performance, pride* and *purpose*, they always remember whom they are leading and do not support performance at any cost. They can build *relationships* with diverse groups of people, create a believable *vision, motivate* others and *negotiate* a wide range of business and social situations.”

# SUCCESSFUL LEADERSHIP & LEADERSHIP SUCCESS

**Leadership success in business tends to be measured using financial metrics: profitability, market share, shareholder value.**

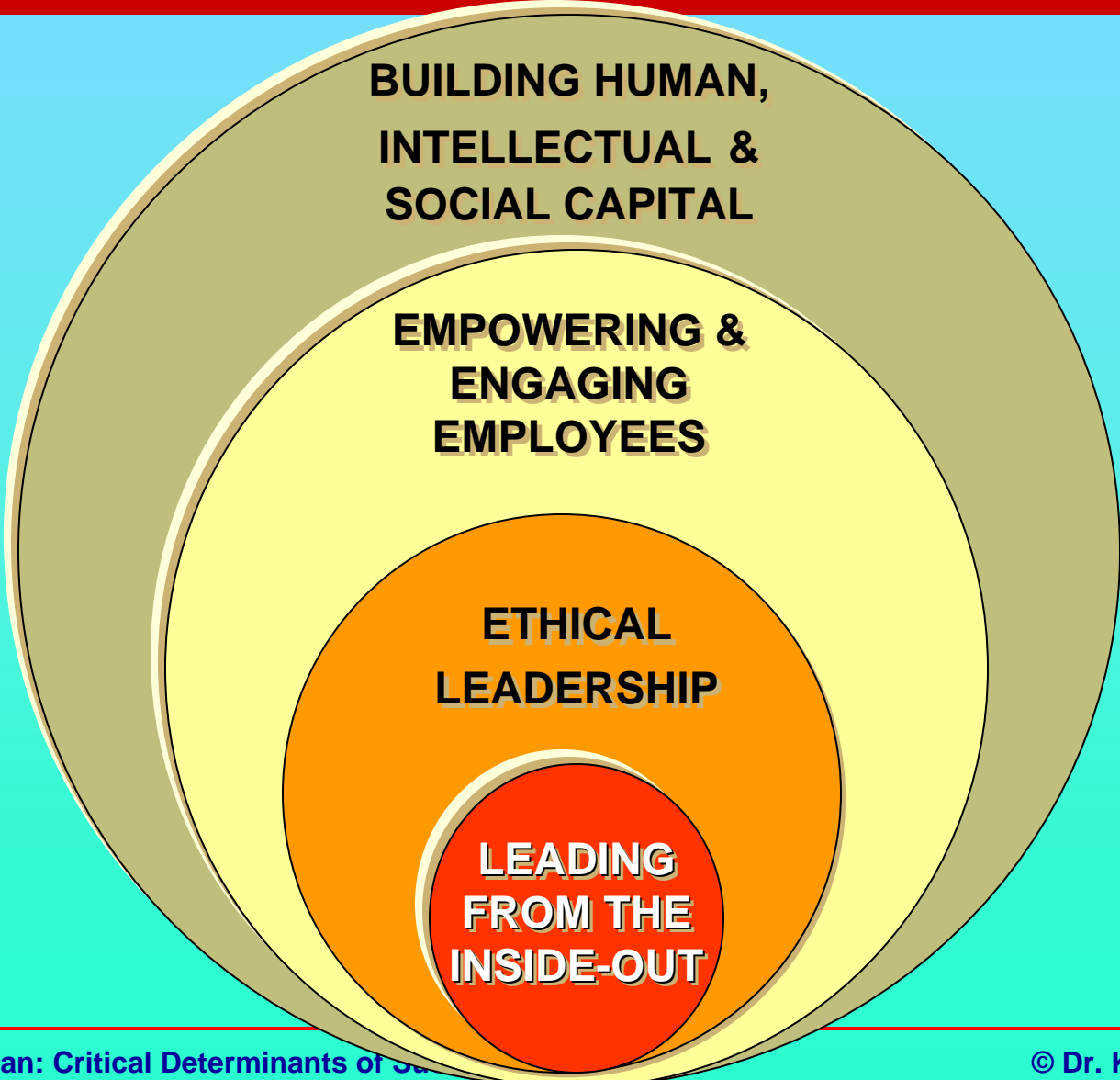


## DETERMINANTS OF SUCCESS FOR CARIBBEAN LEADERS

**But it should be measured also in terms of social and corporate responsibility, ethical behaviour, trust, sustainability, people development, team leadership and empowered followers.**

**Leading from the inside out.**

# NEW MILLENNIUM LEADERSHIP FOR THE CARIBBEAN



# THANK YOU

**Dr. Kwame R. Charles**  
**Quality Consultants Limited**  
**e-mail: [qc@wow.net](mailto:qc@wow.net)**  
**[www.quality-consultants.com](http://www.quality-consultants.com)**

# QUESTIONS & COMMENTS