

### **Economic Spin-off**

In industrialized countries the spin off from sport goes even further, with the development of the leisure clothing market. This is one of the fastest growing sectors of the economy in Canada and the USA, with some US\$13.4 billion being spent on sport and recreational equipment, and some US\$14 billion on sports supplies. Our entrepreneurs must be sufficiently innovative to seize similar opportunities. One of the ideas surfacing at this very workshop is that we should establish strategic alliances with external and experienced entrepreneurs to create a range of products that are finished in the region and not necessarily started from scratch here.

### **The Benefit of Sports Tourism**

Sports tourism then seems to offer bright prospects for the Caribbean provided the necessary work is done in a planned and coordinated manner between the Sports and the Tourism Authorities.

The benefits seem to be many and varied:

- It is a powerful tool for destination promotion as the Jamaica Reggae Boyz or the Jamaica Bob-sled team has demonstrated. As you know the latter achievement was turned into a successful film, which further promotes Jamaica.
- It generates new industry and is a stimulus for infrastructural development.
- It creates increased employment.
- It increases government revenue from regulatory fees and taxation.
- It increases the sports and recreation facilities for the local communities leading to improved social interaction.
- It elevates the level of national pride and the moral of the citizens when success attends the effort of local teams.
- It brings economic benefits as hobbyists and spectators arrive and spend money across the society.
- It brings together various elements of the society, public and private sector, to work for the common good of the society.

As is always the case however, none, or very little of the above, will happen unless there is a carefully devised plan involving all the relevant public and private sector stakeholders from tourism and sport, a plan which is clear about objectives and policies. Such a plan must also address, inter alia, aspects of marketing, public relations, publicity, communications, research, physical planning and sponsorship.

## **Sports Infrastructure**

Sporting events, whether at the hobbyists level, or at the international tournament level involving large numbers of spectators, needs sports facilities of an acceptable standard and all the related infrastructure that goes with it. This requires considerable investment, which may have to come largely from the public sector, but it must be seen for what it is, a contribution to socio-economic development.

### **Success Factors**

Critical to the success of these facilities, is that they must be designed with the relevant expert advice, that there should be an awareness of the recurrent cost of operation, that there are clear and innovative ideas about maximizing use to ensure proper cost recovery, and that management based on merit is employed.

The plan must go beyond the particular major event, which is normally the occasion for building new facilities or improving old ones. It must include clear ideas on how the facilities will be used and maintained thereafter. A fine line must therefore be drawn between creating adequate accommodation and other infrastructure and building massive structures, which incur huge debt, require lots of maintenance and become white elephants which are a burden to the state and the community after the significant event has passed.

We at CTO have, from time to time, done some research work, seeking to identify the size of the sports market. In one of our studies on Golf we indicated that there were some 21.7 million Golf players in the USA, 12 million in Japan, 300,000 and rising in Germany and 1 million in Canada. Thanks to a very recent study of the German Market we are able to identify even more precisely the size of the German sports and leisure market segments, for example that there are 1.5 million surfers, 2 million divers, 250,000 who canoe, 1.2 million anglers and that hiking is the number one holiday activity of German holiday makers.

There is a growing market of persons who wish to travel to both play and watch sports, especially if their own celebrity players are involved. Those Caribbean countries, which have had such a difficult time achieving growth in the US market, should be reminded that Americans are almost obsessed with sport. Some 120 million Americans, half the population, watch the Super Bowl, and some 16 million are members of sports clubs. As always the specialist magazines and Travel specialists in the marketplace are your best allies and should be identified and utilized.

But not all the opportunities are to be found in dealing with external markets. There are abundant opportunities for intra- Caribbean sporting events at the corporate and amateur levels. A number of these are already in progress and intensification in their number would also provide a clearer vision of how some of the facilities about to be built could be utilized in the future.

Regrettably some of those who already labour in the field, report poor cooperation from some of those who own or manage the regional hospitality and travel services. There are, of course, examples of high levels of service in our region. But the quality overall is uneven and some of the stories that make the rounds, do not augur well for the Caribbean successfully handling really big events, unless there are significant changes for the better in the status quo.

### **World Cup Cricket 2007**

In view of all that I have said above, you must now understand the incredible opportunities and challenges posed to the Caribbean by hosting the 2007 World Cup Cricket Series, which will dwarf all previous events hosted in the Caribbean-by-Caribbean people.

As I understand it, some sixteen teams will be involved over a period of about 40 days. They will be supported by tens of thousands of fans who will seriously test our entertainment, accommodation, catering and parking facilities, our ground, sea and air transportation services, our facilitation, security and safety at airports and seaports, our health services and generally our administrative abilities and expertise in running things on a scale as we have never had to do before. Our theatre of operation is already very complex. The Caribbean countries traditionally involved in cricket, with the exception of Guyana, comprise many small islands and are therefore separated by significant bodies of water, which will exacerbate the logistical challenges.

Under normal circumstances we expect people to make allowances for our inadequacies.

In 2007 this will not be good enough. Globalisation with globalise standards, is already on our door step and like the cricketers themselves, we the Caribbean people will have to perform before the glare of the TV cameras of the world, watched, it is estimated, by some 1.2 billion pairs of eyes.

What a chance to shine! To play host to the world! To show off our beautiful countries and all their facilities and to invite people to return and visit with us even after all the cricket events are ended.

To show them what real Caribbean hospitality is, how polite and honest our people are and how clean our countryside and beaches are. To display the highest standards in our transport and all our other public services. To show off our hotel properties, whether at the luxury or the Bed and Breakfast level. To promote our unique cuisine and to put on stage a workforce equal to the best in the world. To present the Caribbean and Caribbean people as something special. A once in a lifetime opportunity!!!

**What however if we do not deliver?** Then we have the opportunity to wipe out in full glare of the entire world, the positive balance of an excellent reputation, some of it, in tourism terms, gained at considerable costs.

While previous World Cups can be used as a guide, we cannot seek to follow slavishly what has been done by larger countries with greater resources. We must decide at what level we can perform with excellence, what numbers, for example, we can handle efficiently. Given our normal tourism flows and utilization of our accommodation facilities, the choice of dates for fixtures will be critical.

I know we can do it and do it with excellence.

In 2008 China will be the host of the Olympic Games. The Chinese government has already put the country on a full training alert. The Chinese people will be educated in what is involved, will be expected by their government to deliver excellent service and to prove to the world that China is a quality destination.

Caribbean governments must mobilize all the arms of government and the resources of Civil Society to do the same for World Cup 2007.

You Educators will have a significant role to play. There is a large constituency which is entrusted to your care and you have the opportunity to pass on the message of what is at stake and to recruit each student as an ambassador for his or her country in this important endeavour.

You have some three and a half years in which to do this effectively and to play your part in making World Cup 2007 the success it can be. Go to it.

The Caribbean Tourism Organization has already accepted the challenge and committed to the West Indies Cricket Board to play its part in making World Cup 2007 a success. You too can count on us to help you in framing your educational strategy in whatever way we can.

# **CARIBBEAN TOURISM ORGANIZATION**

In collaboration with the Grenada Board of Tourism  
& Caribbean Tourism Human Resource Council

## **TOURISM EDUCATORS FORUM 2003**

Grenada Grand Beach Resort,  
Grand Anse, Grenada  
7-9 July 2003

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### **PRODUCT DEVELOPMENT PART II<sup>7</sup>**

### **SUSTAINABLE TOURISM: COMMUNITY/RURAL TOURISM<sup>8</sup>**

**Presenters:** **Diana McIntyre-Pike- [countrystyle@mail.infochan.com](mailto:countrystyle@mail.infochan.com)**  
**Barry Bonitto- [countrystyle@mail.infochan.com](mailto:countrystyle@mail.infochan.com)**

**Mrs. Diana McIntyre-Pike** heads the team of the Countrystyle Community Tourism Network which includes Countrystyle community tours, Countrystyle Institute for Sustainable Tourism, Sustainable Communities Foundation through tourism, Countrystyle Community Consultants, International Institute for Peace through Tourism (IIPT) – Caribbean Chapter, Counterpart International, The Rebecca Pike Foundation for Sick children.

Her expertise is in marketing, public relations, hotel and catering, training and development of personnel in sustainable community tourism. She also owns and operates The Astra Country Inn in Mandeville, which pioneered Community Tourism over 23 years ago in the Caribbean. In Jamaica and the Caribbean, she has trained and developed several communities in self-development including etiquette, environment and general knowledge mainly on a voluntary basis with her partner Barry Bonitto and now offers several courses for the community through the Countrystyle Institute at the Astra Country Inn. The Countrystyle Community Tours has successfully attracted local and overseas visitors to experience the Jamaican culture, heritage, music, cuisine and general way of life. The Countrystyle Village Programme has now become a major feature for “The Community Experience Vacations” in Jamaica and the Caribbean. She is committed to the development and advancement of communities through community tourism.

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**Captain Carrol Barry Bonitto** is the Managing Director of The Astra Country Inn, Mandeville and Countrystyle Community Tourism Network Jamaica, which specializes in the development, and marketing of Community Tourism. He is the Director of the Countrystyle Institute for Sustainable Tourism (CIST) and was directly responsible for setting up the Basic Hospitality Skills Programme for rural communities. He studied Aeronautical Engineering, and Business Administration at the Canadian Military College and the University of Newfoundland.

While attending University Barry joined the Canadian Armed forces Army Reserved and later the Regular Canadian Armed Forces where he served 25 years as a Commission Officer in the Artillery, Infantry and the Air force. He is still serving in the Canadian Armed Forces Air

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<sup>7</sup> This presentation is an outline of a Power Point Presentation  
Countrystyle Community Tourism Network In association with

- The Sustainable Communities Foundation (SCF)
- International Institute for Peace through Tourism (IIPT)
- Counterpart International & Caribbean

Force Reserve where part of his duties when needed, includes teaching courses in Meteorology, Navigation, Flight Procedure, Aerodynamic, Air Traffic Control, Aircrew survival, Leadership, Aircraft Systems, Personal Development, and Time Management and more recently community tourism. He is also a Financial/Investment Consultant. He lived in Canada for over 35 years.

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## **PRESENTATION:**

### **Introduction**

- Tourism is a growth industry, offering communities of all shapes and sizes a unique development opportunity
- Tourism can also lead to the regeneration of redundant buildings, help with local conservation and environmental improvement, and be the key source of civic pride.
- Tourism planning must be built on a comprehensive understanding of its potential, to help maximize the industry's contribution to the well-being of the community and where possible eliminate the negative.
- It conserves national heritage, protects the environment and contributes to an improvement in the quality of life and well-being of local communities

### **Community Tourism**

- Community Tourism was created and developed to assist communities in realizing the direct benefits of tourism in their own environment. It is an integrated approach, which embraces all aspects of a community and should not be seen as an alternative type of tourism as it also works closely with the traditional resort products.
- Community Tourism can lead the way for the future development of any country ensuring that communities are educated in all aspects of managing the business of tourism to ensure complete visitor satisfaction.
- Community tourism is not a simple product or single business, but has aspects including transport, accommodation, catering, attractions, information and hospitality.
- To be successful, destination communities needs to establish leadership and co-ordination of all those active and interested in tourism.

### **Countrystyle Community Tourism Network**

- The Countrystyle Community Tourism Network was formed specifically to assist communities, to be geared to take charge of their future through education and training in entrepreneurial skills, Etiquette, being a good ambassador for their community and country and knowledge of how to manage their business. This resulted in community groups forming the Sustainable Communities Foundation through Tourism (SCF)

## **Mission of SCF**

- To establish a leading organization for education, job-training, promotion and development of sustainable community tourism, recognizing the importance of the human, environmental, socio-economic, cultural and heritage resources of communities in Jamaica and throughout the Caribbean.

## **Activities of SCF**

- Training and Education of Communities with the assistance of the Countrystyle Institute for Sustainable Tourism (CIST) – Basic Hospitality Skills Programmed & Introduction to Community Tourism (which includes environmental awareness and entrepreneurial skills, Personnel Development, Attitude and Etiquette ) over the past two years trained approximately 2000 young people from several communities in the central and south area of Jamaica
- Sensitized communities throughout Jamaica, St. Lucia, Dominica, Cuba, Trinidad, St. Kitts of the benefits of Community tourism with the assistance of existing organizations – NGOs, Citizen Associations, Churches, Educational Institutions, Chambers of Commerce, Hotel Associations, UNESCO, Counterpart International, International Institute for Peace through Tourism (IIPT)
- Managed the Community Tourism component of CPEC (a CIDA funded project) for the central and south area of Jamaica with the assistance of the Countrystyle Community Tourism Network
- Developed the concept of a Product Development Fund to facilitate communities with low interest and grant funding for community projects – to realize their visions in their own environment.
- Assisted to guide farmers in the central and south region of Jamaica with the requirements of the tourism industry. In addition to this, identified a few pilot projects to offer a small contribution to assist farmers to purchase seeds and prepare their fields.
- Assisted to establish the Caribbean Chapter of the International Institute for Peace through Tourism (IIPT) and the Rural Assisted farmers in the central and south region of Jamaica with the marketing of their produce and offering and Community-based Tourism Network covering 70 countries
- Spearheaded and coordinated the 1st IIPT Rural and Community-based Tourism Workshop in Montego Bay Jamaica in August 2001 which attracted over 100 community persons from Jamaica and the Caribbean
- Assisted with the establishment of SCF chapters in Jamaica, the Caribbean and Florida USA
- Developed a partnership with Counterpart International for the Caribbean region
- Developed a Small Hotels Adoption Programme with large hotels in Jamaica.

## **Sponsors/Partners**

- Countrystyle Community Tourism Network
- International Institute for Peace through Tourism (IIPT)
- Counterpart International
- Canadian Green Fund (A CIDA project)
- CPEC ( a CIDA funded project)
- SANDALS Resorts International
- Air Jamaica
- The Astra Country Inn
- Mandeville Hotel
- Haughton's Pharmacy
- Jamaica Standard Products
- Environmental Foundation of Jamaica (EFJ)
- Jamaica Hotel & Tourist Association (JHTA)
- Caribbean Hotel Association (CHA)
- Caribbean Alliance for Sustainable Tourism (CAST)
- St. Lucia Heritage Tourism Programme
- NCTVET & HEART/NTA
- University of the West Indies Hospitality & Tourism Institute
- University of Technology (UTECH)
- Knox Community College
- Northern Caribbean University (NCU)
- SWA Craft Center for Girls
- UNESCO
- Manchester Environmental Agency (MEPA)
- St. Elizabeth Homecoming Foundation
- Savanna-la-mar Arts Movement
- Clarendon Chamber of Commerce
- Manchester Chamber of Commerce
- Portland Environmental Protection Association (PEPA)
- St. Ann Environmental Protection Association (STEPA)
- Negril Chamber of Commerce
- Jamaica Tourist Board
- Caribbean Tourism Organization (CTO) Jamaica Chapter
- Caribbean Business Enterprises Trust

## **Improving the Quality of Life**

- Community Tourism embraces all the special interest types of tourism:
  - Cultural Tourism
  - Heritage Tourism
  - Eco-Tourism
  - Educational Tourism
  - Recreational Tourism
  - Spiritual Tourism
  - Adventure Tourism
  - Health Tourism

- Community Tourism should be seen as the way forward for national development to encourage communities to participate and support this vital tourism industry.
- Visitors are interested in having a “community experience” and being educated on the way of life. However, it is imperative that communities understand the importance of preparing their communities to welcome visitors – the main areas should be:
  - Clean community – environmentally friendly – understanding that their home is not just where they sleep
  - Safe community – taking care of visitors –no harassment, drug pushing, crime etc.
  - Good Hospitality – understanding that hospitality is everybody’s business and not just where the visitor stays

### **The economic benefits**

- The economic benefits for a community through the development of community tourism are extensive. It offers many opportunities for communities to participate as entrepreneurs in their own environment
- It affects personal income
- Helps to improve the living standards
- Supports the diversity of restaurants, theatre and other cultural entertainment
- Assists in the development of art, craft and souvenir items
- Farms, schools, medical centers, churches etc. all can become income earners as community attractions
- Community guide opportunities
- Diverse accommodation – private homes, farms, apartments, campsites enables communities to earn from tourism without leaving their normal way of life
- Community events – festivals, fundraising activities etc. are supported by visitors

### **Sense of Place**

- Visitors are often attracted to features of a destination which its residents may take for granted

### **Visitors can play a major role in:**

- Revitalizing local cultures and traditions e.g. promoting the old time way of making coffee
- Establishing or enhancing s sense of pride in local heritage
- Enriching local understanding and interest in history, culture and nature
- Strengthen civic pride and sense of community and improve the image of the community to the outside world
- Encouraging repeat business as they become friends of the community
- Improving economic benefits for the community and a more positive acceptance of tourism

## **Marketing of Community Tourism**

- In recent years, questions have been raised globally about the contribution of the tourism industry to poverty alleviation and to local social and economic development
- A 1999 report stated: "the conventional focus on promoting international tourism to maximize foreign exchange receipts has missed the potential to enhance net benefits and opportunities for the poor"
- A key question now is how can tourism become more pro-poor?
- Pro-poor tourism clearly focuses on expanding the local economic, social, environmental and cultural benefits of tourism,
- The World Tourism Organization recognized that many of the countries participating in tourism were successful but many communities remained poor and did not benefit from tourism directly
- In October 1999 at the WTO Assembly meeting in Santiago, a 10 point Global Code of Ethics for Tourism was developed to prepare for the new millennium recognizing that tourism could not continue as 'business as usual'
- Some of the recommended guidelines for visitors include:
- Travel to meet not to conquer
- Be culturally sensitive
- Understand cultures in their own context
- Don't create barriers
- Be environmentally friendly
- Be economically beneficial
- Community tourism marketing is mainly directed to the consumer and travel agents interested in quality vacations with the 'community experience'
- Community tourism attracts a more educated and social conscious type of visitor
- Since Sept 11 2001 tragedy, there is more interest in visitors wishing to assist community projects while on vacation
- Caribbean Nationals locally and overseas are the best marketing representatives
- Community tourism visitors enjoy and respect a country that cares for its natural environment and preserves its culture and heritage
- Communities participating in community tourism are trained and prepared to welcome visitors which ensures that their community experience is safe, hospitable and clean
- Community tourism visitors enjoy assisting with improving the quality of life of communities while on vacation, maintaining an ongoing relationship which results in repeat business and word of mouth recommendations
- The Countrystyle Community Tourism Network was formed to develop a partnership approach to the development and marketing of Community Tourism throughout the Caribbean region and internationally.
- The Sustainable Communities Foundation through Tourism (SCF) was formed by communities on the south coast of Jamaica in support of this vision and with support from two international organizations - the International Institute for Peace through Tourism (IIPT) and Counterpart International, has established SCF as an international NGO for community tourism

- The Caribbean region has many examples of interesting communities and people, natural attractions, diverse scenery, endemic species of birds, flora and fauna and the traditional sun, sand and sea
- The marketing of community tourism embraces all aspects of a country's way of life with communities participating
- The marketing slogan for community tourism is "the community experience" offering visitors diverse experiences and an opportunity to visit and stay with communities

### **Community Tourism Village Tours**

- A typical village tour includes:
  - Community Welcome in a private home
  - Tour of the village with community stops to allow interaction with people
  - Lunch with the community in a hotel or restaurant or private home
  - Experience includes: community attractions, culture, heritage and making friends
  - Accommodation is provided if requested in smaller properties, farms, private homes

### **Market Trends**

- Rapid increase in overall travel
- Growth in popularity of vacations to natural areas – particularly dramatic growth to parks in developing countries
- Massive dissatisfaction with the simplistic travels offered by travel firms
- Growing interest in educationally-enhanced travel offered by research institutions, museums, environmental organizations and other non-profit groups
- Growing public concerns about the disappearance of wild life and authentic local cultures

### **Target Markets for Community Tourism**

- The marketing slogan for Community Tourism is "where the beach ends, our country life begins...."
- The target markets are: the mature market – senior citizens, study and research groups, universities & colleges, church organizations, botanists, environmentalists, nature lovers, ornithologists, the independent traveler, afro-Americans, Caribbean persons at home and abroad, socially conscious groups

## **Conclusion**

- Community Tourism is the way forward as it is an integrated approach to the development of a country resulting in an improved quality of life for communities both in resort areas and rural areas.
- Community Tourism vacations and tours provides visitors with the real experience of the country
- Community Tourism offers visitors diverse experiences and allows them to make friends easily
- Community Tourism could be the catalyst for encouraging the broader industry to be ecologically sustainable. Community Tourism in many ways can set the standards for the rest of the industry to follow. To preserve and enhance those characteristics can make a community interesting and memorable.
- Be Clean .....Be Green!

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### **PRODUCT DEVELOPMENT PART II**

### **SUSTAINABLE TOURISM: COMMUNITY/RURAL TOURISM (Cont'd)**

### **THE ARBIB HERITAGE AND NATURE TRAIL: A VALUABLE EXPERIENCE IN COMMUNITY ECO-TOURISM ON BARBADOS**

**Presenter: Ms. Penelope Hynam**

**Consultant**

**George Washington House Project, Barbados [gwbarbados@sunbeach.net](mailto:gwbarbados@sunbeach.net)**

Penelope Hynam returned from Canada in 1992 to take up the position of Executive Director of the Barbados National Trust, one of the largest heritage preservation and conservation NGOs in the region. In her nine years in the post, she supervised a Headquarters Staff of 10, a properties staff of 50 and 8 historic and nature properties, many open to the public year round. She is currently under contract to the Trust as Project Director for the restoration of the George Washington House and site, one of the largest restoration projects undertaken on Barbados. The project involves the restoration of an 18th century house and outbuildings, construction of new buildings and the creation of a museum and genealogy centre.

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The creation of the Arbib Heritage and Nature Trail in 1997 in the country parish of St. Peter was something new to the Barbados National Trust. Despite 30 years experience in building restoration and nature preservation the National Trust had never undertaken a project like it before. In fact, the creation of such a guided, paid-admission hiking Trail had never before been achieved on our island; despite the immense popularity of the Trust's free Sunday hikes.

As I speak today about the process of the trail development I'd like also to use it to illustrate what we believe are the basic underlying principles that should govern sustainable tourism in all of our islands, the kind of tourism that doesn't irrevocably damage the host country, and that still satisfies the visitor on all levels. The kind of tourism that is accessible and available to the local people and doesn't leave them feeling like second-class citizens in their own country. The kind of tourism that leaves money behind in your country without taking away your soul and your birthright in exchange. As you know these issues are at the root of a debate ongoing in all our islands.

The Trust was very fortunate in that the establishment of the Trail was fully funded from the start. So many of us, especially the NGO Trusts of the region, are all too familiar with the endless search for funding for every project and the shaky method of starting projects with part funds while we are still searching for the money to complete them. In this case, a wealthy Englishman with a Foundation established for charitable works was persuaded by our then President to make a substantial donation to the Trust. The only stipulation was that the funds be used for environmental and educational purposes, and would eventually benefit the people of the Speightstown area, the northernmost town on Barbados, where he had built a home. Hence the name Arbib Trail after the Martyn Arbib Foundation.

One idea proposed from people long involved with the community was for a hiking Trail, often suggested in various Government studies for other areas of the island, but never implemented. It appealed to us at the Trust for a number of reasons, but we knew that the whole community had to be fully consulted first.

- **Principle number one:** if you are not an integral part of the target community and do not live in it, then avoid imposing your tourism idea on any community without their full participation and without learning from their local wisdom. If, after our many meetings and discussions, the community had vetoed the idea and come up with another that had sound reasons behind it, then we would have chosen that project. We consulted fully with them simply because, after almost 40 years of being involved with heritage and conservation projects, the Trust had slowly and painfully come to understand the importance of full community consultation and participation to the success of any project. This particular community has been victim for many years of ideas and mega-developments thrust upon them and they had failed or caused great resentment simply because of the peoples non-participation. The result is that the townspeople were now cynical and very wary of any outside interference.

In Barbados this kind of community involvement is a very difficult process, which is perhaps why it is not done as often as it should be. We have no organized local governance, no regular local meetings, no mayors, no Presidents of local community Councils. We are one of the few countries in the world that is without these local structures to assist citizens. Those with a grievance, a complaint or just an idea for a community project often have to appeal directly to central government, to their Member of Parliament or relevant Ministry. We can debate the pros and cons of this all day and why it developed, but suffice to say that the process of establishing a community consensus in Barbados is a tricky one fraught with obstacles.

First we needed to identify the key leaders in the community. In our case, although we were dealing with only a few square miles in and around a town of 8,000 people, we learnt that the local people fiercely identified with and were loyal to even smaller areas within it: The Whim, Round the Town, Ashton Hall etc. No one was content to be just considered "Speighstonians". So we had to make sure that these smaller units were included, which took **time**.

- **Principle number two:** it ALWAYS takes time and that time must be at the community's pace, not that of the originating agency, which may have many competing agendas to deal with. We understood that none of us at the Trust had the time to do the task properly and so we turned to a professional community facilitator, Norma Shorey-Bryan. She had the skills, the experience, a sense of humour and a personal approach that were strong assets. At the same time we brought in a landscape designer who had experience with Trails elsewhere, Geoffrey Ramsey of the Environmental Planning Group, so he could offer suggestions in our meetings with the local people as they evaluated the idea. Their enthusiasm and people skills played a great part in the eventual consensus that a Trail was a good idea. **Once the people really understood that what they took for granted and knew, as everyday fact, that is their own natural and built heritage, would greatly interest visitors, we were on our way.**
  
- **Principle number three,** which is, in general, that the short and long-term benefits to the community must be paramount in your planning.

The overall goal of the project was to develop a Nature Trail in the Speightstown area. The goal of the community programme was to facilitate the involvement of the Town and adjacent communities.

We wanted to achieve several things:

- (a) To develop a strategy and plan for community involvement and management of the Trail
- (b) To utilize and enhance the skills of community facilitators and organizers
- (c) To develop mechanisms for managing the trail including a programme for trail guides
- (d) To document the process as a pilot project in community based tourism.

The activities were divided into three phases, Planning, Preparatory and finally Implementation. The first phase involved putting together a small Resource Group of about 10 key people in the community. They provided information on what had happened with community-based activities in the past, developed criteria for selecting a Community facilitator who would continue in the long term what Norma had begun and most importantly, identified the people who would be the larger Core group that would take the process through step by step.

The first meeting of the Core group was very exciting, as about 25 folk from the area came together in a classroom in one of the local schools: teachers, sports club representatives, university and secondary school students, local police, Government Community Development and Youth Officers and land owners. Most came extremely late (we learnt to accept this as part of the St. Peter culture and planned for it after a while, but this first time we thought no-one was going to show up) and were very quiet at first, but then their enthusiasm overcomes the initial reticence. Once they saw that it was up to them and the Trail would not happen without their input they opened up and the ideas flew fast and furiously. A local restaurant owner provided drinks and refreshments and the discussion lasted for several hours. That

evening the rough trail took shape and we identified the major **opportunities and constraints**. It is of interest to look at some of these, as they are similar to those in the establishment of any community or rural tourism project.

### **The Opportunities:**

The Trail would:

- 1) Bring more visitors and Barbadians into the area
- 2) Boost small business opportunities related to the Trail development
- 3) Stimulate education outreach in the schools and surrounding community
- 4) Aid in strengthening existing community groups (particularly important in Barbados)
- 5) Offer new opportunities for capacity building both in the Trust and the community
- 6) Present opportunities and employment for local guides
- 7) Earn revenue which would be put back into the trail and the community
- 8) Develop pride in the local people about their history and heritage.

**The Constraints:** (Many of these will not reveal themselves until well into a project, but it is wise to try and anticipate them upfront):

- 1) Already existing land ownership disputes between private landowners and government
- 2) Complex pattern of private land ownership
- 3) Resistance to change, especially from the older generation
- 4) Conflicts with other development plans
- 5) Misconceptions by landowners that private land would be taken over
- 6) The core groups consulted might not be representative of the wider community
- 7) Security for visitors along the trail.

At this first meeting, the strategy chosen for the Preparatory Phase was to hire a community facilitator from the area. We advertised and selected a young university student who was part of a large and influential family with generations of roots in the area. He worked with the Trust Environmental Projects officer to organize smaller area meetings, door to door canvassing, fliers to each household and announcements up on the walls. One particularly memorable meeting was one in the area called the Whim, when many of the older folk attended, fired up by the news that we were going to do oral histories. They sat and reminisced all evening and we hadn't even brought along a tape recorder.

It was not always that easy...at some of the meetings only a handful of people showed up. But we held many of them so the word spread. By the time of the first Town Meeting in the Methodist church Hall, where we displayed posters, showed a rough video of the local people walking along various trail routes, and displayed samples of trail furniture and signs to about 50 people, we had a sense that the project was now their own. The video sparked the most interest as they saw themselves and their neighbours and friends actually walking through the familiar landscapes and the idea became a concrete reality.

The core of the process was the short exploratory hikes, which went on for months. The time and start point of each one was announced all over the town and the nearby villages and whoever wanted to come was invited. We made sure that either the Facilitator or Projects officer always went along to document the decisions. The groups explored many options, through plantations, up and down endless gullies and into many villages, assessing degrees of interest, difficulty of terrain and making sure that we utilized all the variety and history that the landscape offered. On one walk over 60 people turned up, including Girl Guides on a camping trip and elderly folk who had not walked parts of the countryside since they were young. It was a remarkable inter-generational experience that boded well for the future.

After about 6 months we had mapped out the main trail - about 8 kms -, which we christened the Whim Adventure, after the Gully within it. And we realized that we needed a shorter, less arduous hike, which turned out to be 5 km, called Round-de-Town.

The next process was the complex one of identifying all the landowners whose land the Trail crossed, either a few yards or a up to a kilometre and we discovered over 40 different owners! We sought legal advice on the wording of a document that would allow landowners to grant us permission, **but again the important thing here was face-to-face communication with the owners, led by our local facilitator and community leaders**, explaining exactly what we were asking very clearly so no threat was perceived (wherever possible... some of the land ownerships were Byzantine in their complexity). It could have been a nightmare of paperwork and complex estimates if owners had decided to charge us for the privilege, but because we did our groundwork thoroughly NO-ONE ever raised the idea of compensation. The community goodwill was extraordinary. We suffered only one set-back when one owner of a large section of the Trail flatly refused us permission to use it at all, but we learnt this in time to map out a diversion. Another incident involved two feuding landowners close to each other. Each refused to help until the other did, a total Catch 22. We had to re-route our path here but eventually the experience of talking to each other through us lead the owners to reconciliation!

**◆Principle number four:** If you encounter problems or need information that is not readily available in your own country, then **use the rich regional expertise available to you, instead of hiring expensive consultants from countries outside of the region. The time has come in this region when we must tap into our own vast field of knowledge, expertise and local wisdom.** St. Lucia was the nearest neighbour, which had well-established private and government hiking trails. So we sent our Project officer and Community facilitator there on a research trip. They visited nature trails laid out and managed by both the St. Lucia government and by the St. Lucia National Trust and they came back inspired, with sample drawings of trail furniture and compost toilets and idea for the training of guides and the safety of the hikers.

We invited June Fredericks from the Folk Research Centre in St. Lucia to lead a one-day workshop with local students and volunteers on gathering oral histories from the elderly

in the area. This led to several hours of fascinating interviews with local residents, which provided much information for training the guides. There were problems: bad technical quality, poor interview skills and the inability to get inexpensive and good transcriptions, all of which are very familiar to oral history projects. But the authenticity still shines through.

Dozens of details had to be dealt with: the design and materials for the large signs along the Trail (natural wallaba posts, with metal sign surfaces and automotive paint and sealer to cover the lettering); the style of informational texts (in some cases, done in Bajan dialect and phrasing which conveys a lot of information in an entertaining way); a Trail logo (designed by a Community College Graphics student); how to design simple and sturdy wooden benches and directional markers; how the guides would communicate with police and ambulance in case of emergencies (two donated cellular phones, one at base, as walkie talkies would not work from some of the more inaccessible areas); where the start and end point of the Trail should be while we wait for our restoration of a landmark in the town to be completed ( it is now from a booth in the public esplanade alongside the sea); the items that should be put in the Guides backpacks; the hiring of a reliable local Trail representative to meet and greet hikers, take admissions, and do banking and reporting; and lastly, the hiring and training of the Guides.

The importance of this last cannot be overemphasized.

**◆Principle number five: try** as much as possible to hire from within the community, not only as a means of returning income to the base but because of local pride in their community and an authenticity of voice that delights those on the receiving end of whatever your project may be. We choose very carefully, six young guides, five of whom were from the immediate area and put them through intensive training, which involved walking with seasoned hike leaders such as Dr. Colin Hudson, who has led the National Trust Sunday hikes for over 15 years. Then led by Shorey-Bryan, they went through verbal presentation skills and videos of themselves, basic first aid, absorbing masses of natural and built history and then walking the Trail itself several times, minutely examining all the information that could be gleaned from it. For the first months they guides lived in fear of being asked questions that they couldn't answer so they swotted desperately up on their information, but of course some questions still come out of left field. The Guides are our "stars". They can make or break the reputation of the Trail and the ones that we have now are a real asset. But as the Trail is still a part-time experience, only open certain times and days in the week, hanging on to Guides has not been easy, since they leave for full-time employment.

One important decision we made was only to open the Trail 3 days a week, on Wednesdays, Thursdays, and Saturdays, with a morning and an afternoon hike. We wanted to ease the initial impact on the community, since the Trail in some cases goes right past front porches and across backyards and plantation lands. We also wanted time to assess the environmental impact of dozens of hikers on the Trail every week. Not an easy decision to make since it meant less income and a first year that would not make any profit at all. But it was the right decision and the costs were factored into the Management Plan from the beginning.

At last, in November 1998, one year and three months after our first meeting, the 2 Trails opened. We invited everybody who had had anything to do with it, as well as our Prime Minister to declare it officially open and to lead the first Hikers. He and his wife completed the whole Trail, although his security men were a bit put out at having to do all 8 kms. One of my cherished memories of the opening is of two older ladies, obviously loyal constituents, who joined the group on the spur of the moment when they saw "their man" walking, and were so thrilled to be talking to him that they completed the whole trail, climbing through gullies and down rocky slopes in their flip flops, dresses and clutching their handbags. I have no idea how they did it, but the Speightstown people are a hardy lot!

It was a tremendous morale boost both to the local community, the guides and the Trust for us to win the **1999 Islands Magazine Ecotourism Award for the Caribbean**, a year after its opening. The Islands Magazine colour spread on the Trail and the community is still kept as a treasured display in many of the homes around the Trail.

We have suffered set backs, and they are bound to happen...a local person who took advantage of her trusted position to take money, a promising tour operator deal delayed because of setbacks to the restoration of the showpiece house Arlington, where the Trail will eventually commence. But five years later we have not had a single security incident or any accident more serious than a sprained ankle or a cut hand. The local homes offer lemonade and fruit off their trees and a seat for a few moments on their porch. Hundreds of school children have explored the Trail: their thank you letters are priceless, complete with drawings and samples of stuff found along the Trail. And tourists often tell us that it is the most unique island experience that they have ever had.

A very typical comment, sent us on a postcard:

*It has been the best part of our trip to the island. We learnt a lot we would otherwise have no idea about and some places we would never have dared to venture on our own. A Canadian couple.*

There have been not so much failures, as opportunities not taken advantage of.

And this leads to:

**◆Principle number six**, the importance of regularly evaluating and critically assessing, with your local partners, how the project is going. Adjustments have to be made, people have to be heard and be seen to be continually contributing if the project is to keep healthy.

Five years on, still using two of the original guides who started with us, the Trail is going strong. There have been some problems and missed opportunities: a new gas station and fast food chain restaurant were built in a former open grassy walkway near the start of the trail; the local business community, despite several initial meetings with them and enthusiasm shown, has not come forward to take advantage of the additional people coming into their town. We suggested juice and fruit stands, souvenir stands in designated areas that should could also sell hike related items like hats, sun block etc., even a brochure featuring all the business and shops in town that we would willingly hand-out to the hikers. But so far, mainly because of limited trail times, (it is only open at designated days of the week) they have not got the volume of people to make it profitable for them.

Regular cleaning and clearing the Trail has not been possible with community volunteers, as we had hoped. The help was too erratic and unreliable. So a local team is now paid to keep the Trail clear, monitored by the Guides.

But overall it is a popular attraction with a high degree of visitor satisfaction. We have linked with a Tour operator who runs an Adventure Tour for cruise ships visitors (they walk the Trail, then spend time on a nearby beach) and this brings thousands of visitors a year to the town in the tourist season. And there are the continuing plans to start the Trail at a 17<sup>th</sup> century restored historic house in the Town, which will feature a state of the art multi-media show on the island and the town, as soon as this project is completed.

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### **"THE LEARNING ORGANIZATION"**

**Presenter: Dr. Ben Henry**

**Group Director of Training**

**Sandals Resorts, Jamaica** [bhenry@sri.sandals.com](mailto:bhenry@sri.sandals.com)

**Dr. Ben Henry** has been Group Director of Training and Human Resources at Sandals and Beaches Resorts since 1994, and also the Founder and Head of Sandals Training and Development Institute (STDI), which is responsible for the training and development needs of some 7000 employees in the Sandals/Beaches group. He is also Managing Director of Customer Service Academy of Jamaica Ltd, a new and vibrant training consultancy located in Kingston with a focus on customer service. Henry holds undergraduate and graduate degrees from the Universities of Leicester, Leeds, Miami and Strathclyde. He is a Certified Hospitality Trainer of the

Educational Institute of the American Hotel and Lodging Association (AHLA). He is also an Accredited Certification Instructor of the AHLA. Dr. Henry is a former college lecturer in the United Kingdom and university professor and department head in the United States. Dr. Henry is a member of many tourism/education organizations such as the Caribbean Tourism Human Resource Council, Private Sector Organization of Jamaica Education Committee, the Council of Community Colleges of Jamaica, to name a few. He has authored the book "Principles of Quality Customer Service" and co-authored the book "The 'Bear' Necessities of Quality Customer Service" with Fortune 500 trainer, Patrick Donovan. Two new textbooks entitled "Enhancing Customer Value" and "Building Customer Loyalty" are expected to be on the market September 2003 and March 2004 respectively

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### **PRESENTATION:**

#### **Introduction**

My presentation is divided into 3 parts.

**Part One** describes what a Learning Organization is, from the Sandals perspective; why learning organizations should become learning organizations; and how to go about creating a learning organization.

The term "learning organization" was created by Peter Senge, formerly Director of the Center for Organizational Learning at MIT's Sloan School of Management and now a Harvard Professor. His landmark book "The Fifth Discipline ... The Art and Practice of the Learning Organization" is the definitive work on the subject and a must read for those who really want to know about learning organization.

**Part Two** is a case study of my own company, Sandals and Beaches Resorts, which is the best example in the Caribbean of a learning organization. I will outline the things

that we do at our place and you can then judge for yourself as to whether or not I am biased.

**Part Three** is devoted to answering any questions as to what we do at Sandals. I want to let you know that I have not even finished reading Peter Senge's book and all the available literature on the learning organization. But the more I read, the more I realize that my company has been a learning organization for years. The things that we have been doing to foster learning among all groups within our organization qualify our company as a learning organization.

## **What is a Learning Organization?**

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Richard Karash gives a simple definition of a learning organization, which we have adopted at Sandals. To him: "A Learning Organization is one that learns and encourages learning among its people. It promotes exchange of information between employees hence creating a more knowledgeable workforce. This produces a very flexible organization where people will accept and adapt to new ideas and changes through a shared vision"

### **Background**

Senge identifies five disciplines of the learning organization.

#### **1. Systems Thinking**

This has been defined as "A framework for seeing interrelationships rather than things; to see the forest and the trees" (Gould – Kreutzer Associates).

This means that organizations must take into consideration not only the needs of the organization but also the needs of the workers in that organization.

#### **2. Personal Mastery**

Senge defines this as "the discipline of continually clarifying and deepening our personal vision, of focusing our energies, of developing patience, and of seeing things objectively". An individual's personal goals are more important to him or her than the organizational goals. Few organizations are aware of this. When an organization realizes that and begins to help its employees achieve their personal goals, then the employees will help the organization achieve its corporate goals... a win-win situation.

According to O'Brien "People enter business as bright, well-educated, high-energy people full of energy and desire to make a difference. By the time they are 30, a few are on the "fast track" and the rest "put in their time" to do what matters to them on the weekend. They lose the commitment, the sense of mission, and the excitement with which they started their career. We get damn little of their energy and none of their spirit"

#### **3. Mental Models**

According to Senge "mental models" are deeply ingrained assumptions, generalizations, or even pictures or images that influence how we understand the world and how we take action". Senge uses the example of an employee who dresses well and one who dresses shabbily and the perception we have of each.

The views managers hold about people determine their leadership styles. If a manager holds the view that workers are lazy and untrustworthy and only interested in money, then his/her leadership style (Theory X) will reflect that view. If however, a manager holds the view that people like to work, are trustworthy and that money is not their greatest motivator, then his/her leadership style (Theory Y) will reflect that view.

#### **4. Building Shared Vision**

Senge is "hard pressed to think of any organization that sustained some measure of greatness in the absence of goals, values and missions that become deeply shared throughout the organization".

A shared vision creates hope in an organization; a company which has a vision that makes sense will see the staff buying into that vision. It encourages "people to excel and learn, not because they are told to, but because they want to" (Senge).

A vision should have three things: (i) has a long time frame; (ii) clear, compelling, easy to grasp; and (iii) connects to the core values and purpose of the organization.

#### **5. Team Learning**

According to Senge, "the discipline of team learning starts with "dialogue", the capacity of members of a team to suspend assumptions and enter into a genuine "thinking together". Dialogue allows "the group to discover insights not attainable individually".

Senge distinguishes between "dialogue" and "discussion". Discussion really is an exchange of ideas back and forth in a winner-takes-all competition. Team literally means Together Everyone Achieves More.

#### **Why a Learning Organization?**

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The following are the signs of an organization that is in deep trouble:

1. Employees unmotivated or uninterested in their work.
2. Employees lacking the KSAs needed to adjust to new jobs
3. The manager is the only source of ideas
4. Employees just simply follow orders
5. Constant conflicts at the workplace
6. The death of the smile
7. Lack of morale
8. The manager is the last to hear about problems at the workplace

The answer to this organization's problems is for it to embrace the concept of the learning organization.

## o Create a Learning Organization

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According to Peter Senge, for a company to become a learning organization it requires an innovation in human behaviour. It entails profound cultural shifts. For instance, a learning organization cannot develop in a Theory X environment where the manager holds the following views:

- (1) People dislike work and must be forced to work by threat of punishment;
- (2) People prefer to be directed;
- (3) People avoid responsibility;
- (4) People have little ambition; and
- (5) People crave security.

Under such a work-centered authoritarian leadership, a learning organization cannot develop.

In a Theory Y environment, the manager holds completely opposite views...

- (1) Work is a normal part of life;
- (2) People will work without coercion;
- (3) Performance is based upon rewards;
- (4) People seek responsibility; and
- (5) People's potential are under utilized.

**Under such participative group-centered leadership, some of the right ingredients are present that will foster the development of a learning organization.**

A learning organization is, according to Senge, a community of inquiry and experimentation, where people question things ... why should we do this, this way? Isn't there a better way? The idea that, 'we have been doing it like this for years and it works' is redundant in a learning organization. In this environment, people are encouraged to fail. Leadership is coaching, cheerleading, and nurturing champions.

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## **The Five Building Blocks to a Learning Organization**

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Richard Karash identifies five building blocks to a learning organization.

### **1. Awareness**

Organizations must be aware that learning is necessary before they can develop into a Learning Organization. Learning must take place at all levels, not just the Management level. At Sandals 85% of the training and development budget is spent on the line team members.

### **2. Environment**

- The organizational climate must be positive
- Information sharing is key
- Top-down, bottom-up, horizontal communication vital
- Openness should be the order of the day
- Employees should be encouraged to make suggestions/question decisions without fear of reprisals

### **3. Leadership**

- Committed to the Learning process
- One way of doing this is to commit the resources necessary for long term learning (money, personnel, time)
- Leaders new role (coach, cheerleader, nurturer of champions)

### **4. Empowerment**

- Empowerment is all about letting go so that others can get going.
- Managers and supervisors tell their employees what their responsibilities are, and give them authority equal to their responsibilities.
- Managers set standards of excellence and provide people with training. that will enable them to meet these standards.
- Employees are given knowledge and information.
- Employees are provided with feedback on performance.
- Employees are recognized for their achievements.
- Managers and supervisors trust their employees.

### **5. Learning**

According to Karash, "companies can learn to achieve these aims in Learning Labs. These are small scale models of real life settings where management teams learn how to learn through simulation games. They need to find out what failure is like so that they can learn from their mistakes in the future. These managers are then responsible for setting up an open, flexible atmosphere in their organizations to encourage their workers to follow their learning example".

### Sandals as a Case Study

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Sandals and Beaches Resorts is a chain of all-inclusive resorts for couples only (the Sandals brand) and for families, couples and singles (the Beaches brand). There are presently 20 operating hotels in the group, with 2 other coming on stream within the next 10 – 12 months. There are some 7600 employees in the group.

According to Senge, one of the major challenges of building learning organizations is the need for sustained effort – the need for continuous learning. Continuous learning is one of the hallmarks of Sandals claim to be a learning organization.

As a learning organization the company subscribes to certain givens. Firstly, employee satisfaction is part of the company's balanced scorecard (the other components being customer satisfaction, community satisfaction and profitability). Enhancing employee value is seen as critical to our success.

We believe that the employee is the most important resource that we have. And we truly believe that there is a positive correlation between employee satisfaction and customer satisfaction. Happy employees definitely make happy customers.

Secondly, we believe that lifelong learning is key to maintaining our company's competitiveness. The level of performance and improvement needed today requires leaning, lots of learning. According to Senge "In building learning organizations, there is no "there", no ultimate destination, only a lifelong journey".

At our place, we share the knowledge with our team members; we ask for their help; we give them more authority, responsibility and discretion; we capitalize on their native creativity; and we give them needed skills.

Thirdly, we cannot guarantee lifelong employment to our team members, but we can guarantee lifelong employability. If we have to let them go, or if they decide to leave us voluntarily, it becomes real easy for them to get another job. Sandals employees are among the most sought out employees anywhere.

Fourthly, Sandals as a learning organization focuses on the continual improvement of the systems that govern how the organization works.

Finally, Sandals as a learning organization recognizes the importance of recognizing and rewarding people for good work.

The following are some of the things we do at Sandals that qualifies us to call ourselves a learning organization.

- Daily shift line-ups
- Weekly department meetings
- Quarterly town hall meetings
- Brainstorming sessions
- Empowerment programs
- Job enrichment programs
- Cross training
- Overseas Fellowship Programs
- The Foreign Language Program
- The Quality Advantage Program
- The Certification Program for all categories of staff
- The Team Member Scholarship Program
- The Trainee Managers Program
- The In-House Associate Degree Program
- The In-House AAT Program
- The Executive Mentorship Program
- The College at Work Program
- Guest Lecture Series Program

Sandals has a Rewards Program that is the envy of many organizations in the Caribbean. Elements of this program include the following:

- Overseas Scholarships for the children of Sandals team members
- Sandals Scholars Program for the children of Sandals team members to train at Sandals after graduating from high school
- The Newspaper Recognition Program
- The Sandals All Star Program
- Monthly, quarterly, yearly awards for outstanding team members

At Sandals, team members are having a lot of fun working at the company. They enjoy learning together. The result of all this is the enormously rewarding and personal satisfaction that the team members get working at Sandals. They are more effective at their work. They are respected; they input into the decision-making process; they have enormous chances for personal growth and development. They really have fun doing their job. They are more excited and more passionate about their job.

A learning organization is a win-win for everybody involved – the employees, customers and the organization.

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### **PROFESSIONAL DEVELOPMENT WORKSHOP-Emotional Intelligence "Unleashing Human potential- The Heart of Personal & Organization Performance"**

**Presenter: Mr. Toney Olton**

**Director**

**The Potter Center, Barbados [thepotter@caribsurf.com](mailto:thepotter@caribsurf.com)**

**Mr. Toney A. Olton** founded The Potter Center in 1998 and is today its Executive Director, with a growing local and regional clientele. As a trainer and facilitator, he brings a rich background of training and management experience to his seminars and workshops. As a long-standing member of Toastmasters International, Toney has honed his skills of public speaking, and is today recognized as an excellent motivational speaker and presenter. Designated by Toastmasters as a Competent Toastmaster, and as an Educational Vice-President and subsequent President of the Bridgetown Toastmasters, he has led and presented many programmes in personal development, public speaking, parliamentary procedure and the conduct of meetings, both in-club and for community organizations. He is a personal development and leadership coach to a variety of persons drawn from both the private and public sectors, stretching from Bermuda to in the Atlantic to Trinidad in the Southern Caribbean. He has completed eight of ten modules of the Fellowship of the Life Managers Institute course of study, and holds an Executive Diploma in Management (UWI), is a Certified Associate Trainer with 6 Seconds, a leading international Emotional Intelligence Training Consultancy and Network, as well as certified in Group Facilitation Technology by The Institute for Cultural Affairs, USA.

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### **Gallup Survey of 300,000 Businesses**

- Between 50% and 60% of your people are not doing their best work
- 15% to 20% of your employees are what Gallup would call "actively disengaged." They're just showing up (or, frequently, not) and going through the motions, and they might quit at any moment.
- So you are disengaged...how long do you intend to stay?
- Engaged – 91%
- Not engaged – 58%
- Actively disengaged – 30%
- This state of affairs is more costly than you probably realize.
- If all 100% of your employees were "fully engaged," meaning playing at the top of their game and happy about it,
- Your customers would be 70% more loyal,
- Your turnover would drop by 70%, and...

- Your profits would jump 40%.
- Gallup's newest research found that most companies operate as if employees and customers were completely rational. "Not so," says Gonzalez-Molina. "We are first and foremost emotional beings. Our highest-level goals are set by emotion, not reason."

### **Today's Journey**

- Understand that EQ is not new, nor is it the soup-of-the day; but is an integrative whole-person approach to personal and organization excellence
- Be sensitized to the connect between thoughts, feelings and behavior
- Have the desire to deepen your own capacity for emotionally intelligent leadership in your organization

### **Personal Results**

- Success depends on "mature adaptations" including altruism, humor, self-management, and optimism/anticipation (George Vaillant, *Adaptation to Life*, 1995).
- People who learn optimism skills are more motivated, more successful, have higher levels of achievement, plus significantly better physical and mental health (Seligman, 1991).
- People who accurately perceive others' emotions are better able to handle changes and build stronger social networks (Salovey, Bedell, Detweiler, & Mayer, 1999).

### **Academic Results**

- After EQ training, discipline referrals to the principals dropped by 95% (Johnson & Johnson, 1994).
- EQ training increases focus, learning, and collaboration; decreases both negative "put-downs" and violence (Anabel Jensen, *Self-Science Pilot Study*, 2001).
- Children with highly developed social skills perform better academically (Grossman, et al, 1997).
- Children who are able to delay gratification are more popular, earn better grades, and had an average of 210 more points on their SAT tests (Shoda, Mischel, and Peake, 1990).

### **Business Results**

- US Airforce spent \$10,000, saved \$2,760,000 in recruitment (*Fastcompany June 2000*).
- High EQ consulting partners earned 139% more (*Boyatzis, 1999*).

- 2% business increase for American Express Financial Advisors (*Fastcompany "How Do You Feel," June 2000*).
- EQ in plant cut accidents 50%, formal grievances 80%, raised topline \$250,000 (*Pesuric & Byham, 1996*).

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### **Reinforcing Feedback Cycle**

Driving Idea

- They will leave me
- They will reject me
- They will say no to me
- They will not love me

### **EQ Behaviours**

#### **HIGH EQ**

Bouncing Back  
Listening  
Empathizing  
Risking  
Flexing  
Including

#### **LOW EQ**

Blaming  
Unforgiving  
Defending  
Stonewalling  
Judging  
Excluding

#### **Enhance Emotional Literacy**

- Perceive, use, change emotions

#### **Recognize Patterns**

- Driving forces, habits, unconscious

## **REFLECTIVE QUESTIONS**

- What makes you think, act, and feel the way you do?
- What parts of your reactions are habitual?
- What are you afraid of?

## **SKILLS & CONCEPTS**

- Self-awareness
- Self-honesty
- Independence

## **REFLECTIVE QUESTIONS**

- How do you know what is right for you?
- Can you increase your awareness of your actions so that you can see their effect?
- If you were not afraid, what would you do?
- Can you live with doing less than what is right?

## **SKILLS & CONCEPTS**

- Delayed gratification
- Prioritise
- Manage feelings
- Choose optimism
- Practice accountability
- Apply consequential thinking

## **REFLECTIVE QUESTIONS**

- Are you leaving a legacy of good?
- Are you healing or hurting?
- Do you live the "Golden Rule?"
- Will you die knowing you lived well

## **SKILLS & CONCEPTS**

- Self-actualisation
- Interdependence
- Empathy
- Principled conscience
- Noble goals

## **EQ IS WHOLE PERSON DEVELOPMENT**

Practicing EQ in one area of your life  
will affect all the others.

Self

Work

Romance

Family

Community

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### **HEALTH, SAFETY AND SECURITY ISSUES IN TOURISM<sup>9</sup>(QTC)**

**Presenter: Mrs. Bernice Dyer-Regis**

**Training Specialist**

**Quality Tourism for the Caribbean (QTC)**

**Caribbean Epidemiology Center (CAREC) Tel: (868) 622-4621 ext.333**

**Mrs. Bernice Dyer-Regis** Training Specialist with Quality Tourism for the Caribbean 1999-2002 developed and implemented a multi-level food safety management training programme for hotels and restaurants in eight Caribbean countries. Managed a cadre of trainers/auditors but also engaged in food safety management training and auditing.

She holds of Master Public of Public and M.Sc. Sociology of Health Degrees as well as a Diploma in Hotel and Restaurant Management. She is a certified Instructor and Proctor in Food Safety Management with the National Registry of Food Safety Professionals, USA and the National Restaurant Association, USA (Serve Safe Training). She has developed a booklet entitled *Food Safety Employee Guide for Caribbean Hotels and Restaurants*. She has developed an HIV/AIDS Programme for the Caribbean Tourism Industry, along with Policy Guidelines and a Train-the-Trainer Manual and video. She has been a teacher of Food and Nutrition for twenty years before branching into the field of Public health.

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### **PRESENTATION:**

#### **OVERVIEW OF PRESENTATION**

- Food Safety
- HIV/AIDS
- Over indulgence/exposure
- Traffic accidents
- Crime
- Poor environmental management
- Physical safety
- Recommendations

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<sup>9</sup> This is an outline of a Power Point Presentation

## **FOOD SAFETY**

- Food safety within the Caribbean increasingly becoming a major concern
- Economic threat given implications for tourism industry
- Litigious consumer
- European Commission Directive on Package Tour

## **FBI OUTBREAKS**

### ○ **JAMAICA (2000)**

- Salmonella outbreak
- Six (6) hotels
- Temporary closure of one (1)
- Confirmed cases of guest and staff
- Threat of US travel advisory

### ○ **TOBAGO (2000)**

- Two waves of salmonella poisoning
- Group visiting from England and Wales as part of wedding party
- Eight (8) confirmed cases

## **TRINIDAD**

1994 – Bureau of Standards guests  
Staphylococcal food poisoning

2001 – High school graduation  
Over 300 cases  
Salmonellosis  
Investigation mishandled

### □ **TOBAGO (2002)**

- 2 Hotels (1 closed)
- 72 cases
- Inconclusive
- Investigation mishandled

### □ **TURKS & CAICOS Is (2002)**

- 2 all-inclusive resorts
- Hotel A: 84 cases of Shigella cross-contamination of multiple food items
- Hotel B: 23 cases of E. coli 0157 inconclusive

## **LESSONS LEARNT**

- Most outbreaks preventable
- Monitoring/training systems could have prevented outbreak
- Investigation can find cause and control
- Time & temperature control commonest problem
- Hotel maintenance key: need water & sanitation training
- Guest knowledge & behaviour

## **RECOMMENDATIONS**

- Upgrade National Public Health Regulations
- Retrain EHOs and other Public Health Practitioners
- Apply HACCP from farm to table
- Introduce Food Safety & Sanitation Standard (Industry)
- Establishment of surveillance system (sentinel to national)
- Capacity building within tourism industry

## **HIV/AIDS**

- Primarily affects 15-49 age group
- 35% of adults with HIV in C'bean are women (1999)
- Second only to sub-Saharan Africa
- PLWHA in Caribbean-500, 000 (2000)
- Productivity
- Increased absenteeism - sick leave
- Increased employee turnover -premature death
- Lower productivity as new employees are trained
- Loss of services of experienced employees
- Employee Benefits
- Growing demand for medical care through Health Plan
- Early retirement
- Premature payments from pension funds
- Increased health insurance premiums

## **RECOMMENDATIONS**

- Industry-specific HIV/AIDS Education Programmes
- Implementation of facility –specific HIV/AIDS Policies
- Over Indulgence/Exposure
- Alcohol
- Drugs
- Sunlight

## **Traffic Accidents**

- Caribbean - left hand side of road
- USA - Right hand side of road

### **CRIME -VICTIMS**

- Theft of personal items and money
- Sex crimes
- Harassment
- Unfair financial transactions
- Misleading advertisements
- Violence- including violent robberies

### **CRIME-PERPETRATORS**

- Distribution of illegal drugs
- Credit card fraud
- Money laundering
- Counterfeit currency

### **RECOMMENDATIONS**

- Development and enforcement of laws
- Network for crime reporting and information sharing
- Develop victim-support networks

#### **Poor Environmental Management**

- Health Problems:
- Water quality
- Air quality
- Noise pollution
- Solid waste disposal

### **PHYSICAL SAFETY**

- Swimming pools
- Beach and water sports
- Fire safety
- Staircases
- Balconies
- Lighting
- Heating
- Children's facilities

### **RECOMMENDATION**

Codes and standards for good practice regarding health and safety matters must be developed by both government and the industry.

# **CARIBBEAN TOURISM ORGANIZATION**

In collaboration with the Grenada Board of Tourism  
& Caribbean Tourism Human Resource Council

## **TOURISM EDUCATORS FORUM 2003**

Grenada Grand Beach Resort,  
Grand Anse, Grenada  
7-9 July 2003

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### **HEALTH, SAFETY & SECURITY ISSUES IN TOURISM<sup>10</sup> (CAST)**

**Presenter: Ms. Deirdre Shurland, Director, Caribbean Alliance for Sustainable Tourism (CAST), Puerto Rico** [dshurland@caribbeanhotels.org](mailto:dshurland@caribbeanhotels.org)

**Ms. Deirdre Shurland** is a national of Trinidad & Tobago and has more than fifteen years work experience in environmental management, assessment and institutional development. She has served in top management and team leadership positions, completing over 40 assignments in environmental audits, environmental impact assessment, and environmental management systems covering sectors such as the hotel and tourism industry, infrastructure development, parks and protected areas planning, institutional development and the industrial/manufacturing sectors.

Since joining CAST in 2002 as a Senior Environmental Specialist followed by her appointment as Director in April 2003, Deirdre has been involved in the restructuring of the organization and its management system and in redesigning the organization's sustainable tourism and environmental management strategies in the region.

She graduated with an Honours degree from the University of the West Indies (Mona Campus, Jamaica) in geology and a Master's degree in oceanography. She also has a Graduate Diploma in Marine Affairs from Dalhousie University, Canada and is an American Society for Quality (ASQ) Certified Quality Manager.

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### **PRESENTATION:**

#### **Health, Safety & Security Issues in Tourism**

- **Caribbean Tourism Industry Trends:**

- Pre-9/11

- Declining trends

- Post 9/11

- Severe industry contractions (~ 10% - 15%) – arrivals and stay over tourists

- Cruise industry increased by 10% (CTO, 2002)

- Moderate recovery 2003: North America, Europe, other

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<sup>10</sup> This is an outline of a Power Point Presentation

➤ **Industry in crisis since 9/11**

- Afghanistan War IV02
- Bali Bombings I03
- Iraqi War II03
- SARS II03
- Continuing Economic Downturn

➤ **Predictions**

- Cautious optimism for improved trends and performance through 2003

➤ **How is Caribbean tourism organized?**

- Three levels:
  - Regional/International
  - Country/National
  - Local/Tourism unit

**Health, Safety & Security Issues in Tourism**

How are HSS issues devolved?

- **Regional/International**
  - Destination Focus
  - Regional/International interests and stakeholders including donor agencies
  - Public/private sector collaborations
  - Policy/planning frameworks
  - Regional tourism/sectoral statistics
  - Marketing focus and strategies

**Country/National**

- Public sector dominated
- National policies; strategic, master plans
- National tourism statistics
- Public funds

**Local/Tourism Unit**

- Private sector dominated
- Chains, independents, guesthouses, villas, small, large hotels etc.
- Data/Statistics controlled by individual units
- Private funding sources

➤ **Traveler Safety:**

- Airport security
- Air travel
- Destination (including crime)
- Hotel facilities & food

➤ **Accidents and Incidents**

- Liability Insurance (tour operator requirements)

➤ **Visitor Health (CAREC)**

- Communicable & Non-communicable diseases etc.

- **HSS Issues:**

- Natural & Man-Made Disasters

- Hurricanes
- Earthquakes (Central America)
- Floods
- Fires
- Etc.

## **Preparedness**

### **Crisis Management**

- Regional/International
- National/Country
- Hotel/Tourism Unit
- Preparedness plans/drills

### **Monitoring and Data Collection**

- Critical for planning and preparedness
- Reliability, verifiability, quality assurance/quality control

- **CTHRC Goals:**

- Educational Standards
  - Quality tourism education & training
  - Credentialing & recognition programs
  - Occupational standards
  - Language training, fund raising, internship & apprenticeship programs

- Ongoing collaboration with CHA/CAST

Be a Friend of CAST!

Our Governing Council Members & Leaders



**2003 TOURISM EDUCATORS' FORUM**  
**7-9 JULY 2003**  
**GRENADA GRAND HOTEL, GRAND ANSE, GRENADA**

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