IICA

TRAINING FOR TRANSFORMATION

Leadership, Negotiation and Team-Building

Ocho Rios, Jamaica
September 1999

IICA OFFICE IN JAMAICA

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REPORT

TRAINING FOR TRANSFORMATION

Leadership, Negotiation and Team Building

Jamaica Agricultural Society (JAS)

in collaboration with

The Inter-American Institute for Cooperation on Agriculture (IICA)

Eltham Training Centre
Ocho Rios
September 7 – 9, 1999

INTRODUCTION

In early 1999, the Chief Executive Officer of the Jamaica Agricultural Society (JAS), Mr. Robert Reid, requested IICA's assistance in holding a Workshop on Leadership and Motivation, in an effort to ensure that members of the society were prepared to meet the challenges of the 21st century.

The three-day workshop was held at the Eltham Training Centre in Ocho Rios, from September 7-9, 1999.

The point of departure for the workshop was the new corporate plan of the JAS, which emphasizes institutional modernization, collective action and incorporation of new technologies in its programme of work. The workshop emphasized the development of leadership qualities and strategic planning for the future.

This document is a summary report of the workshop and a collection of some of the important documentation distributed or developed during the same.

CHELSTON W.D. BRATHWAITE

1. The workshop entitled ***"TRAINING FOR TRANSFORMATION: Leadership, Negotiation and Team-Building"***, was held at the Ministry of Agriculture's Eltham Training Centre, Ocho Rios, St. Ann, during the period September 7–9, 1999.

2. The date for this report is September 1999.

3. The participants were as follows:

Errol Anderson	*Field Operations Manager, JAS*
Everlan Josephs	*Parish Coordinator, St. Catherine*
Collin Woodham	*ABS 1st Vice President, St. Catherine*
Thelma Williams	*Parish Coordinator, Portland*
Donald Berry	*ABS President, Portland*
Donald Salmon	*Parish Coordinator, St. Thomas*
Rupert Scott	*ABS President, St. Thomas*
Charles Killingbeck	*Parish Coordinator, Clarendon*
Granville Graham	*ABS President, Clarendon*
Neville Burrell	*Parish Coordinator, Manchester*
Pheneas Campbell	*ABS President, Manchester*
Lanline Malcolm	*ABS Secretary, St. Elizabeth*
Thomas Mayne	*Parish Coordinator, St. Andrew*
Cyprian Nicholson	*ABS 2nd Vice President*
Claude Dussand	*ABS Executive Member, St. Ann*
Carl Campbell	*Parish Coordinator, Hanover*
Milton Murdock	*ABS President, Hanover*
Bevolyn Harvey	*Parish Coordinator, Trelawny*
O.C. Hillock	*ABS 1st Vice President, Trelawny*
Trevor Harding	*ABS 1st Vice President, Westmoreland*
George Burrows	*Parish Coordinator, St. Mary*
Vivian Kildare	*RADA Parish Officer, St. Ann*
Dennis Steele	*Parish Coordinator, St. Ann*
Eric Rodney	*ABS 1st Vice President, St. Mary*

Dr. Chelston Brathwaite, IICA Representative in Jamaica, The Hon. A.A. Pottinger, President- JAS, Dr. Garnet Brown, Chief Advisor to the Minister of Agriculture, and Mr. Robert Reid, Chief Executive Officer – JAS were the officials who participated in the Opening Ceremony. Mr. Reid also participated in the workshop.

4. The objectives of the workshop were to strengthen leadership and teamwork, improve the individual's ability to communicate, be able to share vision of work and its institutional context, and to renew a sense of hope for Jamaica's future.

   The processes used to achieve these objectives were the experiential participatory methodology, interaction method with groups and plenaries, personal reflections and group consensus-building, as well as the whole-brain experience.

5. The results achieved are improved leadership skills, shared leadership, improved communication and motivation and improved ability to work in teams.

6. It was recommended that a workshop focusing on a higher level of planning be held in February 2000.

7. Pictures are yet to be received.

8. The appendices attached are:

Appendix 1 -	Address by Dr. Chelston Brathwaite {**Transformation Process**}
Appendix 2 -	Address by Mr. Robert Reid {**Corporate Plan**}
Appendix 3 -	Official Address by Dr. Garnet Brown {**Organizational Change and Imperatives**}
Appendix 4 -	Consolidated Report on World Megatrends
Appendix 5 -	Consolidated Report on Values, Vision and Mission
Appendix 6 -	Consolidated Report of the Learning Organization
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Appendix 10 -	Emotional Intelligence
Appendix 11 -	Leading Change
Appendix 12 -	Rethinking the Future

APPENDIX 1

ADDRESS PRESENTED BY
CHELSTON W.D. BRATHWAITE
IICA REPRESENTATIVE IN JAMAICA
AT THE SEMINAR ON MODERNIZATION
OF THE JAMAICA AGRICULTURAL SOCIETY
HELD AT THE
ELTHAM TRAINING CENTRE, OCHO RIOS
SEPTEMBER 7 – 9, 1999

Mr. Chairman, distinguished guests, leaders of the Jamaica Agricultural Society, ladies and gentlemen, let me begin by thanking you for the opportunity to participate in this seminar/workshop and share these moments with the "cream", the "intelligentsia" if you will, of the Jamaica Agricultural Society.

It is my understanding that the JAS has a long and important history in Jamaica for which we all should be proud. Any institution, which has survived 100 years, must be an important institution.

Let me on behalf of IICA and my own behalf welcome you here this morning. I must give a special welcome to Ms. Jan Hurwitch, our Specialist in Institutional Development, with whom I have had the pleasure to work in various capacities during the past 19 years or so and to her assistant Cynthia Montero, from Costa Rica.

I would like to congratulate the dynamic CEO of the JAS, Mr. Robert Reid, for his vision and initiative in organizing this seminar to promote Leadership. Team Building and Modernization of the JAS.

Five years ago, under the astute leadership of our Director General, Dr. Carlos Aquino, IICA began a process of Institutional Transformation designed to maintain the organization as an organization of excellence and technical effectiveness in agricultural cooperation within the hemisphere. This institutional transformation was considered necessary to position the Institute to face the new conditions and challenges facing the member countries of the Institute.

Institutions change in response to either a change in the purpose for which the institution was established or changes in the circumstances or environment. IICA's need for change resulted not so much from a change in the purpose of the Institute but to a change in its environment. The changing global environment for international technical cooperation was characterized by a number of tendencies, including:

- Globalizaton and Trade Liberalization
- New emphasis on integration processes
- Profound changes in institutional systems
- New role of the private sector
- Reduction in quota payments of member states
- New mandates for the OAS System
- Reforms in other international agencies
- Increased competition for services and resources
- Increased demand for cooperation
- Demands differentiated by groups of countries

- Deregulation of the agricultural sector
- Demand for accountability of public sector institutions
- Structural adjustment, reform and modernization of the state
- New technology – especially in communication technology and biotechnology

These tendencies implied the need for an agency that was more responsive to the needs of its clients, that was more flexible, more decentralized and which had a human resource base that was committed to a common vision, highly motivated. The factors that were the most important for IICA were:

1. Globalization and Trade Liberalization
2. Deregulation of the Agricultural Sector
3. The Biotechnology and Communication Revolution.
4. Change in the role of International Organizations

Globalization and Trade Liberalization

- Greater emphasis on free trade treaties and areas, economic integration.
- Greater emphasis on technical barriers: quality and certification plant health and agricultural health, packaging, chemical waste.
- Greater emphasis on domestic and world markets.
- Greater emphasis on food chains, agro-industries, distribution networks.

Deregulation of the Agricultural Sector

- Decline in the importance of tariff protection, intervention prices, subsidized credit, import quotas, state monopolies, subsidies and export incentives.
- Increase in importance of macroeconomic policies (interest and exchange rates, fiscal policy).
- Increase in importance of policies that facilitate a free movement of products, capital and technology.

Biotechnology and Communication Revolution

- New ways of creating and adapting germplasm to new environments.
- New communication tools, the Internet and the computer.

Change in the role of International Organizations

- Less bureaucratic.
- Less confidence in multinational actions to resolve international problems.
- Increase in national efforts driven by internal needs.
- Less quota funds for general use.
- More resources tied to specific projects.
- Transformation of technical cooperation, oriented to demand instead of supply.

The Process Change

The process of change was characterized by three stages:

1. Creation of an awareness of the need for change
2. Preparation and implementation of plans.
3. Consolidation of change.

The process encountered the difficulties, which must be overcome in any process of change.

These include

- Ambiguity and mistrust
- Uncertainty
- Sense of chaos
- Slowness of initial stages
- Erroneous concepts inherited from former models
- Negative attitudes toward change

The key elements of the modernization process in IICA were:

1. Transformation and Consolidation of Technical Cooperation Strategy
2. Decentralization
3. Administrative Reform
4. Strengthening the Human Resource base of the Institution
5. Cultural Transformation.

Some of the results of the transformation are as follows:

1. Transformation of the technical cooperation strategy

- Programs designed more appropriately to the needs of the individual Member States
- Greater emphasis on agribusiness systems and world trade, macroeconomic policies and technological innovation
- Greater collaboration with other organizations, institutions and private enterprises. IICA's role is more of a facilitator than a specialist implementer.

2. Decentralization

- Creation of five Regional Centers and start-up of operations:
  - Caribbean, Central, Andean, Southern and Northern
- Restructuring of Headquarters
- Decentralization of management of multinational projects
- Transfer of functions, responsibilities and resources from Headquarters to the regions.

3. Administrative Reform

- Changes in rules and procedures
- Executive orders
- Process of allocating resources and programming
- Monitoring and evaluation process
- New functions and duties of Management Personnel
- Use of quota resources to underpin the Institute's basic technical and administrative structure and priority programs

- Use of overhead to cover the incremental costs arising out of the administration of external projects
- Development and implementation of projects financed with external resources to increase technical cooperation with the countries
- Training and encouragement of field personnel to negotiate projects financed with external resources in accordance with the technical agenda of the Institute and individual countries.

4. Strengthening the Human Resource Base of the Institute

- Offering conditions of employment, salaries and benefits that will attract the most highly qualified experts to IICA
- Ensuring that the process for selecting new personnel is free from any kind of political pressure or non-professional influence
- Making hiring procedure more flexible to cope with changing conditions regarding the demand for professional services

- Renewing professional personnel in line with new strategic approaches and areas of service
- Implementing a strategy for the administration of human resources that includes the selection, induction, evaluation, compensation and professional development of IICA's professional personnel.

5. Cultural Transformation

- Providing democracy, transparency, participation and emphasizing core values, shared vision, teamwork, professional integrity, ethical behaviour, tolerance and respect for the cultural and multinational diversity of the institution.

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Today our Institution is more relevant to its clients and more flexible in its operations.

The Jamaica Agricultural Society existed long before our Institute but it too must change to be of value to its membership in these changing times.

We are therefore very pleased to be associated in this effort which I hope will contribute to change, not only in the upper echelons of the Society but will trickle down to the general membership.

I have great pleasure in presenting to you Mrs. Jan Hurwitch, who facilitated the process of change in IICA and who will lead this workshop.

Thank you

JAN HURWITCH ..... LEADERSHIP TRAINER

Jan Hurwitch is a U.S. Citizen who has lived and worked in the Caribbean and Central America for twenty-five years.

Her areas of specialty are micro-enterprise development, small farmer organizations and credit systems, leadership and team-building training, human resource development and institutional transformation.

She recently retired from the Inter-American Institute for Cooperation on Agriculture (IICA) where she worked for 20 years holding positions as Director for Institutional Transformation, Director of Human Resources and Representative in Haiti as well as Jamaica. During her tenure in Jamaica from 1982 to 1989, Mrs. Hurwitch supervised IICA's projects in Small Business Training, Yam Mini-sett Technology and Cropping Systems Research.

While Director for Institutional Transformation from 1994 to 1999, she worked closely with IICA's Director General in order to decentralize the structure, streamline the processes and make the institutional culture more democratic and responsive to client needs.

She now does consulting in institutional transformation, scenario planning, and leadership and team-building training. She is based in San Jose, Costa Rica where she is building a consulting firm called "THE LEADERSHIP PLATFORM", dedicated to working with small countries and small producers and those who work with them. She is also creating the Foundation for Visionary Ethics dedicated to building more respectful and harmonious relationships between and among human beings, the environment, plants and animals.

Jan is joined by Cynthia Montero who also works with "THE LEADERSHIP PLATFORM" training trainers and working on the company's electronic newsletter.

Jan can be reached at: jan@reto2000.net
Cynthia can be reached at: cmontero@reto2000.net

Their Y2K website is: www.reto2000.net

APPENDIX 2

JAMAICA AGRICULTURAL SOCIETY

(JAS)

CORPORATE PLAN

1999/2000

1. INTRODUCTION

1.1 It is the perspective of the Board Of Management of the Jamaica Agricultural Society (JAS), that if the average Jamaican farmer is to meet the challenges of globalization - manifested in the form of increased competition from external suppliers of goods and services - more of our farms will have to quickly attain higher levels of production efficiency. These farms will have to perform as very competitive units that are capable of using technology to lower their unit cost of operation and at the same time produce higher quality output.

1.2 There is therefore no doubt that baring state intervention, future and sustainable improvements in financial returns to the individual Jamaican farmer, will depend heavily on the extent to which he or she, is able to upgrade the standard of their agricultural activities (from farm planning through to marketing). The pace of farmer's adoption of technology, and implicitly the effectiveness of our agricultural extension services, will have to be improved like never before.

1.3 The JAS, as the national farmer's organization, must ensure that its members are prepared to meet the challenges of the new millenium. The organization will have to proactively play its part in this process of improving farmer extension services.

1.4 At the same time, the JAS recognizes that there must be appropriate agricultural policies and development resources committed to working in the interest of Jamaican farmers. To safeguard the interest, of the country's farmers (most of whom individually have limited access to resources) the JAS will have to regain a more organized level of representation in the arenas of policy-making and development finance. This must be supported by farmers coming together to address common concerns (e.g. government policy, marketing support, praedial larceny, infrastructure etc). Group action by farmers is not only a vital ingredient in any response to the effects of globalization, it is also an essential instrument in contemporary technology transfer.

1.5 Against this background, the focus of JAS' during the period April 1999 to March 2000 will be to:

- Reactivate JAS branches island-wide, so as to enable the Society to clearly identify and appropriately address the business and social needs of its members and their communities;
- Achieve improved systems of delivery of technology/ farmer training through a coordinated extension service.
- Improve produce marketing and distribution systems (domestic and export);
- Lower farm input/service cost and access;
- Improve the level of farmer representation and government support; and
- Achieve improvements in the financial and administrative operations of the organization.

1.6 In summary, during the period April 1999 -March 2000, the JAS will focus its attention on fostering increased collective action on the part of its branch members (and the wider farming community), thereby providing the platform for undertaking farmer training /sensitization, adaptation of technology and improved input/output systems. These interventions will meaningfully prepare them to compete and meet the challenges of globalization as we enter the new millenium.

1.7 The JAS has therefore adopted the following theme for the period April 1999 - March 2000 :-

"Challenging Globalization through Collective Action and Technology"

2. MAIN OBJECTIVES:

2.1 During the period April 1999 – March 2000, the Jamaica Agricultural Society (JAS) will seek to meet three (3) main objectives: -

1. **Significantly enhance JAS branch formation /development in support of a coordinated agricultural extension/training service, improved technology transfer, improved marketing systems and input service programmes for members.**

2. **Upgrade the financial, administrative, and commercial operations of the JAS.**

3. **Develop structured and coordinated farmer representation, leadership, promotion and programmes at the parish and national levels.**

3. PROGRAMMES & SUB-PROJECTS:

3.1 In order to achieve these three (3) main objectives, the priority programmes and sub-projects to be implemented during the period are as follows:

I) JAS BRANCH REGISTRATION & DEVELOPMENT FOR A COORDINATED EXTENSION SERVICE, TECHNOLOGY TRANSFER, MARKETING AND INPUT SUPPLY.

- **The Society will seek to increase the total JAS Branch registration/membership to 500 affiliate branches, 8,000 affiliated members and 80,000 registered members.**

Membership targets have been set for each parish.[1] Getting farmers to renew and initiate their membership in local JAS Branches will be a major endeavor during the period. All registered and paid up JAS members will receive a membership card, which will provide purchase discounts at local pharmacies etc, as well as access to improved input/output systems and development resource. [2]

Through a prepared Field Operations Plan, we will streamline, target and prioritize JAS field activities so as to ensure greater effectiveness on the part of JAS Parish Coordinators (as well as that of leaders of JAS Associated Branch Societies in each parish). [3] It must be reiterated that getting farmers to renew and initiate their membership in local JAS Branches, will be a major endeavor during the period. This activity will carry significant weight in the evaluation of field staff performance.

To objectively guide the implementation of the plan, an activity schedule has been developed as well as an upgraded Field Reporting system to be introduced - effective April 1999. This will ensure objective accountability of effort and the relay of parish specific information/data to Head office.[4]

- **The JAS will strengthen the delivery of a coordinated extension service at the parish level.**

A new Memorandum of Understanding will shortly be signed with Rural Agricultural Development Authority (RADA). This MOU will be implemented in the second quarter of 1999 and will cover the areas of farmer training and sensitization, sharing of office and travelling facilities, data collection and field staff training (particularly in the area of communications and group dynamics).

[1] See Field Operations Plan for details.
[2] First set of membership cards to be issued in April 1999.

Farmer group sensitization will focus on topics such as globalization, the workings of world trade (WTO); the programmes of RADA, the Ministry of Agriculture and other related Ministries (Lands, environment, finance), marketing, praedial larceny control, leadership/group development, enterprise development, and environment (forestry). Collaborating agencies will include Registrar of Cooperatives, Ministry of Agriculture, NRCA, 4-H Clubs, Agri-Business Council of Jamaica.

Farmer training will focus on improving the quality of farmer's agricultural practices. Technology transfer activities will be effected through jointly organized JAS/RADA field training days and on-farm research projects) - in the specific areas of Crop agronomy, Integrated Pest Management, Post-harvest Loss Control, Animal husbandry/health (small stock), and Agro-processing.[5]

- **The JAS will promote Wholesale marketing undertaken by JAS branches in four (4) selected parishes (i.e. St. Elizabeth, St. Ann, Kingston and St. Andrew and Clarendon).**

  To meaningfully assist farmers in the disposal of their produce, the JAS will utilize these wholesale markets to link farmers directly with institutional buyers (supermarkets/exporters). The organization will also increase/initiate its commercial involvement in selected export commodity trading i.e. pimento, ginger, yam, sweet potato.[6]

- **A bulk input supply programme will be initiated in four (4) selected parishes** (Hanover, Trelawny, Clarendon and St. Thomas).

  Basic farm tools and chemicals will be supplied (on order) at competitive prices to JAS branch members in these parishes.

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[3] A Field Operation Plan (1999/2000) has been prepared (based on consultation with JAS Parish Coordinators and Parish Associated Branch Societies).
[4] See appendix III of Field Operations Plan.
[5] Selected traditional (coffee, cocoa) and non-traditional crops (carrots, sweet potato, hot pepper) will be addressed. The 1999/2000 Field Operations Plan identifies specified JAS branches targeted for technology transfer activities.
[6] JAS purchased $10 million of pimento during 1998/99. The JAS will purchase over J$ 15 million of pimento from farmers island-wide

It should be noted that only paid up JAS branch members with valid membership cards will benefit from this input supply service.

Meeting the travel expenses and the mobility of JAS Parish Coordinators, will be critical factors limiting the success of this programme.[7]

ii) UPGRADED FINANCIAL, ADMINISTRATIVE, AND COMMERCIAL OPERATIONS.

As a matter of priority, during this period, the JAS will have to significantly upgrade its financial and administrative systems. Work on these areas has already started, so as to enable our Board of Management to properly monitor the financial status of the entire organization and to produce proper financial reports .[8]

The JAS will seek to cover its administrative expenses and reduce its level of financial indebtedness by way of, membership dues, government subvention, increase the use of its assets in profitable ventures and commercial trading margins. [9]

The collection of membership dues will be of top priority as this will be use to support the Society's administrative activities both at the national and branch level. A minimum target of $1.0 million is set.

To bolster membership at the Branch level, the JAS will step up on its level of representation of district concerns as well as introduce attractive service programmes for its members, e.g. pharmacy discounts programme, input supplies.

[7] Proposed Gov. subvention 1999/2000 projected to only cover six (6) months of travel. There re currently five JAS Parish Coordinators without motor vehicle.

[8] Given the status of the financial system, special accounting services have been contracted to speed up the process.

[9] Government subvention for the 1999/2000 budget year is projected at $20 million, 20% less than the 1998/1999 period. During the period under consideration, the JAS will utilize support from the Government of Jamaica to cover its current personnel and travel expenses

- In addition to government support and membership dues, the JAS will also seek to lease/rent property and where appropriate enter into joint ventures arrangements that can generate much needed short-term finance. This in the main will include better utilization of Denbigh, reactivation of current farm stores (Kingston, Portland and St. Ann), and leasing of other properties under its control.

  In light of the substantial debt burden of the organization, longer-term financial restructuring arrangements will also need to be pursued in collaboration with local finance/development agencies and with assistance from the G.O.J. If necessary, the organization's capital asset base will be used as leverage.[10]

- **It follows that in terms of administration, the organization's accounting department and systems must be significantly upgraded/ moderized** - in accordance with accepted accounting/business standards as well as the requirements of the Auditor General. This will include timely and proper postings of financial transactions, bank recons, maintaining of a asset register and generation of financial statements.[11] Computerization and staffing of the Accounting Department will be upgraded. [12]

- **JAS will also collaborate with the Ministry of Agriculture and RADA on a staff reclassification and training programme**, which will see the upgrading of field staff and rationalization of the various posts within the organization.[13] This exercise commenced in January 1999. Areas of staff training identified are Reporting Systems, Accounting, Project preparation, management and monitoring.

[10] The total indebtedness of the JAS currently stands at over J$ 50 million.

[11] External accounting services have already been contracted to get the process started.

[12] Financial Controller to appointed in second quarter 1999

[13] A Director of Field Operations will have to be appointed.

- **The JAS will continue to convene monthly meetings of its Board of Management, Parish Coordinators and Associated Branch Societies** thus ensuring that farmers have appropriate representation and that the programmes/sub-projects outlined in the Corporate Plan and Field Plan, are being properly implemented. As aforementioned, improved reporting systems are now being put in place to ensure objective decision making and leadership at the parish and national levels of JAS's operation.

III. FARMER REPRESENTATION, LEADERSHIP, PROMOTION.

- **Against the background of increased globalization and external competition, the JAS will lead and represent farmers of all size in advancing their perspectives** at district, national and other forums. The advancing of this position is best approached via well-managed and structured collaboration between GOJ and sector organizations. [14]

- **At the national level, the JAS will strengthen its strategic alliances** with: -Commodity organizations, Ministries of Agriculture, Lands, Water, Investment and Trade, and international development agencies. The JAS will participate in the work of the Advisory Cluster (Cluster # 3) of the National Industrial Policy, the Trade Policy Coordination Committee and the Steering Committee for the Domestic Food Crop programme and other national bodies. Through the office of the Chief Executive Officer of the JAS and will involve the preparation and presentation of position papers based on considerations emanating from convened farmer organization and sector meetings. Quarterly meetings of sector representatives will be convened at the national and parish levels to ensure that the concerns of farmers are being addressed.

[14] It has already been proposed that spokes persons should be appointed from the Board of Management for specific commodities and areas of agriculture.

- The democratic process of election of leaders of the JAS, to serve at the branch, ABS and Board levels will be observed. The next Annual General Meeting of the organization is scheduled for **Wednesday July 14, 1999**.

- **The JAS will stage its 1999 Annual National Show at Denbigh during the month of August 1999.** Parish shows will also be promoted. A sub-committee of the Board of Management has began the process of making preparation for these events starting with Denbigh.

- The JAS at both the national and parish levels will work closely with the media to ensure that the public is regularly informed of the opportunities, strengths, and threats facing the Jamaican farming community as we endeavor to ***meet the challenges of globalization through collective action and technology.***

APPENDIX 3

Organizational Change and Imperatives
Within the Context of the New Millenium

Background Reminders Regarding Organizations

1. Organizations are people-based, as such:
   - They are subject to heterogeneity of behaviour.
   - They are subject to stresses of an internal as well as external nature.
   - They are competitive entities – survival of the fittest .
   - They possess cultural norms.
   - They tend to respond positively to influences that favour self-interest and self-continuity.
   - They are resistant to change.
   - When they change, they do so consistent with Newton's laws of motion. ***(Here expand on Newton's three laws of motion)***

2. Organizations are live entities.
   - Organism and organization are derived from the same **latin root** – which connotes life.
   - They are born, they grow, they develop, they perform, they can get sick and they can die.
   - Organizations die whenever they are phased-out or whenever they still exist but have become irrelevant.

3. Organizations respond to good or bad nutrition/medication
   - Good or bad management practices
   - Adequate or inadequate inputs
   - Robust or faulty systems and procedures
   - Positive or negative inter-relationships
   - Constant sensitization to narrow-sense and broad-sense environmental changes to which they must respond in order to maintain relevance.

Some Organizational Imperatives for the New Millenium

1. A positive response to scientific and technological advancement.
   - A progressive attitude to research and development.
     - No longer can we maintain that developing countries cannot afford R & D
     - A sensible approach to adaptive vs adoptive technology transfer
     - Sensitivity to data

   Ready response to communication technology – computers, internet, faxes – to become everyday use.

2. Continuous training and development to keep pace with pertinent national, regional and international developments that will impact the world which more and more will take on the characteristics of a "global village" with rapid intensity in the new millenium (e.g.) W.T.O; breakdown of trade barriers; regional alliances etc.

   Strong sensitivity to international diplomacy.
   - Every manager will be called upon to understand diplomacy and to be so trained.

3. The millenium will be one of intense international and inter, as well as intra-regional competition in Trade and Markets. This will demand:
   - High productivity
   - High standards of products
   - Efficient use of resources – human, financial, material, intellectual

4. Superb communication skills
   - Within organizations
   - Between organizations
   - Between clients
   - Between nations

5. A strong sense of customer service locally, nationally, regionally, internationally.

<u>Implications for the J.A.S</u>

1. A new and consciously conceived **vision** to be honed and shared by all in the organization based on sensitivity to the anticipated imperatives of the new millenium.
2. Identification of the **Society's Mission**, based on this new vision.
3. A re-engineered posture based on 1 and 2 above.
4. Forging appropriate linkages inter-organizationally at local, national, regional and international levels in order to optimize the use of the scarce resources available.
5. To develop a well trained, well motivated, and sensitive staff which is strongly client oriented.
6. To keep abreast of the scientific, technological, economic and social dynamics that will typify the millenium, and to harness this information in the service of the organization's clients.

Some Specific Challenges

1. Organization of farmers to receive technology applying all the modern techniques of organization that are, and will become available.
2. To be the trade and marketing voice of farmers.
3. To manage the organization's assets in an efficient and profitable manner.
4. To source and facilitate the availability of adequate and appropriate inputs for farmers at the best prices possible.
5. To be an effective lobby group on behalf of farmers.
6. In the performance of the above, to foster and maintain an effective inter-agency relationship with pertinent agencies – public and private.

Finale

From the programme that I have seen, I feel confident that the training course that is planned for you will stimulate your vision and hopefully open your minds to the attainment of new horizons. I pronounce God's blessings on your efforts, and on behalf of the Honourable Minister of Agriculture and my own behalf, wish you all well, and declare this training seminar open.

Garnet Brown, Ph.D., C.D.

September 7, 1999

APPENDIX 4

APPENDIX 4

Participants were asked to indicate some of the world megatrends and indicate the positive or negative impact these trends have on the JAS. Below is a consolidated report of the groups.

TREND	IMPACT		JAS ACTION
	+	-	
Technological Advancement	- Creates efficiency - Enhance productivity - Improves communication	- Creates unemployment	- Adapt appropriate technology
Globalization/WTO/ Trade Liberalization	- Dumping and removal of quota - Reduce trade barrier - Dumping of cheap subsidized imports		- Provide education/ information to create production
Migration to Developed Countries		- Brain Drain	- Opportunities need to be created
Limited Financial Resources	- Stimulate creativity - Inspire cooperation	- Unavailability of credit - Reduction in - production - Inability to access new technology	- Offer management training and support system to staff - Adapt appropriate technology
Production/Marketing	- Stimulate better production practices - Expand market	- Lower prices for imports - Reduced size of markets	- Adapt appropriate technology

APPENDIX 5

The table below represents the **VALUES, VISION AND MISSION** of the JAS, as indicated by the participants.

Who is (JAS)?	***Stewards of agriculture, agents of change, and the premier farmers' organization, moving into the 21st century.***
Who are the clients of the JAS?	***Farmers and consumers***
What are the basic principles that orient the work of JAS?	***Team-building, dedication, democracy, transparency, honesty, shared visions***
How are the results and successes measured?	***Improved standard of living*** ***Achievements attained*** ***Socio-economic and upward mobility***
What should JAS be in the future?	***Technologically ready to serve*** ***Transparent*** ***Result-oriented*** ***Financially strong***
In four years, what should the JAS achieve, thanks to its leadership?	***Increased membership*** ***Improved staff welfare*** ***Strong and sustainable management structure*** ***Technologically competent***

APPENDIX 6

THE LEARNING ORGANIZATION

Organizational learning is the process through which an organization acquires and makes use of new knowledge, instruments, behaviors and values. It permeates all levels of the organization, between individuals and groups and the system as well. People learn as part of their day-to-day activities, especially in interactions among themselves and the outside world. Groups learn as members cooperate to achieve common goals. The whole system learns as it obtains feedback from the environment and foresees future changes. At all levels, recently-acquired knowledge is translated into new objectives, procedures, hopes, role structures and measures for success.

The learning organization, therefore, is the organization that is committed to the learning process at all levels, in all situations and at all times. It is convinced "to the bones" that a person or group can only survive, not to mention progress, through constant learning, in challenging times of change and uncertainty.

Mutual trust, shared values, good internal communication, correct judgement under pressure and a rapid joint response to external changes, are essential features of learning organizations.

Learning organizations develop special abilitities in five important activities: systematic problem solving, experiencing new approaches, learning from own experiences and past histories, learning from experiences and best practices from other people and transferring knowledge in an expeditious and efficient manner throughout the organization. Many organizations practice these activities to some degree, but few are consistently successful given that they are increasingly dependant on casual or isolated examples. Organizations can conduct their own learning more effectively by creating systems and processes that support these activities and integrate them into the workings of daily operations.

Exercise: In order to clarify the concepts related to a learning (modern) organization, below we offer a comparison between a traditional and a learning (modern) organization. Participants, with the guidance of the facilitator, should discuss in detail the differences that, in their opinion, exist between both organizations, with respect to their own organization taking into consideration the ideal that a learning organization always strives for.

Once this step is completed, participants, for each one of the aspects discussed, should provide some recommendations aimed at improving their own organization, and evaluate from 1 to 10 (1: organization requires improvement and 10: organization has reached optimal level and this is not a problem area). Once the evaluation is completed, participants should identify those aspects with high priority to the organization (require improvement), those with medium priority (require improvement, but not extremely) and those with relatively low priority because they are well-off.

TRADITIONAL ORGANIZATION	LEARNING ORGANIZATION
1. Decision Making	
Decision is made at top level. Everything is resolved at top level.	Delegation. Responsibility is delegated to other levels of competence.
2. Knowledge	
It aims at reaching certain levels of knowledge.	It looks for knowledge. It's always looking for new ideas and experiences as a process of adaptation to a permanently changing world.
3. Communication	
One way. It is usually a one-way communication, from top to bottom.	Two-way. The exchange is made in a two-way road. People feel free to ask on the work of others. There are no "sacred cows" nor subjects that cannot be discussed.
4. Quality	
More/better quality implies looking for more or better products and services.	Radical changes concentrate on reaching dramatic and innovative improvements of products and services.
5. Handling of mistakes	
Blame/defend. It is more concerned with finding the "culprit". The one to blame is punished.	Fix/learn. Mistakes are handled by trying to solve the problems and learning from them for future experiences. People feel free to experiment, to take risks and to openly evaluate the results.

6. Work Implementation	
Competition. Work is implemented through competition between units or departments.	Cooperation/collaboration. Looks for mutual cooperation and support among individuals to achieve the expected results.
7. Power	
Power is used as a goal within the traditional organization.	In a learning organization power is used as a tool to build together as a group.
8. Response to external changes	
Correct predictions. The capacity to correctly predict the events is highly valued.	Respond with ability. The ability to respond to unexpected situations in a changing world is highly valued.
9. Procedures	
Bureaucratic. Bureaucracy and complex procedures are typical of traditional organizations.	Quick flow. A learning organization supports itself more on the simplicity and speed of the response. Confidence in its own people requires less control points (bottlenecks).
10. Relationships	
Politicized. The power of influence, the contacts, the relationships, are aspects constantly present in the daily operations of traditional organizations.	Open. The learning organization strives to offer equality of opportunities according to performance and attitude of employee towards work.
11. Hierarchy	

Vertical. Stratification and common hierarchies in the traditional organization.	Horizontal. It uses a flattened structure where distances between top management and the rest of the organization are reduced. There is mutual respect and trust; team work is implemented regardless of positions.
12. Territoriality	
Separate compartments; more sacred spaces; limits are clear and well defined.	Common territory. Limits are more permeable; there is more concern for the organization as a whole, not so much for its parts.
13. Individual value	
Your Excellency. Position, age, rank and authority are respected.	Competence and skill. The learning organization values more the individual for his/her skills, competence and personal contribution to the achievement of organizational goals.
14. Ethics	
Imposed by the organization.	Result of shared values by all members of the organization.
15. Vision	
Top management often has an idea where the organization goes and what it can expect for the future.	People have a vision of themselves in the organization and its role within it. The vision and the strategy of the organization is widely discussed and regularly adjusts itself to external changes and needs of the clients.

16. Training / Education	
Learning and training opportunities are limited and depend more on personal interest of each individual than the support received from the organization.	All members of the organization are guided towards valuable and relevant training and learning opportunities, both inside and outside the organization. People are encouraged to improve their capacities as well as those of the organization as a whole.

Reference: Building a Learning Organization: David A. Garvin. Harvard Business Review. July-August, 1993.
Leaders: Strategies for Taking Charge: Warren Bennis & Burt Nanus. 1985.
The Learning Organization. A New Approach to Leading your Company: American Management Association

Participants were asked to give a word that best describes the JAS in a traditional and modern way and make a recommendation. The table below shows the description based on the headings in the first column. The numbers in brackets represents the score given by participants on a scale of 10.

QUALITY	TRADITIONAL	MODERN	RECOMMENDATION
Decision Making	Bureaucratic	Democratic (7)	Continue the process
Knowledge	Vision	Striving(6)	Implementation of plans
Communication	Vertical	Liberal(7)	Continue with improvement
Quality	Moderate	Outstanding (8)	Staff integration for success
Handling of Mistakes	Arbitrarily	Tactful (4)	Improved dialogue
Work Implementation	Abstract	Methodology (7)	Strategic Approach
Power	Bureaucracy	Democracy (6)	Improved Democracy
Response to External Changes	Internalized	Diversity (6)	Empowerment
Individual Value	Bureaucratic	Democratic (4)	JAS to become more democratic. More performance oriented with regular evaluations
Ethics	Autocratic	Democratic (7)	More training programmes
Vision	Narrow	Open (4)	Improved communication/ flexibility
Training & Education	Limited	Available (5)	Training needs to be more accessible