

# REPORT

of the 2019 Duke of Edinburgh's  
Emerging Leaders' Dialogues Canada

## CARIBBEAN CANADA EMERGING LEADERS DIALOGUES PROGRAM

KINGSTON, JAMAICA, MARCH 24-30, 2019



THE PRESIDENT'S COUNCIL  
of the Duke of Edinburgh's  
Emerging Leaders' Dialogues Canada



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# PARTNERS AND BURSARY SPONSORS

*The Directors, Planning Committee, management team and participants, of the Caribbean Canada Emerging Leaders' Dialogues programme, would like to express our gratitude to our partners, who have contributed a variety of resources so that we can offer this innovative executive leadership programme. Our partners are providing emerging leaders with the tools necessary to tackle economic and social issues, and create an environment of collaboration between industry, labour, civil society and government sectors.*

**AIR CANADA** ([www.aircanada.com](http://www.aircanada.com)) Air Canada is the flag carrier and the largest airline of Canada by fleet size and passengers carried. The airline, founded in 1937, provides scheduled and charter air transport for passengers and cargo to 207 destinations worldwide. It is a founding member of the Star Alliance. Air Canada's corporate headquarters are in Montreal, Quebec, while its largest hub is at Toronto Pearson International Airport. The airline's regional service is Air Canada Express. Air Canada has been named one of Canada's Best Diversity employers for 2018, the third consecutive year the carrier has been awarded this distinction.



The **ASSOCIATION OF EMERGING LEADERS' DIALOGUES COMMONWEALTH LEADERSHIP DEVELOPMENT CONFERENCES** ([www.csc-alumni.org/](http://www.csc-alumni.org/)) is an umbrella organization uniting over 4,000 Commonwealth alumni from **THE DUKE OF EDINBURGH'S EMERGING LEADERS' DIALOGUES** and the **COMMONWEALTH STUDY CONFERENCES**. The Association works to build stronger Alumni relationships, to make members aware of alumni events and reunions and to encourage members to assist with the planning and implementation of future Conferences and Dialogues. Through the on-line directory, alumni can access global leaders, all of whom have participated in experiential leadership development programmes, and to learn about upcoming innovative regional events.



The **COMMONWEALTH SECRETARIAT** ([thecommonwealth.org](http://thecommonwealth.org)) The Commonwealth is a voluntary association of 53 independent and equal sovereign states. The Commonwealth Secretariat, established in 1965, supports Commonwealth member countries to achieve development, democracy and peace. We are a voice for small and vulnerable states and a champion for young people.



The Commonwealth

We help to strengthen governance, build inclusive institutions and promote justice and human rights. Our work helps to grow economies and boost trade, empower young people, and address threats such as climate change, debt and inequality.

We provide training and technical assistance and support decision-makers to draw up legislation and deliver policies. We deploy experts and observers who offer impartial advice and solutions to national problems. We also provide systems, software and research for managing resources.

Priority areas of work are agreed at Commonwealth Heads of Government Meetings, which occur every two years. The next summit is in Rwanda in 2020.

The **HIGH COMMISSION OF CANADA**, Kingston, Jamaica, maintains bilateral relationships with Jamaica, The Bahamas, the Turks and Caicos Islands and the Cayman Islands on behalf of the Government of Canada.



The staff at the High Commission work to deliver a wide range of programs, including consular services, political and economic relations, trade and investment, international education, development cooperation, security cooperation and immigration processing. We also offer emergency services to the large number of Canadians living in or vacationing in the region.

Canada has identified the Americas, including the Caribbean, as a foreign policy priority and seeks to increase mutual economic opportunity, address insecurity and strengthen institutions, and foster lasting relationships with our partners.



**JAMAICA SOCIAL INVESTMENT FUND (JSIF)** (<https://www.jsif.org/>) mobilizes resources and channels these to community-based socio-economic infrastructure and social services projects. Through a national partnership between central and local government, communities and private and public organizations, the JSIF addresses the immediate demands of communities in a manner that is quick, efficient, effective, transparent and non-partisan.

In fulfilling its mandate, the JSIF facilitates the empowerment of communities and assists in building national capacity to effectively implement community-based programmes aimed at social development. The Jamaica Social Investment Fund continues to make progress in improving the lives of the underserved populations throughout Jamaica, thereby taking the country a step closer to achieving the milestones set out in the country's Vision 2030 development plan.



The **PRESIDENT'S COUNCIL OF THE DUKE OF EDINBURGH'S EMERGING LEADERS' DIALOGUES CANADA** ([www.eldcanada.org](http://www.eldcanada.org)) is made up of Patrons and Members who understand that personal relationships are the basis of successful initiatives, and that real leadership is required in a globally connected marketplace. The role of the President's Council is to provide examples of ethical and accountable leadership to Alumni, and to be active as speakers, hosts and panelists at programmes and events.



**THE PRESIDENT'S COUNCIL**  
of the Duke of Edinburgh's  
Emerging Leaders' Dialogues Canada

McGill University's **INSTITUTE FOR THE STUDY OF INTERNATIONAL DEVELOPMENT** ([www.McGill.ca/isid/](http://www.McGill.ca/isid/)) supports critical cutting-edge research through fostering the engagement and collaboration of a multidisciplinary team of faculty, practitioners, and students. ISID's academic programmes aim to train a new generation of passionate and innovative future leaders in the skills they need to conduct rigorous, normative and evidence-based analysis of the concepts, policies, and practices of international development.



**RED STRIPE** ([www.redstripebeer.com/](http://www.redstripebeer.com/)) a part of the Heineken Company, is one of Jamaica's leading corporate entities, employing over 300 permanent staff members and producing the world famous Red Stripe Beer. It manufactures an outstanding range of premium alcohol brands, spanning beers, stouts and ready-to-drinks and distributes some of the world's renowned premium spirit brands.



Internationally, Red Stripe Beer has received the prestigious Monde Selection Gold Medal for its fine quality and taste. Locally, Red Stripe has been recognised as a major player in the manufacturing industry, having received the Jamaica Exporters Association Champion Exporter award; The Jamaica Chamber of Commerce Best of Chamber Large Enterprise Award, and the Jamaica Manufacturers Association Manufacturer of the Year Award.

In 2015, HEINEKEN N.V. became the majority shareholder of Red Stripe. HEINEKEN owns more than 165 breweries across 70 countries and employs approximately 76,000 people.



**SCOTIABANK** ([www.jm.scotiabank.com](http://www.jm.scotiabank.com)) is Canada's international bank and a leading financial services provider in the Americas. We are dedicated to helping our more than 25 million customers become better off through a broad range of advice, products and services, including personal and commercial banking, wealth management and private banking, corporate and investment banking, and capital markets.

At Scotiabank Jamaica, community involvement is not something we just talk about. It is an important part of the way we live, work and do business every day which led us to establish the Scotiabank Jamaica Foundation in 1996 and the Scotiabank Jamaica Volunteers programme in 2005. Scotiabank through its network of branches across Jamaica maintains an intimate relationship with its customers at the community level. This commitment is reflected in the involvement of many of our employees in community service as well as participation in social, cultural and sporting activities.



**STEWART'S AUTOMOTIVE GROUP** ([www.stewartsautogroup.com](http://www.stewartsautogroup.com)) is a Family Business with three family members at the helm. With an enviable reputation of being a first-class full-service dealership, the company offers one of the widest ranges of spare parts and accessories of car dealers in the English-speaking Caribbean. Stewart's operates 4 legal entities, with 4 showrooms, 4 parts warehouses, 4 workshops, 2 heavy duty workshops, 1 body shop, 4 rental locations and 4 aftermarket retail operations.

Stewart's is a talent-based organization that values their employees and invests in their knowledge and skills. The group's current staff complement is 465 strong. Quality service that has been the hallmark of the dealership since its inception remains unchanged.

The Group prides itself on its good corporate citizenship and its contribution towards the development of Jamaica.



**THE TOURISM ENHANCEMENT FUND (TEF)** ([www.mot.gov.jm](http://www.mot.gov.jm)) was established on May 1, 2005 for the sole purpose of implementing the recommendations emanating from the Master Plan for Sustainable Tourism Development. The Tourism Master Plan provides the framework in which TEF will fulfil its mandate of promoting growth and development in the tourism sector, encouraging better management of environmental resources in Jamaica, enhancing the country's overall tourist experience, and providing for the sustainable development of the tourism sector.



**THE TOURISM LINKAGES NETWORK (TLN)**, ([www.mot.gov.jm](http://www.mot.gov.jm)) an initiative of the Ministry of Tourism Jamaica, which was established in June 2013 is comprised of key public and private sector partners who oversee the coordination and implementation of effective and sustainable strategies which strengthen and facilitate linkages. The primary objective of the TLN is to increase the consumption of goods and services that can be competitively sourced locally. It also aims to create employment while generating and retaining the country's foreign exchange earning potential.



**THE UNIVERSITY OF THE WEST INDIES (UWI)** ([www.uwi.edu/index.asp](http://www.uwi.edu/index.asp)) is a public university system established to serve the higher education needs of the residents of 18 English-speaking countries and territories in the Caribbean. The aim of the university is to help 'unlock the potential for economic and cultural growth' in the West Indies, thus allowing improved regional autonomy.



# CARIBBEAN CANADA EMERGING LEADERS' DIALOGUES CANADA GOVERNANCE & PLANNING

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Kerry Harris

Linda Haslam-Stroud RN

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EMERGING LEADERS' DIALOGUES CANADA

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Antonette Wemyss-Gorman, JAMAICA DEFENCE FORCE

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## PROGRAMME ADMINISTRATOR

Shauyagaye Panton, EXPORT-IMPORT BANK

# PROGRAM

**T**he Duke of Edinburgh's Emerging Leaders' Dialogues Canada (ELD) has developed a highly regarded leadership programme that focuses on real world experiences, creates dialogue and builds the emotional and intellectual capacity of leaders. Caribbean Canada Emerging Leaders Dialogues (CCELD) provides an opportunity for professionals from both Canada and the Caribbean to examine the relationship between industry and community across multiple sectors in a real life setting, and to be challenged on their assumptions and preconceived notions of what it takes to be a leader.

The 2019 CCELD programme engaged 35 emerging leaders from Commonwealth countries with our academic partners The University of the West Indies and the Institute for the Study of International Development, McGill University. Three programme themes were selected in consultation with alumni and Caribbean sector representatives that are vital to the Region's economy:

- » **Green and Blue Economies**
- » **Technology and Innovation**
- » **Culture and Tourism**

Through CCELD's unique learning experience, participants developed key competencies in:

- » **Cultural intelligence**
- » **Complex problem solving**
- » **Ethical decision-making**
- » **Collaborative negotiation**
- » **Inclusion & diversity**
- » **Promotion of innovation**
- » **Conflict management**

The 5 educational modules, delivered by leading academics and practitioners showed how flourishing national and regional economies are rooted in structures of sustainability that include responsible and ethical governance, technical innovation, cultural intelligence, and collaboration.

During the 3 days of experiential dialogues, participants heard from diverse entrepreneurs and executives of business enterprises, labour unions, government departments as well as civil society organizations. As these sectors face complex economic, social and environmental issues, there are also emerging opportunities for innovation.

Participants also took part in dialogues within team groups that challenged their leadership assumptions and provided insights applicable to career and organizational opportunities.

You have joined a growing network of ethical and capable global leaders





## **DURING THE PROGRAM PARTICIPANTS RECEIVED:**

- » Relevant learning from the delivery of five modules;
- » The development of a group presentation on what was learned, and how this impacted their leadership development;
- » The creation of a network of leaders within business, government, labour and civil society;
- » Knowledge of best leadership practices that can be shared with colleagues, peers, and organisations;
- » An understanding of the complexities of reconciliation within economic sectors;
- » An official certificate of completion;
- » Membership to the global Emerging Leaders' Dialogues alumni network.





# MODULES

MONDAY MARCH 25	
<b>MODULE 1</b> <b>FUNDAMENTAL PRINCIPLES FOR A GREEN ECONOMY: FROM THEORY TO PRACTICE</b>	Prof. Sonia Laszlo, Director, Institute for the Study of International Development, McGill University  Abhik Sen, Head of Innovation and Partnerships Strategy, Portfolio and Partnerships Division, Commonwealth Secretariat
<b>MODULE 2</b> <b>21ST CENTURY: LOCAL HARNESSING OF CURRENT AND FUTURE CHALLENGES AND OPPORTUNITIES</b>	Dr. Éliane Ubalijoro, Professor of Practice, Institute for the Study of International Development, McGill University
TUESDAY MARCH 26	
<b>MODULE 3</b> <b>INNOVATION, SOCIAL TRANSFORMATION AND THE FUTURE OF WORK</b>	Prof. Anthony Clayton, Alcan Professor of Caribbean Sustainable Development in the Institute for Sustainable Development, The University of the West Indies  Abhik Sen, Head of Innovation and Partnerships Strategy, Portfolio and Partnerships Division, Commonwealth Secretariat
<b>MODULE 4</b> <b>GREENING THE BLUE ECONOMY</b>	Dr. Andrea Clayton, Principal Lecturer of Sustainable Development and Academic Research, The Caribbean Maritime University
<b>MODULE 5</b> <b>CREATING SUSTAINABLE AND VIABLE CULTURE-BASED TOURISM IN THE CARIBBEAN</b>	Dr. Carolyn Hayle, Senior Programme Officer, in the Office of Graduate Studies and Research, The University of the West Indies
WEDNESDAY MARCH 27	
GUEST SPEAKER – Senator Kavan A. Gayle; President General, Bustamante Industrial Trade Union	









## EXPERIENTIAL TOUR LOCATIONS

The Caribbean Maritime University - Port Royal  
Biotech Research and Development Institute Limited, The University of the West Indies. Mona  
Coffee Trail, Irish Town  
Culture Yard -Trench Town  
Falmouth Food Tour- Falmouth, Trelawney  
Geoinformatics Institute,  
The University of the West Indies. Mona  
Jamaica Broilers Group Ltd., White Marl  
Jamaica Defence Force Coast Guard  
Kew Park Farms  
Ministry of Tourism  
Ministry Of Water Land Environment & Climate Change  
Natural Products  
RedStripe Beer  
Scientific Research Council, Hope Gardens, Kingston  
The Caribbean Agricultural Research and Development Institute  
The Institute of Jamaica  
The Jamaica Social Investment Fund: : Rastafarian Indigenous Village  
The Jamaica Social Investment Fund: Drip Irrigation (Braco Trelawney)  
The Petroleum Corporation of Jamaica  
The Planning Institute of Jamaica  
The Port Authority of Jamaica, Ministry of Transport and Works  
The Discovery Bay Marine Laboratory - The University of the West Indies. Mona  
Tobolski, Trelawny  
University of Technology, Jamaica, Technology Innovation Centre  
Walkerswood Caribbean Foods  
Zimmer Global







# PARTICIPANTS

## DEMOGRAPHICS

- » Age range: 24 - 53
- » 5 Academic, 10 Government, 5 labour, 4 NGO & 11 Corporate
- » 57 % women, 43% men
- » Countries represented: Bahamas; Barbados; Bermuda; British Virgin Islands; Canada; Grenada; Jamaica; Philippines; St. Kitts - Nevis; St. Vincent and the Grenadines

## PARTICIPANTS PLACE OF EMPLOYMENT/STUDY:

Agro Investment Corporation  
Air Canada  
Bahamas Ministry of Tourism  
Bank of Nova Scotia Jamaica Limited  
Bermuda Public Services Union  
British Virgin Islands Ports Authority  
BSTU Coop Credit Union  
Caribbean ASEAN Council

Cave Hill Association of Postgraduate Students (CHAPS)  
Doongalik Studios Art Gallery  
Faculty of Law Library - The University of the West Indies Cave Hill Campus  
First Nations Technology Council  
G4S Secure Solutions  
Greenleaf Financials  
Guild of Students - University of the West Indies Cave Hill Campus  
Jamaica Broilers Group Limited  
Jamaica Defence Force  
Jamaica Social Investment Fund  
Manchester Municipal Corporation  
National Export-Import Bank of Jamaica Limited  
Natural Resources Canada  
Ontario Federation of Labour  
Ontario Nurses' Association  
Sagikor Bank Jamaica Ltd  
The New Providence Development Company Limited  
The Social Light Media  
Tourism Enhancement Fund  
United Food and Commercial Workers Canada Local 1006A  
University of the West Indies - Office of Global Affairs  
VP Bank (British Virgin Islands) Ltd





## MARKETING

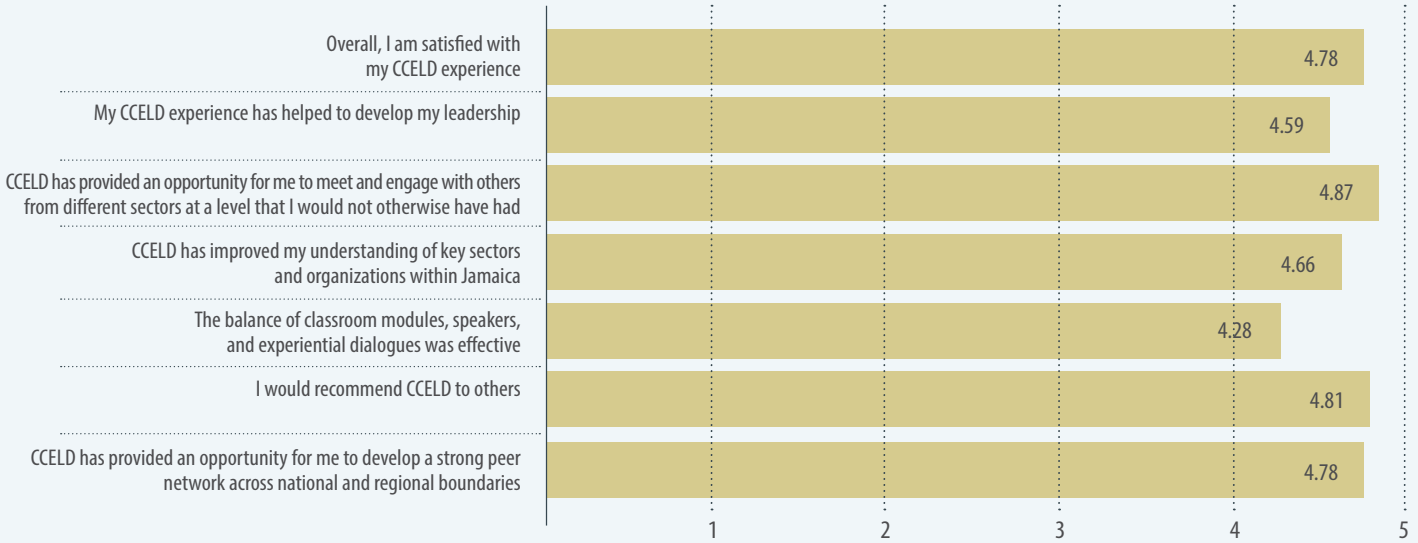
- » Facebook CCELD photos and posts - 4K reached; Facebook Paid Ad - 109.6K Reached
- » 200 views of LinkedIn posts
- » Paid promotions in *Trinidad Guardian*, *Jamaica Gleaner*, *Jamaica Observer*, *Barbados Advocate*, *The Daily Nation* (Barbados), *The Sunday Sun* (Barbados), *The Tribune* (Bahamas)
- » Outreach within Canada: all Caribbean consulates, Caribbean organizations, and Canadian companies with Caribbean interests (50 organizations) and all Canadian CSC & ELD alumni contacted via email
- » Country leads mobilized and recruiting in Canada, Antigua and Barbuda, Bermuda, Guyana, Barbados, Cayman Islands, The Bahamas, Trinidad and Tobago, British Virgin Islands, Dominican Republic, Haiti, Belize
- » Newsletters: ELSCD promotion to 830 ELD Canada alumni and supporters on Oct 3, Dec 12, 21, 2018 & Feb 8, Apr 23, 2019
- » Press release: covered in Jamaica, sponsor release in The Bahamas
- » Newsletter: CCELD promotion to 188 Commonwealth Secretariat Accredited Organizations
- » 5,698 impressions on ELD Canada twitter account.
- » Shared via partner's social media and websites
- » Promotion sent to UWI staff

“ Intelligent and ethical leadership leads to good governance, and good governance is essential to stability and economic growth. I am proud to be nurturing globally connected leaders with Emerging Leaders’ Dialogue Canada.

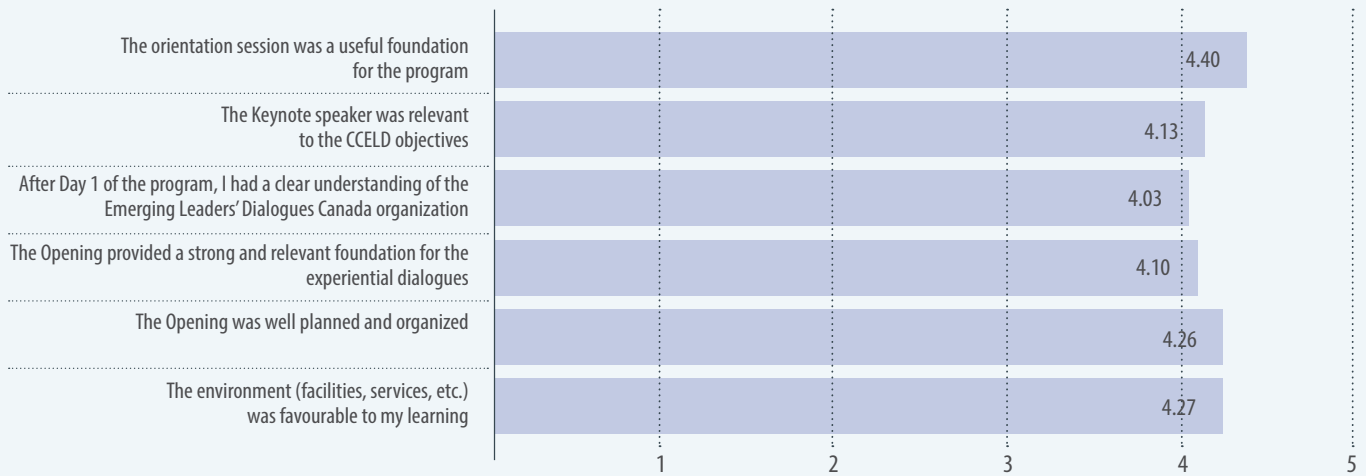
— HRH The Princess Royal, Princess Anne, President

# OUTCOMES

## OVERALL CCELD EXPERIENCE

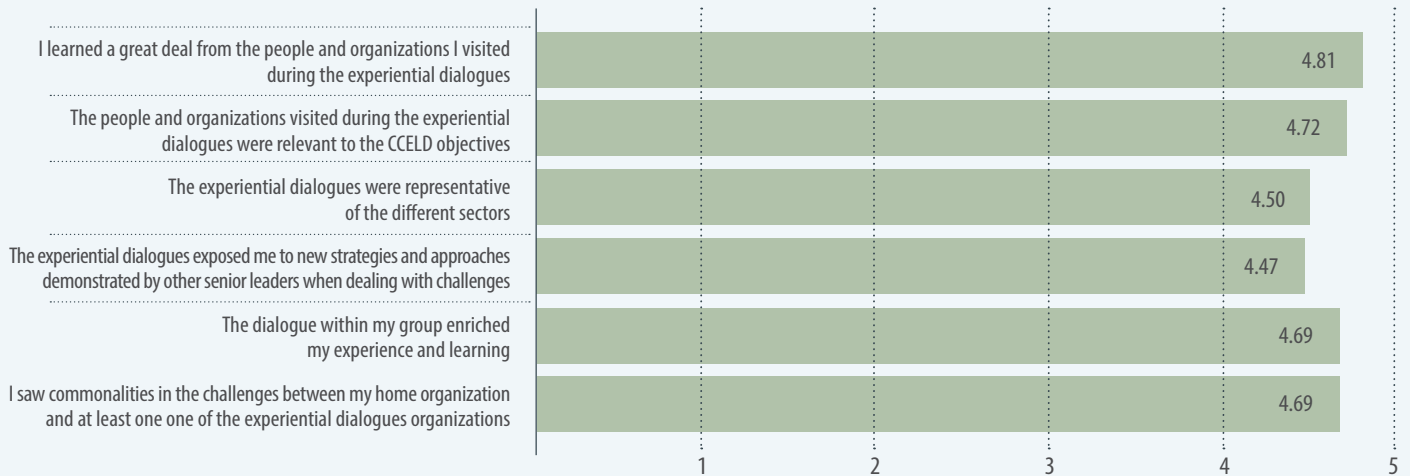


## OPENING SESSION - ORIENTATION AND DINNER

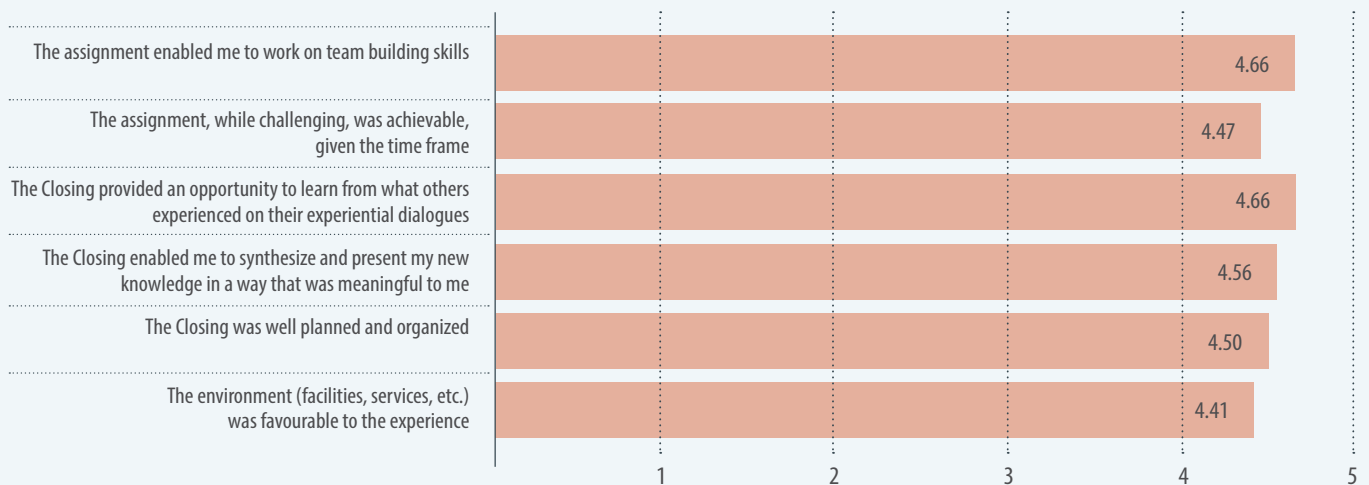




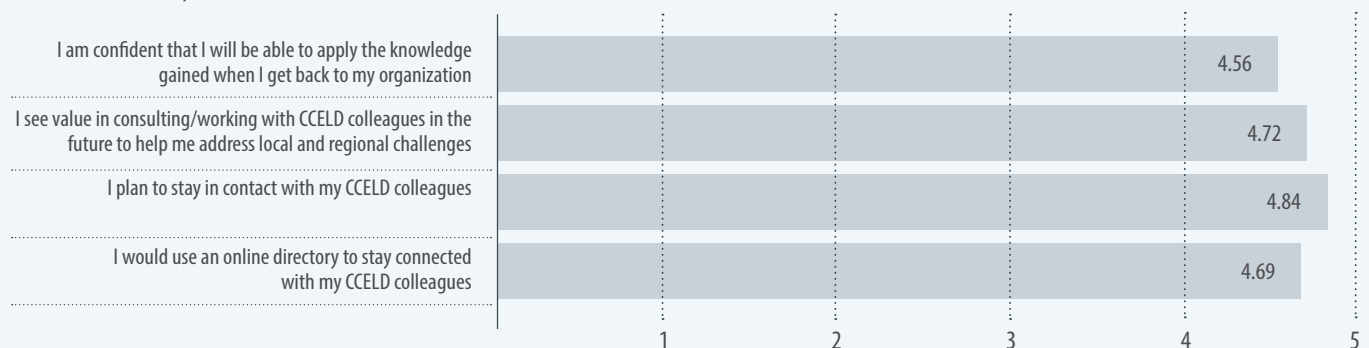
## EXPERIENTIAL DIALOGUES



## ASSIGNMENT AND CLOSING SESSION



## RESOURCES, NETWORKING AND GENERAL COMMENTS



# IMPACT

## What are the key strengths of CCELD?

*The formation of groups and group assignments, site visits that were relevant to the overarching objectives, class room lectures and practical delivery and application of key concepts.*

*Its prestige. The robust nature of the linkages and connections it is able to provide for its participants. The participation of alum in the program.*

*Things that should be maintained: - The diversity; - Always use a Caribbean country; - The crazy pace and demanding visits; - The lack of structure at times added to the beauty of the event.*

*The practice of including professionals from different sectors of the business world. It draws different perspectives that is key to leaders' better understanding and hone leadership skills.*

*The combination of the speakers and the experimental dialogues really allowed for fostering the team growth outside of the standard group work education sessions.*

*The diversity of the leaders chosen is one of the greatest strengths of CCELD.*

## What is something you learned or experienced during CCELD that was unexpected?

*I learned that as leaders we need to get comfortable with being uncomfortable.*

*The most unexpected thing I experienced during CCELD 2019 was the tension between group members. It was eye-opening to see that although we are strong minded leaders in our respective fields, we often forget how to work together as a team and understand the importance of effective communication.*

*Listening is vital. As a leader, you will never be able to bring about the change you want if you don't listen. Listening was one of the main things we learned while in a bus with 14 individuals from many different backgrounds and different views on everything.*

*The impact and implications of the green and economy on sustainable development and the practical approach to mitigating the potential risks.*

*That no matter how large or small, private or public an organization is problems are almost always similar and proper communication is key in enabling success.*

*It was very unexpected to me that people from such diverse backgrounds and cultures could bond as a team the way we did and come to consensus on issues. Also learning that we all have commonalities and all face the same challenges just on different scales and in different environments.*

## What are your plans for implementing your new knowledge and skills in your leadership practices?

*The implementation of greener initiatives within the workplace.*

*Incorporating quick 'group huddles' and communication opportunities into my team's daily agenda to set the tone for the day.*

*I intend to incorporate team building activities that allow for introspection but also allows us as a department to see how our work impacts the stakeholders we have expected to serve.*

*Within the Trade Union Movement to Develop understandings on the linkages between environment policies and labour standards in order to promote not only green jobs but decent work for workers.*

- Promote union capacities for engaging in social dialogue at all levels to contribute to policy making and initiatives for sustainable development.*
- Increase awareness among union representatives and workers, on climate change and other environmental challenges.*

# CCELD PARTICIPANT TESTIMONIALS

*Rarely will someone have the chance to sit in a room with so many impressive people, so early in their leadership roles and careers. The common experiences, the sharing of best practices, and the camaraderie built were invaluable. CCELD 2019 certainly got it right! The unparalleled combination of relevant presentations, cutting edge discussions and applicable experiential tours - all allowing for that (often missed) balance between the theory of leadership and its practical nuances.*

— Clay Saunders, Sr. Manager,  
Bahamas Ministry of Tourism  
& Aviation

*I have been on several leadership programs but CCELD was the easily most fulfilling that I have ever been a part of. The experiences and the relationships built were life changing both professionally and personally. I came into this programme having managed persons for many years and I have always been of the belief*

*that I am a good leader. Coming out of this programme I learnt that there is so much more to leadership that I could have possibly imagined.*

*The tours were phenomenal; it was amazing to engage so many different and dynamic leaders. Understanding their approaches and styles and how those varying leadership styles affect the overall culture of the organizations. Coming out of CCELD I learnt that is ok to be uncomfortable, in fact as leaders we need to learn to be comfortable with being uncomfortable. We need to learn to listen, take risk and to trust our colleagues. Not only am I a better leader because of CCELD but I have become far more socially and culturally aware. Thank you CCELD*

— Jeremy Jones, Head of  
Technology Operations G4S  
Secure Solutions

*The Caribbean Canada Emerging Leaders' Dialogues was an enriching and challenging experience, both personally and professionally. The collective experiences my group shared will no doubt live on in our*

*leadership qualities as our careers evolve and expand, and I look forward to reconnecting with my fellow alumni in the future.*

— Shannon Bradey, Sr. Policy  
Advisor, Lands and Minerals Sector  
Natural Resources Canada

*The CCELD programme has been a right of passage on my journey in leadership. The experiential dialogues, community engagement opportunities and team work, reminded me that the "people" element should not be left behind as a leader charts a path towards the future. The CCELD programme has provided me with a strong foundation from which I can assess blue and green economy sustainability efforts in my home country within a global context. I will forever be a proud CCELD Alumni.*

— Simone Harris, Analyst, Tourism  
Networks Tourism Linkages  
Network a division of The  
Tourism Enhancement Fund  
of Jamaica





*My attendance to this conference has been life-changing. The modules on leadership, the blue and green economy, tourism and culture and technology and innovation came to life during the experiential tours where my team and I met leaders making strategic and intentional steps to remaining sustainable in a changing economy and climate. To this end, I have taken the responsibility in promoting sustainability in my own organization by becoming a member of the Environmental Management team that oversees the company's compliance of the ISO 14001: 2015 standards of environmental stewardship. In addition to my professional development, my own leadership assumptions have been challenged and reframed and I am now pursuing opportunities to hone my leadership skills.*

— Kerry-Ann McPherson. Executive Assistant/Research Analyst  
Jamaica Social Investment Fund

*Certainly for me the overall goal and purpose of the CCELD 2019 was achieved. The dialogue has brought a lot into perspective from a trade union lens. All the presentations and experiential dialogues were insightful and intriguing. Throughout the Dialogue it became abundantly clear that for trade unions' sustainability it cannot be business as usual. The world of work is undergoing a major process of change which will present new challenges for trade unions' sustainability and achieving a just transition. Therefore our leadership approaches have to be revolutionised. It will require strong, audacious, visionary leaders to navigate a sustainable movement into the*

*future. I believe that is imperative that more emerging trade union leaders across the Commonwealth participate in future staging of the CCELD and alumni trade unionists come together to build our network to navigate our unions in the future and advance our mandate to fight for social justice and equity for all. CCELD 2019 has inspired me, as a global citizen to believe that I have an integral role to play in aiding to achieve a sustainable future. CCELD 2019 was certainly an inspiration!*

— La-Jean Powell Richards.  
Jamaica Association of Local Government Officers

*Through this program I was able to engage with others from different sectors at a level that I not otherwise would of had the opportunity. I have developed cultural intelligence skills as well as enhanced my emotional intelligence skills. This program allows leaders to further engage and enhance complex problem solving skills, ethical decision making, collaborative negotiation skills, conflict management while having open dialogue with inclusion and diversity principles. This was a transformational learning experience for me that has not only resulted in developing and enhancing and further developing my personal leadership skills but has also opened up a cross sector network of other leaders and friendships that I now engage with on topics and issues while opening up the doors of further mentorship opportunities.*

— Andrea Kay, RN Manager  
Labour Relations Ontario  
Nurses' Association

*I had a great opportunity to participate in the Caribbean Canada Emerging Leaders Dialogues (CCELD) Programme. In my view, it is an unparalleled amalgamation of real world discussions, lectures and cutting edge experiences of outstanding leaders, subject area practioners/experts and emerging leaders across the region. This exposure challenged me to critically assess the relevance of current organizational design, national and regional strategies and my leadership within the current and future context. The CCELD not just reinforced the point that my thinking should not be constrained by current conditions, it also provided me with practical emerging insights and opportunities that supports sustainability and growth. My appreciation of the green and blue economies, cultural intelligence and the role of technology and innovation in shaping a sustainable future was also heightened. The format of the programme was conducive to networking and problem solving with several cross cultural and cross border peers from diverse backgrounds. It also facilitated the formation of long-term strategic relationships both at the personal and professional level. It was indeed a pleasure to feast on a balanced diet of academic social, environmental, economic and commercial applications augmented by commensurate emerging innovations and opportunities. The CCELD programme has incited and empowered me to transfer this learning to my current organisation and country. It was indeed time well spent.*

— Yvett Anderson, District Vice President  
Bank of Nova Scotia  
Jamaica Limited

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