

# CiCMC

## BiTES from BiM

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CiCMC Barbados Chapter  
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*"Leadership is not a position or a title, it is action and example."*

Donald McGannon



CiCMC

"Excellence in Management Consulting"

### President's Memo

Dear Members and Colleagues

Welcome to April, a time of renewal, hope and breathing in new life!

We are now in our second month of the COVID-19 Pandemic. Everywhere you turn, there is a new report of COVID-19 cases with no hope in sight but to remain in self-isolation to make sure we maintain continued good health and that our families remain healthy and safe.

There is life beyond this crisis, however we know this is a difficult time for Consultants as our movements within the country have been limited and a curfew has been placed on all non-essential services. This restriction is challenging for consultants as our services are not considered essential, yet I think we are the best placed group of professionals to assist the public and private sectors through the COVID-19 crisis.

As mentioned before, we are a resilient group of experts from various fields and disciplines and we will survive anything that comes our way. With this said, the current crisis creates an opportunity for consultants to focus on their professional development from the comfort of their own homes.

We have some surprises for you starting this month as we highlight some of our strategic partners and provide a relevant thought leadership article from one of our own. We are also designing ways to support you virtually through your continued self-isolation via webinars, trainings and group discussions.

The Chapter Board and I thank you for your continued support. We wish you and your families continued good health and safety.

Best wishes,

Monica Masino-Lovell

## CICMC Barbados Webinar breaks new ground for the Chapter

Given the current state of the COVID-19 pandemic and its impact on members, families, and clients, the CICMC Barbados Chapter for the first time had a fully online chapter meeting and presentation via webinar.

Mr. Franklyn Michael, Senior Programme Officer at CARICAD was our guest presenter on the topic “Consultancies in the Public Sector: Issues, Challenges, and Options for Successful Consulting”. His illuminating and thorough session focused and highlighted a number of key areas including:

- **Public Sector Context:** including the purpose and intentions of government, debt and fiscal realities, procurement procedures and role of aid agencies
- **Issues:** Government consultancies are often inputs into decision making, varying autonomy levels across core vs wider public sector, possible political overtones re workforce planning, succession planning & voluntary redundancy
- **Options:** teamwork and partnerships, get flexibility into contracts and assignment, choose engagements matching your strengths, build phases in contracts (including payments), insist on scoping mission.

Mr Michael provided a baker’s dozen of practical and pragmatic suggestions shown below and ended with some practical tips and techniques including:

- Lead your team and proactively manage the process
- Expect and deal with resistance - focusing on the coalition of the willing
- Be optimistic and make it contagious, sending out vibes you want to receive
- Be sincere - do not posture or pretend
- Listen - Involve - Include - Empower - Empathize ... with client personnel
- Be honest - trust and be trusted .... Be patient!

There was a lively Q&A period at the end, during which remote attendees sought clarifications and shared corroborating personal experiences and challenges.

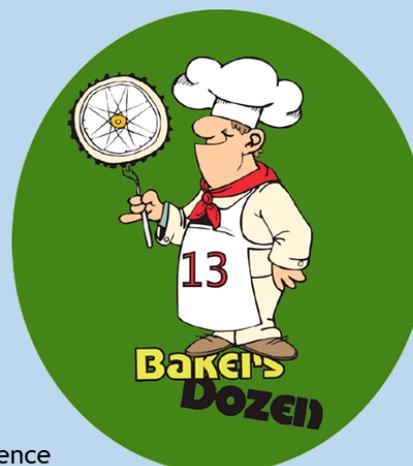


Mr Franklyn Michael,  
Senior Programme Officer,  
CARICAD



### SUGGESTIONS

1. Be totally professional
2. Be very patient
3. Travel with contingency supplies
4. Always have the contract with you
5. Use Scoping Mission wisely
6. Do deep research
7. Build bridges with stakeholders
8. Don't court controversy
9. Listen, listen and listen
10. Let bygones go their own way
11. Be careful with the contract
12. Interact with all media carefully
13. Autograph assignment with empathy and competence



## Resources and Tips for Working Remotely

As consultants, we have all been impacted by the recent Covid-19 pandemic and the limitation and proscription of in-person and group contacts that have been imposed by most of the countries where our consultants and clients operate.

It is therefore useful to examine several tips, tools and tricks for consultants, and our clients, which are available about working remotely (see list below).

It is also useful to consider the perspective of David Fields (a regular presenter at a number of our CICMC regional and international conferences) around the particular opportunities open to us as consultants in his thought-provoking article [10 Positive Facts Your Consulting Firm Should Obsess Over During This Crisis](#). He provides a healthy dose of positive perspective providing realistic, reliable reasons for you as a consultant to feel upbeat during this difficult time.



### [Slack: Helpful How-tos for the Transition to Remote Work](#)

This how-to guide from Slack offers their best tips to make working from home feel routine in no time. They're primarily resources created in-house to address specific aspects of going remote, including how to maximize productivity for management and how to host remote work meetings.

### [Loom: A Curated List of the Best Remote Work Resources](#)

Another list of resources to help ease the transition to working from home. You'll find books, blog posts, downloadable PDFs and plenty of others from around the web.

### [GitLab's Guide to All-Remote](#)

As the world's largest all-remote company, GitLab knows their stuff when it comes to tips and tricks for remote teams. This guide is a detailed breakdown of steps and considerations when going remote, complete with specific tutorials and resources for each step.

### [Miro: The Ultimate Guide to Remote Work](#)

Almost like a Remote Work 101 course, Miro's guide takes you through the concept of a remote workplace from beginning to end. Loads of great case studies, research articles and data cited along the way too.

### [Help Scout: How to Handle Conflict on Remote Teams](#)

Working remotely doesn't mean your company is immune to the occasional hiccup. This guide from HelpScout helps with addressing team conflict remotely.

### [OpenView: How to Keep Your Company Aligned While Your Whole Team Works Remotely](#)

Executive coach Alisa Cohn provides practical advice and suggests carving out a daily meeting as a "virtual situation room."

### [InVision: How to Build and Sustain Culture in a Remote Environment](#)

What does it take to get 700 fully-distributed employees from across the world to show up, collaborate and effectively operate as a business in sync? InVision's Dennis Field explains.

### [Slack: The Manager's Manual for Remote Work](#)

An in-depth guide to help your managers and supervisors with the transition to working remotely. Slack's manual offers tips and suggestions for managers to promote team engagement, effective communication and productivity.

### [OpenView: How to Reduce Security Risks for Remote Teams](#)

If you don't have official guidelines or policies in place, don't expect remote workers to know how to keep data secure.



## Focus on a Strategic Partner

We are happy to provide information on one of our regional strategic partners Caribbean Centre for Development Administration (CARICAD)

### Mandate

- To render assistance to the countries of the Caribbean for the purpose of improving their administrative capability to accelerate their social and economic development.

### Core Business

- Public sector transformation with the following definition: *Deliberate changes to structures and processes of public sector organisations with the objective of getting them to run better.* Structural change may include merging or splitting public sector organisations while process change may include redesigning systems, setting quality standards and on capacity building.

### Mission

- To facilitate and enhance the development and sustainability of a strong leadership and governance framework within the Public Sector of the Caribbean Community, effectively encouraging social partnerships in the process.

### Vision

- To be a model of organisational excellence and the catalyst for institutional change and development.

### KEY RESULTS AREAS (KRAs)

#### Governance and Policy Advocacy

- Manner in which public sector organisations acquit responsibilities of stewardship by being transparent, accountable and prudent in direction-setting, decision-making, performance management, issue and risk management and other compliance activities.

#### Outreach and Engagement

- Systematic, meaningful and mutually beneficial collaboration in research, education and training in the development and implementation of public policy. It also includes an emphasis on the sharing of information about the work of CARICAD and its value as a focal point for good organisational practice.

#### Digital Government

- Ensures greater transparency, access to government by citizens, openness and inclusiveness of government processes and operations by: i) adopting open and inclusive processes, accessibility, transparency and accountability among the main goals of national digital government strategies; ii) updating accountability and transparency regulations recognising different contexts and expectations brought about.

#### Organisation Management and Development

- This relates to successful individual and organisational change in the context of performance. It also focuses on the management of human resources, organisational structures and processes that influence behaviour and motivation.

#### Institutional Strengthening

- Institutional Strengthening relates to CARICAD as an institution at all levels, from policy through strategic to operational.



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### CORE PRODUCTS AND SERVICES

Products and services to support core business:

- ❖ Policy Development
- ❖ HR Management and Development including Performance Management
- ❖ Organisational Development
- ❖ Public Financial Management
- ❖ Planning
- ❖ Strategic Planning and Management
- ❖ Monitoring and Evaluation
- ❖ Individual/Organisational Change Management
- ❖ E-Government
- ❖ Business Process Analysis
- ❖ Leadership Development
- ❖ Capacity Building through Training
- ❖ Contingency and Business Continuity Planning
- ❖ Other areas of capability (organisational capacity assessments, workshop facilitation, workforce planning, competency assessments, workload measurement, HR audits)

### MEMBERSHIP

CARICOM states & Overseas Territories in the Caribbean. Currently, there are 17 members.

- ❖ Anguilla
- ❖ Antigua and Barbuda
- ❖ Bahamas
- ❖ Barbados
- ❖ Belize
- ❖ British Virgin Islands
- ❖ Dominica
- ❖ Grenada
- ❖ Guyana
- ❖ Jamaica
- ❖ Montserrat
- ❖ St. Kitts and Nevis
- ❖ St. Lucia
- ❖ St. Vincent and the Grenadines
- ❖ Suriname
- ❖ Trinidad and Tobago
- ❖ Turks & Caicos Islands

## Upcoming Events ... Save the Date

Reminder to **Save-the-date!!!** in your calendars for the following activities which are already planned or confirmed.

Date	Event	Location	Comment
Thursday April 23, 2020	CiCMC Barbados Chapter Meeting	Virtual Webinar - presented by Caribbean Development Bank	Register here! <a href="#">COVID19: Leadership, Resilience and Business Continuity</a>
Thursday June 4, 2020	Annual International Consultants' Day (ICD)	Virtual Event!! Format and content to be confirmed	In collaboration with CiCMC regional chapters



## Chapter Discussion Forum New

We have created a Chapter Discussion Forum for you to share how the current crisis has impacted your business but also learn what other consultants are doing to cope and how their tips can help you in your business.

We invite you to register and join in the discussion at [Sign Up Here.](#)



## Comedy Central



And may I live to see the day when just one of my recommendations is actually implemented.



"The consultants report we are facing two insurmountable opportunities."

## Business Continuity during COVID-19

By Cheryl Griffith | Business Continuity Consultant

We are in an unprecedented moment.

The COVID-19 pandemic has upended businesses in nearly every industry. Across the globe, companies are quickly shifting operations and forcing employees to work from their homes. Non-essential businesses have been ordered to close altogether as countries across the region are shutting down. Cuts, layoffs and closures are now all on the table.

But if there is one piece of advice we have for businesses that are scrambling for solutions, it is this:

**Now is the time to *harden* your business continuity systems, not loosen them.**

Let's start with the simple truth that the risk of a pandemic is constant. The threat was always there. While businesses scramble to rework their business continuity planning for the coronavirus, COVID-19 is exposing weaknesses in many organization's overall preparedness

To be fair, nobody knew this was coming at the time and speed that it did. But anticipating potential threats is what business continuity is all about. The underlying disruptions caused by COVID-19 were always risks to prepare for: workforce interruptions, sudden revenue losses, supply-chain disruptions, office inaccessibility, government mandates and so on.

Thankfully, many businesses are adapting quickly to weather the storm. But the storm is not close to being over yet. There are endless additional risks and unknowns that businesses need to be preparing for right now. News flash - the hurricane season is around the corner, have you considered the implications of such in the midst of this crisis?

### Heightened risks during a pandemic

The safety of your employees is a chief concern right now, as is your ability to continue your mission-critical operations. But the pandemic itself is not the only threat. As coronavirus spreads, so do cyberattacks and fraud. Every organization needs to be re-evaluating their cybersecurity defences right now and also ensuring the availability of backups in case attacks get through.

As businesses race to adapt to the current situation, many are particularly vulnerable to "everyday" risks such as: Data loss, Phishing scams, Malware, Data migration mistakes and System failures.

Officials have warned of an "unprecedented" surge in coronavirus fraud. And we have already seen numerous reports of COVID-19 phishing schemes and hoaxes:

- Emotional appeals for donations have been exposed as fraud.
- Phishing emails have been disguised as COVID-related communications from banks



*Cheryl Griffith, MSc, CBCP, ARMP, MBCI  
CICMC Barbados Chapter board member*



## Business Continuity during COVID-19 (cont'd)

### Increased risks as employees work from home

The sudden surge in working from home makes these risks even worse. Hackers are specifically preying on remote workers and stressed IT systems. They know they can inflict more damage by taking advantage of people's fears and confusion.

Additionally, many companies are allowing their employees to work remotely using their own home networks. Those networks are often less secure than the business's, creating additional vulnerabilities.

Furthermore, workers themselves are more likely to misplace files or accidentally delete them. This is especially true if they are suddenly forced to use unfamiliar software or save their work to different locations.



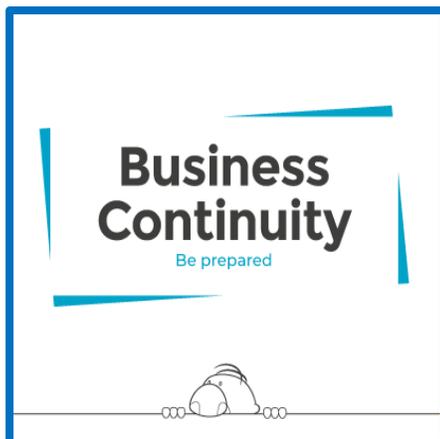
### What can all businesses do now?

Update your business continuity plans. Talk to employees. Hysteria is also contagious. Communicate what your plans could mean for employees including health and risk education, physical distancing through work from home where possible, and stockpiling of supplies. Let them know you are prepared and are protecting them.

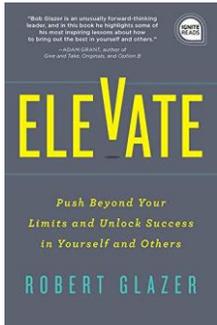
If any operations have changed, policies need to be reassessed. And if employees are suddenly using new systems or processes, then they need to be thoroughly trained. A lack of training, or lapse in security, will significantly increase the risk of problems.

With a focus on preparedness and swift action, we can help lessen the spread of a pandemic and reduce the business as well as the human impact.

According to the Business Continuity Institute, "The new reality is likely to lead to different working practices going forward: With so much negativity being reported around the COVID-19 epidemic, it could see many organizations move towards more flexible working practices in future with increased use of technology. Over half (55.2%) of organizations are planning to maintain their increased use of technology when teams are allowed to return to work, in their recent survey".



## The Book Nook



### Elevate: Push Beyond Your Limits and Unlock Success in Yourself and Others

Robert Glazer

#### What are your limits? Care to break them?

To inspire change in yourself and your team, you must break free from what's holding you down.

In **Elevate**, Robert Glazer reveals four life-changing principles – or capacities – that will allow you to overcome self-limiting beliefs, establish positive habits, and find your "why." As we look to elevate ourselves, we mean so much more than beating the competition. After all, our greatest competition is ourselves! We need to find ways to consistently outperform ourselves and our own expectations.

Robert Glazer has built a career on accelerating productivity and careers. **Elevate** is based on his five foundational elements necessary for increasing our capacity: Finding Your Why, Overcoming Self-Limiting Beliefs, Setting Goals and Creating Accountability, Maintaining Health and Wellness, and Establishing Routine and Positive Habits.

The key is elevating yourself beyond the edge of your current abilities. Challenge yourself, and the result will inspire others to rise along with you. It's time to break free of your limits.

**Stew Friedman, Wharton School professor & author of *Total Leadership*** "Leaders who elevate both themselves and their people will see the greatest success in these turbulent times. In *Elevate*, Glazer demonstrates how the four elements of capacity, explored both separately and as part of an integrated whole, offer a blueprint for personal and professional achievement. On every page, Glazer's advice is both encouraging and realistic and he masterfully combines real-world examples and clear framework for anyone to reach a higher level of achievement."

**Howard Behar, President Starbucks Coffee, retired** "Every once in awhile something really special comes along that can change our lives. *Elevate* is just that, a "tool book" that takes us on a journey of personal growth that leads to a more fulfilling life."

**Kim Scott, author of *Radical Candor*** "In an act of real generosity and vulnerability, Glazer shares his recipe for integrating spiritual, intellectual, physical and emotional growth to build one's capacity. We can all learn from his example, his wisdom, and also the mistakes he's brave enough to share on the journey to elevate himself and countless others!"

**Seth Godin, author of *This is Marketing*** "Better is the goal. And in order to make things better for others, it helps to start on yourself, first. Robert Glazer's short, direct advice is worth checking out."

**Elevate e-book: free until April 7!!!!**  
Click here for [your free copy of Elevate](#)



We welcome your feedback and suggestions for future issues of **CICMC BITES from BiM**, please send us:

- short, relevant articles
- news of your activities that you want to share
- brief descriptions of MC opportunities that may be of interest to others
- announcements of upcoming workshops, seminars, conferences and so on
- internet links of value to members
- ideas for activities and events you would like the chapter to undertake



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