

TOURISM is Everybody's Business



Developed by:

**P.O. Box N-8334 Nassau, N.P. , The Bahamas
Phone (242) 327-4353 Fax: (242) 393-1970**



TABLE OF CONTENTS

I.	Summary of Opportunity	page 2
II.	Sponsorship Opportunities and Objectives	page 3
III.	Program Overview	page 4
IV.	ICB Portfolio of Workshop Offering	page ?



TOURISM is Everybody's Business

I. SUMMARY OF OPPORTUNITY

The purpose of the proposed training program is to demonstrate inclusive community building on a global scale by focusing on industries that have an impact on the community. Because of the impact that tourism has on Bahamian culture, it is important to develop dialogue that allows each sector to recognize its individual role in tourism. Each organization can gauge how active it is in embracing tourism. We propose that there is a significant link between successful tourism and inclusive community building. Thus, the proposed theme: "Tourism is Everybody's Business."

The Margaret McDonald Policy and Management Administration Centre (MMPMAC) would like to collaborate with the Ministry of Tourism in bringing a "Building and Sustaining Inclusive Community Building" training program to the Bahamas. The program will focus on the critical issues that have emerged from other collaborative initiatives including the recent Building Just and Sustainable Communities conference held in Nassau in June 2005. Using the Ellison Model community building model as a point of assessment, MMPMAC will attempt to bring about a union among the various sectors and the tourism industry to build a case for the need for collaboration. MMPMAC envisions a training program focusing on Inclusive Community Building issues from the viewpoint of government, education, business and religion with the goal of strengthening the tourism market of The Bahamas.

Situation and Need

Participants of the training program would come from the business, education, religion, and government sector. Due to the hurricane disasters that occurred in the Caribbean, the United States, and in particular, in The Bahamas, at a Community Building Conference held in Nassau in June 2005, a number of presentations about international issues focused on appropriate responses from the Caribbean community and the U.S. As such, it was recommended that this theme of Out of Disaster, Building Just and Sustainable Communities serve as a continued topic of focus. Out of disaster springs opportunity to rebuild communities in a just and equitable way - communities in which each person recognizes his or her contribution to the Nation's wellbeing. With the proposed training, we would like to see MMPMAC positioned as an organization to address these opportunities through its programming. Based on the June 2005 Nassau Conference, this proposal includes a template for workshop training.



TOURISM is Everybody's Business

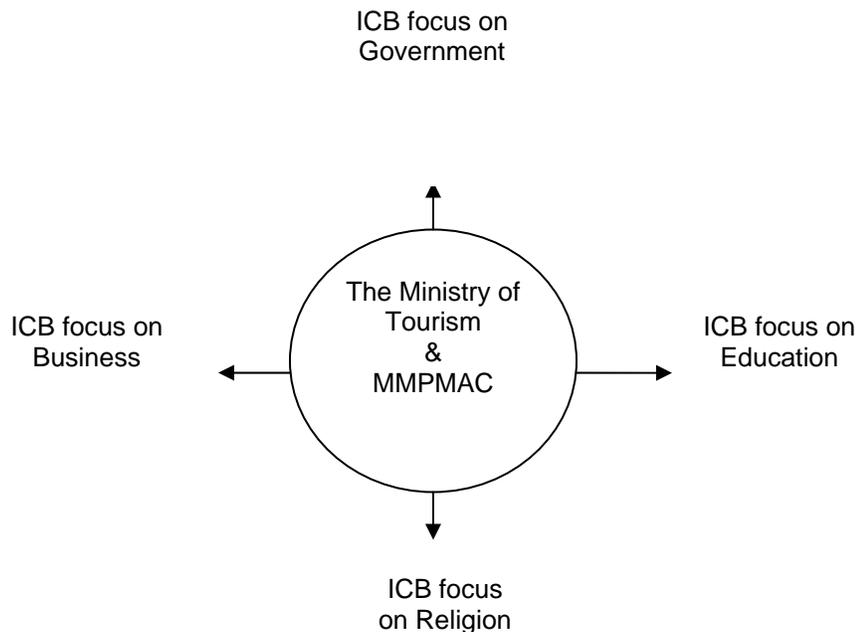
II. SPONSORSHIP OPPORTUNITIES AND OBJECTIVES

The Margaret McDonald Policy and Management Administration Centre would like to partner with the Ministry of Tourism to make the workshop an international forum on Inclusive Community Building. Therefore, this proposal serves to invite the Ministry of Tourism to play a significant collaborative role in this training program. We propose the pursuit of a partnership with the Department of Tourism, local businesses, local colleges and universities, the faith-based communities in Florida and The Bahamas to engage in community building projects. We also propose an active collaboration with the Freeport Grand Bahamas Community Builder's Club in training session marketing and recruitment. Developing networking opportunities with MMPMAC towards the establishment of a relief fund for storm ravaged areas. The collaboration with The Grand Bahamas Community Builder's Club will also involve fundraising that will benefit victims of the hurricanes.



TOURISM is Everybody's Business

III. PROGRAM OVERVIEW



Each workshop will be part of the Inclusive Community Building focus on tourism and each will have a local, national and international focus. MMPMAC envisions the workshop spanning two days with each workshop lasting five hours. **MMPMAC will partner with the government, religion, education and business sectors** in implementing the workshops.

Conference Outline & Training Materials

The facilitator will use the *ICB Community Table Technique* to facilitate a building process that links Tourism to other community sectors (moving from Diversity to Unity – Day 1, moving from Unity to Community Day 2).

Facilitator Template (designed to ensure consistency and foster a developmental process over the two day period).

Day 1 Part I. (Diversity)

*Tools used – Overhead or LCD Projector, easel with flip Chart, pencils and paper

- **Presentation:**
- Facilitator and participant introductions (2 minutes)



TOURISM is Everybody's Business

- Facilitator Presents:
 - Goal: The goal is to increase profitability in the Tourism industry by building sustainable communities.
 - Overview of the Ellison Model (define Diversity using the Circular Community Diagram) (20 minutes)
- Introduce problem: 1. What challenges does diversity present within the tourism industry that impacts the four major sectors?
2. What conflicts emerge from diversity issues within (insert your sector)? (35 minutes)
- Summarize discussion points, but tie the emerging conflicts discussion into the need for the group to attend tomorrow's session as resolutions for conflict will be addressed. (3 minutes)

***Use the community table format to assign a note-taker and reporter. The facilitator will serve as the moderator for the discussion.**

Highlights of talking points: The facilitator will emphasize during his presentation the following points:

- Diversity when practiced using the Ellison Model values is still only the first step.
- In each individual sector, what causes walls of separation to be erected (diversity)?
- Is not Nassau an international community? Consider how we cross international lines in our daily interactions with the citizens who make up the Nassau community.

Day 1 Part II. (Unity)

*Tools used – Overhead or LCD Projector, easel with flip Chart, pencils and paper

- Provide a brief summary of the earlier session (define Diversity using the Circular Community Diagram and reminding the group that the next step will be moving from diversity to Unity) (5 minutes)
- Presentation:
 - Introduce the concept of moving toward unity by utilizing the ICB approach to conflict management/resolution (20 minutes)
- Using the diversity format as a point of departure, the facilitator will pose the following question to the group. (15 minutes)
 - What is the Ellison Model approach towards resolving conflict?
 - What steps can be taken to bring about unification among the broader community to enhance tourism?
- Using a ranking process to identify 1 or 2 opportunities (10 minutes)
 - After 10 minutes of brainstorming collectively, the facilitator will ask the participants to write down 5 potential opportunities that could unify.
 - The facilitator will solicit feedback by asking volunteers to share one of their responses (as people provide their answers, the facilitator will write them on the flip chart until they have 10 items listed).
 - Next, the facilitator will narrow the list by asking the group to rank on their flip chart, the items listed based on level of importance. Afterwards, the facilitator will ask for a show of hands as to how many people ranked the first item as their #1 opportunity...etc. The top 2 responses will be circled.
- The facilitator will summarize discussion points, but tie the day's discussion into the need for the group to attend tomorrow's session in order to participate in the next phase which is to take the opportunities identified to the project level. (8 minutes)

***Use the community table format to assign a note-taker and reporter. The facilitator will serve as the moderator for the discussion.**



TOURISM is Everybody's Business

Highlight of talking points: The facilitator will emphasize in his presentation the following points:

- What good is it to have diversity initiatives when the ultimate goal of unification is not fulfilled?
- Is it worthwhile to use inclusive community building as a vehicle for driving the tourism industry. In other words, is tourism everybody's business?

Day 2 (Building an Inclusive Community)

*Tools used – Overhead or LCD Projector, easel with flip Chart, pencils and paper

- Facilitator and participant introductions (*2 minutes*)
- Presentation:
This is the presentation that lays out the entire Ellison Model Inclusive Community Building process (*20 minutes*)
- Facilitator will review the top opportunities identified in previous day's session.
 - Group Discussion = (*10 minutes*)
 - Facilitator will allow time for discussion of comprehensive ways to integrate principles learned from the Ellison Model's ICB approach to the opportunities previously identified.
- **Exercise:** Using the diversity and unity forum reports as a point of departure (*28 minutes*)
 - How would we go about implementing the 1 or 2 opportunities that were identified using the ICB approach to conflict resolution on day 1?
 - Write out an outline for the plan.
 - The final product will be presented to the workshop participants by the reporter.
- The facilitator will summarize discussion points, but emphasize where the group began on day one and the process of moving from Diversity to Unity to Community.
- **Exercise: Building Bridges -- Your Task: ICB Group Project** (*1 hour*)
- How would we go about tying previously identified solutions to improving developing relationships across sectors?
 - The problems the tourism industry experiences are national problems which are also evident in other sectors in the Bahamas.
 - The Ministry of Tourism has demonstrated a willingness to collaborate in areas of mutual challenges.
- Your task is to develop a concrete plan in your individual sector that underscores the concept that Tourism is Everybody's Business, to the end of establishing an inclusive and cohesive partnership with the other sectors. Write out an outline for your sector's plan using the ICB approach.

***Use the community table format to assign a note-taker and reporter. The facilitator will serve as the moderator for the discussion.**

Highlight of talking point: The process of *moving from Diversity to Unity to Community* should also be seen within the group.

The process of moving from Diversity to Unity to Community will be demonstrated in practice as workshop participants interact with one another over the two day period.



IV. ICB Portfolio of Workshop Offerings

- A. ICB Strategic Management Planning Training Program
- B. ICB Executive Leadership Training Program
- C. ICB Conflict Resolution Training Program
- D. ICB Inclusive Community Building/Diversity Training Program

A. ICB Strategic Management Planning Training Program

A great deal of inter-personal and inter-institutional communication will be required to reach our goal. The Inclusive Community Building (ICB) focus of the forum lends itself to a mentoring model where managers and executives with appropriate skills might help to nurture others seeking to acquire them. The management plan used in the forum is flexible. It stresses:

- Revising managerial skills for the new millennium
- Viewing management as coaching
- Dealing with emerging management challenges
- Establishing the relationship between quality life and value

"Out-of-the-box" managerial skills for the new millennium calls for:

- Flexibility and agility
- Building human capital
- Developing nonlinear thinking
- Harnessing technology and multiple career paths
- Creating, diffusing, and applying knowledge
- Developing a global market
- Building dynamic competencies based on a vision
- Developing multicultural management teams

The Management Plan to be utilized approaches management as coaching. Components of coaching include:

- Mutual relationship between coach and trainee
- Watchfulness for opportunities for coaching
- Contracting to be coached
- Goal setting
- Feedback
- Monitoring
- Preparing for breakdown

Some Twenty First Century emerging management challenges require managers to address:

- Organizational values
- Openness, transparency and accountability
- Access and new technology



Empowerment and flexibility

B. ICB Executive Leadership Training Program

Leadership Development

Introduction

- A. Overview of Leadership
- B. Types of Leadership
- C. General Personality Traits of Leaders
- D. Community Building Leadership Scenario

Divisive Leaderships

- A. Progressive
- B. Conservative
- C. Whole Pie Example
- D. Sliced Pie Example
- E. Community Building Leadership Scenario

Unfair Leadership

- A. The Culture of Merit Theory
- B. Organizational Discommunity Building Leadership
- C. Community Building Leadership Scenario

An Alternative Leadership Approach

- A. From Diversity to Unity
- B. Organizational Community Building Leadership
- C. Community Building Leadership Scenario

Leadership That Makes A Difference

- A. Caring, Sharing and Loving Leadership
- B. Ten Principles for successful Leadership
- C. Community Building Leadership Scenario



C. ICB Conflict Resolution Training Program

The Need for Conflict Resolution Skills Within Organizations

- Encounter problems dealing with their employees
- Prone to getting defensive or angry

Managing Conflict the ICB Way

- For a successful conclusion
- Holding Right Organizational Values
- Manager is honest, trustworthy, friendly Manager does not force his/her will on others

Conflict: A Unitary Process

- Recognize his or her position relative to the dispute
- A clear vision of what took place, acknowledge his/her role in the dispute

Confusing Conflict with Behavior

- Conflict is a disequilibria inner state
- The outward response is the behavior

The Use of Mediation

- Mediators are negotiators
- The art of compromise

Coming to Resolution

- Conflict Resolution is an individual act
- Methods utilized to reach resolution vary
- Each Party take personal responsibility for his/her own resolution

Steps in Conflict Management

- a. Diagnosing the Conflict
- b. Prescription to the Problem
- c. Monitoring the Results
- d. Revising Prescription

Case # 1: Interfering In Her Business

Case # 2: The Last Shot

Case #3: The Disappearing Spouse

Case #4: Warring Parties



D. ICB Inclusive Community Building/Diversity Training Program

Propose of the Workshop

- To explore the problems and benefits of diversity.
- Provide an alternative approach to addressing diversity issues.

Program Description

Diversity training is designed to bring together employees (mentees) and the mentors (professionals, or supervisors) to present the mentoring model, define the goals, the process of evaluation, and to clarify the expectations of the program. It is anticipated that the mentors and mentees will use this opportunity to establish a relationship that will become sustainable. The workshop on diversity will utilize the Ellison Mentoring approach as a model for demonstrating how an organization can move from diversity to unity to inclusive community. Participants in the training, unified in the single purpose of building community, will help to perfect the model. Mentors and mentees will work closely together in this endeavor. Successful mentoring programs from government, business, education and religion will be examined to see what they offer in building community. Workshop participants, in small group sessions, will develop three scenarios of community building which may include:

- Developing an effective mentor/mentee relationship
- Defining the role of the mentor: advisor, helper, and role model
- Responding to an offer for help: how to be a receptive mentee
- Identifying useful resources within and outside of the university
- Structuring a model of activities, programs and projects
- Understanding culturally different people
- Building community through public service

The Five Foci of the Ellison Inclusive Community Building Model

- Inclusion
- Mentorship
- Multicultural Appreciation
- Conflict Resolution
- Managing Relations

The Ellison Model Techniques

- Seven distinct techniques
- Three levels of interaction in each
- Discusses notions of globalization, diversity, and education



TOURISM is Everybody's Business

The Ellison Model Inclusive Community Building Diagram





TOURISM is Everybody's Business

Developing Quality Products

Improvements in the Quality of Product or Service

- Attention to Employees' Needs
- Perceived Value

Different Types of Managers Yield Different Products

- Type "A"
- Type "B"
- Management Scenario

Management Foundation

- Conquest
- Unity

Discommunity Building Managerial Attitudes

- Indifferent
- Worthless
- Superiority

Community Building Managerial Attitudes

- Care
- Value
- Impartiality
- Management Scenario **Caring, sharing and Loving Relations**
- Interaction
- Acceptance
- Fearless
- Communicator



TOURISM is Everybody's Business

Strategic Planning

Planning Process

Introduction

Training Strategies

- Content
- Process
- Process

Content Planning:

- Manager inputs including skills
- Knowledge and personal traits
- Process Characteristics of Various Strategies

Process Planning: Processes or Methods Employed in the Management Activity

- Planning
- Budgeting,
- Marketing product

Product Planning: What is expected from Planning Endeavor

- Performance
- Outcome

Process Characteristics of Various Strategies:

- Complete Planning (Conventional, top down approach)
- Critical Point (More Goal Oriented)
- Opportunistic (Chance)
- Reactive (Perceptive)
- Routine

Planning Exercise