

**Opening Address by Permanent Secretary, Training Administration Division,
Mr. Frederic Forde on the Occasion of the Hosting of a Seminar:
“Promoting National Excellence in Service Quality – The Impact of Hosting the ICC
World Cup on the Public Sector” at the Almond Bay Conference Centre
Monday 10th November, 2003.**

I welcome this opportunity to share my thoughts with such a keenly unique topic. In the mind of the average man on the street there is no obvious link between the hosting of the ICC World Cup and the Public Sector. However, nothing can be further from the truth for our guests will encounter a myriad of public officers in the course of their stay with us. The aim of Government is to make that stay as pleasurable as possible. The key to accomplishing this task will be leadership and vision for it will take all our resource to ensure that our service standards exceeds customers expectations.

In 1999, Cable & Wireless asked, “Are you there?” But where else would any self-respecting West Indian be when the ‘Windies’ are hosting Australia in the Caribbean. For cricket is our undying passion. There is nothing, absolutely nothing that can fuel our excitement, gladden our hearts, or send us to the depths of despair like West Indies cricket. No one but a West Indian can know the joy or significance of the West Indies first ever Test Series victory over England in 1963.

Frank Worrell, playing in his last test series, captained the team. The 3-1 test victory was due to an all-round team performance. According to Richie Benaud, “It was Frank Worrell who provided the catalyst so badly needed by West Indian individual cricketers. He wielded them into a team and led them into their greatest era. There is no doubt in my mind that he is the most important cricketer ever to play the game in the Caribbean as well as one of the finest men ever to grace the game.”

We must ask what made Worrell a great leader, was it his vision? Followers are attracted to leaders who know where they ultimately want to go and how to get there. Paul Bridle author of ‘Leadership – the Never Ending Story,’ contends that nurturing is the most important attribute of a leader. A leader must be able to nurture champions in a team, he

must be able to get his team together and empower them to perform those tasks for which they have a natural aptitude and enjoy doing. This was certainly evident in Worrell's team. And so I come back to the issue of Public Service standards.

We as leaders and service providers must hone in on the natural capacities of our staff. Do our staff see us as leaders, do they see us as having vision, values, people skills, are we nurturing?

For it is these qualities that will make the Cricket World Cup in 2007 a success. We as West Indians have earned the right to hold these games, through great performances on the field we have shown the world that we are a force to be reckoned with. "Cricket to the people of the Caribbean is everything, it is a potent force for uniting the people of the region and is unquestionably the most visible and successful manifestation of Caribbean integration." Worrell knew this.

West Indian cricket has produced great leaders; this has been translated into a legacy of great teams. It is this type of leadership we need to develop in the Public Service, for it has been recognized that we can give quality service. Far too often we see ourselves as managers, we do things right, however Warren Bennis distinguishes a leader as one who does the right thing. Bennis identifies eleven principles of leadership, these are:

- Know yourself and seek self-improvement;
- Be technically proficient;
- Seek responsibility and take responsibility for your own actions;
- Make sound and timely decisions;
- Set the example;
- Know your people and look out for their well-being;
- Keep your people informed;
- Develop a sense of responsibility in your people;
- Ensure that tasks are understood, supervised and accomplished;
- Train your people as a team; and
- Use the full capabilities of your organisation.

Quality Service in the Public sector then can only be achieved when we the managers of the Public Service transform ourselves to leaders, enabling our teams to be creative, and dynamic. With this new energy every team will be a winning one, providing excellent service, pleasurable experiences, and great memories.

I thank you all.