



***Inspired Leadership:  
The Foundation for  
Transformation***

# Challenging Investment Environment

- The Country of Jamaica downgrade
- J-Dollar dramatic devaluation and continued volatility
- Economic development stalled
- Prolonged IMF Agreement
- Crime and theft increase
- Consumers "ability to pay" worsens
- GDP US\$4978
- Lowest ranking in Caribbean and Latin American for "Doing Business"



*Power On!*

# Challenging Company External Environment

**Our  
customers  
are at the  
heart of our  
organisation**

## POOR PUBLIC IMAGE

- Known as a “Hassle to do business with”
- Unfriendly internal process and technical systems
- Sincerity and competence challenged
- Public relations efforts challenged by deep history of mistrust based primarily on misunderstood high cost of electricity
- Numerous outages related to a lack of vegetation management
- Improving but continuing negative customer relationships
- Improving media relationships

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# Challenging JPS Internal Environment

- Privatization did not lead to significant change in people, process or technology
- Leadership and performance standards were not enforced
  - little accountability, no performance management system
- Inadequate Technology
  - no basic utility infrastructure (OMS, CIS, etc.)
- Aging infrastructure: Generation and T&D
- Broken processes leading to gross inefficiencies
- Strong unionized environment
- Little organization transformation expertise
- Uninspired, unaligned culture

# How Do We Create New Foundations Against this Backdrop?

What Leadership Model Works?

# Our Vision:

A statement of what we want to be

We are the people leading the energy revolution, unleashing Jamaica's growth and prosperity



# Our Mission:

Stating our purpose and how we plan to fulfil this purpose

Through inspired and committed employees, and innovative technologies, we deliver an energy solution for every Jamaican – improving lives, fuelling the growth of businesses, and powering the development of Jamaica

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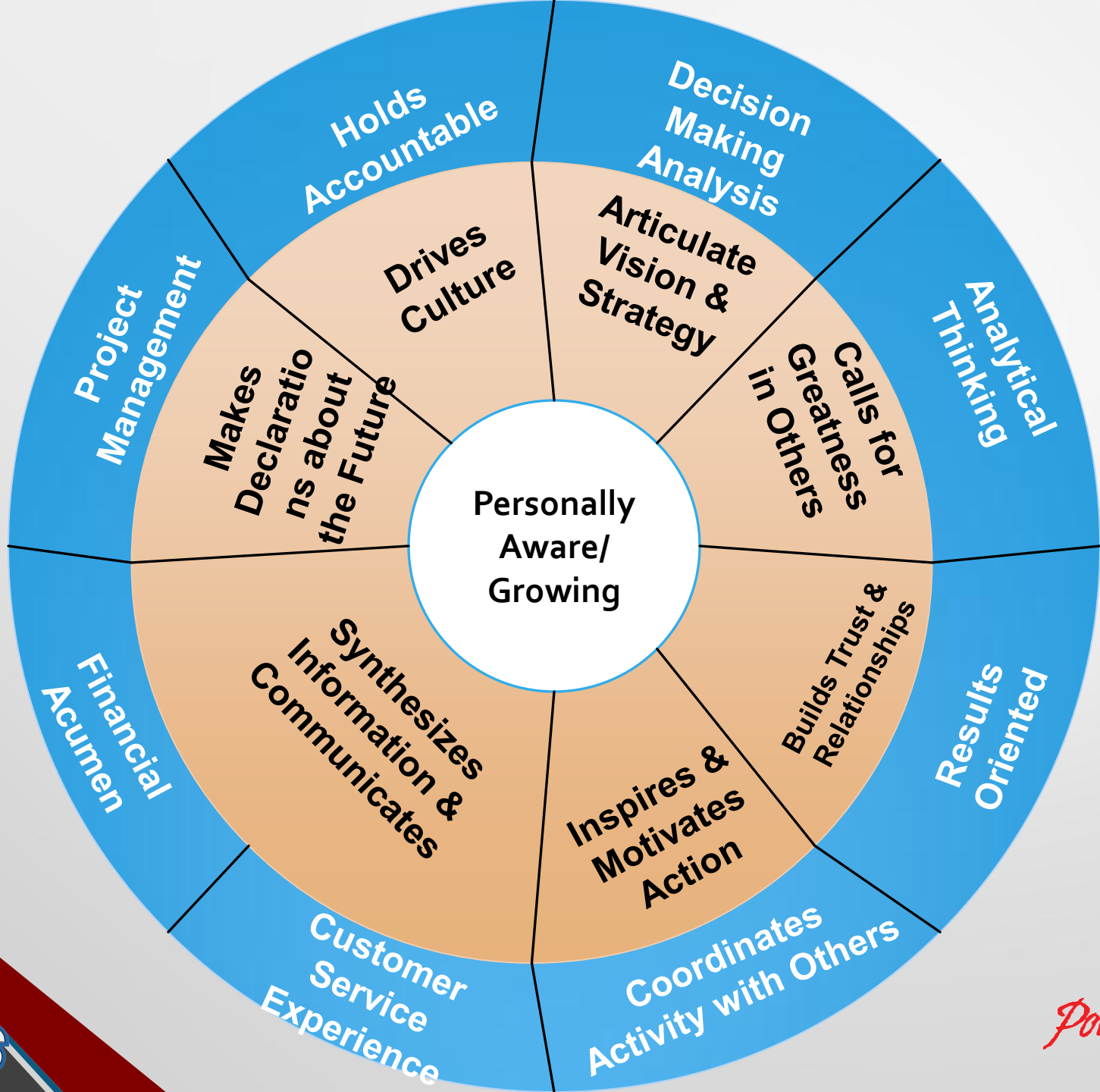
# Corporate Strategic Goals

- Goal #1:** Attract, Develop and Retain the Best Talent in Jamaica
- Goal #2:** Improve performance through efficiency and technology
- Goal #3:** Become Brilliant at the Basics
- Goal #4:** Create a Positive Public Image
- Goal #5:** Improve Regulatory and Political Framework & Influence
- Goal #6:** Grow Our Business

# **Attract, Develop and Retain the Best Talent in Jamaica**

Leadership...the Beginning





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# Conversation Change: *Personal Leadership*



**Who am I ?**

**Where am I **now** ?**

# Leadership Critical Success Factors

- Speaking the truth
- Inspiring and motivating
- Displaying technical competence
  - Making credible presentations
    - Handling emotions
  - Managing business processes
- Taking Initiative beyond job requirements
  - Time and project management
    - Problem-solving
    - Sharing information
    - Customer focus
  - Displaying professional ethics
    - Managing change
    - Taking responsibility
    - Building relationships
  - Setting and sharing a vision
    - Modeling service
  - Demonstrating concern

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# The Skill of Being Vulnerable

- Inspired leadership requires vulnerability: *Do we have the courage to show up, be seen, take risks, ask for help, own our mistakes, learn from failure, lean into joy, and can we support the people around us in doing the same?*
- *Do you feel weak when you are vulnerable*

# The Commitment to Authenticity

- Know who you are—really
- Allow room for the world to be who it is
- Never compromise...or pretend
- Look inside more....look in the mirror less
- Don't believe your press
- Use your internal compass
- Tell your dream/story

# The Courage to be...Unpopular

- Leadership is hard
- Hire slowly/fire quickly
- Make difficult decisions as early as possible
- Take responsibility for what needs to be done
- Be resilient
- Lean in

# Living the Four Agreements

- **1. Be Impeccable with your Word:** Speak with integrity. Say only what you mean. Use the power of your Word in the direction of truth and love.
- **2. Don't Take Anything Personally**  
Nothing others do is because of you. What others say and do is a projection of their own reality, their own dream. When you are immune to the opinions and actions of others, you won't be the victim of needless suffering.
- **3. Don't Make Assumptions**  
Find the courage to ask questions and to express what you really want. Communicate with others as clearly as you can to avoid misunderstandings, sadness and drama. With just this one agreement, you can completely transform your life.
- **4. Always Do Your Best**  
Your best is going to change from moment to moment; it will be different when you are healthy as opposed to sick. Under any circumstance, simply avoid self-judgment.

# Better Results for Everyone

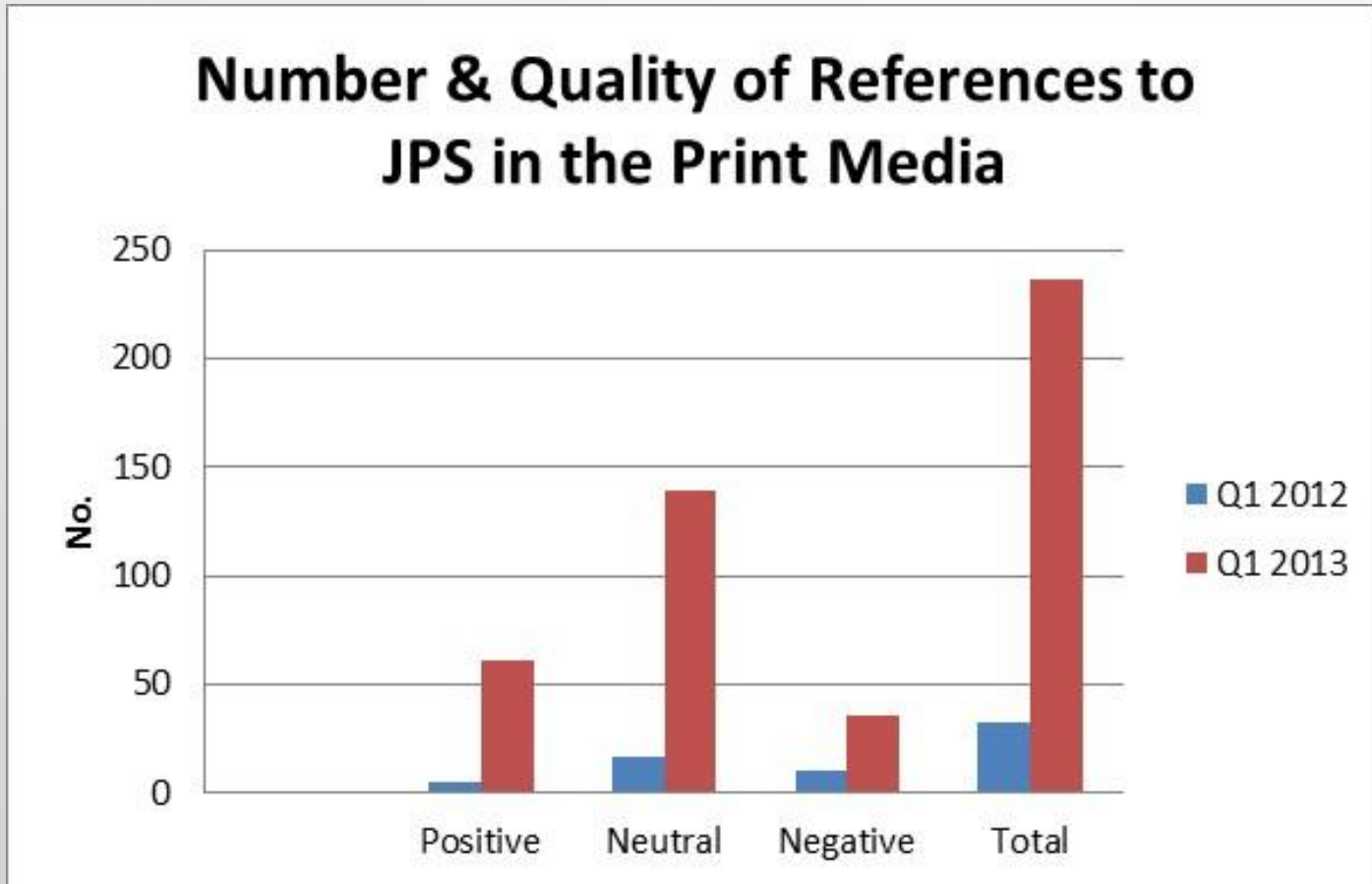
- Greater generous listening to our customers
- More courageous conversations internally
- Enhanced sharing of credit and information
- Deeper connections with our communities (aka stakeholders)
- Less frequent battles
- Greater accountability
- Eventual better performance



*Or On!*



# More Positive Media Presence



# Final Thoughts

*I've learned that you shouldn't go through life with a catcher's mitt on both hands; you need to be able to throw something back. – Maya Angelou.*

*If you don't like being a doormat then **get off the floor.** – Al Anon.*

*It's not your job to like me, it's mine. – Byron Katie.*

*Always go with the choice that scares you the most, because that's the one that is going to require the most from you – Caroline Myss.*



*Power On!*