

Corporate Culture by Design, Not Default



**Strong
Corporate
Culture** fuels employee
engagement,
trust and
performance.

Agenda – “One insight”

- 3 Secrets to Building a Caribbean Corporate Culture that's Fit for Purpose
- Resources
- 2 Tickets to Give Away



Failed Efforts to Change “Culture”

- Mission, vision, purpose, value statements
- Rah-Rah events

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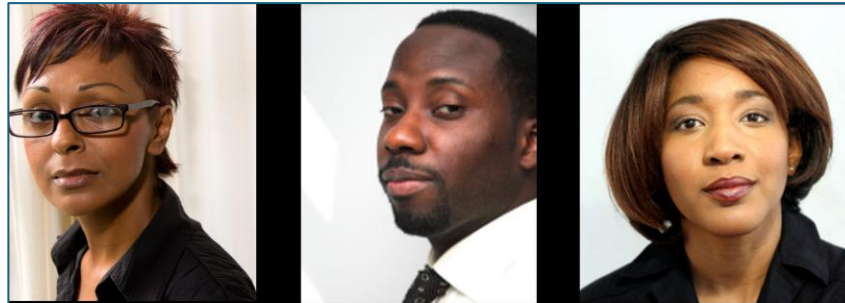
Beating the Bobolee



Filling the Gap

The Caribbean
Acquisition Project
Phase 1: Jamaica
2001-2002

Technical Report 2.0
By
Francis Wade



The Trinidadian Executive in Jamaica

A Special Report
from Framework
Consulting

Framework Consulting

The Jamaican Professional in Trinidad



A Practical Guide

FRANCIS WADE

DALE PILGRIM-WADE

Secret #1

Enduring Change without Being Superficial

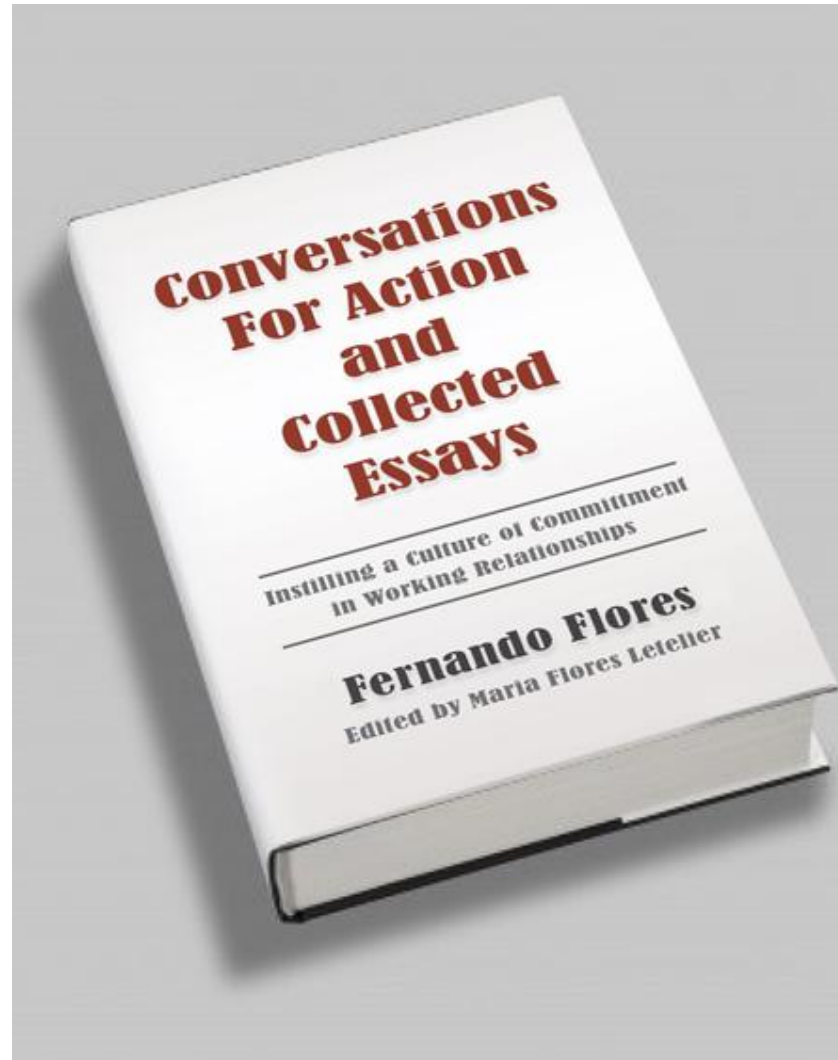
“Culture Change Takes Too Long”

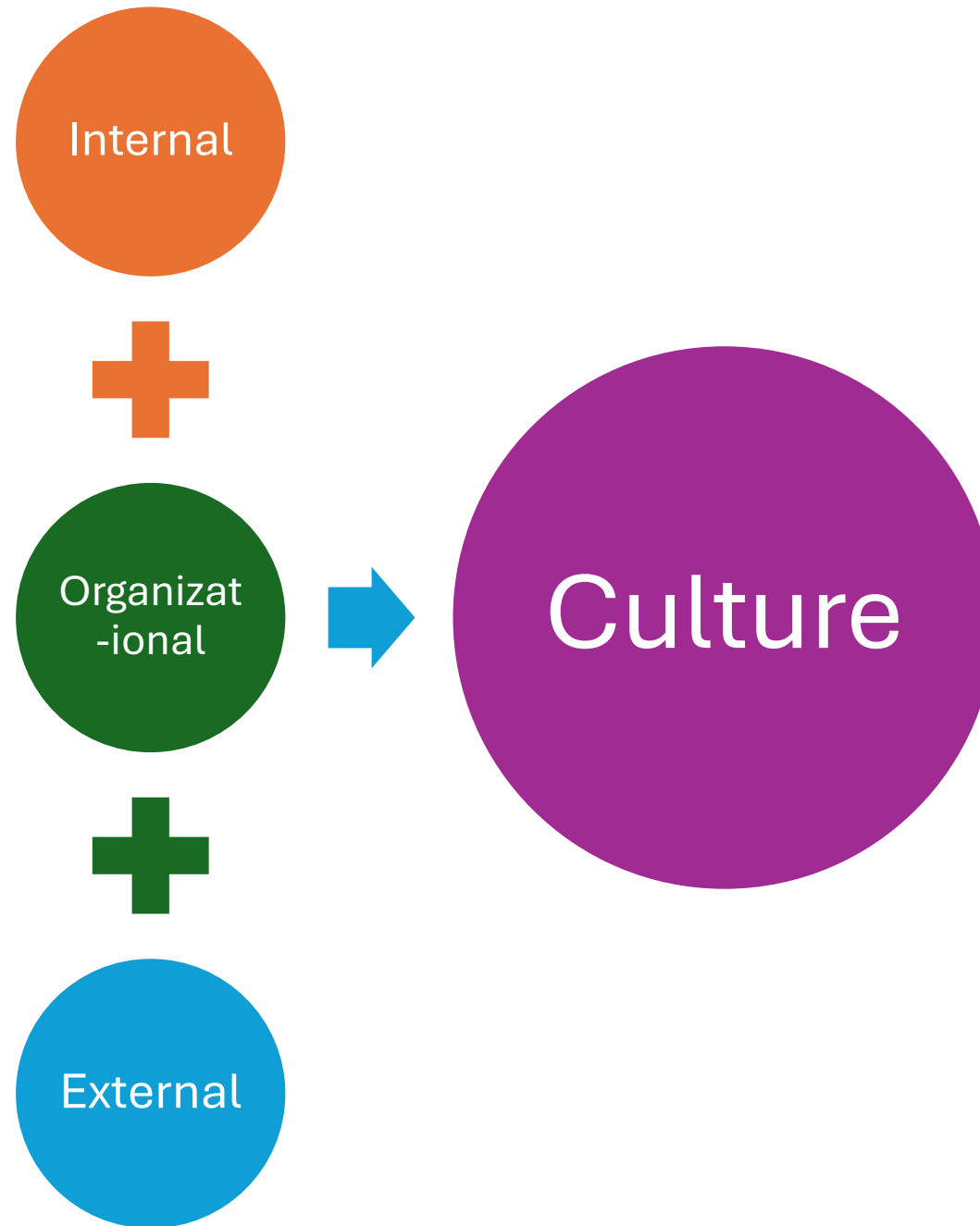
Change the Promisphere Approach

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Change the Promisphere Approach



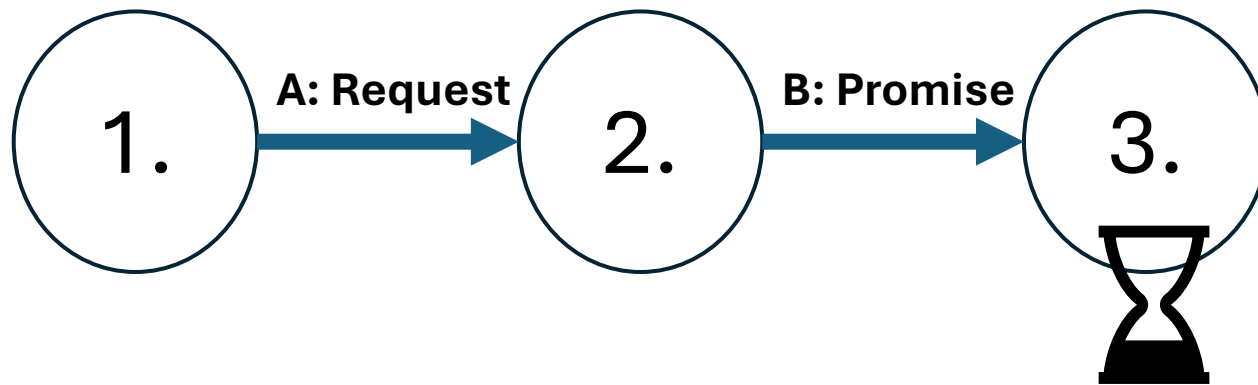


Change the Promisphere Approach

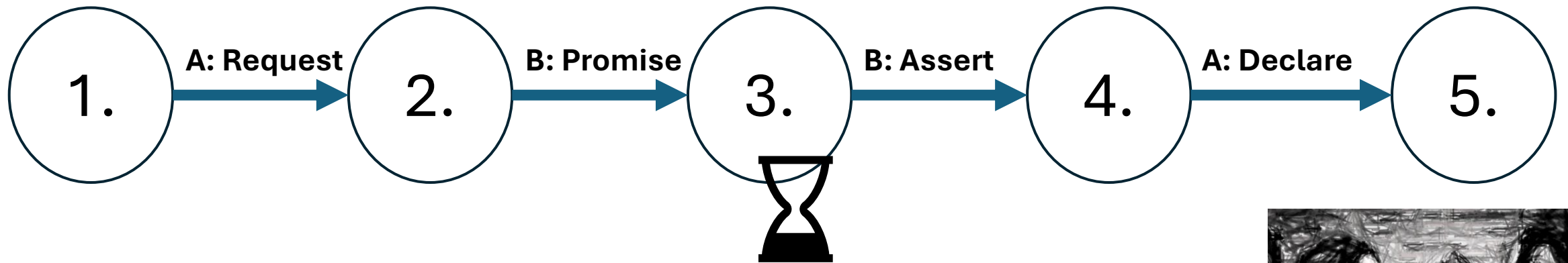
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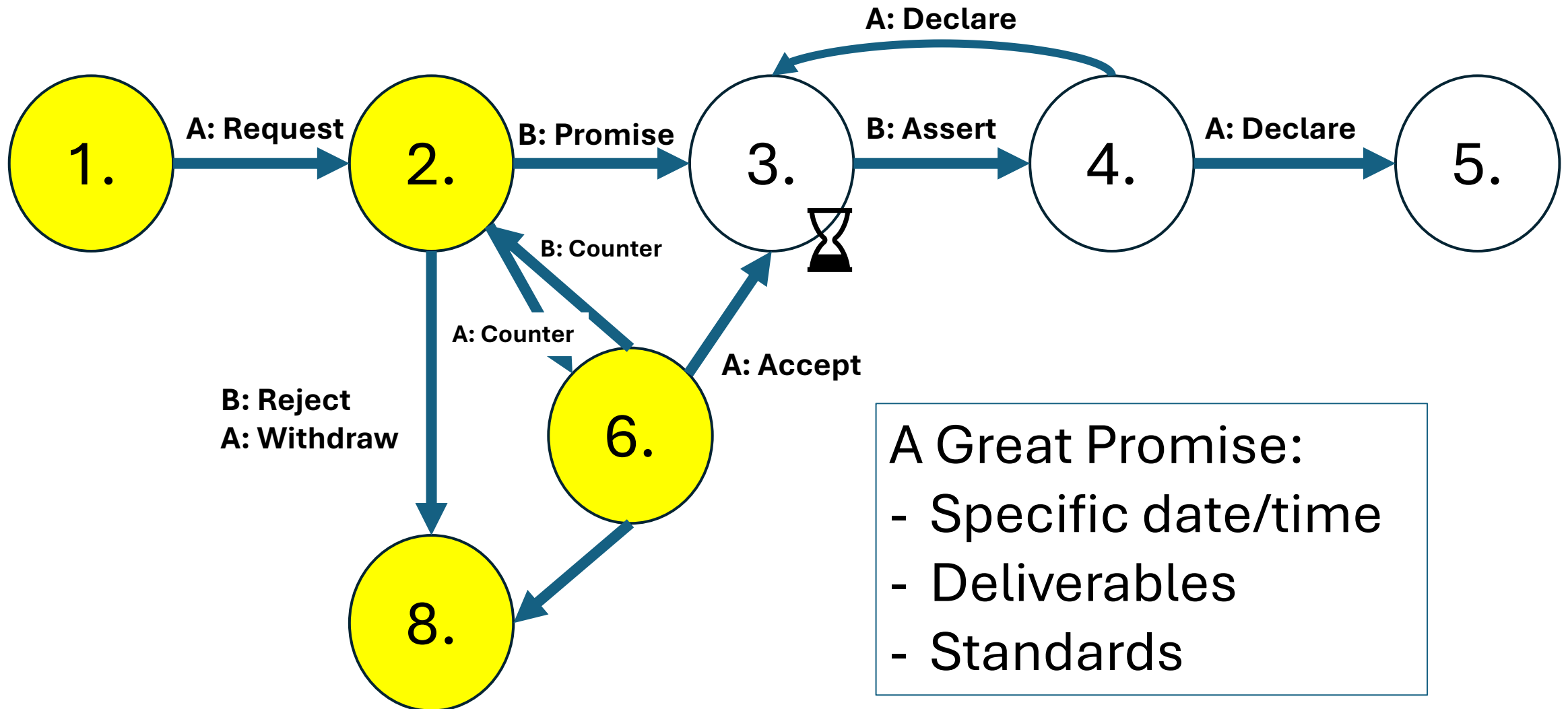
Belinda Makes a Promise to Aaron



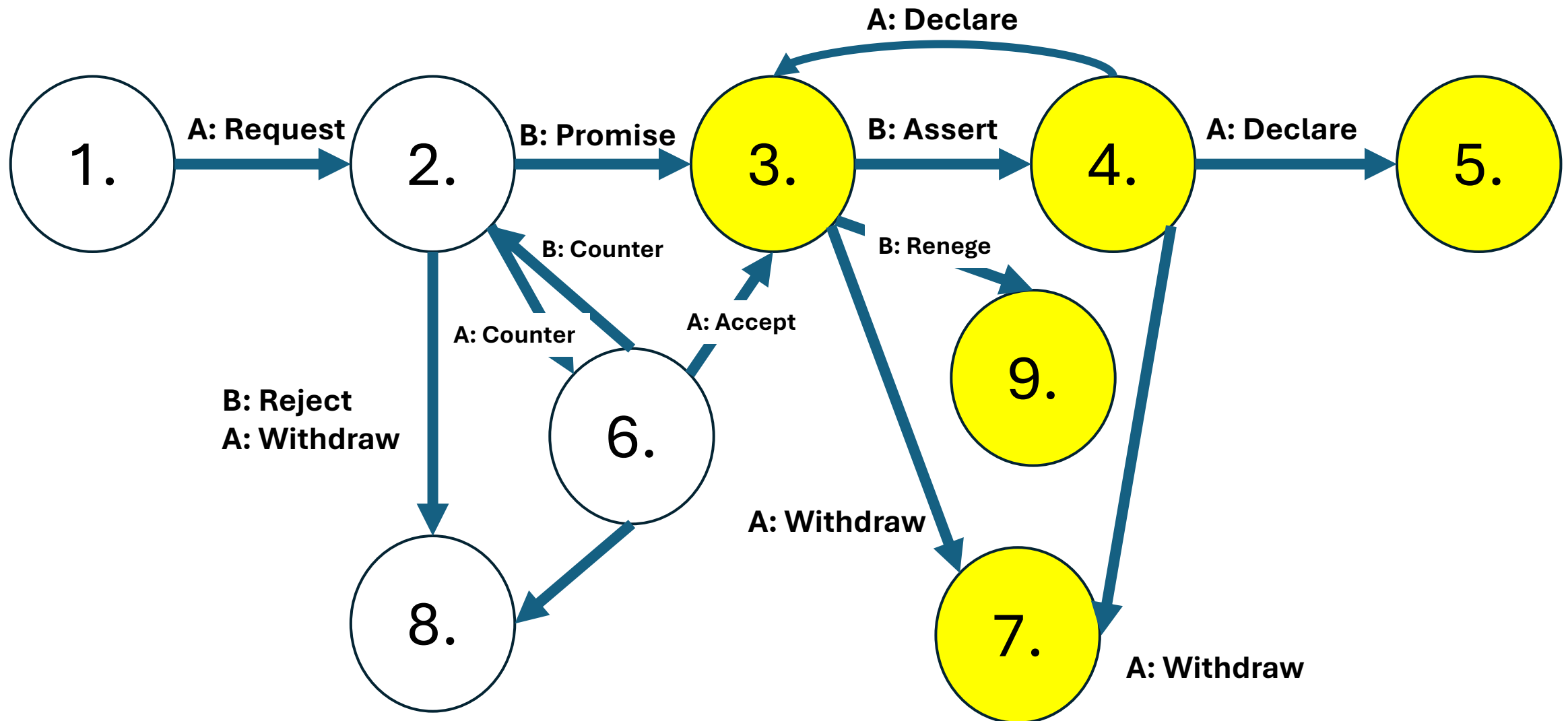
Aaron Holds Belinda to Account



As the Promise is Made – Negotiation 1



Belinda Reports Later – Negotiation 2



Case Study – 32% Improvement Productivity

“Culture Change Takes Too Long”

Your Mission - Promisphere



- List all the broken promises you are now on the receiving end of
- Address them one by one – starting with your board/C-Suite
- Improve all existing promises in your promisphere
 - Include vague promises
- Demand perfect promises from now on

The higher up you go, the better you need to be? Why?

Secret #2

Bypass a Toxic Environment without Losing
Momentum/Buy-in

“Too much toxicity to ignore”

The EndPoint Method

The Old Method

- Vision Statement
- Today (state)
- Brainstorm
Projects
- Delegate

The EndPoint Method

- Empty, Zero-Based Canvas
- The Snapshot
- Target Year in the Sweet Spot
- Alternative Choosing
- Detailing a Single Alternative
- Endpoint Backcasting
- Short-Term Strategy Mapping

The Old Method

- Vision Statement
- Today (state)
- Brainstorm Projects
- Delegate

Defining a Culture via Future Behaviors

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Case Study – Saving a Conglomerate Institution from Foods to Foods+

“Too much toxicity to ignore”

Secret #3

How to Create Long-Term Vision (True North)
without Being Unrealistic

“Things are changing too fast”

Backcasting a Culture Framework

Backcasting a Culture Framework

Case: Apple Computer

You Can't Backcast from a Vague Vision Statement

Translate the Mega Scenario into SMART Targets for 2016



Determine the right measures!

Which initiatives will close the gaps?

Measures	Targets /2016
Active Members	55k
Revenue	\$180mb
Surplus	\$100m
New Board members	50%
Fee Income	\$1.5m
Tech gap to financial institutions	-15% max
# Branches	4
# atms	4
Loan growth	10%
Staff	210
Initiatives Marketing, branding, technology, culture change , human cap dev, strategic alliances, (shared svces), member education, new income streams, reporting structure, governance, member service, process reengineering, compensation systems, incentives	

Culture Targets

- Measures of employee engagement

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EMPLOYEE ENGAGEMENT IN THE CARIBBEAN – FROM DATA TO INSIGHT TO ACTION



By

Dr. Kwame R. Charles
Former Director
Quality Consultants Limited

FEBRUARY 2025

Culture Targets

- *Measures of employee engagement*
- Attendance
- Performance Management
- Turnover
- Meeting Quality
- Email Quality (coming soon)

All tailored to your institution.

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FEBRUARY 2025

Start from the Future and Work Back

	2024	2025	2026	2028	2030	2032	2038	2045	2055
Revenue	\$75m								\$2b

Backcasting 2

	2024	2025	2026	2028	2030	2032	2038	2045	2055
Revenue	\$75m							\$1.5b	\$2b

Backcasting 3

	2024	2025	2026	2028	2030	2032	2038	2045	2055
Revenue	\$75m						\$1.2b	\$1.5b	\$2b

Backcasting 4

	2024	2025	2026	2028	2030	2032	2038	2045	2055
Revenue	\$75m			\$400m	\$650m	\$900m	\$1.2b	\$1.5b	\$2b

Backcasting 5

Notice the change in gaps

	2024	2025	2026	2028	2030	2032	2038	2045	2055
Revenue	\$75m	\$125m	\$200m	\$400m	\$650m	\$900m	\$1.2b	\$1.5b	\$2b

Backcasting 6 – Cause and Effect

	2024	2025	2026	2028	2030	2032	2038	2045	2055
Revenue	\$75m	\$125m	\$200m	\$400m	\$650m	\$900m	\$1.2b	\$1.5b	\$2b

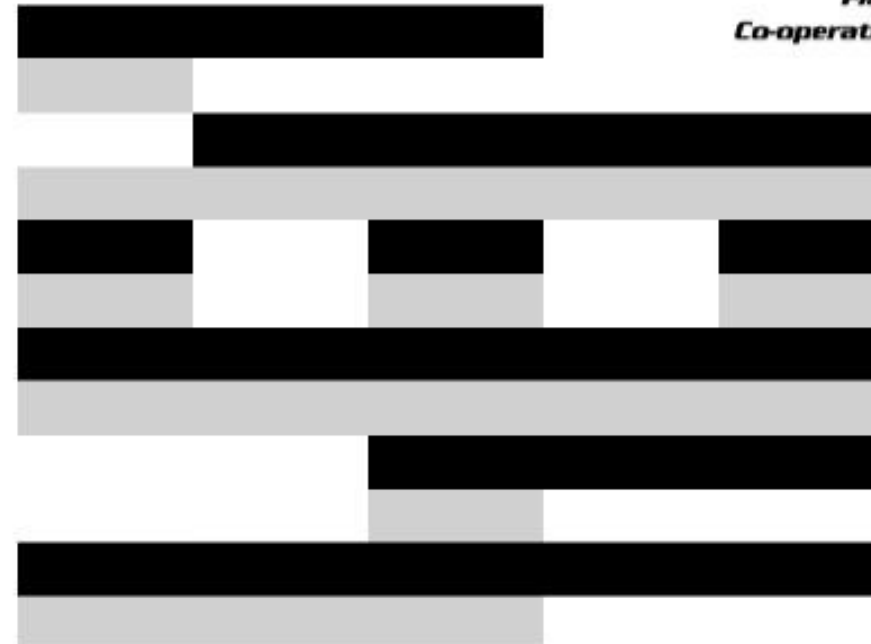
	2024	2025	2026	2028	2030	2032	2038	2045	2055
Project #1									
Project #2									

Credibility!

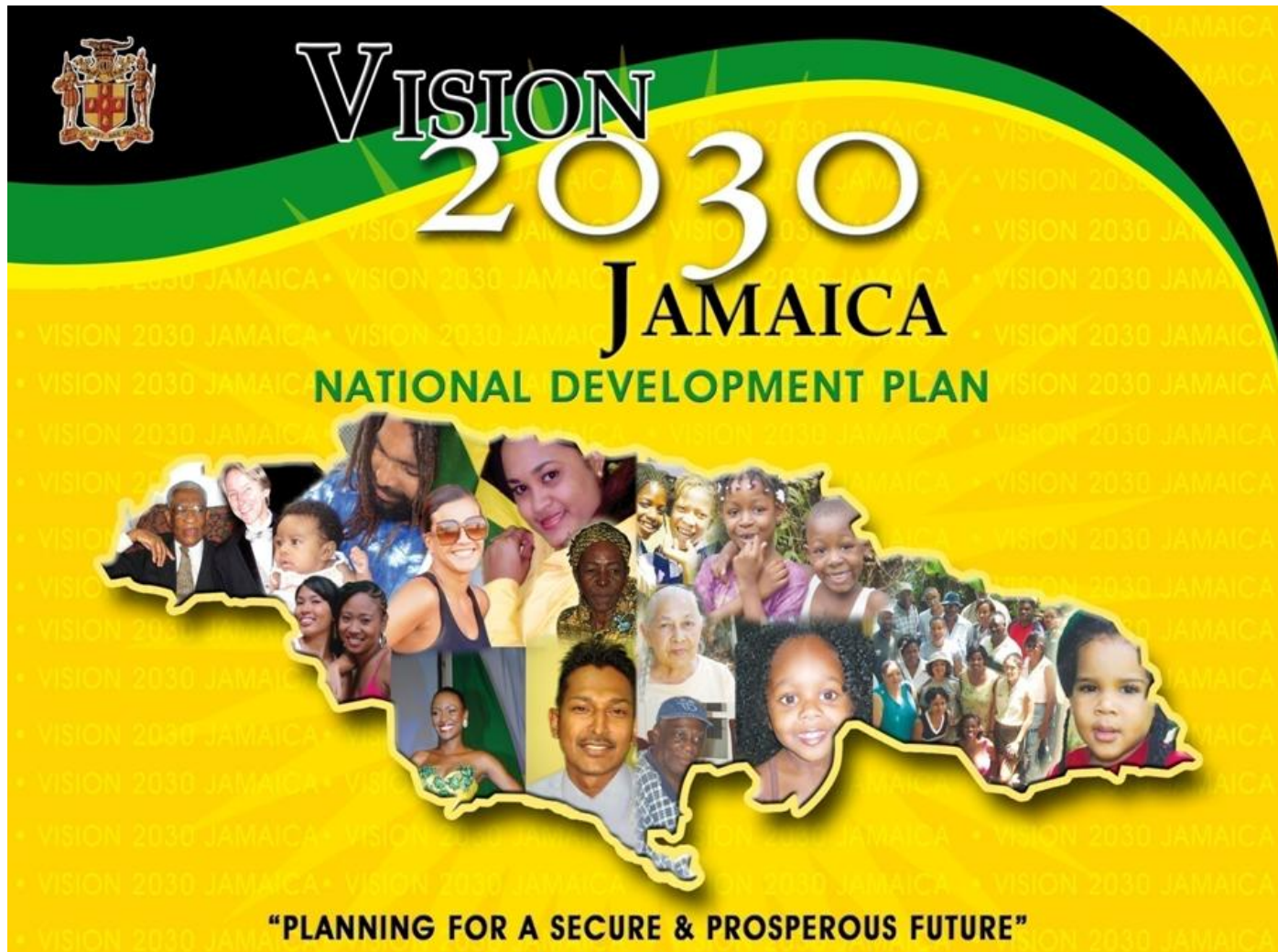
	2001	2002	2003	2005	2010	2016
Members	34k	38	42	46	50	55k
Revenue	\$92m	\$ 106	\$ 117	\$ 135	155	\$180m
Surplus	\$8.4m	\$ 26	\$ 44	\$ 62	80	\$100m
# new Board members	0	10%	20%	30%	40%	50%
		\$	\$	\$		
Fee income	0	0.38	0.75	1.13		\$1.5m
Tech gap to financial inst.	-50	-45%	-40%	-30%	-20%	-15%
# branches	3	3	3.3	3.5	3.7	4
# atm's	0	1	2	3	3	4
Loan growth	-1%	1%	2%	4%	6%	10%
Staff	135	10	15	20	30	210

Initiatives

CRM software
 Reward and Recognition
 New branding
 New nomination process
 Market research
 Training
 Advertising
 Foster alliances
 Acquisitions
 Online Banking
 Corp Comms Plan
 Organizational Restructuring




Fictional
 Co-operative Credit Union



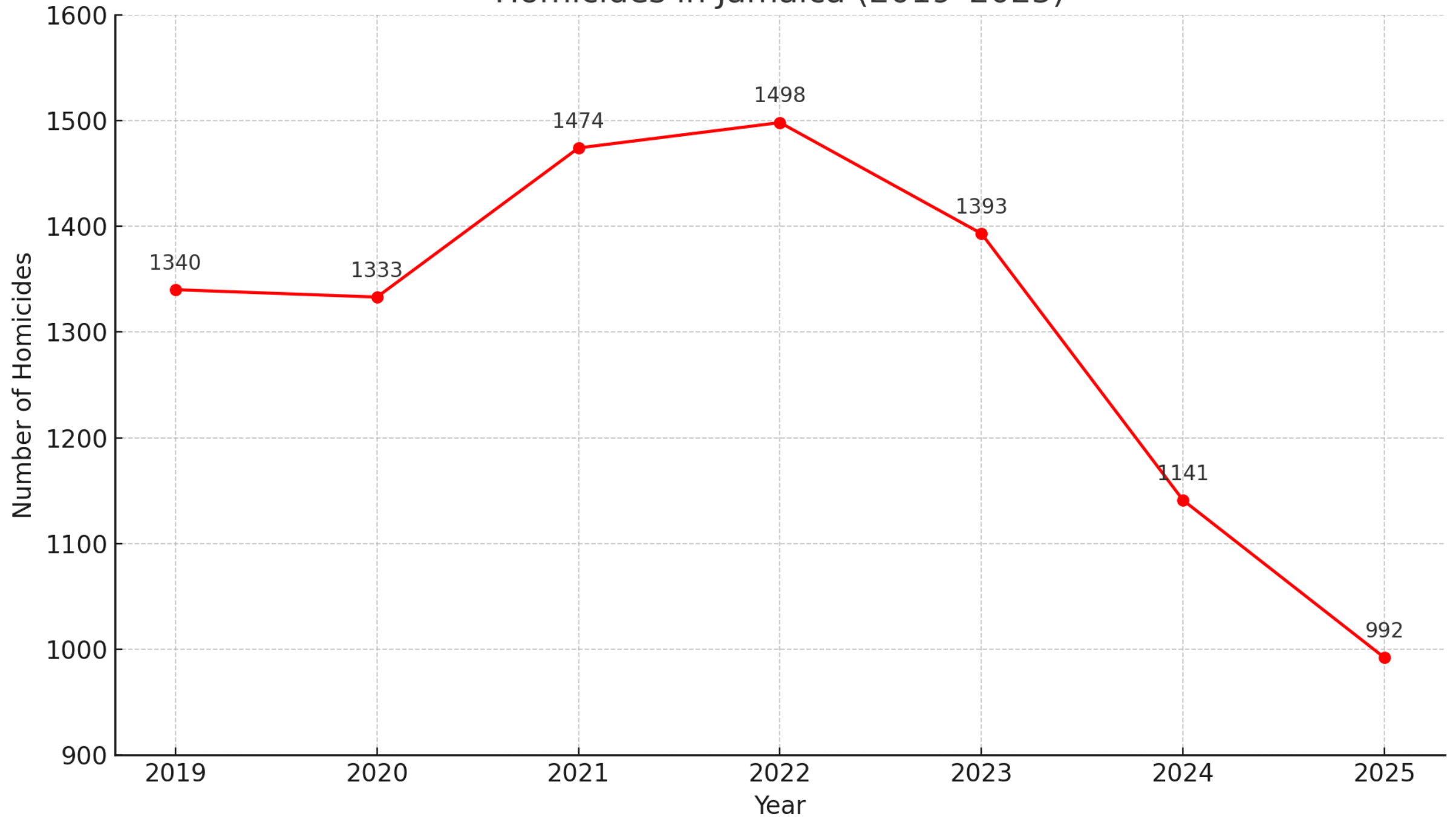
Case Study

- 4 National Goals
- 15 National Outcomes
- 60 Indicators

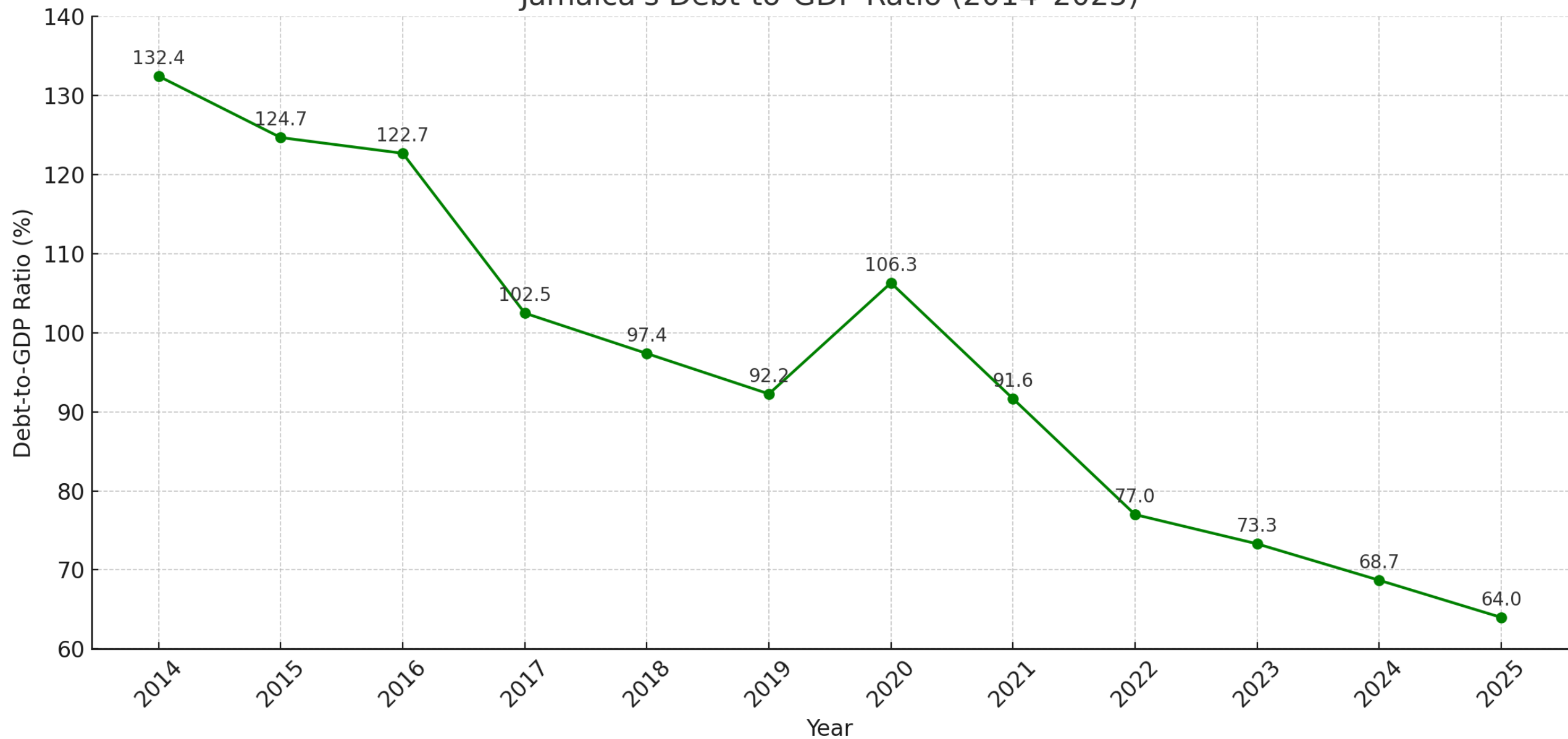
Involved

- 31 Sector Groups

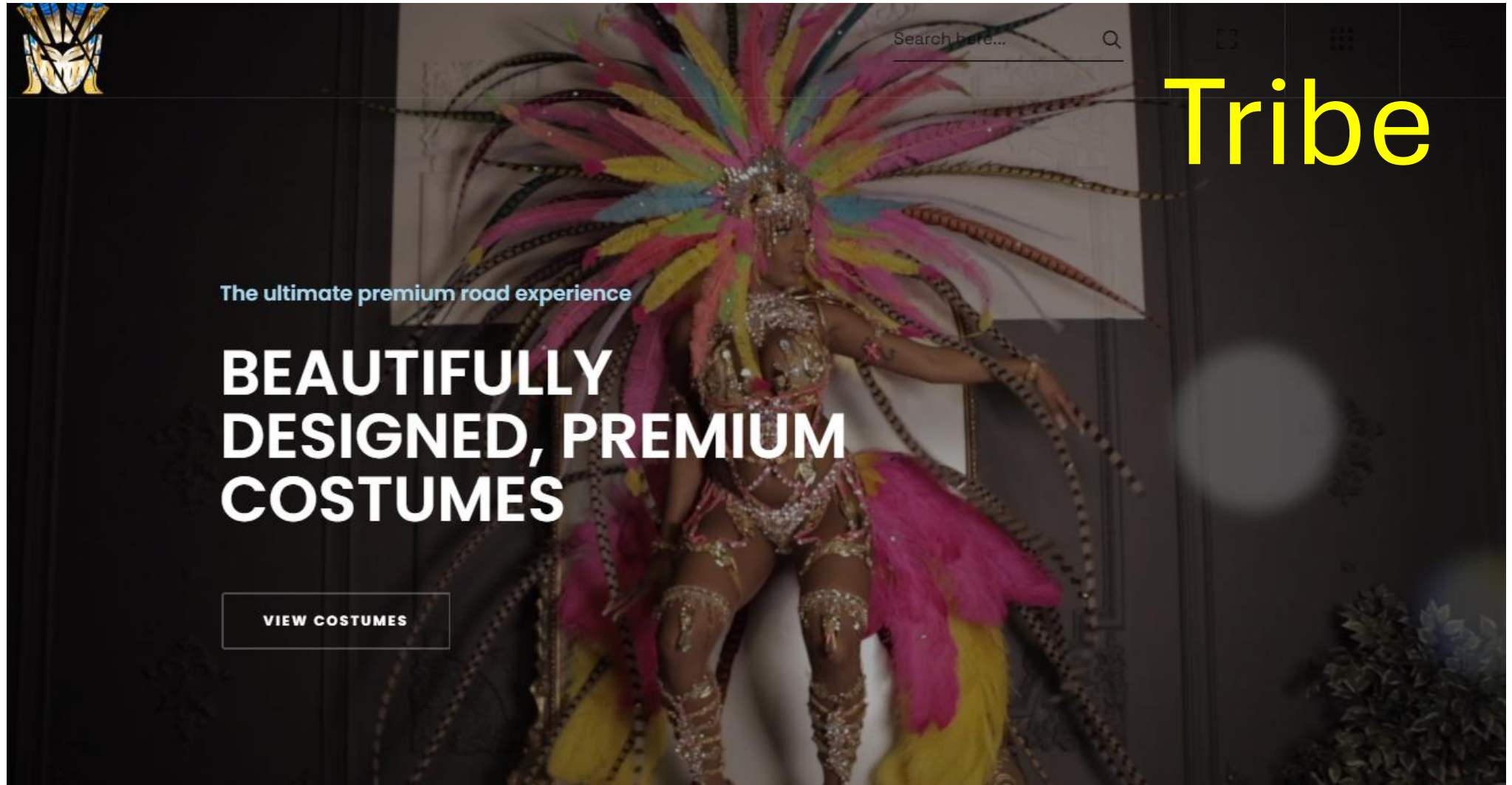
Homicides in Jamaica (2019-2025)



Jamaica's Debt-to-GDP Ratio (2014-2025)



Case Study #2 – TribeCarnival (20 years)



A Question...

Free Resources

- Links plus audio recording plus transcript plus slides



DLIC DISTINGUISHED LEADERSHIP & INNOVATION CONFERENCE 2025

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Corporate Culture
by Design, Not Default

Meet
Francis Wade
Author, Consultant
and Strategist

April 10th, 2025
Hyatt Regency Trinidad

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Virtual Rate: US \$550 | TT \$3,740

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Free Resources

- Links plus audio recording plus transcript plus slides
- **AI / NotebookLM resource to query the source documents (Cobundle.ai)**



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Almost Free Resources

- **7-day free Trial of the JumpLeap Long-Term Strategy Newsletter**

<https://fwconsulting.com/dlic-culture>

<https://fwconsulting.com/dlic-culture>

Monday Morning Complimentary Consultations

Time	Name
9:00-9:30	
9:30-10:00	
10:00-10:30	
10:30-11:00	
11:00-12:00	

Find me live!

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2 Free Tickets



Long-Term Strategy Conference

Save the date
June 25-26, 2025

All
Virtual

~~US\$179~~