The Canadian Trade Commissioner Service

Everywhere you do business

Overseas Representation
Positioning for Innovation
7th World Conference of TPOs
The Hague – October 13th, 2008

Our People: Agents of Change

André LeBlanc, Director
Trade Commissioner Service Renewal Division
A Worldwide Presence

Our services are delivered through:

- 17 offices across Canada
- 150+ offices abroad
- Extensive network of partners
- Virtual Trade Commissioner
Organizational Issue

Given that our clients are competing in a rapidly evolving global economy

OUR CLIENTS’ NEEDS ARE CHANGING

How do we connect?

OUR ORGANIZATION AND OUR PEOPLE MUST ADAPT TO CLIENTS’ NEEDS

We need to involve our people more so they can embrace the changing role of the organization.

As a service organization, the implementation of change is achieved by our people.
Our Modus Operandi

• Communicate the vision and direction to our people
  – Where do we want to go?
  – What is expected from the team?

• Engage employees worldwide as agents of change
  – Empower employees
  – Deliver innovative solutions to clients

• Continuous organizational improvement
  – Solicit feedback
  – Identify concrete follow-up actions
Regional Symposia

Objectives

• **Communicate** vision and direction of International Trade to employees worldwide
• **Engage** management around the world on key departmental priorities
• **Identify actions needed** to improve communications within HQ and offices abroad

What was done

• Roundtable discussions with 240 managers around the world in 5 regions and HQ
• Dialogue with senior management

Result

• Validation of new definition of clients and services
• Development of action plan for organizational change
• Launch of a strategic transformation initiative
New Services and Client Definition

Clients

• Capacity and commitment to internationalization
• Meaningful economic ties to Canada
• Potential to contribute to Canada's economic growth

Services

• Preparation for international markets
• Market-potential assessment
• Qualified contacts
• Problem solving
Implementing Change Through People

DFAIT’s Clients’ Feedback

- Priorities of Govt & Senior Mgmt
- DFAIT shaping priorities into concrete goals/tasks for employees
- EMPLOYEE FEEDBACK
- Communication throughout the organization
- Alignment of systems and processes (planning)
- Develop/Update performance measures
- Learning
Employee Feedback

- Ideas not just from HQ but offices in the field
- Buy-in / commitment to change
- Partnership & collaboration
Learning

- Training employees and managers in class and online
- Competencies & Knowledge
- Developing guidelines for service delivery
- Lessons learned
Results – Positive Impact

**CLIENT**
- Receives a higher-value service offering tailored to own needs
- Service varies for sector, market and specific conditions from all points of entry throughout the network

**EMPLOYEE**
- Relies on judgement, innovation to respond to clients’ needs
- Encouraged to be more focused, strategies, and pro-active
- Service encompasses all elements of integrative trade continuum
- Greater satisfaction with work

**ORGANIZATION**
- Provide relevant and high-quality public service contributing to Canada’s economic growth
- Play a leadership role in collaboration with other governments and private sector organizations
- Continue to adapt and be nimble!
Questions?

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*Everywhere you do business*

[www.tradecommissioner.gc.ca](http://www.tradecommissioner.gc.ca)