



Walking the Talk: Leaders for a Multicultural Future





Land Acknowledgement

Agenda

- Introductions
- Icebreaker
- Leadership across cultures
- Supporting immigrants to understand leadership in a Canadian context
- Incorporating a multicultural context into Canadian leadership models
- Q&A



Introduction



Senior Manager of WorkBC



Equity Diversity & Inclusion Manager



Icebreaker





Leadership across cultures



Egalitarian cultures

- Prefer self-direction with minimal guidance from above
- Like flexibility in their roles
- Reserve the right to challenge authority
- Set expectations, interpret rules and use “common sense”
- Treat gender equally



Hierarchical cultures

- Take and expect clear guidance from superiors
- Like clearly defined roles with boundaries and limitations
- Respect and rarely challenge those in power
- Enforce regulations and guidelines
- See gender as naturally different



Direct cultures

Less concerned with **how** something is said but rather what is said

Openly confront difficult issues

Do not leave things to interpretation

Do not rely on non-verbal cues



Indirect cultures



Focus on what is said *and* also how it is relayed



Avoid open confrontation



Express difficult issues with discretion and tact



Count on the listener to interpret meaning

Leadership Behaviors and Styles

Leader behaviors can be translated into three commonly recognized styles.



1. Authoritarian
2. Paternalistic, and
3. Participative



Authoritarian Leadership

Task accomplishment

One-way communication

Focused on work progress and work procedures

Lack of involvement with subordinates



Paternalistic leadership

Combination of
work-centered and
employee-centered
concern

“Work hard and the
company will take
care of you”

Expects everyone to
work hard in
exchange for benefits



Participative leadership

Use of both work-centred and people-centred approaches

Authority is highly decentralized

Collaborative



Discussion

What are some best practices that you've found in communicating within a multicultural workplace?



So, what makes
a great leader?



As organizations, how can we support immigrant clients to understand leadership in a Canadian context?



Leadership in Canada

Canadian work culture is not based on hierarchy but teamwork; collaborative in nature

Leaders are seen as part of the team

Praising is done in public, and request for improvement in private

Yelling and imposing orders is not considered appropriate

Mental Health awareness is key to leading a team

Cultural differences must be acknowledged and respected

Creating spaces for staff to vent and share their concerns on a recurring basis is fundamental

Acknowledging accomplishments and setting common goals is vital

Respectful and understanding of differences and be flexible to allow for different rhythms and practices according to the team's background

Empathy and active listening based

Indirect leaders will adopt the sandwich model, so you have to analyze the feedback to parse out the actual constructive critique





Community Involvement



Community Involvement



Volunteer Opportunities



Community Leadership



Leverage available programs

Funded
Programs

Free Programs

Wage
subsidies and
Internships



Events & Leadership in Action



Civil Engagement



Networking Events



Conferences



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Mentorship

Connect
clients to
mentors

Informational
Interviews



Conversation Clubs

Conversation Clubs

Toastmasters

Meet and Greet
Breakfasts



Form Partnerships

Create

- Create partnerships

Build

- Build pipelines

Look

- Collaborate

Review

- Review local, national and international programs





Incorporating a
multicultural context
into Canadian leadership
models



What is Cross-Cultural Leadership?

A way to understand leaders who work in the newly globalized market

Involves the ability to influence and motivate people's attitudes and behaviors



Why we need Cross-Cultural Leadership?

Adaptability

Bridge between cultural diversity and business goals achievement.

Motivate diverse teams to manage change effectively

A manager who is successful in one country may not be successful in another



Values-Based Leadership

Meet new staff

Take the time to
have an open
conversation



Incorporate Coaching Into Your Leadership

1. Where are we going?

2. Where are you going?

3. What is going well?

4. What are key suggestions for improvement?

5. How can I help?

6. What suggestions do you have for me?



Create an EDI Committee

What is an EDI
Committee?



How to Create Committee?



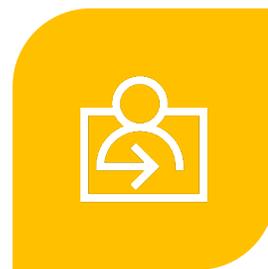
Areas of Focus



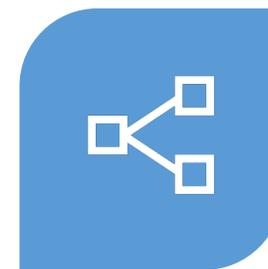
**MESSAGING AND
METRICS**



**ATTRACTION AND
RECRUITMENT**



**INCLUSION AND
RETENTION GROUP**



**COMMUNITY
PARTNERSHIPS**

Buddy System

Internal
Buddy System

Job
Shadowing

Mentorship
program





Orientation and Programs

**Robust
orientation
program**

**Workshops
for all new
employees**



Celebrate Culture



**INTERCULTURAL
POTLUCK**



**ENCOURAGE
EDUCATION**



**DEVELOP A
CULTURAL CALENDAR**



**CREATE A BULLETIN
BOARD**



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Discussion

If each of you could only give a new manager one piece of advice in working with multicultural staff, what would that advice be?



Example of Inclusive Employer-Canada Border Security Agency

Commitments

To support equity, diversity, accessibility, and inclusion:

- we hire, develop and retain people from diverse backgrounds because it is important we reflect the communities we serve and protect
- we foster and maintain a fair, respectful and supportive work environment
- we create an environment where employees are empowered to work and advance based on their qualifications

Promoting inclusion and respect for diversity

The CBSA welcomes applications from all equity and diversity groups, and we are taking concrete actions to end racism and discrimination by embedding equality into our culture, programs and policies.

Here are some examples of our efforts:

- our Anti-Racism Taskforce addresses systemic racism and discrimination against Black, Indigenous and racialized peoples
- our Employment Equity Diversity and Inclusion Action Plan outlines ways to increase representation of all employment equity (EE) groups, including LGBTQ2+
- our Indigenous Advisory Circle supports the needs, goals and aspirations of Indigenous employees at the Agency and helps promote the representation and the interests of Indigenous employees working at CBSA
- our Accessibility Office ensures equal access to employment and advancement opportunities for persons with disabilities by removing barriers
- we track workforce demographics to address diversity and inclusion gaps for particular occupations and assist in recruiting efforts

Join a team that listens

At the CBSA, we have seven committees and networks led by senior-level champions to ensure that all voices are heard:

- Gender-based Analysis Plus
- Indigenous Advisory Circle
- LGBTQ2+ Advisory Committee
- Next Generation Network
- Persons with Disabilities Advisory Committee
- Visible Minority Advisory Committee
- Women's Advisory Committee



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Q&A

