



Human Resources and
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Canada

Fair, safe and productive workplaces

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Being Inclusive: concrete ways to change our behaviours

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**2012 Employer Council of Champions Summit
Diverse Talent: Taking It to the Top**

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What we'll do this afternoon

- Get to know each other a little better
- Drawing on the latest literature and research, learn some practical things to strengthen inclusivity at work
- Provide tools for enhancing everyday practice

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Diversity and Inclusion: the basics

- Diversity is a fact
- Inclusivity is an ethical choice

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Getting Acquainted: Inclusion

When it comes to inclusion, are you...

1. An expert?
2. An explorer?
3. A dabbler?
4. A part-time promoter?
5. A sceptic?

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Getting Acquainted: Your Workplace

Do you work in an organisation that has

1. Fewer than 10 employees?
2. Between 10 and 50 employees?
3. 50 to 100 employees?
4. More than 100 employees?

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Getting Acquainted: Your Place in Your Organisation

Are you:

1. The Head of your organisation?
2. A Manager in your organisation?
3. In Human Resources?
4. In an organisation that helps people find employment?
5. Other

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Getting Acquainted: Origins

1. Were you born in another country?
2. Were your parents or grandparents born in another country?
3. Have your ancestors been in Canada since before 1900?

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Getting Acquainted: Exclusion

Think of a time when you didn't feel included.

Did it make you:

1. Sad or lonely?
2. Angry?
3. Lose confidence in yourself?
4. Excited about the challenge?
5. Defiant?

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Canadian Corporations

When it comes to diversity, Canadian companies are...

1. Ahead of the global curve
2. Confident, competent and up-to-speed
3. Complacent or confused
4. Underachieving their potential
5. Distracted or in denial

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Canadian Businesses

In a survey of 833 Canadian companies:

- 87% have a multicultural workforce
- 38% are using that advantage

According to Statistics Canada:

- 24% of visible minorities feel “out of place”
- 56% that experience discrimination do so at work

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Obstacles to Diversity

What most impedes diversity in the workplace?

1. Bias
2. Busyness
3. Fear of the unfamiliar
4. Cost
5. Carelessness

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Your Organisation

Is your organisation diverse?

1. What percentage of your **management** are immigrants?
2. What percentage of the **employees** in your organisation are immigrants?
3. What percentage of the employees in your own **work unit** are immigrants?

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What organisations can do

- Minimise the implemented solution to **a few targeted initiatives**
 - Managers should set clear and reasonable goals around inclusion
- Develop policies and practices that promote inclusivity, eg, soliciting check-ins or opinions from every employee
- Screen without names
- Reward positive behaviours: emphasise inclusion ‘bright spots’ within the organisation

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Cultural and Diversity Intelligence

Low CQ:

- Unaware of the key features and biases of own culture
- Feels threatened or uneasy when interacting with people who are culturally different
- Does not recognise one's own cultural orientation is influencing their behaviour
- Unable to adjust to living and working in another culture

DQ:

- Recognises that individual differences should be respected and celebrated rather than simply tolerated

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Diversity Intelligence

Three pillars:

- Learning and unlearning
- Relationship building
- Understanding change patterns

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Starting essentials

For individuals to change their behaviour:

- Self-awareness
- Self-management
- Empathy
- Conflict management skills

For learning and unlearning:

- Compassion
- Patience

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What individuals can do

- Compassion is necessary for real inclusion
- Be mindful: catch yourself in the act
- Reflect
- Train your reactions to eliminate bias
- Be forgiving with the self and others when mistakes are made. Try to form supportive and generous relationships
- Be a mentor

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Changing

Change depends not only on the choices individuals make but also on the pressures of the environment in which they live.

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Leading Change: Keys for Success

- Demonstrated, sustained leadership commitment
 - Be determined
 - Remain informed
- Financial investment
- Managers' buy-in
- Assistance from experts
- Vision Keepers and Change Managers
- Continuity and follow through
- Accountability

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Session Outcome Exercise

Having participated in this session on inclusion, are you...

1. An expert?
2. An explorer?
3. A dabbler?
4. A part-time promoter?
5. A sceptic?