

Hire Immigrants Ottawa Employer Council of Champions Summit

The Equitable Leader Competencies

Presentation March 7th, 2012



WHY

"This is the true joy in life, the being used for a purpose recognized by yourself as a mighty one; the being a force of nature instead of a feverish, selfish little clod of ailments and grievances complaining that the world will not devote itself to making you happy.

I am of the opinion that my life belongs to the whole community and as long as I live it is my privilege to do for it whatever I can.

I want to be thoroughly used up when I die, for the harder I work the more I live. I rejoice in life for its own sake. Life is no brief candle to me. It is a sort of splendid torch which I have got hold of for the moment, and I want to make it burn as brightly as possible before handing it on to future generations."

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From Man and Superman by George Bernard Shaw



The Equity Continuum[©]



Source: Wilson, T. *Diversity at Work: The Business Case for Equity*, Toronto: John Wiley & Sons, 1996



The Hire Immigrant Business Case

- ▶ Better understand and respond to increasingly diverse customer base
- ▶ Tap into new local market; expand customer base through improved cultural awareness and communications
- ▶ Broaden talent pool for recruiting new employees
- ▶ Attract and retain top talent in an environment of labour shortages
- ▶ Achieve a competitive edge by engaging more effectively with diverse customers, clients, suppliers and partner companies internationally

Source – Hire Immigrants Ottawa



CBDE Highlights & Trends



Canada's Best
Diversity
Employers 2012
PRESENTED BY
BMO Financial Group

Number of applications

- 2009 – 288
- 2010 – 282
- 2011 – 247
- 2012 – 200

% of Applications to Final List

- 2009 – 12%
- 2010 – 15%
- 2011 – 18%
- 2012 – 25%

Average Scores

- 2009 – 2.65
- 2010 – 2.38
- 2011 – 2.16
- 2012 – 2.49

% of Applications Shortlisted

- 2009 – 18%
- 2010 – 25%
- 2011 – 27%
- 2012 – 35%

Highest Scores

- 2009 – 3.79
- 2010 – 3.62
- 2011 – 3.28
- 2012 – 3.18

Lowest Scores

- 2009 – 1.5
- 2010 – 1.13
- 2011 – 1.05
- 2012 – .95



CBDE Ottawa Based Winners

- Health Canada: 2.80
- HR & Skills Canada: 3.07
- City of Ottawa: 2.56 (new)
- Public Works and Government: 2.73 (new)



Accountability Metrics



Internal Qualitative

External Qualitative

Internal Quantitative

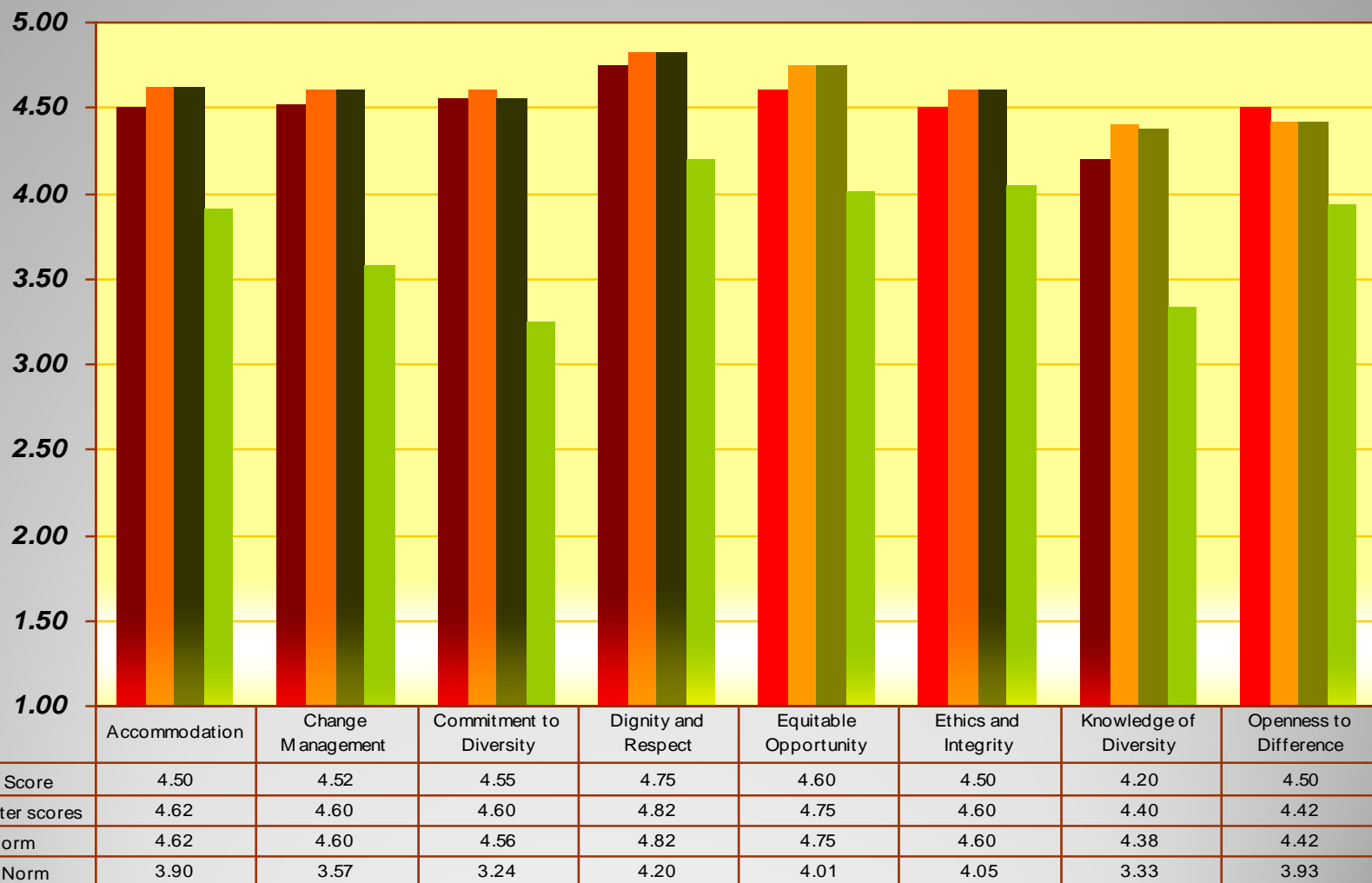
Leadership

CBDE Leadership Best Practice

1. Conduct Equitable Leader Assessments for top 25 Deloitte leaders
2. Conduct an Equitable Leader Workshop with Deloitte senior leadership team to interpret results.
3. Follow-up mandatory consultation session with the lowest 10% performers and optional consultation for others.
4. Set goals and put on executive and board agenda for quarterly review.



Example: Top 10%



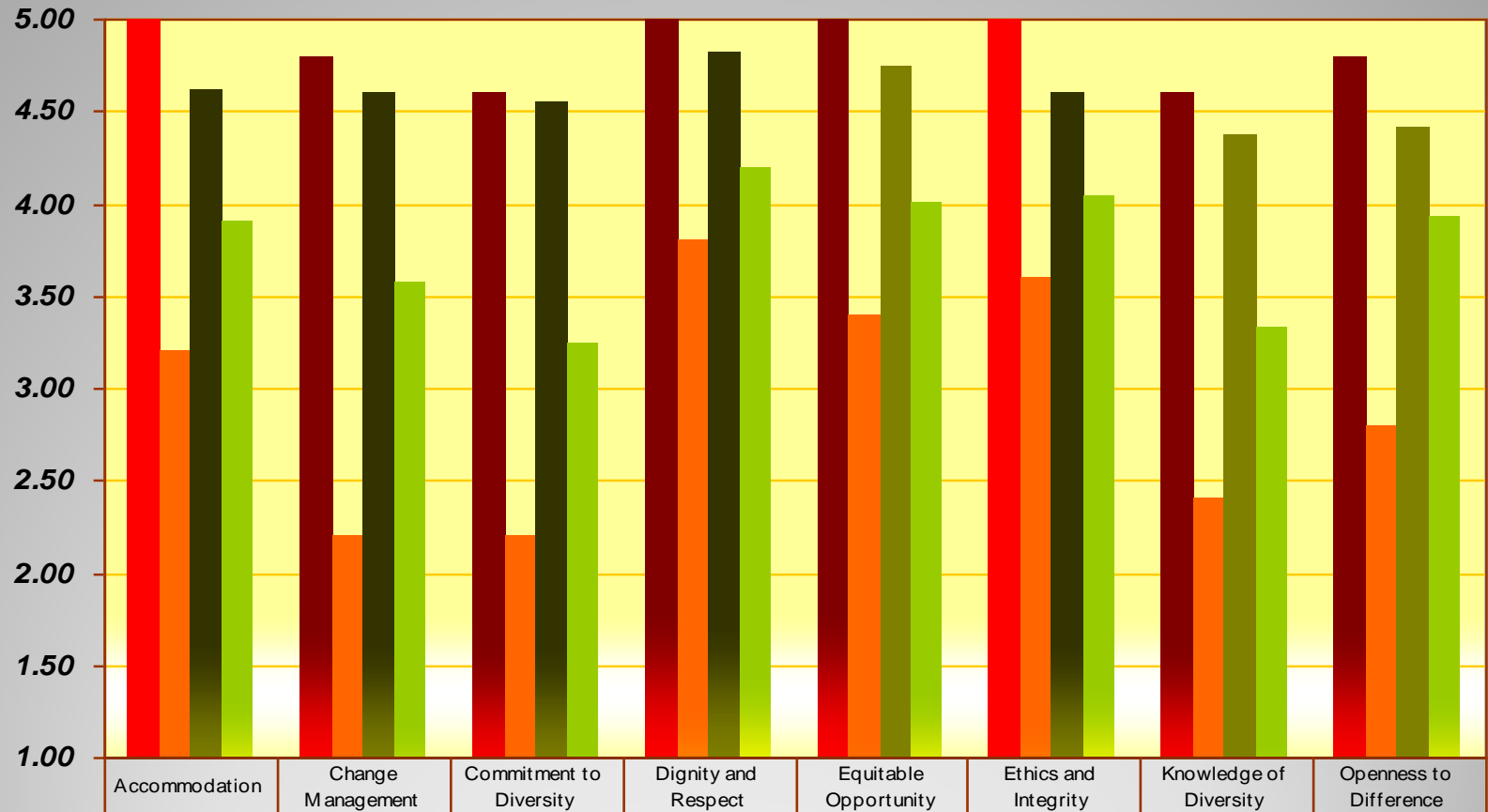
The Bottom 10%

- Those who persistently leave others demeaned, disrespected and de-motivated.
- Those who have a persistent pattern of contempt for those with less status and power.
- Once identified can allow the organization to calculate the hard and soft costs of this behaviour e.g. outreach, replacement, retention, time spent on complaints by supervisors, HR, legal council, overtime, client/customer/stakeholder relationships

** Adapted from The No-Asshole Rule; Robert Sutton (2007)*



Example: Bottom 10%



■ Org. X Self Scores	5.00	4.80	4.60	5.00	5.00	5.00	4.60	4.80
■ Org. X Raters Scores	3.20	2.20	2.20	3.80	3.40	3.60	2.40	2.80
■ TWI Self Norm	4.62	4.60	4.56	4.82	4.75	4.60	4.38	4.42
■ TWI Rater Norm	3.90	3.57	3.24	4.20	4.01	4.05	3.33	3.93



Equitable Leader Competencies

Openness to Difference	Demonstrating a positive attitude toward others who are different; actively seeking out opportunities to learn about cultures and lifestyles that are different from own
Equitable Opportunity	Making employment decisions regarding team members (e.g., promotion, project staffing, development) on the basis of merit and skill
Accommodation	Demonstrating creativity when solving problems and adaptability when responding to the needs of different employees
Dignity and Respect	Creating a work environment that encourages open/transparent communication, and where the opinions and contributions of all team members are valued
Commitment to Diversity	Enthusiastically endorsing and participating in programs to create and support diversity in the workplace
Knowledge of Diversity	Engaging in behaviours that reflect a general understanding of the meaning of "diversity" and demonstrating knowledge of best practices and relevant legislation
Change Management	Contributing to the development of an organization that values diversity through the implementation of effective change management practices
Ethics and Integrity	Embodying the principles of fair and ethical conduct and demonstrating honesty, reliability, responsibility, and constancy in one's daily work life



Openness to Difference

A leader or manager who demonstrates a positive attitude toward others who are different from themselves. This includes actively seeking out opportunities to learn about cultures and lifestyles that are different from their own.

Top 10%

- ❑ Take initiative to learn about individuals and different groups of employees
- ❑ Display openness to differing opinions, approaches, and/or perspectives applied to work
- ❑ Actively builds diverse work teams to capitalize on opportunities that may arise from different abilities and thinking

Bottom 10%

- ❑ Do not consider situations from multiple perspectives.
- ❑ Negative or hostile when encountering new or opposing opinions or perspectives.
- ❑ Frequently builds homogeneous teams and continuously uses the same resources



Equitable Opportunity

A leader or manager who makes employment decisions (e.g., promotion, placement on projects, development) regarding team members solely on the basis of merit and skill

Top 10%

- ❑ Base employment decisions on objective criteria
- ❑ Ensure that all team members have the opportunity to contribute
- ❑ Adopt a proactive role in the professional development and identification of career opportunities for employees

Bottom 10%

- ❑ Bases employment decisions on subjective or biased criteria
- ❑ Inequitably distributes assignments to team members based on favouritism
- ❑ Rarely provide employees with opportunities to work on assignments that challenge and develop their skills and abilities.



Accommodation

A leader or manager who demonstrates creativity when solving problems and adaptability when responding to the needs of different employees.

Top 10%

- ❑ Apply a problem-solving approach to create a win-win situation for the employee and the organization
- ❑ Adopt an open attitude toward testing new perspectives and approaches
- ❑ Actively seek out information and methods for the best way to accommodate the needs of employees

Bottom 10%

- ❑ Do not recognize that different people are motivated by different things.
- ❑ Do not adapt their style in ways that are aligned with the motivations of others.
- ❑ Do not advocate or demonstrate healthy work and life balance.



Dignity and Respect

A leader or manager who creates a work environment that encourages dignity and respect, where the opinions and contributions of all team members are valued.

Top 10%

- ❑ Provide constructive criticism along with problem-solving, feedback, and coaching to help employees hone their talents
- ❑ Recognize fellow employees as individuals and make an active effort to learn and understand their personal or cultural norms
- ❑ Challenges behaviours that do not align with an inclusive environment and supports those that do.

Bottom 10%

- ❑ Frequently demonstrates behaviour that is inconsistent with dignity and respect.
- ❑ Practices exclusive behaviour which can include discrimination, harassment and abuse of authority.
- ❑ Does not take action when they witness disrespectful workplace behaviour.



Ethics and Integrity

A leader or manager who embodies the principles of fair and ethical conduct and demonstrating honesty, reliability, responsibility and constancy in one's daily work life.

Top 10%

- ☐ Take accountability for their behaviours
- ☐ Exhibit transparency in their actions, and communicate pertinent and important information to others
- ☐ Ensure consistency between their actions, behaviours and words
- ☐ Act as a role model for standards of ethical behaviour

Bottom 10%

- ☐ Are not open in my dealings with others and provide people with relevant, accurate and reliable information.
- ☐ I honour my commitments to co-workers, clients and other business associates.
- ☐ Rarely consider the impact my actions will have on all persons affected.



Commitment to Diversity

Enthusiastically endorsing and participating in programs to create and support diversity in the workplace

Top 10%

- ❑ Seek out, encourage, and promote diversity initiatives
- ❑ Apply diversity thinking/theory to all aspects of work and the workplace
- ❑ Create a climate of diversity appreciation and awareness by continually communicating and reinforcing the value of diversity
- ❑ Convey their personal commitment to achieving diversity objectives

Bottom 10%

- ❑ Do not understand the business case for diversity.
- ❑ Rarely utilizes the talents of all employees to achieve superior performance.
- ❑ Unaware of the metrics to assess how diversity has had a positive impact on organizational effectiveness.



CBDE 2012 Debrief

- A review of this year's CBDE best practices in diversity and inclusion by your industry and/or area.
- Content for the session is based on data collected from the most recent Canada's Best Diversity Employer's competition.
- A presentation which includes customized recommendations for becoming one of Canada's Best Diversity Employers.



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