

Leading the Journey Towards **Inclusion** in Mining

Session One: Awareness and Assessment

M-PIN Participant Handbook





About MiHR

The Mining Industry Human Resources Council (MiHR) is Canada's knowledge centre for mining labour market intelligence. An independent, non-profit organization, MiHR drives collaboration among mining and exploration companies, organized labour, contractors, educational institutions, industry associations and Indigenous groups to identify opportunities and address the human resource and labour market challenges facing the Canadian minerals and metals sector.

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For more information, contact:

Mining Industry Human Resources Council

50 Frank Nighbor Place, Unit 105, Kanata, Ontario K2V 1B9

Tel: (613) 270-9696

Fax: (613) 270-9399

Email: info@mihr.ca

Or visit the website at:

www.mihr.ca

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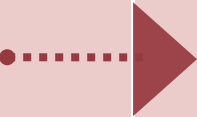


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Leading the Journey Towards Inclusion In Mining

Session One: Awareness and Assessment
M-PIN Participant Handbook

PROGRAM OUTLINE

SESSIONS	
Awareness and Assessment Face-to-Face Session Required Reading: • <i>“Strengthening Mining’s Talent Alloy – Exploring Immigrant Inclusion”</i> • <i>The Cultural Intelligence Difference</i> by David Livermore • <i>The Inclusion Breakthrough</i> by Frederick A. Miller and Judith H. Katz	 1
Finding and Keeping Talent Webinar Required Reading: • <i>The Inclusion Dividend</i> by Mark Kaplan and Mason Donovan published by Soundview Executive Book Summaries	2
Communication and Employee Development Webinar Required Reading: • <i>Working Global Smart</i>, Ernest Gundling. • <i>“Giving and Taking Feedback,”</i> Executive Edge Newsletter, Vol. 2, Issue 15.	3
Diversity, Strategy, and Leadership Face-to-Face Session Required Reading: • <i>Fierce Conversations</i>, Susan Scott. • <i>The Heart of Change</i>, John Kotter.	4

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PREPARATION FOR SESSION

Pre-Session Reading

To provide rationale for the program and give some context to the first session, we asked that you read the following two articles:

- “*Strengthening Mining’s Talent Alloy – Exploring Immigrant Inclusion*” (MiHR).Executive summary, Recommendations, Introduction and Background; pages 1 to 6, https://www.mihr.ca/pdf/publications/MiHR_Immigrant_Report_EN_WEB.pdf
- *The Cultural Intelligence Difference: Master the One Skill You Can’t Do Without In Today’s Global Economy*, David Livermore, PhD.; published by Soundview Executive Book Summaries.

We will be referencing both articles in Sessions 1&2.

As part of your Introduction prior to this first session, we asked you to consider what you would like to gain from the program. Your facilitators have compiled the list of goals from you and your colleagues and will share them with you (posted) to ensure they are visited throughout.

INTRODUCTION

What You Expect To Gain from the Program

This session has been designed to engage you as an HR professional and key member of your organization’s transition team in meaningful conversations about moving inclusion and diversity to a new level. You will build a platform for the change necessary to move your organization and your team to employing more inclusionary language and practice. You will begin with an experiential journey into thinking about the difference between information and knowledge, as it pertains to cultural awareness. Together with your colleagues in the program you will create an environment that fosters learning, encourages yours and others’ success, honors

Learning Outcomes

You will:

- Create, in collaboration with others, a safe, inclusive and culturally respectful learning environment that models workplace team interactions in the mining industry.
- Examine the business case for inclusion and diversity in the for profit sector through readings and examples of improved bottom line, more fulfilled employees and increased productivity for mining companies.
- Explore the concepts of personal and organizational cultural competence.
- Explore challenges and potential barriers to leading the implementation and or enhancement of inclusive practices and policies within the mining organization.
- Map individual learning goals to address cultural intelligence skills and capabilities looking at motivation, cognition, metacognition and behaviour.

Session Overview

Activity 1: Community Building & Knowledge

Activity 2: Creating a Collaborative, Inclusive Workplace

Activity 3: The Business Case for Inclusion and Diversity

Activity 4: Walk Your Mining Company

Activity 5: Barriers and Challenges Circle Back

Activity 6: Mapping My Learning & Commitments

ACTIVITY: COMMUNITY BUILDING & KNOWLEDGE

Activity 1 of 6: Welcome and Icebreaker

The purpose of this exercise is twofold; to begin to think about the difference in having information and gaining knowledge that one might apply to their work and/or life.

The second purpose is to share an appreciation for learning about other places, cultures and interests of the group. It is also a great way to learn more deeply about each other's cultural values.

Embracing Our Fellow Travelers

The gift you are bringing to this team is YOU. And what makes you different from every other person that is sitting in the conference room with you is your story.

For us to truly know one another, we have to understand each other's stories — not what's on your resume or your company bio, but the life-shaping experiences that have made you who you are. These experiences have formed your belief systems and how you operate.

The sharing of personal stories is crucial for creating an authentic team. It starts the conscious choice of building relationships and investing in the lives of the people you work with.

When you share your story connect to the narrative through emotion — express your feelings with both words and nonverbal energy. Share how your story impacts you, your family and vocation.

Your goal is to win over the listener as an invested cheerleader for you, because they are now connected to the real "you" through your story.

After connecting with everyone's life-shaping experiences, the team will have formed a bond that will forever change how you see each other.

You will now begin to understand your colleagues' decision-making processes and the motivations behind their ideas and positions.

This doesn't mean that you won't have differences of opinion. On the contrary, you will have taken the level of trust to a much higher level, allowing for even more expressions of dissenting opinions.

The Power of Vulnerability: How to Create a Team of Leaders by Shifting INward by Barry Kaplan and Jeff Manchester (2018). Greenleaf Book Group Press.

Please sit in a circle. (Chairs only, no desks or tables.)

- Knowledge and information both are quite different, but we always mix them up all together.
- When information is packaged or used for understanding or doing something, it is known as knowledge.
- The word knowledge means two things: having the information and understanding how items of information hang together. That Paris is the capital of France does not require understanding. It is merely information. To better understand more about Paris and the Parisienne culture, we might travel there to experience what happens, the local architecture, hear the language.
- Information comes from outside; understanding we manufacture internally.

We ask that you share your response to the following:

If you had the opportunity to travel anywhere in the world to turn information into knowledge through personally emerging yourself in the experience - where would you go and why?

Cultural Values

So the Journey is over and I am back again, richer by much experience and poorer by many exploded convictions, many perished certainties. I set out on my travels knowing or thinking I knew how people should live, how they would be governed, how they would be educated, what they should believe. I had my views on every activity of life. Now, on my return, I find myself without any of these pleasing certainties. When one is travelling, convictions are mislaid as easily as spectacles, but unlike spectacles, they are not easily replaced.

Toward Multiculturalism by J. Wurzel (2004), p.7.

Activity 1: Debrief

As you heard yourselves talk about where you would like to go, what did the stories “appreciate”? What cultural values emerged? Take a few minutes to think about this and then share the values at your tables.

Your stories demonstrate your Cultural Intelligence (CQ) Drive. The author of *The Cultural Intelligence Difference*, (one of your pre-session readings) makes the point that, “CQ drive is often overlooked when dealing with cultural diversity and intercultural travel and that the tendency is to jump in with training (CQ Knowledge) to help deal with cultural differences. High CQ drive stems from an intrinsic interest in a different culture and confidence to relate naturally in that culture.” One of the strategies the author speaks about to improve CQ drive is “travel - multiple experiences traveling and interacting cross-culturally create an enhanced sense of familiarity, comfort and confidence for you in future intercultural interactions.”

“What Does Cultural Intelligence Look Like”

1. You react to external stimuli and you judge it based on what that means in your own cultural context
2. You begin to recognize other cultural norms; you are motivated to learn more about how cultures differ
3. You begin to accommodate other cultural norms into your thinking; you can explain how culture impacts the way people respond to the same circumstances
4. You adapt and adjust your thinking to other cultural norms
5. You automatically adjust your thinking and behaviour when you get appropriate cues, sometimes subconsciously

People with high CQ have a repertoire of strategies and behaviours to orient themselves when they encounter unfamiliar behaviour. They can think deeply about what is happening or not happening and make appropriate adjustments on how they should understand, relate and behave in these otherwise disorienting situations.

The Cultural Intelligence Difference: Master the One Skill you Can't Do Without In Today's Global Economy, David Livermore, PhD.; published by Sound view Executive Book Summaries

How might your stories relate to your current Cultural Intelligence?

With that same CQ drive, knowledge of CQ, enthusiasm and thirst for new learning, let's look at creating a learning environment where we can bring our unique selves, appreciate each other's differences, and support and mentor each other for success.

ACTIVITY: CREATING A COLLABORATIVE, INCLUSIVE WORKPLACE

Activity 2 of 6: Creating a Safe, Collaborative, Inclusive Workplace

Let's talk about how our workplaces (specifically as a group of learners in this program) might appreciate the values from the travel stories and past experiences that fostered success and motivated you to be your best.

Think about a time when you felt fulfilled as part of a team, perhaps working on a project or in a learning situation where you felt truly safe and valued, you knew what was expected of you and had the support to achieve success.

How did it increase your engagement? Team up with a partner and share the experience.

(Five-minutes each). As you listen to the story, make note of the conditions and core values that created such a positive experience.

In the large group, we will answer the question, "What are the key factors we wish to ensure as a "learning team" during our time together in this program."

The factors will be captured on flipchart paper and we will affirm them as the norms for our learning environment - these are the standards to which we will hold ourselves during the program. We will keep this list posted throughout our time together and revisit each time we meet.

This is also a good time to re-visit the list the facilitators created from the pre-session ask of you: *What do you expect to gain from the program?*

Based on this list, make some personal notes about your workplace.

What might you—

- keep doing in your practice,
- do more of,
- stop doing, based on our discussions so far?

Your Notes:

ACTIVITY: THE BUSINESS CASE FOR INCLUSION AND DIVERSITY

Activity 3 of 6: Expert Team Learning Activity - The Business Case for Inclusion and Diversity

Now that we have thought about our own desire to learn about other cultures and how we will honour inclusive learning and work teams, let's take it to the corporate level. We asked you to read the MiHR article, "*Strengthening Mining's Talent Alloy - Exploring Immigrant Inclusion*" as pre-session reading. The article provided the rationale for this program and other initiatives to increase and retain the numbers of talented immigrants, a key target labour supply group in the mining industry. Now let's look into the business case.

Resource for this activity: *The Inclusion Breakthrough: Unleashing the Real Power of Diversity* by Frederick A. Miller and Judith H. Katz (2013).

You will work with a small group of three teams. Each team will be an "expert team" and will be assigned a different section of the article to review. Time is given for each team member to read their section and for the team to collectively discuss and answer the following questions. Each group will present their findings to the large group.

- Part 1. The Need for the Inclusion Breakthrough
- Part 2. The Elements of the Inclusion Breakthrough
- Part 3. Creating an Inclusion Breakthrough

Questions to consider:

1. What are the critical points made by the authors?
2. How might the inclusion breakthrough play out in the mining industry?
3. How does the content relate to you in your role?
4. What commitment, as human resource professionals, might you make to bring about the inclusion breakthrough in your organization?

Each team will record their answers on flip chart paper to be posted to create a "Gallery" for review and personal reflection during breaks.

Pages for your individual and team notes follow.

The Business Case – My Notes

Use the following three pages to summarize the group's learning from the Expert Team Activity. You will be returning to these notes for each of the 4 sessions in this program. They will be important for you to use during the face-to-face session: Diversity, Strategy, and Leadership.

My Notes: The Need for the Inclusion Breakthrough

My Notes: The Elements of the Inclusion Breakthrough

My Notes: Creating an Inclusion Breakthrough

Activity 3: Debrief

Before we move on to Activity 4, let's revisit our inclusive workplace (learning team list) now that we have reviewed and discussed the Inclusion Breakthrough article.

What behaviours might we add to our list? Use the reference, *The Inclusion Breakthrough: Unleashing the Real Power of Diversity - Eleven Inclusive Behaviours*, page 3, as a resource here.

What behaviours might you introduce into your HR practice?

ACTIVITY: WALK YOUR MINING COMPANY

Activity 4 of 6 – Part 1: Inclusive Workplace Index - Walk Your Mining Company

Now that we have had a look at the business case for capitalizing on diversity and advancing inclusion, let's look at our own companies to see how we are doing.

Walk Your Mining Company: Imagine

This activity offers the opportunity to do some self-reflection on your HR practices, your workplace environment - policies and practices as they pertain to the current situation with inclusion. Recognizing that your workplaces vary - from corporate offices to offsite buildings, you are asked to customize the walk to your circumstances and focus on the questions guiding your "walk."

Imagine

Imagine yourself pulling into the parking lot of your mining company. As you walk toward your building, whom do you see? What do they look like? Who are they talking to? Do you stop to talk with them? When you get into the building what is the first thing you see? Any posters? Any job openings? Graphics on the posters? Who's on them? What are they promoting? Do you see sign-in sheets or schedules? Who is being oriented? Where? How? By Whom?

Your Notes:

Walk Your Mining Company: Raise the Stakes

Let's continue the look at our own companies to see how we are doing.

Raise the stakes

Imagine you are new to Canada, and not new to the mining industry. You have heard that there might be openings at this mining company and have been directed to their HR department. This may be an online exploration if you work at a remote location. As you enter the department. What do you see and how might you interpret what you see? How are you greeted? By whom? What recruitment materials are at hand? How might you initiate a conversation about possible employment?

Your Notes:

Walk Your Mining Company: Boost the Sensory Appeal

Let's continue the look at our own companies to see how we are doing in this third scenario.

Boost the sensory appeal

You are a new Canadian and have been hired by a mining company. Today is your first day at work. As you walk into the building, what you feel? Who do you see and how do they make you feel? Talk to anyone? About what? You are on your way to the new employee orientation offered by HR. When you walk in the room, whom do you see? How do you feel? Where do you sit? What questions do you have? Are they answered without you asking? Do you feel comfortable asking questions? Are the materials you are given clear? Do you feel you are going to have a successful career here? You have a family, what are you going to tell them tonight about this meeting? How do you expect they will feel about your new job in this town with this mining company?

Your Notes:

Walk Your Mining Company: Debrief

Share the highlights of your “walk” with colleagues at your table. What insights can you share with the larger group?

Looking now at what you and the “experts” say about culturally inclusive organizations, how did your tour measure up?

What good practices can you share?

Activity 4 of 6 – Part 2: Inclusive Workplace Index (IWI)

Complete the Inclusive Workplace Index (IWI). This should take about 10 minutes. Your company walk may trigger your responses. Be as honest as you can, this is meant as a developmental component of the program. It can help you set areas for prioritizing where change can make the greatest impact.

Take a few moments to consider the following and share with colleagues at your table.

What are your organization's strengths?

In what areas might your organization require work?

What are two or three things you might share with your company leadership about the benefits of inclusionary practices?

Session One: Awareness and Assessment

Based on the pre-session readings, the article in Activity 3, the walk your company experience, the IWI results and the group discussion, what might you work on before the next session? Consider things that you might work on for:

1) Yourself:

2) Your team:

3) Your company:



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Inclusive Workplace Index

You know that diversity and inclusion in your workplace give you a competitive advantage. But how much progress have you made towards building an inclusive workplace?

Identify where you believe your organization is on a scale from 1 (no progress) to 10 (fully inclusive workplace).



TRIEC can help you move along this line!

Start by completing the self-assessment below. It's a tool your organization can use to identify priorities and measure progress towards building a culturally inclusive workplace. Once complete, identify those areas where you want to focus. TRIEC can then help you with the tools, resources and support to take action.

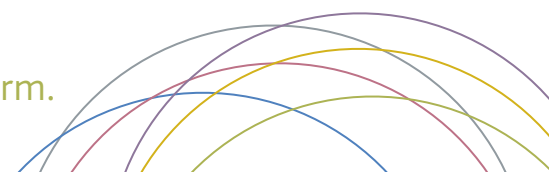
1 = Never considered
2 = Thinking about it
3 = Have a plan
4 = Working on it
5 = Fully implemented

Diversity Strategy	1	2	3	4	5
We have a diversity and inclusion strategy with a vision statement that positions diversity and inclusion as a priority and ties it to our mission.					
Our diversity strategy includes specific objectives related to: - Recruiting and developing skilled immigrant talent - Achieving the same cultural representation within the workforce as within our reference population (e.g. clients or community) - Ensuring equitable representation of skilled immigrant talent at all levels of the organization					
We track key performance indicators related to our diversity and inclusion objectives (e.g. number of immigrant employees, representation at different levels).					
Communications	1	2	3	4	5
Our communications policies include guidelines to ensure all forms of communications are clear, and free of jargon and cultural bias.					
Our internal and external communications highlight the role and benefits of cultural diversity and skilled immigrant talent with the organization.					
We have a formal process for employees to communicate their concerns about diversity issues in a non-threatening manner, and all employees are made aware of this process upon hiring.					
We provide our staff with tools and supports to promote cultural competence (i.e. strategies for effective cross-cultural communication and how culture shapes workplace interactions).					

...continued

1 = Never considered
 2 = Thinking about it
 3 = Have a plan
 4 = Working on it
 5 = Fully implemented

Leadership	1	2	3	4	5
We regularly (at least annually) review and update our policies related to immigrant inclusion (e.g. employment equity, religious accommodation) to address emerging and evolving issues and international best practices.					
We have a mechanism to oversee the implementation of our diversity and inclusion strategy (e.g. diversity committee or council).					
Our senior managers are accountable for reporting regularly (at least annually) on the organization's progress in meeting our immigrant inclusion objectives.					
Recruitment	1	2	3	4	5
We have recruitment policies in place to remove any barriers that may keep immigrants from applying or qualifying for positions.					
We post our job openings with organizations that provide access to new immigrant talent (e.g. community agencies, professional immigrant networks).					
Our recruiters and interviewers receive training on bias-free recruitment, selection and hiring and are monitored for its application.					
Onboarding	1	2	3	4	5
We have onboarding policies and procedures that are designed specifically to help newcomers understand the organization and their role within it.					
Our onboarding processes extend over several months, involve managers directly and are supported by mentors and peer networks.					
Our onboarding practices include: • Being explicit about expectations • Opportunities to develop necessary skills • Coaching to explain the nuances of the workplace					
Employee Development	1	2	3	4	5
We help all our employees to understand our diversity and inclusion strategy, why it is important and how it applies to them (e.g. the potential for bias and the importance of cultural competence).					
Our employee development policies cover both hard and soft skills, include a cultural competence requirement and strive for equitable opportunities for growth and promotion.					
Our employee development processes set out clear expectations regarding cultural competence and provides the training and resources to develop these skills.					
All our employees have the opportunity to develop their skills both for their current position and longer-term career paths in order to achieve their full potential.					



ACTIVITY: BARRIERS AND CHALLENGES CIRCLE BACK

Activity 5 of 6: Barriers and Challenges

To this point in the session, our discussions have been very appreciative - we have looked at the strengths and benefits of enhancing inclusion and diversity strategies in our mining companies.

We recognize that change brings discomfort for some and “disrupts” the way we have “always done things around here.” When driving forward with the inclusion breakthrough, you will face challenges and barriers, some of which may be your own personal biases and prejudices. One of those biases is “unconscious bias.”

Unconscious Bias, refers to the “blind spots” we all have related to judgments we make based on appearance, names, etc. An example might be: assuming that an older person walking with a child is their grandparent. These biases do not indicate hostility towards certain groups; they reflect how the individual has been socialized. If we are aware of our hidden or unconscious bias we can monitor and attempt to ameliorate hidden attitudes before they are expressed in behaviour. We will look at this further in session 2 - Finding and Keeping Talent.

In this activity, we ask you to circle back to your travel stories, cultural values conversation, your company walk, and your IWI results.

1. Travel Stories

Think back to your travel story, what challenges might you have expected to face immersing yourself into another country’s culture? What biases might you have carried with you?

2. Business Case

Let's circle back to the expert team discussion from the Inclusion Breakthrough article, what biases and challenges to inclusion stood out? Where do you anticipate you will face barriers to change in your organization?

3. Mining Company Walk

We asked you to take three metaphorical "walks" of your company. Two of those from the perspective of an immigrant. How did that feel? Do we bring our own biases to such an exercise? What barriers might an immigrant face upon a visit to your company? Are their practices that might prevent newcomers from feeling welcomed?

4. Inclusion Workplace Index (IWI)

Circling back to your responses to the Inclusive Workplace Index, what challenges and barriers to success in inclusive practice have you faced or expect to face?

Barriers in Mining

In “*Strengthening Mining’s Talent Alloy: Exploring Immigrant Inclusion*,” MiHR researchers have identified the following barriers to and recommendations for the successful inclusion of Immigrants in Canada’s mining and minerals industry.

- Lack of awareness of opportunities and industry careers;
- Challenges with skills and credential recognition;
- Employer requirements for Canadian work experience;
- Biases, whether conscious or unconscious, in the hiring process;
- Complexities in the immigration process;
- Remote work locations and relocation;
- Language and communication constraints; and
- Barriers to hiring and advancement in the workplace.

(Hughes, C.; BC HR Taskforce, 2013, p. 11; MiHR, 2011; MiHR, 2013c; Randstand Engineering, 2012; Saskatchewan Apprenticeship and Trade Certification Commission, 2011).

In 2015, MiHR published the results of a national industry survey that asked employers to evaluate various aspects of the immigrant workforce and to indicate the level of importance of each aspect in facilitating employment in the industry. A large proportion of employers cited “language skills” (English/French) as relatively important to facilitating employment among the immigrant community. “Workplace culture” was also highlighted – in fact 70 per cent rated this factor as moderately to very important and no one rated it as unimportant

(MiHR, 2015, p. 39).

Recommendations from current study has focused on understanding the barriers from the perspective of those who are directly involved – drawing insights from the experience of immigrants, employers and immigrant serving agencies. Based on the research findings, the following evidence-based industry recommendations are proposed. These recommendations involve a wide range of industry stakeholders and include employers, immigrant serving agencies, immigrant and non-immigrant workers.

Tackling Workplace Barriers

- Build the capacity of skilled immigrants to gain meaningful access to opportunities.
- Facilitate networking opportunities for immigrants to explore career opportunities and meet with industry decision makers. Several successful models exist that could be customized to meet the specific needs of the mining industry, leading to approaches such as enhanced Virtual Career Fairs, and/or a Professional Network for Immigrants in Mining, etc.
- Create an industry-focused strategy to educate employers on the opportunity for immigrant talent to be part of the talent solution.
- Educate decision makers about the “internationally trained and experienced” (or other positive terms rather than “immigrant”) talent pool that is already available within Canada, to counter the assumption that the focus is on hiring from outside our borders.
- Disseminate best practices and share success stories.
- Enable employers to identify and take action on unintended barriers.

Tackling Workplace Barriers Continued:

- Develop and disseminate a set of “self-audit” tools to support committed employers in identifying barriers within their own organization, and in taking action and measuring results with business-oriented metrics.
- Foster stronger industry partnerships among employers, professional associations and immigrant serving agencies.
- A toolkit that would support employers and agencies in developing effective partnerships (adapting existing models to meet the industry’s needs)

Your Notes:

ACTIVITY: MAPPING MY LEARNING & COMMITMENTS

Activity 6 of 6: Mapping My Learning and Commitments

Take some time to think about how you might apply the concepts, shared discoveries, and new insights into your work and your life by mapping your learning goals.

Activity 1 – Icebreaker

How I map my appreciation of cultures:

Activity 2 – Inclusive Environment

How will I establish norms for an inclusive work team?

Activity 3 – Expert Teams

How will I use my knowledge and research to make the business case for inclusion in my organization?

Activity 4 – Experience my Work Place

What can I do to help the organization look, feel, and be more inclusive? How will I use the IWI tool at my workplace?

Activity 5 – Barriers and Challenges

What can I do to help my organization overcome barriers to immigrant inclusion in my company? What can I do to consciously commit to discovering my hidden biases and correct for it.

Note:

If you are interested in exploring hidden bias further, psychologists at Harvard, the University of Virginia and the University of Washington created “Project Implicit” to develop Hidden Bias Tests - called Implicit Association Tests, or IATs, in the academic world to measure unconscious bias. The link to the test is <https://implicit.harvard.edu/implicit/canada/takeatest.html>

REQUIRED READINGS AND RESOURCES

READINGS

Reading 1: *"Strengthening Mining's Talent Alloy – Exploring Immigrant Inclusion"*

- https://www.mihc.ca/pdf/publications/MiHR_Immigrant_Report_EN_WEB.pdf

Reading 2: *The Cultural Intelligence Difference* by David Livermore

Reading 3: *The Inclusion Breakthrough* by Frederick A. Miller and Judith H. Katz



The Cultural Intelligence Difference

Master the One Skill You Can't Do Without in Today's Global Economy

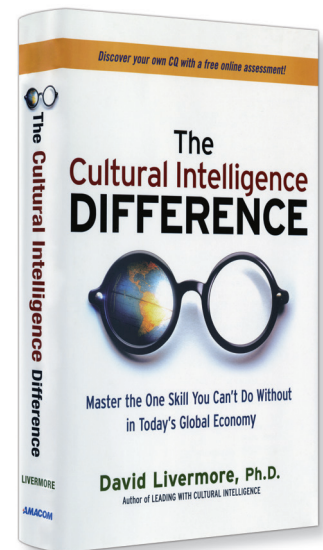
THE SUMMARY IN BRIEF

CQ is cultural intelligence, a compelling new measure that strongly correlates with your ability to thrive in the workplace today. CQ extends beyond simply registering cultural differences; it's proven to positively impact your ability to communicate, network and lead in our culturally diverse workplaces and globalized world. From managing multicultural teams and serving a diverse customer base to negotiating with international suppliers and opening offshore markets, enhanced cultural intelligence can spell the difference between success and failure.

The Cultural Intelligence Difference is a one-stop guide to both assessing your current CQ and boosting your scores.

IN THIS SUMMARY, YOU WILL LEARN:

- Customized strategies for improving your cross-cultural interactions, with an emphasis on problem solving and adapting behavior.
- New findings on the impressive bottom-line benefits of CQ.
- Examples of major organizations that use CQ to achieve success.
- Methods to improve your CQ Drive, CQ Strategy, CQ Knowledge and CQ Action.



by David Livermore, Ph.D.

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THE COMPLETE SUMMARY: THE CULTURAL INTELLIGENCE DIFFERENCE

by David Livermore, Ph.D.

The author: David Livermore, Ph.D., is president and partner at the Cultural Intelligence Center and a visiting research fellow at Nanyang Technological University in Singapore. He has done consulting and training with leaders in 100 countries and is the author of *Leading with Cultural Intelligence*.

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PART I: AN INTRODUCTION TO CQ

CQ, or cultural intelligence, is the capability to function effectively in a variety of cultural contexts — including national, ethnic, organizational and generational. It's a whole new way of approaching the age-old topics of cultural sensitivity, racism and cross-border effectiveness. Underlying these strategies for improving your CQ is a willingness to undergo a transformation in how we see ourselves, the people we encounter and the world at large. ●

CQ for You

Cultural intelligence is uniquely suited for not only surviving the crazy demands of our globalized world but also thriving in them. In recent years academics have discovered a proven way, CQ, to quantify and develop the ability to adapt to a variety of cultural situations.

Intercultural success is primarily dependent on your CQ, which we can all improve.

What Is Cultural Intelligence?

The emphasis of CQ is not only on understanding different cultures but also on problem solving and effective adaptations for various cultural settings. The CQ model acknowledges that your multicultural interactions are as much personal, individualized experiences as they are simply knowing about differences between Germans and Koreans. You can use CQ to become better relating to neighbors, classmates and colleagues who come from another part of the world.

What Does High Cultural Intelligence Look Like?

Here's one way of thinking about the progression from low CQ (1.0) to high CQ (5.0):

1.0 — You react to external stimuli and you judge it based on what that means in your own cultural context.

2.0 — You begin to recognize other cultural norms. You are motivated to learn more about how cultures differ.

3.0 — You begin to accommodate other cultural norms into your thinking. You can explain how culture impacts the way people might respond differently to the same circumstances.

4.0 — You adapt and adjust your thinking and behavior to other cultural norms.

5.0 — You automatically adjust your thinking and behavior when you get appropriate cues, sometimes subconsciously.

People with high CQ have a repertoire of strategies and behaviors to orient themselves when they encounter unfamiliar behavior. They can think deeply about what's happening (or not happening) and make appropriate adjustments on how they should understand, relate and behave in these otherwise-disorienting situations.

What Are the Benefits of Increasing Your CQ?

The competitive edge that comes from enhancing your CQ can include the following:

Cross-cultural adjustment. Your cultural intelligence has more to do with your success in multicultural endeavors than your age, gender, location, IQ or EQ. Enhanced CQ provides the motivation, understanding and strategy for dealing with the uncertainty of multicultural situations with increased flexibility.



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Rebecca S. Clement, Publisher; Andrew Clancy, Executive Editor; Ashleigh Imus, Senior Editor; Kylie O'Connor, Graphic Designer; Deborah Roselle, Contributing Editor

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Job performance. With higher CQ you'll have an edge in a crowded job market; you can dynamically meet the challenges of serving a diverse customer base at home and abroad. Some of the most important job-related results for individuals with higher CQ are in the areas of decision-making, negotiation, networking and global leadership effectiveness in influencing and developing teams of culturally diverse participants at home or dispersed around the world.

Personal well-being. When you enhance your cultural intelligence, you're less likely to experience burnout from the constant demands faced by multicultural interactions. You will feel a greater enjoyment from traveling and working internationally and collaboratively accomplishing something important.

Profitability. Individuals who more successfully adjust cross-culturally and perform better in decision making and networking help their organizations save and earn more money. Leading companies such as Barclays, Lloyds TSB and Levi Strauss have all adopted cultural intelligence into their business model and have seen increased income streams, better cost management and higher profit margins. ●

Research Brief

Successful business requires a good dose of common sense and an ability to relate well with a lot of different people. Leaders in all kinds of organizations have argued that cultural intelligence is the single greatest difference between professionals who thrive in today's rapidly changing world and those who become obsolete. Cultural intelligence picks up where emotional intelligence leaves off. It is rooted in research across dozens of countries.

In the Beginning

The driving question behind cultural intelligence research is this: Why can some individuals and organizations move in and out of varied cultures easily and effectively while others can't? Cultural knowledge and global consciousness by themselves don't translate into intercultural adaptability and successful results. A more holistic approach is required.

Surveying intercultural research. Just because a person understands the differences between Japanese and German cultures doesn't mean he or she will actually be able to work effectively with individuals from these backgrounds.

Surveying intelligence research. The most traditional way of understanding the technical idea of intelligence is IQ, but there has also been extensive scholarship on

varied forms of intelligence that go beyond the traditional, academic notions of IQ.

After IQ, emotional intelligence is the ability to detect and regulate the emotions of one's self and others. Significant work has also been done on social intelligence, knowing how to act appropriately in social interactions, and practical intelligence, the ability to solve practical problems as opposed to academic, theoretical ones. All three of these intelligences — emotional, social and practical — predict the likelihood of our effectiveness when relating in cultures like our own. However, something additional was still needed to address the increasing cultural complexities facing most individuals and their organizations.

Cultural Intelligence Is Born!

Cultural intelligence focuses on the skills needed to be effective in our interconnected world. It complements the other forms of intelligence and explains why some individuals are more effective than others in culturally diverse situations.

It has been cited in more than 70 academic journals.

One of the consistent threads across the varied forms of intelligence is a set of four complementary factors that are consistent whether we are talking about emotional, social, practical or cultural intelligence. The four factors are motivation, cognition, meta-cognition and behavior.

In parallel fashion cultural intelligence consists of these same four intelligence factors. The four CQ capabilities stem from theoretically grounded scholarship on intelligence.

1. **CQ Drive** (motivation) is your interest and confidence in functioning effectively in culturally diverse settings.
2. **CQ Knowledge** (cognition) is your knowledge about how cultures are similar and different. To what extent do you understand some core cultural differences and their impact on you and others?
3. **CQ Strategy** (meta-cognition) is how you make sense of culturally diverse experiences.
4. **CQ Action** (behavior) is your capability to adapt your behavior appropriately for different cultures.

How Is CQ Measured?

Once the four-factor framework for CQ was developed, the next step was to develop a valid way of assessing CQ. The question at hand was, Can you actually quantify an individual's capabilities for multicultural effectiveness? The Cultural Intelligence Scale (CQS) measures an individual's competency in each of these four capabilities. It has an amazing consistency across varied times, samples, cultures and professions. You can roughly gauge your own CQ by

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simply making observations with these four capabilities in mind. As you look at your interactions cross-culturally, ask yourself about your motivation (CQ Drive), understanding (CQ Knowledge), level of awareness/ability to plan (CQ Strategy) and behavior (CQ Action). You can also use the four CQ capabilities to roughly assess the CQ of others. Which of the four capabilities are their greatest strengths? In which areas do they need the most growth?

Moving Forward

The majority of CQ research has focused on assessing and developing CQ in individuals. However, recent research is examining how to assess and develop CQ in teams and social networks.

Cultural Intelligence vs. Other Intercultural Approaches

CQ differs from other leading approaches to cultural competence and intercultural interaction in five primary ways:

1. CQ is a research-based, overarching framework that synthesizes volumes of material on cross-cultural leadership.
2. CQ is explicitly rooted in contemporary theories of intelligence. The four capabilities of CQ are directly connected to the four dimensions of intelligence.
3. CQ also explores the social-psychological dynamics involved as one person interacts with another.
4. CQ emphasizes learned capabilities more than personality traits. CQ incorporates both individual and cultural factors of how you work and relate across cultures.

PART II: STRATEGIES TO IMPROVE YOUR CQ

5. CQ focuses on developing an overall repertoire of skills and behaviors for making sense of the cultures we encounter daily. ●

CQ Drive

CQ Drive asks the question: Do you have the confidence and motivation to work through the challenge and conflict that inevitably accompany cross-cultural situations? CQ includes not only your abilities but also your sense of the rewards — both tangible and intangible — that you will gain from functioning effectively in situations characterized by cultural diversity.

What's CQ Drive Got to Do With It?

CQ Drive often gets overlooked when dealing with cultural diversity and international travel. The tendency is to immediately jump in with training (CQ Knowledge) to help people deal with cultural differences.

High CQ Drive stems from an intrinsic interest in a different culture and confidence to relate naturally in that culture.

Your motivation for multicultural situations can be examined in three specific areas of CQ Drive:

- **Intrinsic.** This is the extent to which you demonstrate a natural interest and enjoyment in multicultural experiences.
- **Extrinsic.** This is the extent to which you see tangible benefits from multicultural interactions and experiences.
- **Self-efficacy.** This is your level of confidence in doing cross-cultural work effectively.

These sub-dimensions of CQ Drive are the scientific bases for the strategies that follow.

Improving Your CQ Drive

The following strategies will help you improve your CQ Drive. Anchored in science and research on motivation for multi-cultural situations, they stem from the three sub-dimensions of CQ Drive described above.

Intrinsic

1. Face your biases.
2. Connect with existing interests.
3. Scare yourself.

Extrinsic

4. Visualize success.
5. Reward yourself.
6. Recharge your batteries.

Self-Efficacy

7. Maintain control.
8. Travel.

1. **Face your biases.** An important strategy for enhancing CQ Drive is admitting the implicit prejudices and biases we have and working to overcome them. One way to explore your biases is through some tests developed at Harvard called implicit association tests. These tests expose the implicit biases we have toward skin color, weight, age and religion.
2. **Connect with existing interests.** Think of something that energizes you; think of a way to connect that interest to a cross-cultural context.
3. **Scare yourself.** Fear causes a deep and immediate alertness. One way you can use fear to develop your

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CQ Drive is by visualizing the cost of not becoming more culturally intelligent. Low CQ will make you look ignorant, clueless and self-absorbed and can rob you of great opportunities or put your life at risk.

4. **Visualize success.** Imagine your cross-cultural success, and the corresponding benefits can powerfully influence your CQ Drive. Make a list of these tangible benefits such as
 - Landing your dream job;
 - Gaining a competitive edge as an innovator;
 - Developing friendships with diverse people;
 - Becoming a leading activist for a cause important to you;
 - Broadening and deepening your faith;
 - Earning more money to support what matters to you most.
5. **Reward yourself.** First, set some realistic goals for increasing your cultural intelligence. Now create some rewards for reaching your goals; reward small steps as well. As we fit into things larger than us, join them and serve them, rewarding ourselves along the way can be a helpful way to persevere.
6. **Recharge your batteries.** When you're in the midst of cross-cultural situations, access resources available to recharge your batteries. Your physical and mental well-being are directly connected to your CQ Drive. One way is to deliberately disconnect from your tech gadgets. Choose specific times to connect technologically and then shut it off so your brain can focus more deeply.
7. **Maintain control.** CQ Drive is enhanced when we have a sense of autonomy which is directly connected to the level of control we feel over our circumstances. We can feel a greater sense of control, agency and therefore CQ Drive by taking time to take control of our priorities while traveling. This involves planning ahead.
8. **Travel.** Multiple experiences traveling and interacting cross-culturally create an enhanced sense of familiarity, comfort and confidence for you in future intercultural interactions. ●

CQ Knowledge

One of the best ways to deal with the ambiguity faced in multicultural situations is by learning more about cultural differences. CQ Knowledge asks the question, Do you have the cultural understanding needed to be

more effective cross-culturally? The most important part of CQ Knowledge is developing a richer understanding of culture, its influence on thinking and behavior, and the primary ways cultures differ.

Assessing Your CQ Knowledge

In order to dig more deeply into your CQ Knowledge, assess your cultural understanding in the four specific areas of CQ Knowledge (business, interpersonal, socio-linguistics and leadership).

Business (Legal and Economic Systems). This is the extent to which you understand the various cultural systems around the world.

Interpersonal. This is the extent to which you know about how cultures differ in their values, norms for social etiquette and religious perspectives.

Socio-Linguistics. This is your understanding of different languages and your knowledge of various rules for how language gets expressed verbally and nonverbally in various cultures.

Leadership. This is your level of understanding about how effective management differs across cultures.

Improving Your CQ Knowledge

These strategies are anchored in science and research and stem from the four sub-dimensions of CQ Knowledge described above:

Business/Cultural Systems

1. **Study culture up close.** Discreetly observe people who come from a different cultural background, and observe what he/she does. Attend cultural celebrations, visit grocery stores, go to restaurants, visit an art museum, roam local streets, talk to taxi drivers.
2. **Google smarter.** Remember that quotes limit the search to finding the exact combination of words you enter. Wield the power of "Advanced Search" in Google.
3. **Increase your global awareness.** A few ways to increase your global consciousness are to check out www.worldpress.org for a quick overview of current stories globally, tune into public broadcasting and ask good questions when you're with people from different parts of the world.

Interpersonal/Cultural Values

4. **Go to the movies or read a novel.** Literature and film provide a visceral way to see the world through someone else's eyes. Stories provide a much more dynamic experience with culture than most principle-based business and professional books.

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And they're much more true to how we experience culture — in the context of life, relationships and a myriad of other circumstances.

5. **Learn about cultural values.** Society's ideas about what is good, right, fair. These values give you an educated guess about how someone from a culture is likely to approach something.
6. **Explore your cultural identity.** Taking the time to explore your own cultural identity will enhance your CQ Knowledge. Once you have identified the cultures that most powerfully influence you, then think about such questions as
 - What does success look like in this culture? What does failure look like?
 - How are decisions made?
 - What's the role of family?

Ethnocentrism — believing your own culture is the best way to go about life — is a major setback to CQ Knowledge. However, bashing and deprecating everything about your culture can be equally destructive.

Socio-Linguistics

7. **Study a new language.** Languages are a clear connection between the ability to speak another language and your CQ Knowledge. Some say language is culture. The two are so seamlessly wrapped together that it's difficult to have one without the other.

Leadership

8. **Seek diverse perspectives.** Look at and learn from the diverse viewpoints. You could purposely find a cultural group that represents a set of beliefs that are in conflict with your own. Or you could find a different news source than the one you typically choose.
9. **Recruit a CQ coach.** An effective CQ coach should be an individual who is careful not to oversimplify things while also offering some helpful, neutral stereotypes. ●

CQ Strategy

The real lynchpin between CQ Drive and Knowledge with how we actually behave cross-culturally is CQ Strategy. CQ Strategy asks the question, Am I aware and can I plan appropriately in light of the personal and cultural dynamics involved?

What's CQ Strategy Got to Do With It?

Many of us are forced to function at a frenetic pace with little space for deeper thought and reflection. CQ Strategy is unlikely to be developed apart from intentional thought. The technical term for it is meta-cognition, which means “thinking about thinking,” when you transcend your immediate emotions and thoughts and try to observe them from outside yourself.

In order to dig more deeply into your CQ Strategy, you can assess your cultural understanding in three specific areas of CQ Strategy:

- Awareness of the personal and cultural dynamics occurring in a multicultural situation;
- Planning: taking the time to anticipate how to best engage in a cross-cultural situation;
- Checking: the extent to which you monitor whether you are behaving properly in a cross-cultural situation.

These three sub-dimensions of CQ Strategy are the scientific bases for the strategies listed below.

The following strategies will help you improve your CQ Strategy:

1. **Notice.** Don't respond. Don't rush to make sense out of what you've observed. Rather than jumping to conclusions, look at something that puzzles you, and think about it for a long time.
2. **Think widely.** Every individual has what psychologists call a category width, the extent to which you're comfortable with things that don't neatly fit into one category or another. Narrow categorizers watch the behavior of people from different cultures and categorize them based on what those actions would mean in one's own cultural context. Broad categorizers demonstrate more tolerance for things that might not fit into pre-existing categories. As you learn to think more broadly, you'll become better at interpreting the differences you encounter in different cultures.
3. **Focus deeply.** Deep, focused thinking helps us zero in on things we might otherwise miss. This strategy stems from mindfulness training which can help us move out of our automated habits of thinking and behavior.
4. **Journal.** This is a good place to begin hypothesizing why you think things are the way they are and describing how you feel when certain things occur. It will help you shut down some of your semiautomatic behavior and become more aware of our surroundings and the meanings therein.
5. **Plan social interactions.** Plan ahead when you're going to spend time with someone from a different culture, especially if it's a social context.

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6. **Manage expectations.** Focus on your expectations for an upcoming cross-cultural experience: What assumptions do you have about the people? What judgments do you need to suspend? When global professionals accurately anticipate their job expectations in intercultural situations, the better they adjust to the changes required.
7. **Create checklists.** Checking things off a list can prevent potentially fatal mistakes and corner cutting. A checklist can also prevent you from spinning off into what you've convinced yourself is just a necessary adaptation culturally, when in fact it might be detrimental to your overall success.
8. **Reframe a situation.** Reframing or reappraisal means changing your evaluation of a situation. This is part of how you train your brain to be flexible in multicultural situations. When you learn to harness deep stress by reappraising a situation, you enhance your CQ Strategy and your overall effectiveness.
9. **Test for accuracy.** Check back and see if your assumptions and plans were appropriate and if they are working. You can test your hypothesis by reading up on it, talking to a variety of people from the cultures involved and observing what occurs.
10. **Ask better questions.** Question your observations and assumptions, and find appropriate ways to ask questions of others. Listen for what's said and what's not said. The point behind the questioning strategy is to keep peeling away the layers of symptoms that can lead to a root cause of a situation. ●

CQ Action

CQ Action asks the question, What behaviors should I adapt for this cross-cultural situation? It includes your flexibility in verbal and nonverbal behaviors and your adaptability to different cultural norms.

What's CQ Action Got to Do With It?

Can you behave in ways that are effective and respectful in cross-cultural situations while still remaining true to yourself? Individuals with high CQ Action can draw on the other three capabilities of CQ to translate their enhanced motivation, understanding and planning into action.

Here is a list of strategies to help you improve your CQ Action:

Nonverbal

1. **Develop a repertoire of social skills.** Look for cues on the basic manners expected in a culture,

many of which come down to nonverbal behaviors. You can also adapt your verbal behavior for various social occasions.

2. **Be an actor.** The more you identify with the individuals from various cultures, the better your ability to act like they do. One of the crucial parts of having enhanced CQ Action is knowing when you should flex your behavior to mirror the behavior of others and when you shouldn't.
3. **Make taboos taboo.** You will be more effective if you learn some of the basics of customs and come up with some behavioral strategies to follow the lead of culturally different people you meet.

Verbal

4. **Use basic vocabulary.** For the cultures we most frequently encounter where we don't speak the language, many of the day-to-day issues can be communicated with a core set of phrases and body language.
5. **Try new vocal sounds.** Most of us use a variety of vocalizations as part of our communication, such as "hmm" or repetition of certain phrases. You might pick one that you use frequently and try eliminating it during a conversation.
6. **Slow down.** A slower, more rhythmic pace allows us to deepen our insights and to become more effective among the many cultures that aren't nearly as concerned with efficiency and accomplishment as some of us are. You may need to practice speaking more slowly and deliberately.

Speech Arts

7. **Put yourself in a place of need.** When framing a request you might posture yourself as someone in need rather than coming in and making demands, not only among strangers but also with colleagues and subordinates at work.
8. **Join a multicultural team.** Collaborative efforts are most beneficial when they include culturally diverse members. Notice how differently each of you on a multicultural team approach conflict, make requests, apologize and compliment each other. ●

PART III: CONCLUDING THOUGHTS

The Power of CQ

A desire to increase your CQ, combined with a plan to use some of the strategies covered in the last several

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chapters, is proven to strengthen your CQ, which allows each of us to make the world a better place.

Here are several strengths associated with the overall nature of cultural intelligence:

Integration

Given the interrelationship of the four CQ capabilities — knowledge, strategy, drive, action — by giving attention to one, you may simultaneously enhance another.

Progression

CQ is based on the premise that our capabilities in cultural intelligence are continually progressing. It can be helpful to think about them as four steps toward enhanced overall cultural intelligence:

Step 1: CQ Drive — What's my motivation for adapting to the culture of a city, a company, a person?

Step 2: CQ Knowledge — What do I need to know about these cultures?

Step 3: CQ Strategy — What's my plan? What questions should I ask?

Step 4: CQ Action — Can I adapt accordingly?

Tension

The cultural intelligence model not only allows for holding contradictions in tension but also creates a way to lean into the insights and opportunities that can be created by tension.

Reflection

Reflection is a skill that helps us adjust our internal assumptions and behaviors and structure meaning around our experiences.

Professionals can't just problem solve. They also have to do problem setting. The goal isn't just to find answers but to form hypotheses that help explain a problem in the first place. It involves learning how to interpret observations and plan in light of them.

Inspiration: Success Stories

Canadian Armed Forces. A great deal of CQ is needed by the coalition forces working in Afghanistan. For example, many Afghan village women are seen only by their family members. They cover their faces so no man except their husband can see them. So when male coalition soldiers march into villages and barge into homes to search for explosive devices, there's little cooperation — not to mention a huge insult and offense to the locals.

Canadian Forces are changing this approach. When possible, female soldiers go into the village to form bonds with the women and children. They talk to them about

education and explain how the coalition effort will provide opportunity for Afghan children to go to school.

Nanyang Technological University, Singapore.

Undergraduate students in the business school work together in multicultural teams, assess one another's CQ and create a plan for developing their CQ in areas where they need it most.

MBA students at Nanyang Business School travel abroad on short-term study missions in places like Vietnam or Ireland. The students are paired up with classmates from different cultures (an easy task given the diversity at the university), and they're tasked with setting up meetings with businesses based in the country they'll visit. They have a series of assignments to apply CQ as they encounter multinational firms, and they develop a long-term CQ development plan for themselves and their work in business. The business school draws heavily on CQ assessments to show accrediting bodies like the Association to Advance Collegiate Schools of Business (AACSB) how the university's programs enhance students' global competency.

Moving Forward

We can't navigate today's globalized world using old maps. And it won't help to simply update the names and colors of our old maps. They were made for a different world. CQ gives us a new map for navigating the terrain of today's globalized world.

Cultural intelligence is an integrative, progressive approach that prepares us for an onslaught of multicultural twists and turns. CQ calls us to be authentically true to our personal and organizational values and concerns of others.

To improve your cultural intelligence is to embark on seeing the world in a whole new way. It's amazing what happens when we're willing to move beyond our differences to see one another first and foremost as human beings. Then, from our common bond as humans, we can learn from our differences. That's the power of CQ. That's the CQ difference. ●

RECOMMENDED READING LIST

If you liked *The Cultural Intelligence Difference*, you'll also like:

1. ***The Inclusion Dividend* by Mark Kaplan and Mason Donovan.** Most leaders have the intent to be inclusive but translating that into a truly inclusive outcome with employees, customers and other stakeholders requires the focused change effort described in this summary.
2. ***Driven by Difference* by David Livermore.** Livermore identifies management practices that can be used to guide multicultural teams to innovation.
3. ***Conversational Intelligence* by Judith Glaser.** Glaser presents a framework for understanding how conversations trigger different parts of the brain.



The Inclusion Breakthrough

Unleashing the Real Power of Diversity

THE SUMMARY IN BRIEF

All groups possess the inherent potential of diversity, but to truly leverage it you need inclusion.

Many attempts at making diversity work inside organizations have failed. Human resources experts Frederick A. Miller and Judith H. Katz wrote *The Inclusion Breakthrough* to help create an image of what real success can look like. They write about what could be — what is available to organizations if they allow and enable themselves to flourish, to grow and to come together and do their best work.

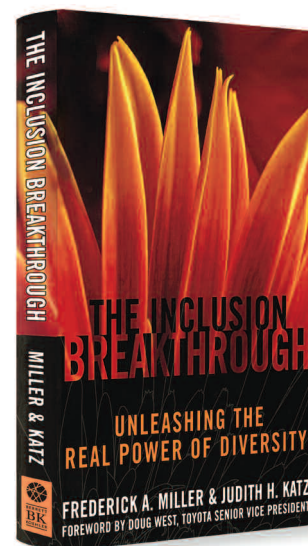
The Inclusion Breakthrough represents what Miller and Katz have learned from their work during the past 30 years with a wide range of industries, from long-established manufacturing and service organizations to entrepreneurial startups, from Fortune 500 companies to nonprofit foundations, from city and county governments to school districts, colleges and universities, and from individual coaching sessions and small-scale educational events to 100,000-person system-wide interventions.

What has emerged from their work is a methodology for change and creating organizational breakthroughs. *The Inclusion Breakthrough* is their effort to capture the insights, experiences, frameworks and interventions from their decades of real-world experiences.

According to management guru Ken Blanchard, “*The Inclusion Breakthrough* is a ‘must-read’ for organizations that want to move diversity work to a new level.”

IN THIS SUMMARY, YOU WILL LEARN:

- How to build the platform for change.
- How to create momentum in your organization.
- How to make diversity and inclusion a way of life.
- How to leverage learning and challenge the new status quo.



by Frederick A. Miller
and Judith H. Katz

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THE COMPLETE SUMMARY: THE INCLUSION BREAKTHROUGH

by Frederick A. Miller and Judith H. Katz

The authors: Frederick A. Miller has been president and CEO of the Kaleel Jamison Consulting Group, Inc. since 1985. He is a member of the board of directors of Ben & Jerry's Homemade, Inc., the Living School, the National Organization Development Network and the Institute of Development Research.

Judith H. Katz is executive vice president of The Kaleel Jamison Consulting Group, Inc., a Troy, N.Y., firm that assists private and public sector organizations in promoting diversity and inclusion in the workplace.

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PART 1: THE NEED FOR AN INCLUSION BREAKTHROUGH

Organizations today are being forced to live by their wits. Their survival depends on their ability to out-think their competition, which can only be accomplished by catalyzing the intellectual resources of their people into creative new solutions. A single person's brilliance or a single group's point of view is no longer enough to sustain an organization's growth in the face of global competition. Tomorrow's successful organizations will be those that harness the collective and synergistic brilliance of all their people, not just an elite few. The stock-market stars will be the organizations that capitalize on the diversity of their work force.

But capitalizing on diversity requires more than simply hiring a diverse work force. Radical changes are also needed in both the structure and culture of most organizations — in their policies and practices, the skills and styles of their leaders and the day-to-day interactions among all their people.

Many organizations will fail to make these changes because they seem too radical. Those organizations will not survive. To many people and most organizations, diversity seems like a problem, not a solution. Differences are to be avoided, not embraced and utilized. Age-old hierarchies, traditions and biases must not be questioned or examined. To make these changes to embrace and capitalize on diversity will require a true breakthrough — an Inclusion Breakthrough.

The first step is to ensure that diversity is seen as mission critical. When the current and future success of the

organization is tied directly to the need for diversity, it becomes a powerful tool for organizational change and higher performance. ●

Diversity in a Box

Each person is a unique individual who also belongs to several different social identity groups. A wide range of differences can exist even among people who look, sound and act alike. This *Paradox of Diversity* is a way of framing diversity that captures one's similarities and differences.

We are like all people: As human beings we share similar needs and wants — to experience joy and love, to be safe, etc.

We are like some people: We share culture and experience.

We are like no other people: We are each unique unto ourselves.

The aspects of ourselves that are like some other people constitutes our connection to specific social identity groups, those with which we share similarities, such as age or living in a particular region. But we don't necessarily identify with each group to which we belong, such as — "people with red hair" or "people who drive a Toyota convertible." Regardless of whether or not we identify with a particular group, others might put us in it because the identification has meaning to them, such as — "people who attended Cornell" or "people who live in the Bronx."



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service@summary.com

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Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Andrew Clancy, Senior Editor; Amanda Langen, Graphic Designer; Chris Lauer, Contributing Editor

Summary: THE INCLUSION BREAKTHROUGH

Bailey Jackson was one of the first people to identify that some differences matter more than others. Those that make the biggest difference are ethnicity, gender, marital status (and children), race, sexual orientation, language, physical ability, socioeconomic status, religion and mental ability. These differences can affect the hiring process. Many people and organizations claim they are color blind, gender blind or blind to differences. Although they consider this stance to be a positive attribute, it implies a disregard for differences. Many people have been raised to see differences as a deficit and therefore assume that differences will cease to be problematic if they are ignored.

Unfortunately, most organizations end up with a *diversity in a box strategy*. They see diversity as getting in the way of success by forcing the organization to do something it doesn't want to do. Or they see it as an issue to be managed, shaping it and getting it to "fit" in the existing structure of the organization. The result is either a singular focus on representation and awareness or ignoring the issue altogether.

Radical Change Is Required

Creating a culture of inclusion requires radical change. But the improvements that result from the change are equally radical. People must learn to work differently — every project team scans the organization to make sure it has the best and most diverse team for the job. Instead of disagreements in meetings that lead to strained compromises or avoidance, disagreements lead to better decisions based on a more complete vision of the problem and possible solutions. Work assignments are made with consideration for outside-of-work responsibilities, so people freely give their whole selves without worrying about their jobs consuming their lives. Members of the organization and customers feel loyalty to the organization because of the quality of its products and services and its social, environmental and commercial values. ●

Positioning for Radical Change

The most critical component of any effort to change culture is positioning the organization and its leaders to create and support the change. When an organization's leaders understand that leveraging diversity and building a culture of inclusion is mission critical and that every dimension of the organization will be affected, big questions arise. "How can we make changes of this scope, intensity and depth?" "Where do we start?" "How can we ensure success?"

Eleven Inclusive Behaviors

The key competencies for creating an Inclusion Breakthrough begin with 11 Inclusive Behaviors:

- All individuals must learn to greet others authentically.
- Individuals must create a sense of safety for themselves and their team members.
- In a truly inclusive environment misunderstandings are addressed and disagreements resolved as soon as possible.
- Team members must take the time to listen, listen, listen and respond when people share their ideas, thoughts and perspectives.
- Everyone must communicate clearly, directly and honestly.
- Everyone on the team needs to understand the group's tasks and how each task relates to the mission of the organization.
- Every person on the team has a contribution to make, so make sure all voices are heard.
- Ask other team members to share their thoughts and experiences, and accept all frames of reference.
- Notice the behavior of each person on the team and speak up if you think people are being excluded.
- Make careful choices about when the team will meet and what it will work on.
- And finally, be brave.

In the course of answering these questions, an organization must position the effort so that leaders are leading. People take their cues from those at the top. They watch to see whether leaders believe that they have a stake in the change, whether they are investing their time and energy toward making the change and whether they are aligned with each other as they move forward with their efforts. Senior executives often do not expect the effort to require their personal involvement. However, although change can start anywhere in an organization, it can succeed only if it is led from the top. Leaders need to know how ready the organization is for change and understand its scope and boundaries.

Making High Performance a Way of Life

When the organization recognizes that leveraging diversity and inclusion is crucial to its overall success, it moves the effort from a loose collection of best practices to an organizational strategy to improve performance. It becomes a *way of life* in the organization. The way of life model outlines that journey through five levels of development.

Summary: THE INCLUSION BREAKTHROUGH

Level one: Developing individual awareness.

The implied benefit and desired outcome is to change the way people see difference.

Level two: Implementing various diversity and inclusion programs and activities. At this point, organizations may institute additional programs, such as mentoring, support networks, high-potential career development and targeted recruiting.

Level three: Combining programs and activities into an initiative. The various elements of the diversity work are evaluated and those activities that fit with the strategic intent of the organization are knitted together into a diversity initiative.

Level four: Linking and aligning the initiatives into the strategic work of the organization. This means integrating new competencies and practices into all of the organization's other major strategies and initiatives: leadership, quality, mergers and acquisitions, strategic alliances, downsizing or re-engineering.

Level five: A way of doing business. As an organization unleashes the synergies gained from integrating its leveraging diversity and inclusion efforts with its strategic goals, it can measure the benefits in new or improved processes and outcomes. ●

PART 2: THE ELEMENTS OF AN INCLUSION BREAKTHROUGH

Some organizations talk about the bold actions needed to unleash the potential of their work force and about capitalizing on diversity to deliver higher value to the marketplace. Few, however, attempt to use differences as strategic assets critical to maximizing competitive advantage. Even fewer take advantage of the opportunities diversity provides for the work force, marketplace, community and customers. Leveraging diversity creates the opportunity to improve everyone's performance, enhancing the organization's capability to innovate, and serve all its customers and constituents, and succeed in the 21st century.

The inclusion breakthrough cycle examines key components for leveraging diversity and creating a culture of inclusion by focusing on five key elements:

- New competencies.
- Enabling policies and practices.
- Leveraging a diverse work force.
- Community and social responsibility.
- Enhanced value to a diverse marketplace. ●

New Competencies

Today's organizations must function in an increasingly competitive marketplace that shifts constantly without warning or apology. Faced with intensifying global competition, organizations are being forced to perform more efficiently and effectively. They need to solve problems, execute decisions and serve customers faster, at lower costs and with less waste. They must improve every aspect of their organization every day. Such change cannot be incremental — it must happen quickly, and it must provide for a breakthrough in how the organization functions.

An inclusion breakthrough calls for a new sense of *we* — a sense of “we are all in this together” and “we are not all the same ... and our differences are critical for our success.” In today's organizations, new competencies are required both for leading and following, and, like a computer, these new competencies must be continually upgraded and expanded just to stay current.

As leveraging diversity becomes the means for achieving higher performance, all members of the organization — not just the leaders — must acquire competencies for building inclusion.

External forces. Changes in the external environment require organizations to change and adjust their portfolios of competencies rapidly. Those external factors — new laws, regulations and industry shifts — are an invitation for organizations to do new things not only out of necessity but also to improve efficiencies and the overall environment of the workplace.

Working in an inclusive work culture. Team leaders must figure out how to address needs and issues such as:

- Accommodating a Muslim worker who requests time off for prayer during the day.
- Finding a TTD and interpreters for a worker who is deaf.
- Responding to people's requests to telecommute or go on a more flexible work schedule.
- Addressing the concerns of single people who feel that they are asked too frequently to cover for people who have families, and who believe their work and personal life balance is not considered.
- Communicating and working effectively with someone who has newly immigrated to the country and for whom the dominant language is not his or her first language.

New definitions of competence. Senior leaders, team leaders and team members must possess competencies that support a culture of inclusion and translate that into higher performance. ●

Enabling Policies and Practices

No matter how stringently an organization requires people to learn new sets of competencies and behaviors, no significant or sustainable change will occur unless the organization's established rules, written and unwritten, also change.

What gets measured, monitored and rewarded is what matters. It follows, then, that new competencies must be integrated into performance reviews, evaluations, developmental plans, merit rewards and recognition programs. In the absence of these enabling and accountability mechanisms, people will not have any tangible reason to change or face consequences for their noncompliance or defiance. Unless the inclusion breakthrough is integrated into the organization's policies and practices, the new required competencies will be relegated to a wish list.

Organization G was hit with a class-action suit, charging the organization with systematic performance appraisal and career-pathing bias against people of color and white women. An independent study of performance appraisals and promotion records showed that people of color and white women consistently received lower performance ratings than those received by white men, particularly when the managers conducting the appraisals were white men. Even when performance appraisals were similar across gender and racial lines, people of color and white women were not promoted as rapidly as their white male counterparts. Interviews with managers revealed that many gave higher scores to people with whom they had personal relationships, socialized more often and were more comfortable.

Allegations Lead to Multi-Million-Dollar Settlement

Although there were very few allegations of overt racism or sexism, the damage from these comfort-based appraisals were tangible enough for Organization G to agree to a multi-million-dollar settlement. Although the cost of the settlement was substantial, the incalculable cost of the problem — decades of preventing many people from giving their best efforts and a work force in upheaval — was even greater.

To sustain an inclusion breakthrough and create the desired new culture, it is essential that all aspects of the organization's policies and practices be aligned with the new set of competencies. Without such alignment, it is hard to unleash the real power of diversity. These policies and practices must support the aspired-to culture and connect the inclusion breakthrough to the mission, vision and values of the organization. ●

Leveraging a Diverse Work Force

Most organizations believe that having a diverse work force in itself will create value. In reality, having a diverse work force is just having an under-leveraged asset unless there is strategic intent to unleash that diversity with the critical elements to support it. Less than that results in nothing more than a diversity in a box effort.

Strategies that focus on minimizing conflicts and other possible negative consequences of bringing different kinds of people together — are nothing more than status-quo strategies that maintain diversity in a box. To leverage diversity — to yield greater engagement, interaction, stimulation and exploration of a wider range of possible solutions — disagreements and conflicts must be addressed.

Leveraging Diversity Means Differences Are Not Ignored

Leveraging diversity means that differences are not ignored. When diversity is leveraged, innovation and creativity take hold from the sharing of new and different ideas, from the ability to create a new synthesis emerging from diverging points of views.

Organizations need people who are willing to bring new and different perspectives and skills. Perhaps even more, they need their current people to be willing and able to act in new and different ways. In a society that has made life difficult and dangerous for people who are new or different, this continues to be a major challenge for many U.S.-based individuals and organizations. As the work force becomes more diverse, the response from most organizations is to try to manage diversity, to contain it and keep it in a box. When people are forced to assimilate to keep their differences private and hidden, fitting in becomes their primary task. Just as important as building on what they have in common, creating workplaces that enable people to voice and build upon their differences is also essential.

By undertaking an inclusion breakthrough and creating an environment in which all people are encouraged and supported to do their best work, individually and collectively, an organization sets itself up to become the magnet for the talent upon which its future depends. ●

Community and Social Responsibility

In the past few years, many organizations have come to recognize the strategic advantage of being socially responsible and investing in their local communities.

Summary: THE INCLUSION BREAKTHROUGH

An effective inclusion breakthrough strategy cannot focus solely within the walls of the organization. To thrive, companies must develop beneficial partnerships with the people, organizations and communities that provide them with their work force, customers, suppliers and distributors. They need healthy communities in which talented people will choose to live — communities with effective schools, breathable air, safe drinking water and uncontaminated food. They need a healthy overall economy in which their products and services can find thriving markets. They need a social and a physical environment that will sustain them over the long haul, not just until the day after the next quarter's financial reports are posted.

How to Be a Socially Responsible Enterprise

There are almost as many meanings to being a socially responsible enterprise as there are organizations. For some, it might mean raising the pay scale from minimum wage to a livable wage. It might mean investing in the community for sound schools or working with police and government officials for a safe community. For others, it might mean improving environmental practices.

A growing, worldwide movement holds organizations, especially large corporations, accountable for the effect they have on the world around them. In response, many companies are addressing their environmental and social policies and practices, including the effect they have on various social identity groups in the communities they serve.

In addressing a worldwide Mobil diversity forum in 1999, Lou Noto, former CEO of Mobil, said, "Successful organizations need successful communities. You cannot have a viable organization if you do not have a viable community." Accordingly, many organizations have taken the notion of investing in the local community to heart.

Progressive and forward-thinking business leaders are looking at all the communities where their organizations' facilities are located, not just affluent communities but also those struggling to survive. They are seeking investment in these communities not as a handout or public relations ploy but as a hard-edged necessity. As Whirlpool CEO David Whitwam said at a meeting of Michigan's Council for World Class Communities, "Unless our communities can attract the kind of people we want working in our company, our company cannot survive." ●

Enhanced Value to the Marketplace

As organizations start to reach out to a wider spectrum of customers, many continue to do so from a perspective that makes representation the goal and diversity something to be managed, tolerated or used as a tool to highlight certain opportunities. Some organizations may consider the diverse segments of the marketplace as niches rather than as core to business success, and see diversity through the lens of the box, as ancillary and not central to the organizations' definition of the marketplace.

One common misconception of the expanding opportunities offered by a diverse marketplace is that these opportunities exist primarily in other countries. Too often, a focus on global diversity overlooks the chance to capitalize on the diversity that exists in the organization's home country.

Enormous, Untapped Opportunity to Serve

There is an enormous, untapped opportunity to serve African American markets, the Latino and Asian American markets — the two fastest-growing demographic market segments in the United States — the lesbian and gay markets, the deaf culture market, the women's market and other social-identity-group markets. Just as organizations have segmented their traditional market — white men based on age, education and income — there is an enormous benefit to delve deeper into the differentiation of populations and to see the market opportunities waiting to be explored.

Organizations that are good at interacting and partnering with people of different social identity groups and the diverse elements in each identity group are in the best position to connect with these market segments. But to make the most of this advantage, people with those competencies must be in positions of authority and influence, included in the core processes of the organization and able to provide input into organizational policies and practices. ●

PART 3: CREATING AN INCLUSION BREAKTHROUGH

Every organization is different. A rigid formula for change cannot be applied successfully. The methodology for an inclusion breakthrough is designed to be not a road map, but a series of signposts. The route each organization takes depends on its size, hierarchy, infrastructure, people, leadership and history. It provides tools for identifying themes and issues that prevent the people of an organization from doing their best work. And it

Summary: THE INCLUSION BREAKTHROUGH

offers guidelines for addressing those issues in ways that will lead to sustainable success. Ultimately, it is designed to create an inclusion breakthrough — an environment in which every member of the organization can add value and enhance the organization's performance and competitive advantage for today and tomorrow.

The methodology is composed of four phases: building a platform for change, creating momentum, making diversity and inclusion a way of life and challenging the new status quo.

Although we present the phases sequentially, the components need not be implemented in this manner. Whereas some actions and strategies may be implemented only after certain resources and competencies have been developed, others may be carried out simultaneously. The methodology is flexible and adaptable to the needs of each organization. In different organizations, different interventions may be required at different stages, and some parts of some organizations will move at different paces. Therefore, those implementing the methodology must be flexible and adaptable as well.

These strategies are predicated on four essential building blocks of effective change:

- **Leverage:** Find and develop the most effective actions and points of opportunity to gain the maximum payoff from each action undertaken.
- **Linkage:** Coordinate and connect all organizational initiatives and activities so that they work together to create a total that is greater than the sum of its parts.
- **Leadership:** Equip both formal and informal leaders of the organization with the education and skills training needed to live and model an organizational culture that leverages diversity and builds inclusion.
- **Learning:** Recognize the process of change as an act of continuous discovery. ●

Building the Platform for Change

Phase I of the technology for creating an inclusion breakthrough focuses on identifying, developing and aligning resources and positioning the effort for implementation. It is the time for finding allies and partners and for laying the groundwork for change. In many ways, the most difficult part of the effort occurs before ever moving to the Phase I action items. Whether as an individual or as a group, taking the career-threatening risk of standing up and advocating for change requires a great deal of courage. That is what is required before real change can begin.

Change can start anywhere in an organization: in middle management, among line workers or in the human resources department. But for any change effort to be effective, have a lasting effect on an organization and be truly transforming — in other words, to be an inclusion breakthrough — it must be led and modeled from the top. Only the organization's senior executives can provide the commitment, resources and credibility required to convince people in the organization to stop behaving in the ways they have always behaved and to start adopting new, unfamiliar ways that may initially feel awkward, embarrassing and risky. Unless senior executives live the behaviors, values and attitudes of the inclusion breakthrough as the organization's new way of life, the rest of the organization will continue to follow the old ways. ●

Creating Momentum

Phase I of mobilizing for an inclusion breakthrough focuses on identifying, developing and aligning resources, and positioning the effort for implementation. As the more action-oriented Phase II gets under way, it is important to create momentum in the organization by emphasizing the mission critical nature of the process.

This is the time to make clear to everyone in the organization that life is going to change. Leaders of the effort must be prepared to be more visible. They must be ready to model the competencies and behaviors that they want to encourage in others and be prepared for the feedback, verbal and nonverbal, given to all pioneers of change. There will be new expectations, required competencies, and ways of behaving and working together.

In developing the initial 12-to-18 month plan for implementing organization-wide culture change, the inclusion breakthrough leadership team should focus on building and sustaining momentum to make it happen. The elements of Phase II should be incorporated into the plan, including the strategies and actions that emerge from the data feedback process. ●

Making Diversity and Inclusion a Way of Life

After the organization has built a platform for change and created momentum for the change effort, the leaders of the inclusion breakthrough are positioned to apply what they have learned about leveraging diversity, building inclusion and strategic culture change to accomplish goals they could not have defined before embarking on the effort.

Summary: THE INCLUSION BREAKTHROUGH

Key to developing an expanded and longer-term plan for achieving and sustaining the inclusion breakthrough is leveraging the new competencies, resources and organizational capabilities that have been gained since Phase I. They make a new realm of strategies possible. More significantly, they make a new realm of strategies *doable*.

Central to Phase III of the methodology is developing strategies that link the inclusion breakthrough to all of the organization's operations and process-improvement initiatives. Such strategies include applying inclusion-oriented competencies to achieve breakthrough transformations in customer service, product design and market-development planning. The starting point may be a culture change effort, but the results include a repositioning of the organization's products and services for a more sustainable future. ●

Leveraging Learning and Challenging the New Status Quo

Phase IV of the methodology to achieve an inclusion breakthrough might be described as "Going Forward Back to Phase I." To sustain the inclusion breakthrough, it must be continually recreated. Even a highly diverse group can grow static and overly comfortable with the new status quo unless it constantly strives to increase and leverage its diversity and expand its parameters of inclusion.

Just as the strategies of Phase III cannot be formed or implemented until the lessons of Phases I and II have been experienced and learned, the strategies of Phase IV use what has been learned from the first three phases to evaluate the progress to date and reassess the needs of the organization in light of the changes in perspective and circumstance since the start of the inclusion breakthrough.

Another key to the success of the inclusion breakthrough is the understanding that unforeseen issues will arise. The organization's senior leaders must build in the flexibility to deal with these unexpected issues as they arise.

Communicate Accomplishments Internally and Externally

Going public is necessary to maximize the full benefits of the inclusion breakthrough. To attract talented people from the broadest spectrum of backgrounds, having the right stuff is not enough. An organization must also be known as a place of opportunity for growth and success, financially and professionally, with a culture that welcomes people's passions.

Continuous Improvement and Continuous Change

Unleashing the real power of diversity is not about just adding on to business as usual — there is no such thing as steady state. The inclusion breakthrough is about continuous improvement and continuous change, the capability to respond to an ever-shifting and continually changing environment and having a wealth of resources capable of responding to that environment. And it continually raises the bar — as customers receive more, they expect more from both the organization and others they come in contact with, demanding that organizations meet and exceed their expectations.

To achieve this status, an organization must pursue a course of strategic visibility, seeking to raise public awareness of its workplace practices and accomplishments, especially among the people it wants to attract. ●

Conclusion: Breaking Out of the Box

To bring about the inclusion breakthrough in your organization, you have to start by making one within yourself. To lead an inclusion breakthrough effort, you must commit yourself to constant learning and growing. Part of creating a safe environment for growth and change is making it safe for people to experiment and to know that each step informs the next — to allow for mistakes, to deal with obstacles and to identify new opportunities along the way. It takes both patience and a sense of urgency to achieve a breakthrough: patience to position all the right elements and urgency for execution. Getting an inclusion breakthrough effort launched is really just the first step of the journey. To succeed and survive on this journey, you and others must be committed to the potential of all people in the organization and the positive power of their combined efforts. ●

RECOMMENDED READING LIST

If you liked *The Inclusion Breakthrough*, you'll also like:

1. ***The 2020 Workplace* by Jean Meister and Karie Willyerd.** Packed with insights, this book is a useful guide to help you and your organization create tomorrow's workplace of choice.
2. ***Who* by Geoff Smart and Randy Street.** Geoff Smart and Randy Street provide a simple, practical and effective solution for the single biggest problem in business today: unsuccessful hiring.
3. ***Working GlobeSmart* by Ernest Gundling.** Gundling presents a toolkit of the 12 global people skills that international managers, or anyone working with global partners, must acquire.

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Miller, Frederick A. & Katz, Judith H. *The Inclusion Breakthrough: Unleashing the Real Power of Diversity*, (2002). Berrett-Koehler Publishers, Inc.

Mining Industry Human Resources Council (MiHR) 2016, Exploring Immigrant Inclusion

https://www.mihr.ca/pdf/publications/MiHR_Immigrant_Report_EN_WEB.pdf.

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OPTIONAL READINGS AND RESOURCES

READINGS

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- Kaplan, Mark & Donovan, Mason. *The Inclusion Dividend: Why Investing in Diversity & Inclusion Pays Off*, (2002). Berrett-Koehler Publishers, Inc.
- Mining Industry Human Resources Council (MiHR) 2016, *Exploring Immigrant Inclusion*, https://www.mihrc.ca/pdf/publications/MiHR_Immigrant_Report_EN_WEB.pdf.
- Wurzel, James, Ed. *Toward Multiculturalism: A Reader in Multiculturalism Education*. Intercultural Press, 1988.

SESSION POWERPOINT PRESENTATION



Session One: Awareness and Assessment

Learning Outcomes

- Create a safe, inclusive and culturally respectful learning environment
- Examine the business case for inclusion and diversity in the for profit sector
- Explore the concepts of personal and organizational cultural competence
- Explore challenges and potential barriers.
- Map individual learning goals to address cultural intelligence skills

Session One: Awareness and Assessment

Activities for Session One

- **Activity 1:** Community Building & Knowledge
- **Activity 2:** Creating a Collaborative, Inclusive Workplace
- **Activity 3:** The Business Case for Inclusion and Diversity
- **Activity 4:** Inclusive Workplaces
- **Activity 5:** Barriers and Challenges Circle Back
- **Activity 6:** Mapping My Learning & Commitments

Session One: Awareness and Assessment

ACTIVITY: COMMUNITY BUILDING & KNOWLEDGE

Activity 1 of 6: Welcome and Icebreaker

 MENTAL HEALTH RESEARCH
INSTITUTE



Session One: Awareness and Assessment

Embracing Our Fellow Travelers

- Knowledge and information
- Our stories

 MENTAL HEALTH RESEARCH
INSTITUTE



Session One: Awareness and Assessment

Cultural Values

 MENTAL HEALTH RESEARCH
INSTITUTE



Session One: Awareness and Assessment

ACTIVITY: CREATING A COLLABORATIVE INCLUSIVE WORKPLACE

Activity 2 of 6: Creating a Safe, Collaborative Inclusive Workplace

Session One: Awareness and Assessment

What Do You Expect to Get From This Program?

Session One: Awareness and Assessment

ACTIVITY: THE BUSINESS CASE FOR INCLUSION AND DIVERSITY

Activity 3 of 6: Expert Team Learning Activity-The Business Case for Inclusion and Diversity

Session One: Awareness and Assessment

The Business Case for Inclusion

Expert Team Activity

- Join a small group
- Read and discuss the section of *"The Inclusion Breakthrough"* assigned to your team
- Prepare a short presentation with your team to share with the larger group
- Present your understanding, insights, and applications to the larger group




Session One: Awareness and Assessment

Expert Team - Topics

- Part 1.** The Need for the Inclusion Breakthrough
- Part 2.** The Elements of the Inclusion Breakthrough
- Part 3.** Creating an Inclusion Breakthrough




Session One: Awareness and Assessment

Questions to Consider

Expert Team Activity

- What are the critical points made by the authors?
- How might the inclusion breakthrough play out in the mining industry?
- How does the content relate to you in your role?
- What commitment, as human resource professionals, might you make to bring about the inclusion breakthrough in your organization?




Session One: Awareness and Assessment

Expert Team Presentations

 MINING HUMAN RESOURCES MANAGEMENT



Session One: Awareness and Assessment

ACTIVITY: WALK YOUR MINING COMPANY

Activity 4 of 6 – Part 1: Inclusive Workplace
Index-Walk Your Mining Company

 MINING HUMAN RESOURCES MANAGEMENT



Session One: Awareness and Assessment

Imagine

 MINING HUMAN RESOURCES MANAGEMENT



Session One: Awareness and Assessment

Raise the Stakes

MHR MANAGEMENT HUMAN RESOURCES
RHR RESEARCH HUMAN RESOURCES

mhr.ca

Session One: Awareness and Assessment

Boost Sensory Appeal

MHR MANAGEMENT HUMAN RESOURCES
RHR RESEARCH HUMAN RESOURCES

mhr.ca

Session One: Awareness and Assessment

Activity 4 of 6 – Part 2: Inclusive Workplace Index (IWI)

- What are your organization's strengths?
- In what areas might your organization require work?
- What are two or three things you might share with your company leadership about the benefits of inclusionary practices?

MHR MANAGEMENT HUMAN RESOURCES
RHR RESEARCH HUMAN RESOURCES

mhr.ca

Session One: Awareness and Assessment

ACTIVITY: BARRIES AND CHALLENGES CIRCLE BACK

Activity 5 of 6: Barriers and Challenges

Session One: Awareness and Assessment

Barriers and Challenges Circle Back Activity

- We are going to “circle back” to each of the major ideas discussed in this session
- As we circle back we are going to ask you to consider the “barriers and challenges” that might accompany those ideas
- Our goal here is to begin to unearth elements of personal and organizational culture, bias, unconscious bias, blind spots, etc.

Session One: Awareness and Assessment

1. Our Travel Stories

2. The Business Case for Inclusion

3. Mining Company “Metaphorical” Walk

4. Inclusion Workplace Index

Session One: Awareness and Assessment

Barriers in Mining

- Lack of awareness
- Challenges with skills
- Employer requirements
- Biases, whether conscious or unconscious
- Complexities in the immigration process
- Remote work locations and relocation
- Language and communication constraints
- Barriers to hiring and advancement




Session One: Awareness and Assessment

Tackling Workplace Barriers

- Building capacity
- Facilitating networking
- Creating an industry-focused strategy
- Educating decision makers
- Disseminating best practices
- Developing and disseminating a set of “self-audit” tools
- Fostering stronger partnerships
- Developing a toolkit to support others




Session One: Awareness and Assessment

ACTIVITY: MAPPING MY LEARNING & COMMITMENTS

Activity 6 of 6: Mapping My Learning and Commitments




Session One: Awareness and Assessment

What Commitments Are You Willing to Make Today?

 MANITOBA HUMAN RESOURCES COUNCIL
OFFICE OF HUMAN RESOURCES
MANITOBA GOVERNMENT



Session One: Awareness and Assessment

CLOSING COMMENTS

 MANITOBA HUMAN RESOURCES COUNCIL
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MANITOBA GOVERNMENT