

Bridging Cultural Diversity for Competitive Advantage: The Canadian Experience



Caroline Yang, CHRL, CCP
Lionel Laroche, Ph.D., P.Eng.



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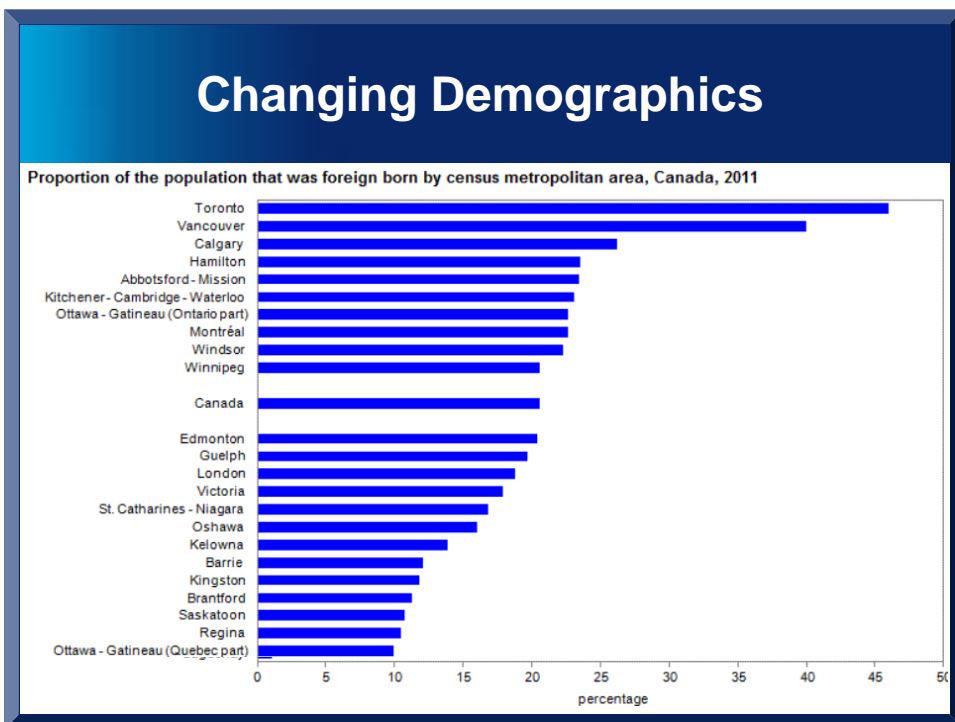
Objectives

This presentation will:

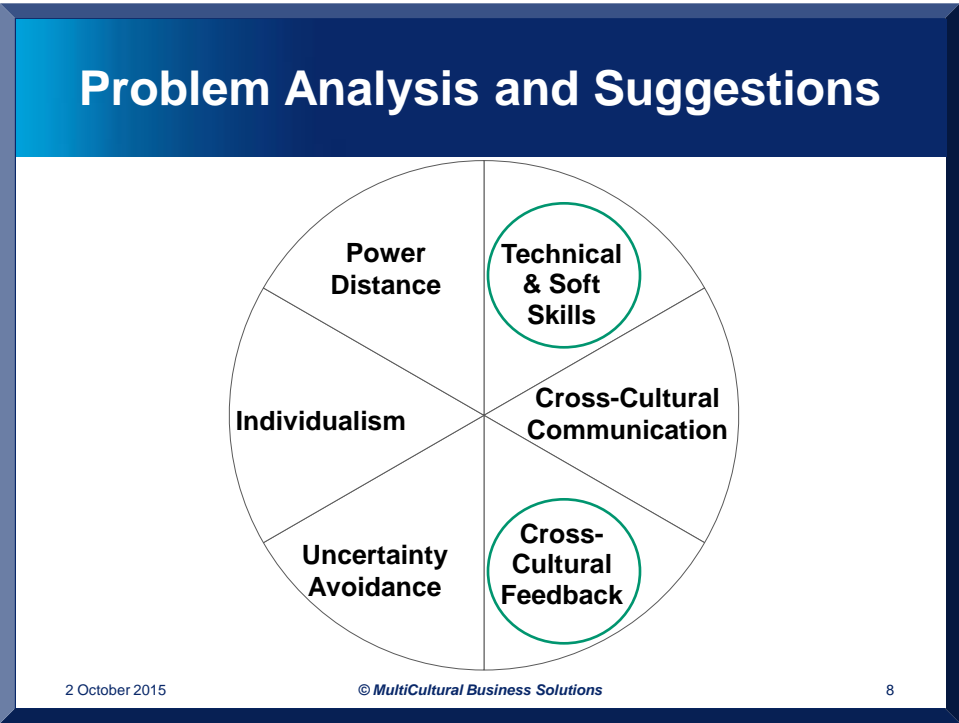
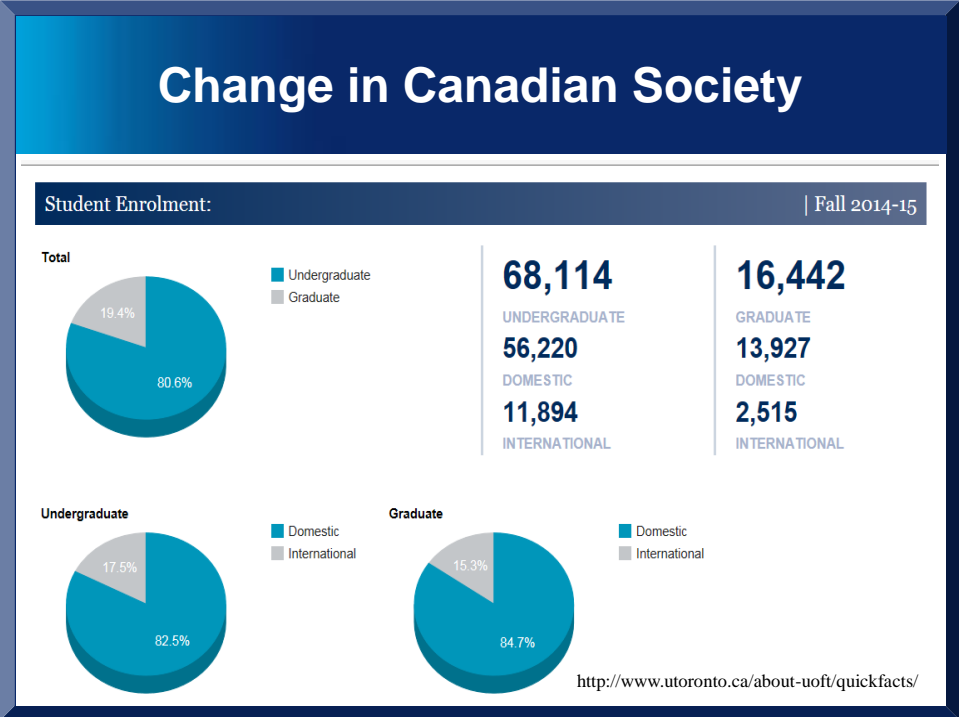
- Provide an overview of demographics change in Canada and its impact on Canadian society
- Analyze the impact of culture on how people think and operate in the workplace
- Discuss suggestions to bridge the cultural gap
- Present an example of diversity and inclusion best practices

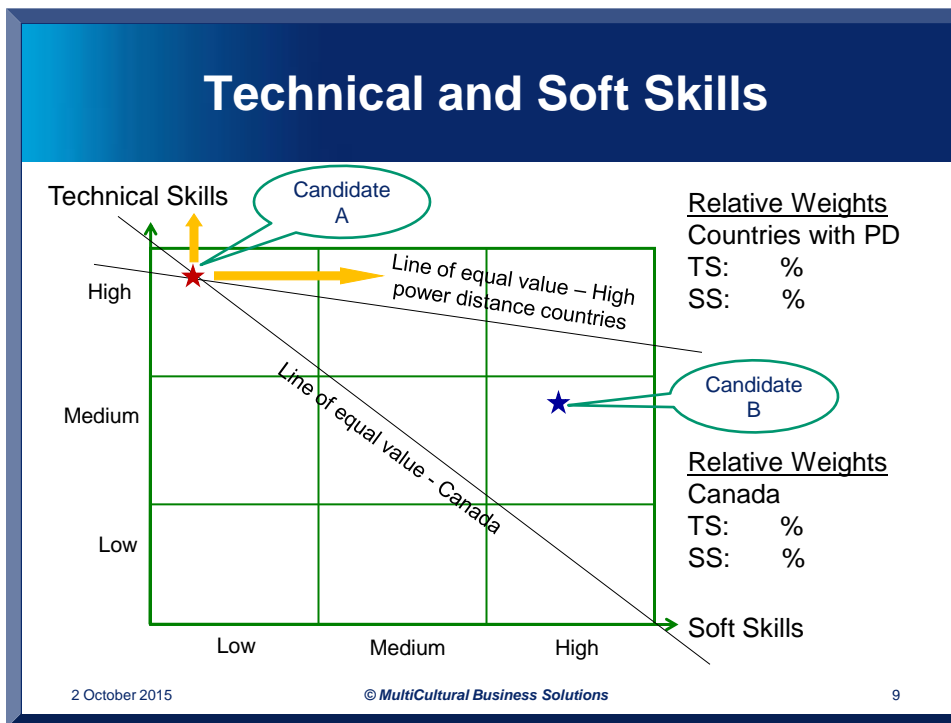
International Migration

Country	Foreign-born (in millions)	Total Population	% of Foreign-born
Australia	6.5	23.06	28.2%
Canada	7.5	35.16	21.3%
United States	45.8	318.9	14.4%
Spain	6.5	46.77	13.9%
Germany	9.9	81.08	12.2%
United Kingdom	7.8	64.51	12.1%
France	7.6	66.03	11.5%
Russian Federation	11.1	143.7	7.7%









- ## Technical and Soft Skills Suggestions to Bridge the Gap
- Explain clearly how performance is measured
 - Measure not only WHAT is achieved, but also HOW people achieve it - *values, competencies, behaviours*
 - Help employees understand which soft skills they should focus on - *managing self, interaction with others, navigate the system*
 - Support employees create personal development plans and reinforce ownership
 - Identify ways to develop soft skills above and beyond formal training
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Technical and Soft Skills Suggestions to Bridge the Gap

	Rating 1-100		Relative Weight %		Weighted Score
Technical Skills		X		=	
Soft Skills		X		=	
Total Score	n/a		100%		

Step 1 – Determine the technical and soft skills important to the job

Step 2 – Ask the employee to rate him/herself on these two groups of skills on a scale of 1-100

Step 3 – Ask the employee to determine the relative weight of each group of skills for the job. The total must add up to 100%

Step 4 – Calculate the total weighted score following the formula

Step 5 – Do Step 1-4 yourself and discuss your rating and the employee's self rating

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11

Technical and Soft Skills Suggestions to Bridge the Gap

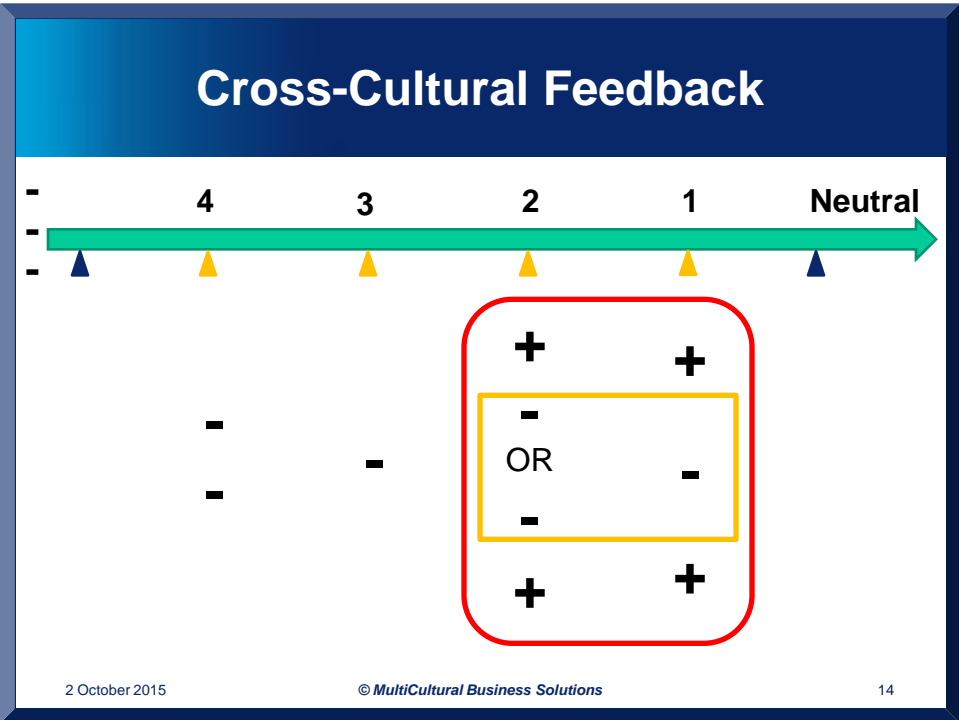
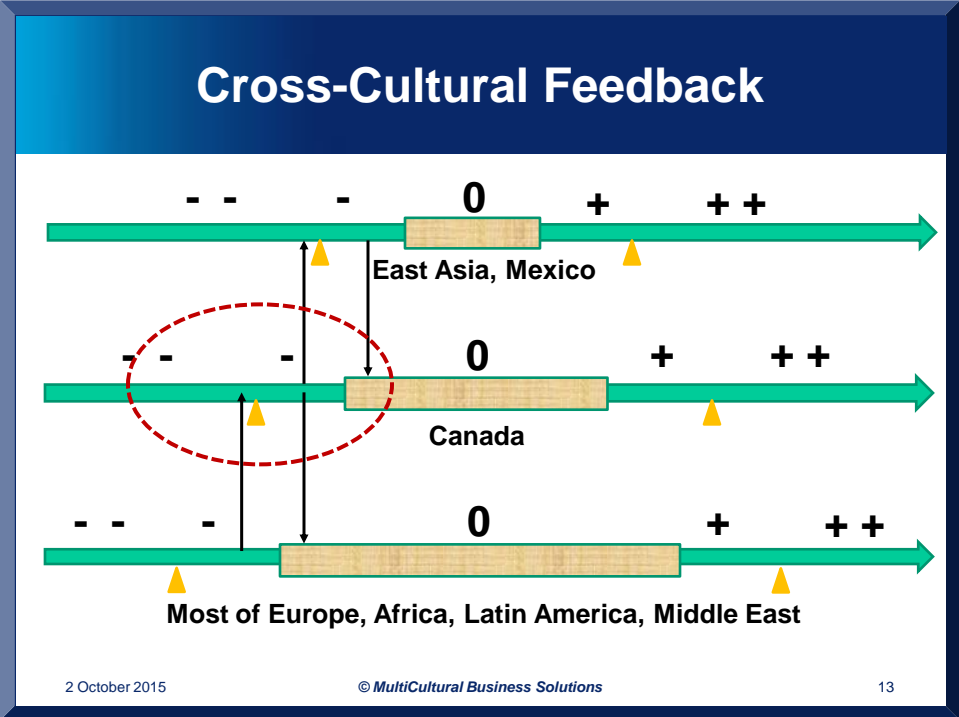
	Rating		Relative Weight		Score
Technical Skills		X		=	
Soft Skills		X		=	
Total Score	n/a		100%		

	Rating		Relative Weight		Score
Technical Skills		X		=	
Soft Skills		X		=	
Total Score	n/a		100%		

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Cross-Cultural Feedback

Position	4	3	2	1
Problem				
Error				
Conflict				

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Cross-Cultural Feedback Suggestions to Bridge the Gap

- Provide timely and specific feedback, especially to culturally diverse staff
- Use a number scale to give feedback, e.g.

“On a scale of 1 to 4, where 1 means that it is not a big deal, even though I expect you to change your behaviour, and 4 means that you will receive a warning letter, this issue rates a 2.5.”
- Ask staff what they are going to do differently
- On the receiving end, state what you will do differently

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Who should adapt to whom?

Immigrants | (100-x)% | x% | Your country

Immigrants | 80% | 20% | Canadians

Immigrants | 90% | 10% | Americans

Immigrants | 99% | 1% | French

Immigrants | | | Japanese

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Who Should Adapt to Whom?

Newcomers | 80% | 20% | Canadians

Newcomers | 80% | 20% | Canadians

Language courses;
 Bridging programs;
 Volunteering,
 coaching, mentoring

→

Give people benefit of
 the doubt; Empathy;
 Explain the unwritten
 rules; Feedback

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