

Keeping a Multicultural Organization Safe

SWCB Conference – 20 March 2018



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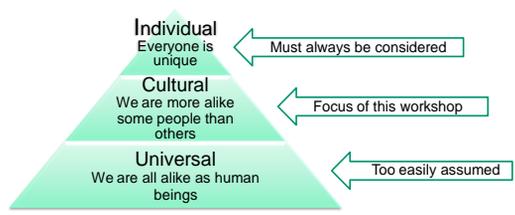

1. Key Concepts
Definition

Culture is the way we do things when nobody tells us what to do



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1. Key Concepts
Personality, Culture and Humanity



Individual
Everyone is unique
← Must always be considered

Cultural
We are more alike some people than others
← Focus of this workshop

Universal
We are all alike as human beings
← Too easily assumed

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1. Key Concepts

Visible and Invisible Differences

Dress code, Org chart, Office layout, Presentations

Concept of time

*Communication – verbal and non-verbal
Feedback
Sense of hierarchy - initiative
Individualism – team work
Risk tolerance – decision-making
Problem-solving, Career management
And many other areas...*

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1. Key Concepts

Generalizations vs. Stereotypes

Generalizations	Stereotypes
Provide general characteristics based on cultural and social factors	Present a fixed and inflexible image of a group
Recognize individual differences	Ignore individual exceptions
Describe the behaviour neutrally	Are judgemental and negative
Help understand people's behaviour from their perspective	Do damage when they are applied to people one does not know
E.g. I know that time is more flexible in Mexico than in Canada, so I will not interpret the late arrival of my Mexican colleague as disrespectful.	E.g. Mexicans are always late, so I will give my Mexican new hire an appointment 30 minutes before my target to ensure he/she is on time.

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2. Hierarchy

Manager – Employee Relationships

I prefer working for managers who

give me enough freedom
so that I can determine the
best direction for myself

give me clear directions
so that I know what
they want me to do.

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2. Hierarchy

Manager – Employee Relationships

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3. Hierarchy

The Manager

Canada

Most home countries of immigrants in Canada

Adapted from the work of Yang Liu, artist born in China and has lived in Germany since age of 13.

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3. Communicating More Effectively

Verbal Communication

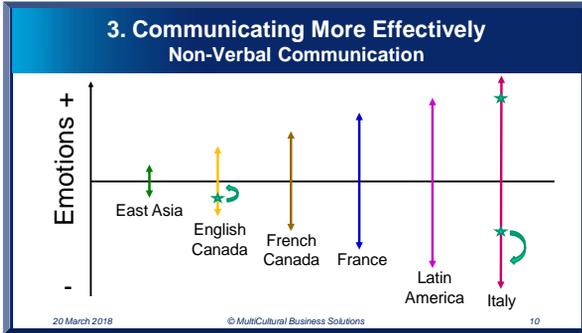
Challenges

- Speaking a Second Language / connotations / accents

Suggestions to bridge the gap

- Understand that people may speak their first language to blow off steam
- Don't ask people to repeat and don't give up; ask them to repeat once, then to rephrase
- State what you understood and what you did not
- Speak like news anchors
- Encourage everyone to continuously improve their communication skills and ESL speakers to take accent modification courses (if applicable)

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- ### 3. Communicating More Effectively Non-Verbal Communication
- Suggestions to bridge the gap
- Gauge people's interest based on their emotional thermometer, not yours
 - Acknowledge people's feelings and show you understand how important the issue is to them
 - At times, you may need to mirror their emotions to get your point across
 - Give people the benefit of the doubt by separating impact from intention
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4. Putting It All Together Group Discussion

In small groups, discuss the following questions:

- What will you do differently based on what you have learned today?
- Can you think of a specific situation you experienced in the past that you would handle differently if you experienced it again?
- Who should adapt to whom – and how?

Immigrants $\frac{(100-x)\%}{|}$ $\frac{x\%}{|}$ Canadians

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4. Putting It All Together
Top 10 Tips

1. Awareness is 50% of the solution
2. Patience is a virtue
3. Communication is not just about sending messages, it is also about ensuring that the message received is the message that was meant to be sent
4. Continuously monitor your impact on other people
5. Stop and clarify when the impact you have is not the impact you want to have

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4. Putting It All Together
Top 10 Tips

6. Monitor your emotional state to determine when you are impacted negatively
7. Don't act on these negative feelings
8. Analyse your own emotions to identify the trigger of these negative emotions
9. Separate impact from intention – the way you feel may not be the way your counterpart meant to make you feel
10. The golden rule needs to be replaced by the platinum rule, since being helpful or respectful means different things to different people

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4. Putting It All Together
Who needs the most attention?

The diagram is a 2x2 matrix. The vertical axis is labeled 'Frequency' with 'High' at the top and 'Low' at the bottom. The horizontal axis is labeled 'Complexity' with 'Low' on the left and 'High' on the right. A box in the top-right quadrant (High Frequency, High Complexity) contains the text: 'HR Professionals Team leaders / supervisors'.

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4. Putting It All Together Who should adapt to whom?

Newcomers | 80% | 20% | Canadians

| 80% | 20% |

Newcomers | | Canadians

Newcomers need to learn the unwritten rules of Canadian organizations and follow them

Canadians need to explain these rules and give feedback

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4. Putting It All Together For More Information

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<https://www.youtube.com/watch?v=qEXeKT5MteU&index=1&list=PLAmRYpiYAcE5luqM0LQJISyJX80aJgvRs>





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