



## Leading the Way to Inclusive Workplaces

Effective leaders create inclusive workplaces – which start with good communication skills. They’re essential to achieve an inclusive workplace. Encourage all members of your leadership team to become aware of and articulate their own cultural attitudes, beliefs, and behaviours.

### Encourage them to:

- Identify their own learned generalizations, stereotypes, and filters
- Clarify their understanding of cultural norms
- Listen, observe, and describe, rather than evaluate and judge
- Recognize that initial perceptions are often inaccurate, and allow for additional interpretations
- Work toward developing empathy, to try to see a situation from their own – and their team members’ – cultural perspectives
- Check assumptions and not assume that another culture is either similar to or different from theirs

To enable effective leadership, organizations need to adjust their approach from a homogeneous model to a diversity model.

Aspects of Leadership	Homogeneous Model	Diversity Model
Management Philosophy	<b>Golden Rule Management:</b> I treat everyone the way I want to be treated.	<b>Expanded Golden Rule:</b> I find out how people want to be treated and I respond accordingly.
Perception of Difference	Difference = Less Than	Difference = Value-Added
Leader’s Role	<b>Mentor and Coach:</b> Emphasis is on helping people fit into the existing culture.	<b>Facilitator and Catalyst:</b> Flexibility and knowledge of other cultural norms shape an evolving workplace culture.
Communication Mode	Communication is direct and to the point.	Communication can be less directive; attention is paid to individual preferences.

## **Want to Learn More?**

The TRIEC Inclusive Workplace Competencies Framework created by the Toronto Region Immigrant Employment Council (TRIEC), articulates the skills, knowledge, and behaviour needed to support an inclusive workplace. You can use the competencies as a standalone resource or to enhance your own existing framework.