

# INCLUSIVE LEADERSHIP

## THE IMMIGRANT VIEW

The guide to helping immigrants thrive in your organization.

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**"IF LEADERS CAN GET THEIR DIVERSE TEAM TO ROW IN THE SAME DIRECTION, THEIR NORTH STAR IS ATTAINABLE!"**

### Summary

The book's introduction underscores immigrants' vital role in Canada's evolving workforce. Tyler, an immigrant with substantial leadership experience, exemplifies the challenges faced by newcomers in Canadian workplaces, asking why they often need to downplay their abilities.

It explores the two sides of Canada: its attractiveness to immigrants and the undervaluing of their qualifications. Studies reveal over qualification among immigrants and the stress they endure at work.

The introduction highlights Canada's growing immigrant population and its impact on the nation's future. It mentions Canada's high expat survey rankings and the financial benefits of diversity, like the 36% increased profitability in diverse companies.

The author's inspiration for writing the book stems from people like Tyler, who hold great potential but struggle in the Canadian workforce. The introduction calls for inclusive leadership to unleash immigrant potential and foster productive, welcoming workplaces.

## Chapter 1 – The New Economic Migrant

In Chapter One, the book highlights the changing profile of economic immigrants in Canada, from high-skilled professionals to those seeking better opportunities. The chapter delves into the author's personal experience, where despite his high qualifications, he struggled in a Canadian workplace, revealing the challenges many economic migrants face.

The chapter outlines the three phases of an immigrant's journey: surviving, developing, and thriving. Surviving involves initial struggles, juggling various adjustments, while developing signifies gradual adaptation and career progress. Thriving is the ultimate phase of confidence and impact.

The key message is the importance of inclusive leadership to support immigrants at every stage of their journey and enable them to reach the thriving phase more efficiently, ultimately benefiting both the individuals and their organizations.

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## Chapter 2 – The Challenges Immigrants Face

Chapter Two of the book highlights the challenges faced by immigrants in the workplace, drawing parallels to the Pixar Sparkshorts animation, "Purl." It discusses several key issues, including:

- **Tough Barrier to Job Entry:** Immigrants often face difficulties in securing jobs due to biases and stereotypes, leading to lower callback rates based on their names.
- **Communication Style/Different Workplace Culture:** Differences in communication styles and workplace culture between immigrants and native-born Canadians can lead to misunderstandings and misinterpretations.
- **Wasted Skills/Talents:** Many immigrants find themselves working in jobs unrelated to their skills or experience, which results in underutilization of their talents.
- **Multidimensional Levels of Differences:** The complex interactions of various factors, such as personality, experience, and confidence, can contribute to misunderstandings and defensive behaviors.
- **Micro aggression:** Immigrants may experience micro aggressions, which are indirect and unintentional forms of discrimination, leading to stress and discomfort in the workplace.

The chapter emphasizes the need for creating inclusive environments that reduce stress and toxicity, enabling employees to bring their full, authentic selves to the workplace.

## Chapter 3 – The Winning Edge

Chapter Three of the book discusses the advantages of diversity in the workplace, highlighting a case from the author's MBA experience. The key points include:

**Diversity as a Competitive Advantage:** Diverse companies tend to capture a larger market share and generate higher revenue. The chapter underscores that pushing for inclusion is not just a moral imperative but also a business strategy.

**Managing Diversity:** It's not enough to hire diverse talent; organizations must also have a culture that celebrates and manages diversity effectively. The forming stages with diverse teams may require more effort, but the potential for success is much higher.

**The Power of Intentional Leadership:** The chapter emphasizes the need for leaders to be intentional about appreciating and encouraging diverse perspectives. An unintentional leader might lose the benefits of diversity and inclusivity.

**Inclusiveness in the Workplace:** Inclusive leadership values team members, welcomes diverse perspectives, and creates an environment where everyone feels respected, supported, and empowered to reach their full potential. The author gives an example of a leader who actively seeks out team members' opinions, demonstrating the value of their perspectives.

The chapter highlights the importance of leadership in leveraging the potential power of diversity for competitive advantage and overall success.

## Chapter 4 –The Key Qualities of an Inclusive Leader

Chapter Four of the book explores the key qualities of an inclusive leader. It defines inclusive leadership as a style of leadership that values diversity, encourages collaboration, builds trust, attracts and retains talent, improves relationships, promotes happiness, and boosts employee engagement. The chapter outlines the benefits of inclusive leadership and highlights the importance of this approach in a diverse workplace.

The six major qualities that every inclusive leader must possess are:

- Willing to be courageous
- Willing to connect
- Willing to build safety
- Willing to hold important conversations
- Willing to be humble and vulnerable
- Willing to coach

**Courage:** Inclusive leaders are willing to be courageous.

**Connection:** They are willing to connect with their team members.

**Safety:** They are willing to build safety within the team.

**Conversations:** They are willing to hold important conversations.

**Humility and Vulnerability:** They are willing to be humble and vulnerable.

**Coaching:** They are willing to coach their team members.

These qualities serve as the foundation for the discussions in the following chapters.

## Chapter 5 - Willing to be Courageous

Chapter Five of the book discusses the importance of courage in becoming an inclusive leader. It highlights that courage is not the absence of fear but the willingness to face fear and take actions that promote inclusivity. The chapter emphasizes that courage is necessary for having tough conversations, addressing issues, and building trust.

The author shares personal experiences and insights about courage, along with practical tips to embrace and implement courage, including maintaining a healthy perspective, examining different scenarios, reducing stress, celebrating courageous actions, and welcoming failure. It also stresses the need to balance courage with wisdom, as impulsive actions can have unintended consequences.

The chapter encourages readers to take bold actions to promote diversity and inclusivity in their workplaces while being mindful of the wisdom needed to achieve effective change.

## Chapter 6 - Willing to Connect

Chapter Six of the book emphasizes the importance of building personal connections with team members and explores the benefits of such connections in a professional setting. The chapter encourages leaders to learn more about their team members' personalities, life stories, career paths, cultures, aspirations, knowledge, and strengths to enhance understanding and foster a positive work environment.

The author provides a "curiosity map" with the acronym PLACCKS to guide conversations, promoting deeper connections and understanding between team members. The chapter also stresses the importance of active listening and provides tips on how to become a better listener.

It highlights the barriers that often hold individuals back from connecting, such as fear of the social climate, the unknown, classism, rejection, and misunderstanding cultural norms. The chapter concludes by offering practical steps for leaders to start building better connections, including reaching out to colleagues, preparing with essential skills, and using conversation starters.



## Chapter 7 – Willing to Build Safety

Chapter Seven of the book discusses the importance of psychological safety in the workplace. Psychological safety is defined as the belief that individuals can speak up, take risks, and express ideas without facing ridicule or retaliation. The chapter highlights the benefits of psychological safety, such as increased productivity, engagement, reduced employee turnover, creativity, and improved well-being. It also outlines the dangers of low psychological safety, including negative impacts on mental health, productivity, and employee turnover.

The chapter shares the perspective of an immigrant worker named Ibrahim, who, due to a lack of psychological safety, refrains from expressing his full potential and authentic self at work. The author emphasizes the need to create a safe environment for all employees, especially immigrants, to thrive.

The chapter also discusses how to assess psychological safety in the workplace through observation, feedback, responses to mistakes, empathy and support, open-door policies, and conflict resolution. It provides practical steps for building a culture of psychological safety, starting with leaders leading by example, engaging with team members, seeking their opinions, and appreciating their contributions. It also suggests periodically measuring psychological safety, discussing its importance, and genuinely appreciating team members.

## Chapter 8 - Willing to Coach

Chapter Eight of the book is titled "Willing to Coach." In this chapter, the author discusses the importance of coaching in helping immigrants succeed in the Canadian workplace. They emphasize the benefits of coaching, such as personal growth, increased self-confidence, improved performance, and enhanced engagement. The chapter outlines areas in which immigrants may need coaching, including self-belief, happiness, building emotional intelligence, understanding the organization's culture, breaking through the glass ceiling, interacting with higher-ups, excelling in their careers, improving skillsets, and enhancing communication and presentation skills.

The chapter also introduces the concept of the "Wheel of Life," a tool for self-reflection and goal-setting in various areas of life, and explains the types of coaching, including on-the-spot coaching and long-term coaching. It emphasizes the importance of building trust and gaining consent before engaging in long-term coaching and introduces the GROW model, a coaching framework that includes setting goals, assessing reality, exploring options, and defining the way forward. The author shares a personal experience of receiving coaching and encouragement from a mentor who pushed them to greatness.

## Chapter 9 – Willing to hold important conversations

Chapter Nine of the book, titled "Willing to Hold Important Conversations," focuses on the significance of addressing crucial conversations in the workplace. It provides examples of situations where important conversations are needed, such as addressing trust issues, micro aggressions, employee frustration, and incidents like police brutality. The chapter highlights that many people avoid these conversations due to fear, ignorance, a lack of empathy, ego, or biases.

The chapter emphasizes the importance of overcoming these obstacles and discusses the types of conversations that should be happening in the workplace, including discussions about culture, underperformance, race-related incidents, and diversity and inclusion.

It provides strategies for handling important conversations, such as knowing and evaluating your intent, preparing a conducive environment, being clear and specific, actively listening, staying calm, focusing on behaviors and impact, offering solutions and support, and following up.

The key message is that difficult conversations are essential for growth, learning, and positive change in the workplace. Leaders are encouraged to approach these discussions with empathy, respect, and a focus on finding solutions that benefit everyone involved. Listening and seeking to understand the other party's perspective is crucial.

## Chapter 10 – Willing to be humble and vulnerable

Chapter Ten of the book emphasizes the importance of humility and vulnerability in leadership, particularly when working with immigrants in the workplace. It discusses how leaders should be open to receiving coaching and feedback, as well as appreciating the unique gifts that immigrants bring to the organization. The chapter highlights the gifts of experience, knowledge, wisdom, and energy that immigrants offer and how these can benefit the workplace.

The chapter also provides steps for leaders to maximize the potential of immigrant employees by recognizing, appreciating, eliciting, learning from, and adapting their gifts. It encourages creating an inclusive culture that values the contributions of every individual, regardless of their background.

The conclusion emphasizes the need to create a workplace culture where everyone, including immigrants, feels like they belong. It stresses the importance of working together as a team to overcome challenges and achieve shared goals. The chapter underscores that immigrants can be valuable contributors to the organization when they are supported and empowered.

Overall, Chapter Ten focuses on the role of humility and openness in fostering a diverse and inclusive work environment that harnesses the potential of immigrant employees.