



People of Culturally Diverse Backgrounds: Management Skills

A guide to embody your own management style





What do we mean by culturally diverse backgrounds?

Culturally diverse background is a term that Veza uses in lieu of terms like visible minority or person of colour, because we don't want to focus on colour of skin - a factor that divides us. We wanted a term that celebrated our diversity and recognized how culture is a more powerful force in shaping mindset and behaviour than ethnicity. Veza focuses on creating connection on our similarities while celebrating the differences of culture, family, gender, upbringing, economic and all other factors that influence our individuality.

This leadership guide is focused on leadership self-awareness as that is the beginning of being an inclusive leader. The systemic change starts with you.

This Guide has the following key components:

A Value chart: The list of values will help individuals realize their top personal values.

Communication Style: This section helps to understand how to communicate and have a positive impact within any relationship.

Leadership Style: This will help an individual learn the different kinds of leadership styles and also which one they lean towards.

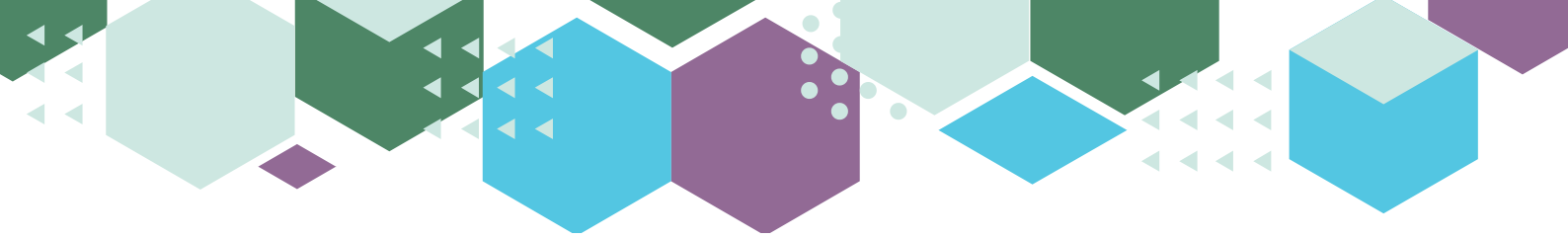
Reflection Questions: These questions will force an individual to do a self-reflection and give a reality check on their leadership.



How do culturally diverse backgrounds affect leadership?

People of Culturally Diverse Backgrounds, face the challenges of others around leadership and understanding their own leadership and communication styles in combination with team management. One of the known challenges faced is the double glass ceiling for people of culturally diverse backgrounds which gives way to inequity of pay, lack of role models and mentors and cultural influence. They do not have the same privilege of access to a network or understanding of how to navigate colonial systems. Many times, they are not at the decision making table where decisions impacting them are made.

The leadership journey of People of culturally diverse backgrounds includes the self-awareness of who they are and what they stand for. It also includes having mentors that have opened similar pathways as them and coaches who can challenge them to be a better version of themselves. It also includes creating a new table where they are influencing decision making and navigating and creating new systems that are accessible by all.



Defining your own personal values allows you a checkpoint on any decision you make. It will allow you to assess how the decision aligns to your values, priorities and what's important at that time.

Below is a list of values. Pick your top ten and rank them in order of importance to you and write them below.





- Accountability
- Accuracy
- Achievement
- Adventurousness
- Altruism
- Ambition
- Assertiveness
- Balance
- Being the best
- Belonging
- Boldness
- Calmness
- Carefulness
- Challenge
- Cheerfulness
- Clear-mindedness
- Commitment
- Community
- Compassion
- Competitiveness
- Consistency
- Contentment
- Continuous Improvement
- Contribution
- Control
- Cooperation
- Correctness
- Courtesy
- Creativity
- Curiosity
- Decisiveness
- Democraticness
- Dependability
- Determination
- Devoutness
- Diligence
- Discipline
- Discretion
- Diversity
- Dynamism
- Economy
- Effectiveness
- Efficiency
- Elegance
- Empathy
- Enjoyment
- Enthusiasm
- Equality
- Excellence
- Excitement
- Expertise
- Exploration
- Expressiveness
- Fairness
- Faith
- Family-orientedness
- Fidelity
- Fitness
- Fluency
- Focus
- Freedom
- Fun
- Generosity
- Goodness
- Grace
- Growth
- Happiness
- Hard Work
- Health
- Helping Society
- Holiness
- Honesty
- Honor
- Humility
- Independence
- Ingenuity
- Inner Harmony
- Inquisitiveness
- Insightfulness
- Intelligence
- Intellectual Status
- Intuition
- Joy
- Justice
- Leadership
- Legacy
- Love
- Loyalty
- Making a difference
- Mastery
- Merit
- Obedience
- Openness
- Order
- Originality
- Patriotism
- Perfection
- Piety
- Positivity
- Practicality
- Preparedness
- Professionalism
- Prudence
- Quality-orientation
- Reliability
- Resourcefulness
- Restraint
- Results-oriented
- Rigor
- Security
- Self-actualization
- Self-control
- Selflessness
- Self-reliance
- Sensitivity
- Serenity
- Service
- Shrewdness
- Simplicity
- Soundness
- Speed
- Spontaneity
- Stability
- Strategic
- Strength
- Structure
- Success
- Support
- Teamwork
- Temperance
- Thankfulness
- Thoroughness
- Thoughtfulness
- Timeliness
- Tolerance
- Traditionalism
- Trustworthiness
- Truth-seeking
- Understanding
- Uniqueness
- Unity
- Usefulness
- Vision
- Vitality





Communication Style

Different communication styles show how one can improve their existing or start a new connection. Understanding others and your own style of communication can strengthen your leadership characteristic

<p>Relator</p> <p>puts high priority on close relationships harmonizer, friendly, patient listens, calms, affirms empathetic and sympathetic warm tone of voice, considerate genuinely concerned, anticipates needs stable, slow, self-controlled steady, conscientious worker informal, casual appearance</p> <p>prefers to be consulted about ideas wants support for their feelings likes a personal, relaxed, no tension work environment</p>	<p>Initiator</p> <p>innovative, animated, energetic spontaneous, fun-loving, risk-taker relies on intuition, initiates action inspires, promotes, celebrates expressive, persuasive, outgoing self-assured, sensitive, seeker include others, works together influences, encourages stylish, functional appearance</p> <p>motivated by excellence, principles, goals, causes wants support for their ideas likes a stimulating, personal, friendly work environment</p>
<p>Analyzer</p> <p>critical thinker considers facts, data, details private with personal information organized, systematic diplomatic deliberate, methodical problem solver formal appearance perfectionist, precise, thorough cautious, conscientious</p> <p>prefers logic, reason, no quick changes wants support for their thoughts likes a structured, ordered, functional work environment</p>	<p>Director</p> <p>results oriented, possibilities thinker independent, ambitious, easily bored driven, fast, decisive confident, competitive takes charge, accepts responsibility direct, focused, self-contained Considers cost/benefit and bottom line plans with options and alternatives business-like, conservative appearance</p> <p>prefers less restriction, opportunity, challenge wants support for their goals likes a busy, efficient, structured, formal work environment</p>

Leadership Style

Golman's 6 Leadership styles

Each of us usually has one leadership type that we tend to move towards one or two primarily. Identify which of these styles do you tend to move towards.

Six Styles of Leadership

D. Goleman (2000) Leadership That Gets Results





Leadership Styles

The Pacesetter Leader

"Do as I do, now."

The pacesetter leader expects and models excellence and self-direction. The pacesetter style works best when the team is already motivated and skilled, and the leader needs quick results. Used extensively, however, this style can overwhelm team members and squelch innovation.

Authoritative Leader

"Come with me"

The authoritative leader mobilizes the team toward a common vision and focuses on end goals, leaving the means up to each individual. The authoritative style works best when the team needs a new vision because circumstances have changed, or when explicit guidance is not required. Authoritative leaders inspire an entrepreneurial spirit and vibrant enthusiasm for the mission. It is not the best fit when the leader is working with a team of experts who know more than him or her.

Affiliative Leader

"People come first"

The affiliative leader works to create emotional bonds that bring a feeling of bonding and belonging to the organization. The affiliative style works best in times of stress, when teammates need to heal from a trauma, or when the team needs to rebuild trust. This style should not be used exclusively, because a sole reliance on praise and nurturing can foster mediocre performance and a lack of direction.



Leadership Styles

Coaching Leader

"Try this"

The coaching leader develops people for the future. The coaching style works best when the leader wants to help teammates build lasting personal strengths that make them more successful overall. It is least effective when teammates are defiant and unwilling to change or learn, or if the leader lacks proficiency.

Coercive Leader

"Do what I tell you"

The coercive leader demands immediate compliance. The coercive style is most effective in times of crisis, such as in a company turnaround or a takeover attempt, or during an actual emergency like a tornado or a fire. This style can also help control a problem teammate when everything else has failed. However, it should be avoided in almost every other case because it can alienate people and stifle flexibility and inventiveness.

Democratic Leader

"What do you think?"

The democratic leader builds consensus through participation. The democratic style is most effective when the leader needs the team to buy into or have ownership of a decision, plan, or goal, or if he or she is uncertain and needs fresh ideas from qualified teammates. It is not the best choice in an emergency situation, when time is of the essence for another reason or when teammates are not informed enough to offer sufficient guidance to the leader



Reflection Questions

What has been an achievement that you are very proud of?

How has culture influenced your career path?

What opportunities have you created for yourself despite systemic challenges?

What type of role models and mentors do you need in your life to move your career to the next level?

What was a challenge you overcame? What did you learn and how did it make you grow as a person?

What do you believe to be your top ten strengths?

What would be your ideal day? How would you feel? What would you do?



Reflection Questions

Who would you spend time with? What would your home look like? What would you be wearing?

What emotions do you feel on a daily basis while working? How do you want to feel?

What are inspired actions that you would take to feel the way that you want to feel on a daily basis?

What are your top five weaknesses?

What kind of leaders are you? What kind do you want to be?

Are you being available or accessible to my team members?

If you were your own boss, how would you rate yourself?

How often do you receive feedback from colleagues and team members? (this can be related to coaching, opportunities, inclusivity)



About Veza Global

Veza Global is an Equity, Diversity and Inclusion (EDI) organization advocating for underrepresented groups with a focus on enhancing the leadership journey for people of culturally diverse backgrounds.

Veza's approach to enhance EDI and build capacity for organizations is guided by two pillars; Diversity of Thought, and Inclusive Culture.. Veza offers an EDI Assessment, Audits, EDI strategy development, and Inclusive Leadership Training and Coaching.

Through Veza's EDI Assessment tool, companies, organizations, and corporations can identify under an hour where they stand on the EDI Maturity Model. Veza will provide a list of detailed recommendations and actionable next steps for your organization to become a more inclusive organization.

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