Thriving with Diversity Seminar #14: Building Networks for Success: Tools and Lessons for Newcomers and Communities

The Inter-Cultural Association of Greater Victoria
University of Victoria Gustavson School of Business

February 15, 2018
<table>
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<th>Topic</th>
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<th>Time</th>
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<tr>
<td>Introduction</td>
<td><strong>Victor Underwood</strong>, First Nation’s Blessing</td>
<td>9:00-9:15am</td>
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<td></td>
<td><strong>Agartu Ali</strong>, Victoria’s Youth Poet Laureate</td>
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<td><strong>Steve Baileys</strong>, Community Development Coordinator, ICA; Coordinator, CPN</td>
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<td><strong>Sudhir Nair</strong>, Associate Professor, University of Victoria Gustavson School of Business</td>
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<td><strong>Saul Klein</strong>, Dean, University of Victoria Gustavson School of Business</td>
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<td><strong>Jean McRae</strong>, CEO, ICA</td>
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<tr>
<td>Panel of Newcomers</td>
<td>Panelists (<strong>Sara Kabesh, Sussana Yartey, Herbert Darapisa</strong>)</td>
<td>9:15–9:35am</td>
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<tr>
<td>Networking Tool</td>
<td><strong>Rick Cotton</strong>, Assistant Professor, University of Victoria Gustavson School of Business</td>
<td>9:35–10:30am</td>
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<td>Background and Assessment</td>
<td><strong>Yan Shen</strong>, Associate Professor, University of Victoria Gustavson School of Business</td>
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<tr>
<td>Break</td>
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<td>10:30-10:40am</td>
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<tr>
<td>Global Café</td>
<td>Facilitated by <strong>ICA Employment Services</strong></td>
<td>10:40-11:00am</td>
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<tr>
<td>Shared Learnings and Research Findings</td>
<td><strong>Rick Cotton</strong>, University of Victoria</td>
<td>11:00-11:30am</td>
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<td><strong>Yan Shen</strong>, University of Victoria</td>
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<tr>
<td>Wrap-Up</td>
<td><strong>Sudhir Nair</strong>, Associate Professor, University of Victoria Gustavson School of Business</td>
<td>11:30-11:45am</td>
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<td><strong>A.R. Elangovan (Elango)</strong>, Professor, University of Victoria Gustavson School of Business</td>
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<td><strong>Steve Baileys</strong>, ICA, CPN</td>
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<tr>
<td>Lunch and Networking</td>
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<td>11:45-12:30pm</td>
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</tbody>
</table>
Introduction

**Steven Baileys**, ICA Community Development Coordinator; CPN Coordinator

**Dr. Sudhir Nair**, Associate Professor, Gustavson School of Business, University of Victoria

**Dr. Saul Klein**, Dean, Gustavson School of Business, University of Victoria

**Jean McRae**, CEO, ICA
Panel of Newcomers

How have your connections helped you secure employment?

What networking challenges have you faced?

Panelists: Sara Kabesh, Sussana Yartey, Herbert Darapisa
Networking Tool Background and Assessment: Your Personal Board of Advisors (PBOA)

What does your PBOA currently look like?

Dr. Rick Cotton, UVic Gustavson School of Business
Dr. Yan Shen, UVic Gustavson School of Business
The average Canadian, currently in the workforce, should expect to have **15 different jobs** and **3+ different careers** during their work lives.

The diagram shows:

**1990 - 2000**
- 16% People who stayed in their same job less than two years.
- 55-60% People who stayed in their same job more than two years.

**2000 - Present**
- 51% People who stayed in their same job less than two years.
- 30% People who stayed in their same job more than four years.

Enter the Personal Board of Advisors (PBOA)

Definition:

“The group of individuals to whom an individual attributes his or her career success.”

Career success can mean:
- Finding a job
- Acquiring professional qualification
- Increased pay
- Increased performance
- Securing a promotion
- Enhanced work/career satisfaction
- Better work-life balance
- Self-actualization!
- Etc.
Better Managed PBOAs Can Lead to….

<table>
<thead>
<tr>
<th>Benefits to Protégé</th>
<th>Benefits to Advisor</th>
<th>Benefits to Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher performance</td>
<td>Higher career satisfaction</td>
<td>Better talent management</td>
</tr>
<tr>
<td>Higher pay</td>
<td>Higher pay</td>
<td>Lower turnover</td>
</tr>
<tr>
<td>Quicker promotions</td>
<td>More recognition</td>
<td>Better recruitment</td>
</tr>
<tr>
<td>More personal learning</td>
<td>More meaningful life</td>
<td>Higher performance</td>
</tr>
<tr>
<td>Higher work satisfaction</td>
<td>Greater organizational commitment</td>
<td>Greater worker productivity</td>
</tr>
<tr>
<td>Greater identity clarification</td>
<td></td>
<td>Greater diversity</td>
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<tr>
<td>More job/career opportunities</td>
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</table>

Sources: Dobrow, Chandler, Murphy, & Kram, 2012; Murphy & Kram, 2014; Yip & Kram, 2016.
The Personal Board of Advisors (PBOA)...

Just remember: There is no one size fits all!
PBOA – Two Key Aspects

Structure + Support
PBOA – Structure

- Size
- Range
- Diversity
- Density
- Support extent
- Other considerations...

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<tr>
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<th>Psychosocial Support</th>
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<td>C8. Takes on responsibilities of mine to help me pursue career goals</td>
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**Sources:** Higgins, Dobrow, & Roloff, 2010; Murphy & Kram, 2010; Cotton, Shen, Livne-Tarandach, 2011; Shen, 2010; Shen & Kram, 2011.
Example
PBOA Self-Assessment: **Step 1**

**Step 1.** Answer the question, ‘What is your current, primary career success goal?’

It may be to secure employment, earn a promotion, have more job satisfaction, achieve more work-life balance or even to just improve your performance in your current job, etc. Please reflect on and write down this goal below. (Ideally, the goal will be **SMART** (Specific, Measurable, Achievable, Realistic, and Timed).)

My Current, Primary Career Success Goal:

To find a job in the restaurant industry in Victoria by April 15.

This is the primary success goal of your Personal Board of Advisors!
PBOA Self-Assessment: **Step 2**

**Step 2.** On the next page, in the Step 2 Table, list the people to whom you attribute your success efforts relative to this goal over the last year (i.e., since February 15, 2017).

These are your ‘personal board of advisors’. Think broadly as these relationships may come from any social realm.

Write down the Advisor’s name or initials, support provided (C1-C8 and P1-P7) and closeness to you in the Step 2 Table.

This is your current Personal Board of Advisors!
**Step 2 Table.** List below those to whom you attribute your career success efforts in the last year (one line per person). (NOTE: There’s no prescribed number. Please add lines as needed).

<table>
<thead>
<tr>
<th>Advisor Name (or initials)</th>
<th>Support Provided Me by This Advisor (use C1-C8 and P1-P7)</th>
<th>Relationship Closeness with Advisor (Very Close, Close, Somewhat Close, Distant)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mom</td>
<td>P1 P2 P3 P4 P5 P6</td>
<td>Very Close</td>
</tr>
<tr>
<td>AI</td>
<td>P1 P4 P6</td>
<td>Close</td>
</tr>
<tr>
<td>J.F.</td>
<td>P4 P5 P6</td>
<td>Very Close</td>
</tr>
<tr>
<td>A.B.</td>
<td>P4 P5 P6</td>
<td>Somewhat Close</td>
</tr>
<tr>
<td>K.L.</td>
<td>P1 P4 P5 P7</td>
<td>Somewhat Close</td>
</tr>
<tr>
<td>S.N.</td>
<td>P4 P5 P7</td>
<td>Distant</td>
</tr>
<tr>
<td>S.B.</td>
<td>C1 C2 C3 C4 C5</td>
<td>Close</td>
</tr>
</tbody>
</table>
Step 3. Review your advisors in the Step 1 Table and on the diagram below, in the grey boxes around the outside, label what aspect of your life you identify your different advisors as primarily coming from.

Examples could include labels like: Work, Family, School, Friends, Former Colleagues, etc. Add boxes or skip grey boxes as fits the way you think of these people.

These are your **current** Personal Board of Advisors’ social realms!
PBOA
Example:
Social Realms
PBOA Self-Assessment: Step 4

Step 4. Place each advisor name/initials from the Step 2 Table in an oval on the appropriate part of your diagram considering the grey box labels from which they come from.

The distance from the ‘ME’ (i.e., You!) icon at the center should reflect the approximate closeness you feel to the person as indicated in the Step 1 Table (e.g., place on closest line to ‘ME’ for Very Close, next closest line for Close, third closest for Somewhat Close, and outer line for Distant).

These are your current Advisors!
PBOA
Example: Advisors
PBOA Self-Assessment: Step 5

**Step 5.** Draw a line between the ‘ME’ icon and each advisor name/initials oval. Make this line lighter if only one kind of support provided by this person (as indicated in the Step 2 Table) and darker and darker in line with the more and different kinds of support provided by your different advisors).

These lines indicate the depth and breadth of support you receive from your current Advisors!
PBOA
Example: Support Provided
PBOA Example: Diversity and Density

Step 6. How many from your list of advisors in the Step 2 Table have (a) very different ________ (per headings in the table below) than you? Please indicate as a ratio of number of advisors/your total number of advisors (e.g., 3/8). In the section marked ‘Other________’, please feel free to indicate a type of diversity in experience or traits that you feel is also an important consideration related to the nature of support that one receives through this kind of network.

<table>
<thead>
<tr>
<th>Education level:</th>
<th>2/17</th>
<th>Age:</th>
<th>3/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industry experience:</td>
<td>6/17</td>
<td>Gender:</td>
<td>1/17</td>
</tr>
<tr>
<td>(e.g., construction, non-profit, retail)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Functional experience:</td>
<td>6/17</td>
<td>Race/Ethnicity:</td>
<td>2/17</td>
</tr>
<tr>
<td>(e.g., customer service, operations, marketing)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country of origin:</td>
<td>2/17</td>
<td>Other_________</td>
<td>1</td>
</tr>
</tbody>
</table>

How many of your advisors in your Step 2 Table are friends with each other? Please indicate this ratio: 4/17

These ratios describe the diversity and density of your current PBOA!
Break (10 mins)

*Enjoy some refreshments and make some connections!!*
Global Café Activity

• Explore 3 questions with others at your table

• Divide into groups based on table number on your name tag

• 5 minutes to respond to each question
Global Café Activity

• Explore and discuss 3 questions at your table:

#1. What stands out to you most about your PBOA network diagram?

#2. How well is your PBOA in helping you meet your primary success goal?

#3. What actions can you take to enhance your PBOA network?
Global Café Table Reflections (20 mins)

In terms of Structure **AND** Support:

7a. **What stands out to you most about your PBOA diagram?**

7b. **How well is your PBOA in helping you to meet your current, primary career success goal (from Step 1)?**

7c. **What actions can you take to enhance your PBOA?**

Table facilitation by ICA Employment Services and CPN members
Global Café Report Out Activity

Each table share a theme or key learning for each of the three questions that emerged from your Global Café (2 minutes)
Shared Learnings and PBOA Research Findings

What is one key insight for the larger group from your table for each the three questions?

7a. What stands out about your PBOA?
7b. PBOA in relation to your career success goal?
7c. Actions to enhance your PBOA?

What are additional PBOA research findings and recommendations?

Rick and Yan
Common Challenges

• Lack of access to informal networks where you need them most
• Lack of sponsorship
• Lack of role models
• Lack of diversity
• Lack of shared relationship expectations

BUT, most of all:
• Keeping the same network and expecting different results!!

Source: Chanland & Murphy, 2017; Cotton & Shen, 2013; Shen, Cotton & Kram, 2015.
Better PBOAs

Consider a PBOA having:

- A larger number of advisors
- Greater range from different aspects of your life
- Greater diversity, particularly with greater numbers of cross-cultural and cross-gender ties
- A network that has the right support for YOU

Source: Chanland & Murphy, 2017; Higgins, 2007; Shen, Cotton & Kram, 2015.
# PBOA – Support

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**Sources:** Higgins, Dobrow, & Roloff, 2010; Murphy & Kram, 2010; Cotton, Shen, Livne-Tarandach, 2011; Shen, 2010; Shen & Kram, 2011.
But who?

• Get the most out of existing relationships, including family and friends
• Brainstorm and reach out to advisors to add based on:
  – Who you are and where you want to be
  – Support needs
  – Access to others
  – Personality and expectations alignment

Become an Entrepreneurial Protégé…

• **Knowing Why**
  – Self-awareness to clarify what you seek and what you bring to the relationship

• **Knowing Where**
  – Leverage the knowledge of those who’ve “been there, done that” and the supporters around you

• **Knowing How**
  – Take a chance and err on the side of reaching out
  – What can you do for them?
  – How can you actively stay in touch with them?

• **Knowing Who**
  – Identify advisors who will help you learn and grow

Source: Modified based on Murphy & Kram, 2014.
Q&A with Rick and Yan...

Rick Cotton
rcotton@uvic.ca

Yan Shen
yanshen@uvic.ca
Wrap-Up

Dr. Sudhir Nair, Associate Professor, University of Victoria Gustavson School of Business

Dr. A.R. Elangovan (Elango), Professor, University of Victoria Gustavson School of Business

Steven Baileys, ICA Community Development Coordinator; CPN Coordinator
Dr. A.R. Elangovan (Elango)
Professor
University of Victoria
Gustavson School of Business
Wrap-Up/Announcements

• Email will be sent out with survey, resources and links of presenters

• Next CPN members’ meeting: Spring of 2017

• Other announcements
Happy New Year 2018
Lunch

Enjoy the meal and make some connections!!