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## Cultural Intelligence Is Critical for Inclusivity in the Canadian Armed Forces

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**JCSP 46 DL**

**Solo Flight**

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**CULTURAL INTELLIGENCE IS CRITICAL FOR INCLUSIVITY  
IN THE CANADIAN ARMED FORCES**

By Major M.V. Geneviève Dussault

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## Cultural Intelligence Is Critical for Inclusivity in the Canadian Armed Forces

*The Department of National Defence and the Canadian Armed Forces are committed to demonstrating leadership in reflecting Canadian ideals of diversity, respect and inclusion, including striving for gender equality, and building a workforce that leverages the diversity and multicultural fabric of Canadian society.<sup>1</sup>*

-MND, Halifax International Security Forum November 2020

### INTRODUCTION

The Canadian Armed Forces (CAF) is a reflection of the Canadian society. Nowadays, as the Canadian society is becoming more diversified, most would expect the CAF to be as well. After the assimilation and integration of women in the CAF in all areas of the force including submarine, you would think that there is nothing else that should prevent the progression of women and other minorities in the CAF. But there is! Although a step in the right direction for a more diverse, multicultural workforce and more inclusive, there are underlying issues that will require a different approach to solve the Wicked Problem that the CAF is currently facing: making the forces a more inclusive workforce and give everyone the same fair chance for promotion, posting of choice, opportunities and a chance to be completely themselves at work without fear of being a victim of sexual misconduct nor micro-aggression.

How to solve this Wicked Problem and work towards a more inclusive workforce where everyone will have the same opportunity to flourish and feel safe? How do we educate CAF members across all ranks? What if Cultural Intelligence (CQ) could be the answer to our questions? This paper will suggest that CQ is critical for inclusivity in the CAF. Using articles and books elaborating on the subject of CQ and Inclusive Leadership, this essay will endeavour to demonstrate how the CAF could benefit of CQ in its quest for inclusivity.

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<sup>1</sup> CDA Institute. Last accessed 14 April 2021. <https://cdainstitute.ca/unconscious-leadership-bias-reflections-on-diversity-sexual-misconduct-and-systemic-racism-in-the-canadian-armed-forces/>

In the first section of this dissertation, inclusiveness will be defined and we will uncover how it is a problem space in the CAF. Furthermore, the concept of CQ will be explained and showed how it would be beneficial to the CAF. Finally, a model will be used to demonstrate how each individual can grow their CQ and increase inclusivity in the CAF. After reading this essay, I hope you will also be convinced that CQ is critical to inclusivity in the CAF. Let's start by defining inclusiveness.

## **THE PROBLEM SPACE**

### **Inclusiveness**

Inclusiveness is when ‘‘leaders can create a culture of belonging where everyone can thrive in countless ways...’’<sup>2</sup> Due to personal blind spots and biases and the feeling of not being fully included at work ‘‘...many talented employees in their workplaces do not feel comfortable bringing their whole selves to work.’’<sup>3</sup> Sometimes, even if they bring their whole self to work, their point of view, their perspective is not taken into consideration. This is important because ‘‘...employees that benefit an inclusive work climate feel psychologically safe to be authentic...’’<sup>4</sup> in the workplace and that creates valuable result. If someone is not being true to themselves and hide who they really are because of fear, this effort used to hide is lost in productivity. Inclusiveness is crucial to an organization because it ‘‘refers to the intentional, ongoing effort to ensure that diverse people with different identities are able to fully participate in all aspects of the work of an organization, including leadership positions and decision-making

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<sup>2</sup> Brown, Jennifer. How to be an inclusive leader: Your role in creating cultures of belonging where everyone can thrive. Berrett-Koehler Publishers, 19 August 2019, p.35.

<sup>3</sup> Ibid, p.36.

<sup>4</sup> Ernst Kossek, Ellen and Hee Lee, Kyung. Creating Gender-Inclusive Organizations: Lessons from Research and Practice. University of Toronto Press, 12 Apr 20, p.60.

processes.”<sup>5</sup> Diverse individuals will feel respected and welcomed in an organization that is inclusive. Verna Myers expert on diversity and inclusion stated that “[d]iversity is being asked to the party. Inclusion is being asked to dance”.<sup>6</sup> Now let’s look at the Inclusiveness in the CAF.

### **Inclusiveness in the CAF**

“While Diversity is about representation, Inclusion is the process of welcoming diversity and creating an environment where everyone thrives”<sup>7</sup>. The CAF policies and our organization have been built at a time where diversity was not yet a statement. When policies were designed, they were hospitable for people that looked like the one that wrote them. Looking at the CAF in 2021, biases are not hard to find. Not only policies and processes have biases, members of the CAF have them along with blind spots which deters inclusive workspace.

The recent headlines in the media about the top leadership of the CAF being under investigation for inappropriate sexual misconduct revelations and allegations is pretty clear: the CAF is facing a crisis that needs to be resolved and members are demanding change towards a fair and inclusive environment.

A recent Tweet by Admiral Art McDonald made the news and created some controversy about the picture he posted with eight white male high ranking members of the CAF:

Conversation on diversity, inclusion, and culture change are not incompatible with our thirst for operational excellence. I count on my senior leaders to champion culture change. Diversity makes us stronger, inclusion improves our institution. We are #StrongerTogether.<sup>8</sup>

Although the quote is the ultimate goal and totally where the CAF would like to be, the

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<sup>5</sup> Tan, Tina Q, Principles of Inclusion, Diversity, Access, and Equity: The Journal of Infectious Diseases. Oxford, 2019. Accessed 13 May 21. [https://academic.oup.com/jid/article/220/Supplement\\_2/S30/5552351](https://academic.oup.com/jid/article/220/Supplement_2/S30/5552351), p.1.

<sup>6</sup> Verna Myers. Last accessed 13 May 2021. <https://www.vernamyers.com>

<sup>7</sup> Cultural Intelligence. Last accessed 13 May 2021. <https://culturalq.com/>

<sup>8</sup> Macleans Magazine. Last accessed 24 May 21. <https://www.macleans.ca/news/canada/the-canadian-military-not-a-picture-of-diversity/>

picture that accompanied the Tweet showcased how much of a problem it is in the CAF!

Increasing diversity and inclusion are not challenges that can be solved through the Operational Planning Process. The CAF has not yet found the recipe to create a fair and inclusive environment where everyone will have the same opportunity to flourish and feel safe to be themselves. The military used a form of **assimilation** in the past which implies *unity and conformity* vice **inclusion** which implies working with the *differences and preserving identity*.<sup>9</sup>

Although the CAF is fully committed to implement a comprehensive Diversity Strategy and Action Plan in accordance with the new Defence Policy<sup>10</sup> to promote an institution-wide culture that embraces diversity and inclusion, it is still looking for an effective solution to promote inclusiveness. Now, let's visit the concept of CQ.

## WHAT IS CQ?

“CQ denotes a person's ability to operate, to connect with others, and to make decisions effectively in multiple cultural environments.”<sup>11</sup> This make employees using cultural intelligence better able to perform and adapt in diverse environment. “Cultural Intelligence is related to emotional intelligence, but it picks up where emotional intelligence leaves off.”<sup>12</sup> It is said that emotional intelligence (EQ) has five components: self-awareness, self-regulation, motivation, empathy and lastly social skill.<sup>13</sup> In addition to the five components of EQ, CQ

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<sup>9</sup> Edgar, Alistair. Armed Forces through Diversity and Inclusion: Strengthening the Canadian Armed Forces through Diversity and Inclusion. University of Toronto Press, 26 Nov 2019, p.309.

<sup>10</sup> Canada. Minister of National Defence. Strong Secured Engaged, Canada's Defence Policy, 2017, p.23.

<sup>11</sup> Montoya, Camilla A. Silencing Genger, Age, Ethnicity and Cultural Biases in Leadership. Hamilton Books, 14 Nov 2018, p. 339.

<sup>12</sup> Early, Christopher and Mosakowski, Elaine. Cultural Intelligence: Best Practice. Harvard Business Review. Oct 2004. Last accessed 16 May 2021. [https://www.boyden.com/media/just-what-the-doctor-ordered-15763495/Harvard%20Business%20Review\\_Cultural%20Intelligence.pdf](https://www.boyden.com/media/just-what-the-doctor-ordered-15763495/Harvard%20Business%20Review_Cultural%20Intelligence.pdf). p.1.

<sup>13</sup> HBR's 10 Must Reads on Emotional Intelligence featuring, Harvard Business Review Press. 6 Apr 15, p.16.

includes “the capability to function effectively in culturally diverse situations.”<sup>14</sup>

It is to be understood that “... cultural intelligence is not an all-or-nothing ability; it is a flexible aptitude, which can be strengthened through education, observation and intercultural contact.”<sup>15</sup>

CQ is a key enabler to eliminate the biases in the workplace, most specifically those in leadership position. Those who uses CQ can get more productivity from their subordinates and attain positive interpersonal results and inclusiveness. This essay defines culture as a way of thinking and being that sets apart a group from another.<sup>16</sup> The organization of the CAF, per example, has its own culture. All the different cultures or sub-cultures working together form diversity: this include visible minorities, gender, age, religion, sexual orientation, disabilities, origin, ethnicity, etc.

Applying CQ in the workplace is critical when there is diversity. It is also essential when the organization operates globally such as Operations across the world and when dealing with other nations which is what the CAF faces on a daily basis. Now that the concept of CQ is understood, let’s look at a model that could help the CAF in their quest to be more inclusive: *The inclusive leader continuum*.

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<sup>14</sup> Livermore, David PH.D. Driven by difference: How great companies fuel innovation through diversity. American Management Association (AMACOM), Feb 16, p. 2.

<sup>15</sup> Montoya, Camilla A. Silencing Genger, Age, Ethnicity and Cultural Biases in Leadership. Hamilton Books, 14 Nov 2018, p. 339.

<sup>16</sup> Livermore, David PH.D. Driven by difference: How great companies fuel innovation through diversity. American Management Association (AMACOM), Feb 16, p. 9.

## MODEL: THE INCLUSIVE LEADER CONTINUUM (JENNIFER BROWN)

Jennifer Brown's mentioned in her book that: "When you haven't supported inclusion in the workplace as well as you could have, the root cause is often *bias*, which can be unconscious. Bias reduces our ability to make decisions based on fairness, merit, and objectivity."<sup>17</sup> Oftentimes, members are just not aware that a problem exist which lead to the fact that the necessary leadership and actions can't be completed. If leaders are able to understand that not everyone is having the same workplace experiences and that they are able to recognize that and make changes can create a more inclusive workforce where everyone feels respected. Companies perpetuate bias because they are not examined and analyzed by leaders of the organization.



Figure 1: The Inclusive Leader Continuum

**Stage 1: Unaware;** In this stage, the individual does not realize that there are diversity and inclusion issues in the organization.

**Stage 2: Aware;** Knows some basic concept of issues and are aware that you have a role to play.

**Stage 3: Active;** Starting to take meaningful action, seek diversity and advise others.

<sup>17</sup> Brown, Jennifer. How to be an inclusive leader: Your role in creating cultures of belonging where everyone can thrive. Berrett-Koehler Publishers, 19 August 2019, p.84.



**Stage 4:** Advocate; Use your platform to support others and champion diversity and inclusion issues.

Brown's model brings its members to go from all the different stages to give them the opportunity to grow as a person. It can be quite advantageous for an organization to have individual reaching stage 3 and 4 as it empowers others and enable the organization to be more inclusive. It is meant to be a continuous learning experience and at any points, you can return back to a different stage for additional learning on a different subject. The use of this model will make an individual more culturally aware, increase their CQ and be better equipped to lead organization to fully take advantage of diversity and create an inclusive work environment. An organization employing personnel with a high CQ is more likely to accomplish its mission.<sup>18</sup>

### **THE MODEL FOR THE CAF**

There is a need for change in the current CAF and the pressure on the organization is real and felt. During a Townhall on 27 May 21, the A/CDS told the JCSP students that "the CAF is living its most difficult crisis in history".<sup>19</sup> The announcement of the new Chief Professional Conduct and Culture demonstrate that the CAF is serious and motivated in making a change. Before we start training the individual of the CAF on the benefit of intercultural effectiveness, the CAF need to ensure its people understand how relevant it can be for the organization so that they are motivated to learn more about it.

There are various training such as GBA+, Leading Diversity, Understanding unconscious bias, Understanding unconscious bias in the workplace, etc. that are easily accessible to the CAF. The more cultures, differences, bias, blind spots are understood, the more effective the

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<sup>18</sup> Livermore, David PH.D. Driven by difference: How great companies fuel innovation through diversity. American Management Association (AMACOM), Feb 16, p. 22.

<sup>19</sup> Virtual Townhall (Zoom) to CFC for JCSP students by LGen Eyre, A/CDS, 27 May 21.

organization would be and leaders can create a more inclusive environment. Knowledge can also be gained by testimonials, Townhalls, the Defence Advisory Groups, etc. If someone is interested in learning, there are certainly opportunities available.

The CAF diversity groups has put tremendous efforts over the years towards education but too often, not enough members are listening and engaged in the conversation. I have organized over ten International Women Day over the years filled with powerful women and inspiring messages but the attendance has been mostly women. I always felt that everyone should be there to listen, to learn and to grow together. It has always been a missed opportunity to promote diversity and encourage inclusiveness.

The workplace could be as simple as a classroom, but could be as complexed as an international deployment. In all contexts, members using CQ will be able to use diversity to the fullest to create innovation in an inclusive environment.

It was discussed earlier that diversity does not equal inclusion. CQ is key to inclusiveness to the CAF as it opens the minds of all the members, mostly leader on how to be effective in their organization ensuring each individual uniqueness has an important part to play vice referring to unity and conformity. Focussing on raising everyone's CQ in the CAF would equipped members far beyond the diversity they face on their day to day job in creating an inclusive environment but it would go so much deeper. It would prepare the CAF members to deal with Operations across the world and how to deal with other nations with their differences and personal identity being a strength vice being an obstacle.

Former CDS LGen (Retired) Guy Thibault says that: 'In my experience the majority of our senior ranks are ill-equipped for fixing institutional issues of diversity and systemic racism

because of their ‘blind spots’.’’<sup>20</sup> In *Creating Gender-Inclusive Organization* by Kossek and Lee, research shows the following:

That inclusive climates nurture the development of personalized, high trust relationships with dissimilar others is critical for the advancement of women and minorities because it is the traditional lack of such personalized relationship across in-group-outgroup boundaries that fuels the perpetuation of stereotypes that disadvantage women and limit their contributions.<sup>21</sup>

On educating the CAF on CQ, it would better equipped not only the senior ranks but the whole organization to improve how they connect with others, how they make decisions effectively in multiple cultural environments resulting in a more inclusive workplace. Brown’s model would assist the CAF in growing each individual in becoming conscious of their own blind spots, which would have for effect to diminishing unconscious biases. As people of the CAF change and grow through the application of the model, the culture would change too. With the effort of each individual in increasing their CQ, the work environment would become more inclusive. “You need high cultural intelligence to pick up the signals and respond appropriately to different cultures and different ways of thinking and working.”<sup>22</sup>

It is believed that younger generation judge people from their contributions in the workplace vice by the color of the skin, their gender or any other differences<sup>23</sup>. This paper is not taking into account the effect of generation to CQ and inclusivity but it would certainly have an impact. Generation Z do not tolerate organizations that do not value diversity: they expect

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<sup>20</sup> CDA Institute. Last accessed 14 April 2021. <https://cdainstitute.ca/unconscious-leadership-bias-reflections-on-diversity-sexual-misconduct-and-systemic-racism-in-the-canadian-armed-forces/>, p.3.

<sup>21</sup> Ernst Kossek, Ellen and Hee Lee, Kyung. *Creating Gender-Inclusive Organizations: Lessons from Research and Practice*. University of Toronto Press, 12 Apr 20, p.64.

<sup>22</sup> Owen, Jo. *Global Teams: How the best teams achieve high performance*. Pearson Education Limited, Edinburgh Gate, UK 2017, p.25.

<sup>23</sup> Saba, Tania. “Les différences intergénérationnelles au travail : faire la part des choses.” *Gestion* 34, no. 3 (2009), p. 25.

inclusive workplaces<sup>24</sup>.

Cultural diversity is certainly a force multiplier that the CAF should endeavour to exploit. To that effect, members of the CAF with high CQ will understand how it could benefit them and how critical it is to inclusivity in their organization.

## CONCLUSION

The CAF has recently been in the spotlight for its sexualized culture and it is undergoing a transformation to better solve this Wicked Problem. CQ goes above and beyond emotional intelligence (EQ) and with the increase diversity in the CAF, this is an area where additional studies could be conducted as there are not enough data on the subject for military settings. From what was explored in this essay, convincing arguments on how CQ was critical for inclusivity in the CAF was established. In the first section of this dissertation, the problem space of inclusiveness was explained followed by the definition of CQ. Following this, a closer look was taken at Jennifer Brown's model of *The Inclusive Leader Continuum* and how it can be applied in the CAF. It all start with a motivation of wanting to grow as an individual from being unaware, aware, active and advocate. It is a continuum easily accessible to CAF members and all will gain to embrace it by learning their own biases, their own blind spots, their own prejudices and make an effort to overcome them. This is how the CAF will be able to succeed to become a more inclusive institution which is a change that is more than ever needed. This is a journey that all need to embrace to change the toxic culture of the current CAF. Let's transform the CAF, one bias at the time while increasing our CQ. By doing so, the CAF will be a place where everyone has the same fair chance for promotion, posting of choice, opportunities and a chance to be completely themselves at work without fear of being a victim of sexual misconduct nor micro-

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<sup>24</sup> Brown, Jennifer. How to be an inclusive leader: Your role in creating cultures of belonging where everyone can thrive. Berrett-Koehler Publishers, 19 August 2019, p.39.

aggression.

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