



# The Business Case for Immigration and Sustainable Communities

'Together we Prosper' Conference on November 17<sup>th</sup>

The Peterborough Partnership on Immigrant Integration (PPCII)

**Asaf Zohar**

Associate Professor and Program Director, Business  
Administration

Chair, Sustainability Studies Program  
Trent University

# The Business Case for Immigration and Sustainable Communities

In this session I will share ideas and examples of the business case for skilled immigrant integration:

- Importance for companies and sustainable communities to tap into this diverse talent pool and unique source of value.
- Successful immigrant integration is viewed as a key core competence that enhances competitiveness by connecting organizations to global flows of knowledge and talent.
- Invite participants to explore the critical role played by changing mindsets, attitudes, and behavior around immigrant employment and integration.

# The connection between Talent and Tolerance?

- Small Cities report from Richard Florida's Martin Prosperity Institute (MPI) in 2009:
- Peterborough is a leader of other similar communities as far as Technology goes.
- Peterborough lags behind other small cities in relation to Tolerance

Source: [://martinprosperity.org/insights/insight/peterboroughs-creative-economy](http://martinprosperity.org/insights/insight/peterboroughs-creative-economy)

# Why Teams?

- Why do we need teams in the workplace?
- When do teams outperform individuals?
- What is the fundamental difference between groups and teams?

# What is a Team?

Compare your experience of teams with the managerial definition.

A team is a Pig!



# Characteristics of Teams...

- require a merging of individual accountability and mutual accountability
- naturally integrate performance and learning, and are the best vehicle for fostering “learning organizations”
- must understand and master the team process in order to be effective and survive
  - by being aware of team’s stage, you can anticipate problems and proactively solve them

# Understanding Team Development...

---

- ‘Development’ in terms of origin, trajectory, behaviour through time
- ‘Why do they do that?’
  - Explanatory role - Because they are in ‘x’ stage

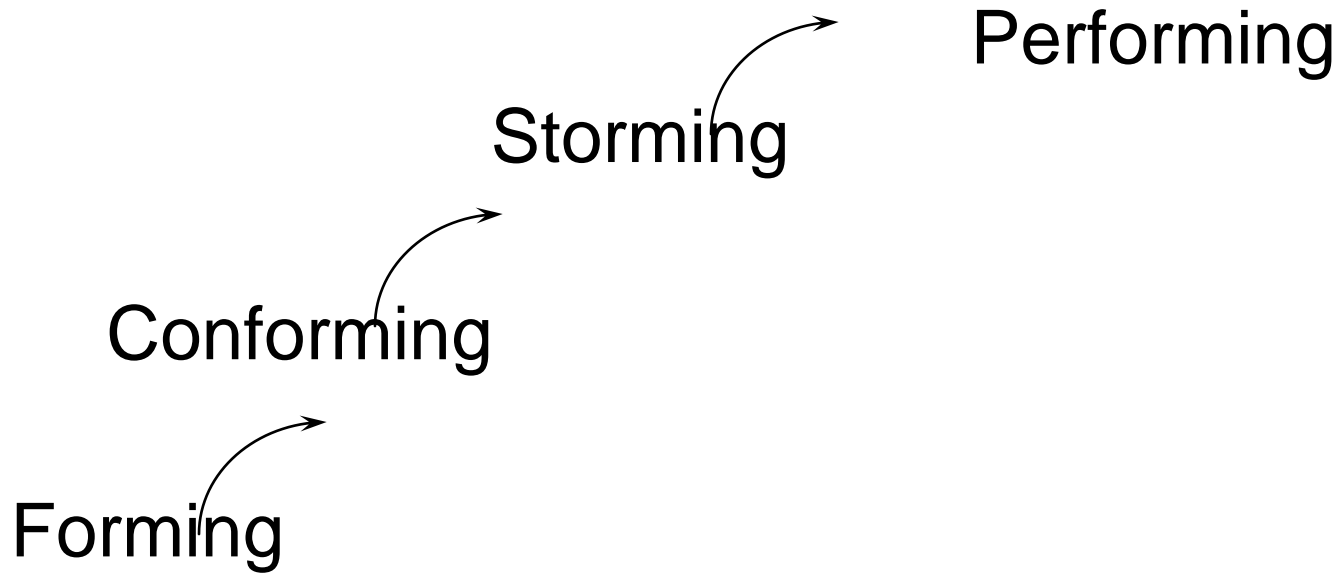
# Building Effective Teams:

---

- Help team progress through the different stages of development
- Incorporate attributes of successful teams:
  - What attributes are evident?
  - What need to be put in place?
- Adopt appropriate practices, roles, norms, and shared understandings

# Understanding Team Development...

---



...through a ***Life Cycle*** metaphor

# Forming ...

---

- Questions regarding...
  - expectations
  - goals
  - leadership norms
  - member responsibilities
- Uncertainty and discomfort
- Need for direction and clarity

# Conforming...

---

- Focus on becoming unified
- Cooperation and commitment
- Shared team vision:
  - reached by consensus
  - articulated frequently
  - a beacon to guide group experience
- Differentiation of roles

# ...and Unproductive Team Roles

---

- **Blocking Roles**

- Overanalyzing
- Overgeneralizing
- Fault-finding
- Premature closure on decisions
- Stating opinions as facts
- Rejecting
- Pulling rank
- Dominating
- Stalling

# NASA's Failings and Teamwork

- What are the main factors driving recent disasters:
  - Accident in 1986 that destroyed the Challenger and its crew of seven.
  - Accident in 2002 due to foam failure leading to Columbia disaster
- Source: NASA's Failings Go Far Beyond Foam Hitting Shuttle, Panel Says By JOHN SCHWARTZ with MATTHEW L. WALD Date: Saturday - June 7, 2003

# Storming...

---

- No longer shy, accepting, submissive
- Disagreements and competition
- Leadership struggle
- Testing norms and boundaries
- Expressing individuality & independence

# Performing...

---

- Awareness of team's core strengths
- Pursuit of continuous improvement & innovation
- Mutual trust and development
- Unconditional commitment
- Team self-sufficiency

# The Key to Successful Immigrant Engagement?

“Any movement , and culture, will fail if it cannot paint a picture of a world that they want to live in”

Martin Luther King