The Conference Board of Canada

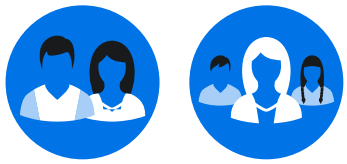
In partnership with

Future Skills Centre

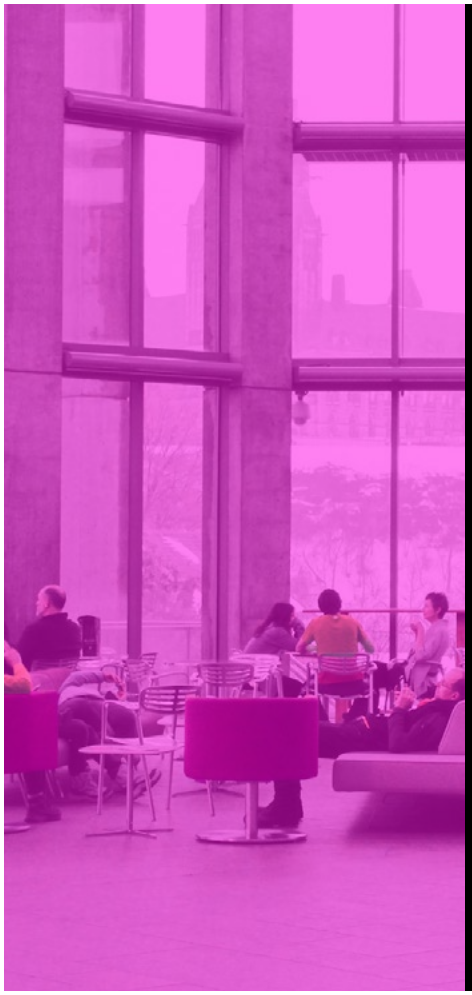
Organizational Design Tools for Leaders

Reflection Framework

June 20, 2023



Senior leaders, human resources leaders



Future Skills Centre

The Future Skills Centre – Centre des Compétences futures (FSC-CCF) is a forward-thinking centre for research and collaboration dedicated to preparing Canadians for employment success. We believe Canadians should feel confident about the skills they have to succeed in a changing workforce. As a pan-Canadian community, we are collaborating to rigorously identify, test, measure, and share innovative approaches to assessing and developing the skills Canadians need to thrive in the days and years ahead.

The Future Skills Centre was founded by a consortium whose members are Toronto Metropolitan University, Blueprint, and The Conference Board of Canada.

If you would like to learn more about this report and other skills research from FSC, visit us at fsc-ccf.ca or contact info@fsc-ccf.ca.

fsc-ccf.ca

In partnership with:

Toronto Metropolitan University

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Blueprint

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Key terms

- **aajiiqatigiinniq:** “Decision making through discussion and consensus.”[1]
- **avatittinnik kamatsiarniq:** “Respect and care for the land, animals, and the environment.”[2]
- **Inuit Societal Values:** A set of Inuit beliefs, values, and communal rules centred on living a good life and the ways one is expected to behave.
- **inuuqatigiitsiarniq:** “Respecting others, relationships and caring for people.”[3]
- **pijitsirniq:** “Serving and providing for family and/or community.”[4]
- **pilimmaksarniq/pijariuqsarniq:** “Development of skills through observation, mentoring, practice and effort.”[5]
- **piliriqatigiinniq/ikajuqtigiinniq:** “Working together for a common cause.”[6]
- **qanuqtuurniq:** “Being innovative and resourceful.”[7]
- **tunnganarniq:** “Fostering good spirits by being open, welcoming and inclusive.”[8]

1 Government of Nunavut, *Public Service Annual Report 2020–21* (Iqaluit: Government of Nunavut, 2022), 4, https://www.gov.nu.ca/human-resources/documents/2020-21-public-service-annual-report.
2 Ibid.
3 Ibid.
4 Ibid.
5 Ibid.
6 Ibid.
7 Ibid.
8 Ibid.

Reflection framework

An executive team can undertake the following exercise over two sessions, with a focus on four Inuit Societal Values per session. It explores several important Inuit Societal Values. If your organization works with Knowledge Keepers or Elders regularly, such as with an Elders Council, including the Elders in this long-term planning would be helpful. They may be able to support you in incorporating team-based consensus-building principles (aajiiqatigiinniq) both in completing this exercise and in your policies.

One way that Inuit engage in decision-making is allowing everyone to offer their thoughts, inviting subject matter experts to share their special knowledge, discussing openly, and then coming to a final decision that everyone can accept.[9]

Once you've completed these reflective questions as an executive team, you can use the remaining sets of tools as next steps for managers and human resources practitioners.

9 Pauktuutit Inuit Women of Canada, *The Inuit Way: A Guide to Inuit Culture* (Ottawa: Pauktuutit Inuit Women of Canada, 2006), https://www.relations-inuit.chaire.ulaval.ca/sites/relations-inuit.chaire.ulaval.ca/files/InuitWay_e.pdf.

Session 1

Reflective question	Existing practices	Are they effective?	Remaining gaps	Opportunities Share this tool with your HR team or managers: ***Sample Interview Questions*** in the Recruitment Tools set.
inuuqatigiitsiarniq: "Respecting others, relationships and caring for people." Source: Government of Nunavut, *Public Service Annual Report 2020–21*.				
How are you working to ensure that processes are inclusive of Inuit perspectives?				
What culturally appropriate supports and policies do you have available for Inuit employees? (e.g., leaves, benefits, flexible training opportunities, language learning)				
How do you define "family" in your policies? Have Inuit informed this policy? (e.g., defining who can access benefits)				
How have you considered training for Inuit employees who are working in a new, predominantly non-Indigenous setting?				

(continued ...)

Session 1 (cont'd)

Reflective question	Existing practices	Are they effective?	Remaining gaps	Opportunities Share this tool with your HR team or managers: ***Confidential Resources for Problematic Substance Use*** in the Health and Well-Being Tools set.
tunnganarniq: "Fostering good spirits by being open, welcoming and inclusive." Source: Government of Nunavut, *Public Service Annual Report 2020–21*.				
How have you incorporated various ways of capturing and understanding the Inuit employee experience?				
How have you actively engaged Inuit perspectives in strategic planning?				
How have you incorporated team-based consensus in strategic planning?				
How are you working toward pay equity?				
How have you reviewed policies to ensure they're inclusive of Inuit lifestyles?				
How do you build flexibility when, where, and how people work?				

(continued ...)

Session 1 (cont'd)

Reflective question	Existing practices	Are they effective?	Remaining gaps	Opportunities Share these tools with your HR team or managers: ***Four Steps to Help a Colleague in Distress*** in the Health and Well-Being Tools set and ***Manager–Employee Career Discussions*** in the Workplace Learning and Career Navigation Tools set.
pijitsirniq: "Serving and providing for family and/or community." Source: Government of Nunavut, *Public Service Annual Report 2020–21*.				
How have you enabled employees to engage in community activities, events, and volunteering?				
How is your organization investing in community needs like housing, food security, and other infrastructure?				
How does your organization promote collaboration with community Elders and Knowledge Keepers?				

(continued ...)

Session 1 (cont'd)

Reflective question	Existing practices	Are they effective?	Remaining gaps	Opportunities Share this tool with your HR team or managers: ***Reflection Framework*** in the Organizational Design Tools for Leaders set.
aajiiqatigiinniq: "Decision making through discussion and consensus." Source: Government of Nunavut, *Public Service Annual Report 2020–21*.				
How have you enabled managers to employ consensus decision-making in teams?				
How have you ensured internal communication allows for two-way feedback?				
How have you trained and shared expectations with managers to have culturally aware, supportive performance conversations?				
How do you ensure Inuit involvement in decision-making?				

Session 2

Reflective question	Existing practices	Are they effective?	Remaining gaps	Opportunities Share this tool with your HR team or managers: ***Incorporating Inuit Perspectives*** **and** ***Values in Workplace Learning*** in the Workplace Learning and Career Navigation Tools set.
pilimmaksarniq/pijariuqsarniq: "Development of skills through observation, mentoring, practice and effort." Source: Government of Nunavut, *Public Service Annual Report 2020–21*.				
How have you provided opportunities for informal learning among colleagues?				
How have you provided mentoring for junior colleagues by more experienced team members?				
How do you empower team members to practise their strengths?				
How have you considered on-the-job training that meets the needs of Inuit candidates and employees?				

(continued ...)

Session 2 (cont'd)

Reflective question	Existing practices	Are they effective?	Remaining gaps	Opportunities Share this tool with your HR team or managers: ***Best Practices for Job Design*** and Interviews in the Recruitment Tools set.
piliriqatigiinniq/ikajuqtigiinniq: "Working together for a common cause." Source: Government of Nunavut, *Public Service Annual Report 2020–21*.				
How do you create virtual or physical space and time for mutual understanding and collaboration?				
How have you incorporated grassroots initiatives into strategic planning?				
How do you promote reciprocity (mutual give-and-take) within the organization? (e.g., a manager offering flexibility and trust to a team in exchange for high-quality outputs)				

(continued ...)

Session 2 (cont'd)

Reflective question	Existing practices	Are they effective?	Remaining gaps	Opportunities Share this tool with your HR team or managers: ***Training Opportunities to Share With Managers*** in the Health and Well-Being Tools set.
Qanuqtuurniq: "Being innovative and resourceful." Source: Government of Nunavut, *Public Service Annual Report 2020–21*.				
How do you train managers to build trust within their teams?				
How do you support innovation and pilot-testing ideas in your organization?				

Reflective question	Existing practices	Are they effective?	Remaining gaps	Opportunities Share this tool with your HR team or managers: ***Systems and Structures*** in the Organizational Design Tools for Leaders set.
avatittinnik kamatsiarniq: "Respect and care for the land, animals, and the environment." Source: Government of Nunavut, *Public Service Annual Report 2020–21*.				
How do you promote environmental sustainability as an organization?				
How do you support Inuit employees in caring for the land?				

Where insights meet impact

Organizational Design Tools for Leaders: Reflection Framework

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