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The Secrets of Success

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Challenges

- Small businesses contribute significantly to Canada's economy and local communities, and employ 49% of the private sector labour force.
- Canada needs small business to be resilient and high performing
- Upcoming skill and labor shortages will impact all businesses

Skills Shortage vs. Skills Wastage

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Canadian Workforce

New Immigrants Skills & Talents

Secret of Success – an Enhanced Critical Incident Research

- The Story
- Facilitating and Hindering Incidents
- Metaphors
- Secrets of ‘Success’

Foundations: Flanagan; Butterfield, Maglio, Borgen, Amundson

Applying New Paradigms

- Applying a positive psychological perspective
  - Studying people who are doing well

- Using stories and metaphors and the visual arts to capture the experience (constructivism, narrative, hermeneutics)

Exploratory Study

- Intensive discussion with 20 respondents who felt that they were successful in their work situation

- Telling their stories of finding ‘success’, sharing their challenges and also how they had managed to get ahead, making suggestions for improvement

Demographics

Recent Immigrants (have been in Canada less than 10 years)	8	40%	**Joined Employment Services**	13	65%
Established Immigrants (have been in Canada no less than 10 years)	12	60%	**Did Not Join Employment Services**	7	35%
Female	11	55%	**Male**	9	45%
Age Group (25~45 years old)				20	100%
Industry Sectors	Information Technology			4	20%
	Accounting			2	10%
	Health Care			2	10%
	Administration & Customer Services			5	25%
	Social Services			2	10%
	Engineering			2	10%
	Education			1	5%
	Mass Media			1	5%
	Food Services			1	5%

Secrets of Success

Secret of Success	Total counts by persons	%
1. Personal Initiatives	20	100%
2. Skills Development	7	35%
3. Help from Others	3	15%

Secrets – Personal Initiative

- Keep trying/Be persistent
- Build a network
- Develop communication and relationship skills
- Be proactive in contacting employers
- Develop career goals
- Learn how to showcase job capabilities
- Learning from mistakes, readiness to learn, staying calm under stress, hard work, honesty, accepting challenges, problem solving skills, self discipline, etc.

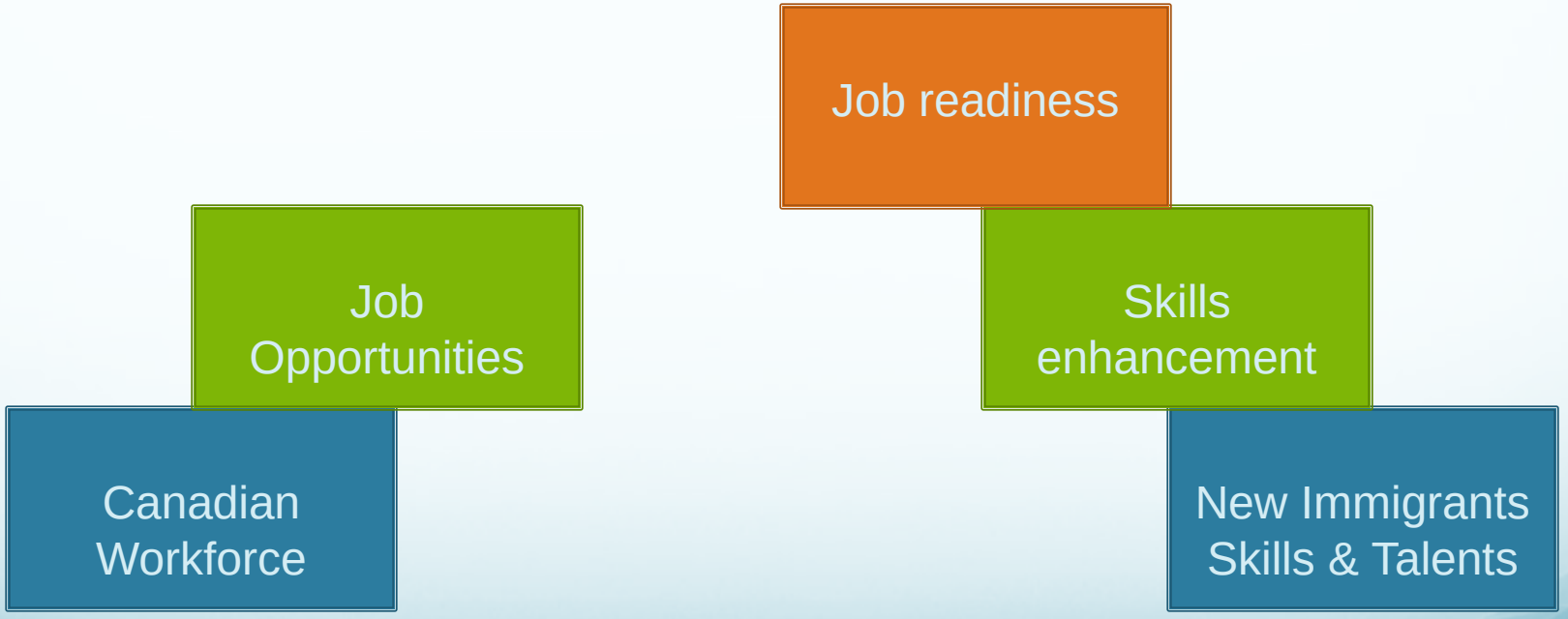
Security

- Financial rewards
- Benefits
- Physical safety
- Position security

Job Readiness Preparation

- Help people to prepare before leaving
- Improve language courses
- Provide special services for immigrants who want to access professional jobs
- Improve group facilitation skills
- Customize services
- More opportunities to connect with professionals and the community, and learn from others success stories
- Improve effectiveness of the interview practice

Job Readiness Preparation



Skills Wastage

Human Capital – "Secret for Success"

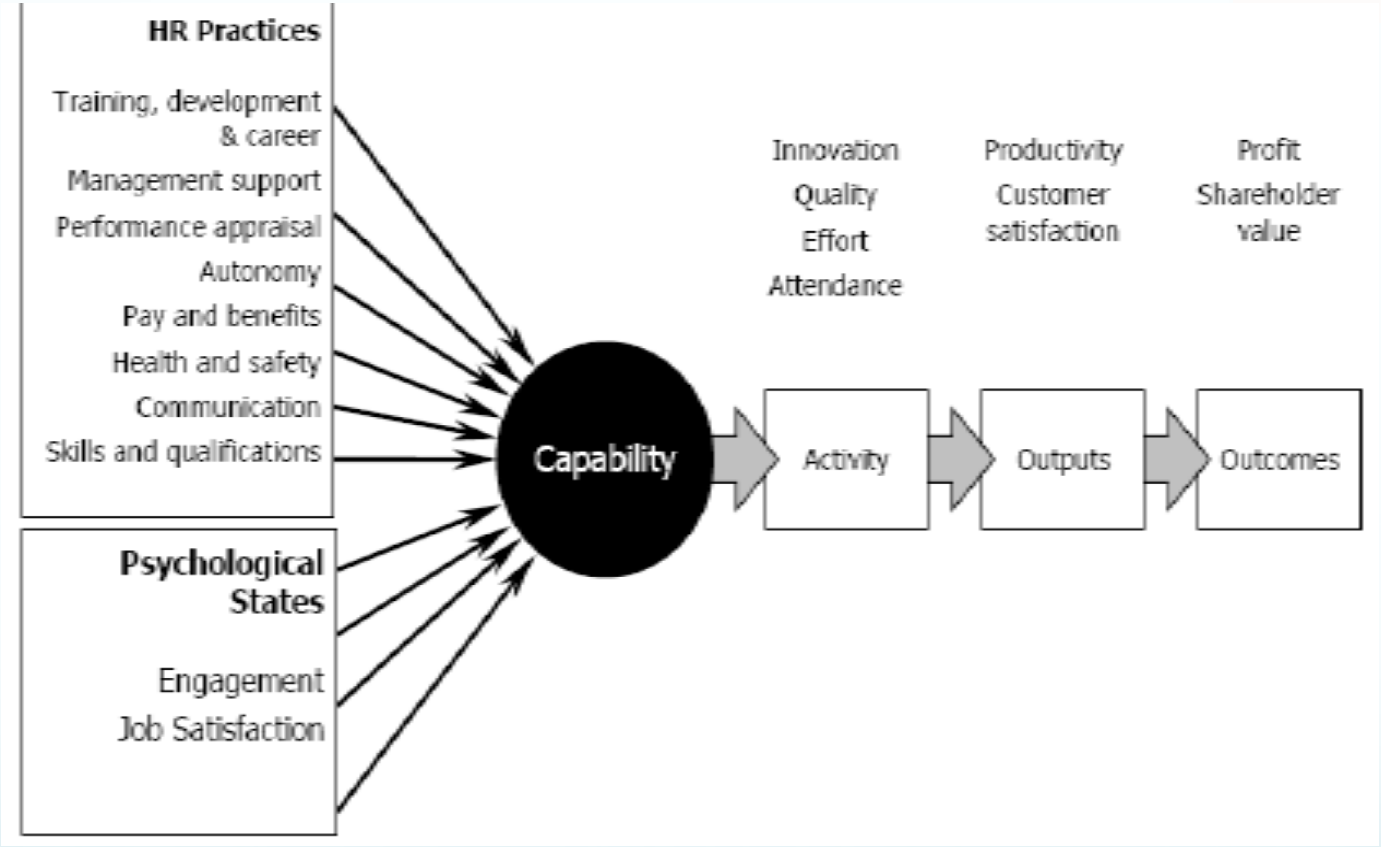
- Human Capital – "Talent for Success"

  Human Capital is a key driver of individual, organizational, community, and national performance

- Improving human capital is essential to strategies for increasing productivity, innovation and high performance-competitiveness in SMEs …

- Education, skills training, workplace learning, and recognizing skills of immigrants are all important components of any solution

- Supporting the integration of new immigrants in Canadian society is vital to their social inclusion


HR Practices
Training, development & career
Management support
Performance appraisal
Autonomy
Pay and benefits
Health and safety
Communication
Skills and qualifications
Psychological States
Engagement
Job Satisfaction
Capability
Innovation
Quality
Effort
Attendance
Productivity
Customer satisfaction
Profit
Shareholder value
Activity
Outputs
Outcomes

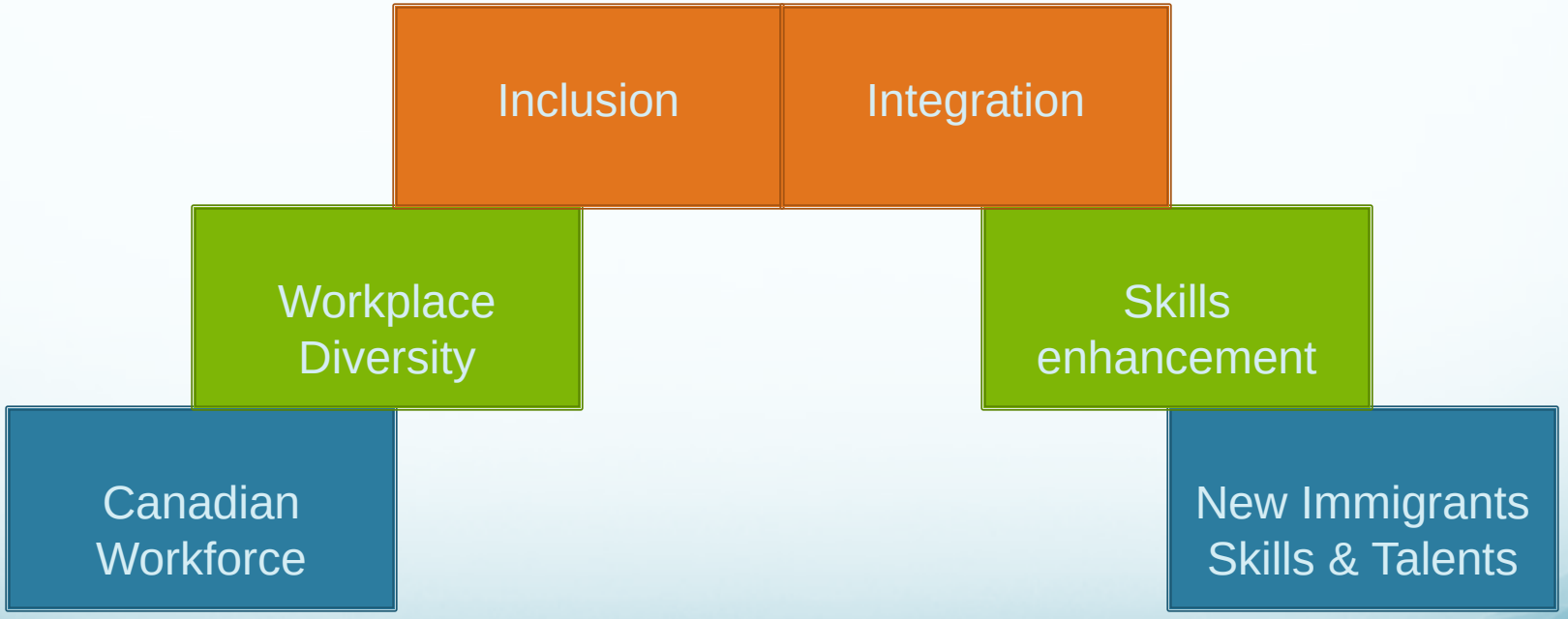
Skills Shortage

Engaging Workplace

- Begins with CEO/COO leadership
- Follow up with Senior Management
- Creates a trail budget
- Identify a Champion to drive the process
- Ensure commitment
- Contact person
- Provide on-going support

Secret of Success

Collaboration!



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Thank You!