



THE DiversiPro Coach



June/July
2009

Published by
DiversiPro Inc.

Welcome to the Latest Edition of The DiversiPro Coach



Successful change often requires courageous leaders. In this issue, we look at how one bold leader charted a remarkable course to success with diversity. And once again, we invite you to take our annual Multiculturalism Quiz – just in time for Canada’s Multiculturalism Day, celebrated June 27. Share your thoughts on these stories and future ones by writing to info@diversipro.com. *Editor: Jacqui DeBique*

Do You Know Canada???

Canada is known for its wealth of cultural diversity. And on November 13, 2002, the Government of Canada, by Royal Proclamation, designated June 27 of each year as Canadian Multiculturalism Day. Still, the journey toward a more inclusive society continues. *As we travel that road together, DiversiPro recognizes and celebrates the many cultures that add to the richness of Canadian life with this special quiz.*

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Susan Marjetti: Beyond Roti and the Year of the Rat

For Susan Marjetti, Regional Director of CBC Radio, Canadian society has gone beyond simplistic and superficial definitions of diversity. Marjetti’s own definition of diversity is the “authentic and accurate” reflection of voices, stories, music and culture of those communities that make up your marketplace. It was this definition that guided her every move when she arrived in Toronto from Canada’s east coast to change the voice of the national public broadcaster’s flagship radio station, 99.1 Toronto.



Marjetti stepped into her role in 2001 with the mandate to make CBC Radio One more relevant in a diverse, multi-ethnic Toronto. Interestingly, when she began, the support she received was initially from the CBC’s leadership and her boss in particular, who remarked that the public broadcaster must modernize or risk becoming “a precious emblem to a dying elite.”

Some of her staff, at that time, felt no urgent need for change when their station consistently ranked in the Top 5 to Top 10 stations. Marjetti determined that her first challenge was to get everyone on the same page.

“Change is hard, and there’s always resistance,” says Marjetti. “But to be relevant, you have to reflect your community.”

She began to build the case for change. Marjetti asked her team, “Do we sound like the city looks?” And the answer was, “No, we do not.” And that marked the start of the redevelopment process.

“Whatever you do in life,” says Marjetti, “do it with confidence.”



continued on page 2

1 Between 2001 and 2006, Canada’s visible minority population increased by _____. This was five times faster than the 5.4% growth rate of the total population.

- a) 32.5% b) 23.4% c) 27.2%

Source: 2006 Census www.statcan.gc.ca

2 Canadians of _____ origin had the highest proportion of Canadian-born among all the visible minority groups. Among the 81,300 individuals who identified themselves as _____-Canadian, almost two-thirds (63.2%) were born in Canada.

- a) Chinese b) Indian c) Japanese

Source: 2006 Census www.statcan.gc.ca

continued on page 2

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Susan Marjetti: Beyond Roti and the Year of the Rat cont'd

And so, building on her convictions, Marjetti set out to implement an audience growth strategy that began with recruiting and hiring exceptional staff from diverse backgrounds. According to Marjetti, "If you want to change outside, you must change inside. If you don't have the staff, you don't gain the access."

With a diverse, multi-lingual team, the voices emanating from 99.1 inevitably changed. The stories they began to tell every day were more relevant to a broader community.

Ultimately, the efforts of Marjetti and her team translated into programming that was more relevant to more people. Today, CBC Radio One consistently ranks number one or number two in Toronto.

(Metro Morning, the station's weekday morning show, has been number one 15 times since 2003. In the latest survey results of the Bureau of Broadcast Measurement (BBM), and for the first time in the public broadcaster's history, CBC's Metro Morning generated its highest ratings in Toronto capturing a record 10 per cent share of the market.)

CBC Radio One: Diversity on all Six Cylinders

The Problem

Toronto's CBC Radio One (99.1) was not reflective of the city, and its market share reflected this problem. Its team, product and audience were overwhelmingly white, Canadian-born and middle-aged.

The Solution

The CBC succeeded in keeping its existing core audience while adding many new listeners from across the demographic spectrum by integrating diversity across six key organizational functions. For most organizations, this is their key to success. DiversiPro supports this approach and developed "The Six Cylinder™ Framework" to help organizations assess, strategize and implement their approach to diversity and inclusion with greater success. Using "The Six Cylinder™ Framework" to assess the 99.1 model, we see the approach in action.



Do You Know Canada???

cont'd

3 The 2006 Census counted 289,400 mixed unions (marriages and common-law unions) involving a visible minority person with a non-visible minority person or a person from a different visible minority group. This was a _____ increase from 2001, more than five times the increase of 6% of all couples.

- a) 25.2% b) 33.1% c) 23.4%

Source: 2006 Census www.statcan.gc.ca

4 Persons born inside Canada with both parents born inside Canada (these persons may have grandparents inside or outside Canada as well) are known as _____ generation.

- a) Third b) First c) Second

Source: 2006 Census www.statcan.gc.ca

5 First proclaimed by former Governor General Roméo A. LeBlanc on _____, June 21st of every year has become a day in the Canadian calendar that presents Aboriginal peoples with an opportunity to express great pride for their rich diverse cultures with their families, neighbours, friends and visitors.

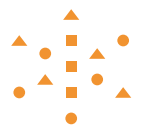
- a) June 18, 1996
b) June 13, 1996
c) June 15, 2006

Source: www.ainc-inac.gc.ca

6 Prime Minister Stephen Harper announced that John Babcock, Canada's last known surviving veteran of the First World War, is to be granted _____ in recognition of his military service to Canada.

- a) Medal of Honour
b) Canadian Citizenship
c) Medal for bravery

Source: pm.gc.ca



DiversiPro's Six Cylinder™ Framework Applied to CBC Radio One

Leadership

- Engaged the leadership to own and drive change.
- Committed to a focused strategic plan with goals and direction based on strong market and audience research.
- Braced for resistance to change.
- Dealt with setbacks and problems as they arose.



Redesigning the Product

- Developed a new mantra: “If you reflect the community and if you resonate with the audience, you will grow.”
- Better reflected the community by asking themselves:
 - “What if we made different choices?”
 - “How does this (particular choice) help us reflect the community or communities we’re aiming to reach?”

Recruitment and Hiring

- Hired the best people from all cultural backgrounds, including internationally-trained professionals.

Workplace Environment

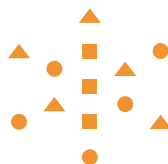
- Helped staff become more culturally aware through guest speakers from key communities.
- Adopted a “learn-by-doing” approach and, while mistakes were made, cultural knowledge grew fast.

Communications and Marketing

- Defined diversity in 99.1's specific context and repeatedly made the business case for it.
- Clearly and simply communicated at all levels what they were trying to accomplish and why.
- Communicated with external stakeholders to remove the surprise factor from the change.

Community Connectedness

- Built trusted relationships with target communities over time.



Now You Know Canada???

Quiz answers: 1 = c, 2 = c, 3 = b, 4 = a, 5 = b, 6 = b.