National Defence
Défense nationale

COMMANDER MILITARY PERSONNEL COMMAND

Director General Military Personnel Research and Analysis
Defence Research and Development Canada

CANADIAN ARMED FORCES

Shifting Socio-Cultural Dynamics in Military Context: *Will we know when we get…where?*

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Presentation to The Many Faces of Diversity in Military Employment
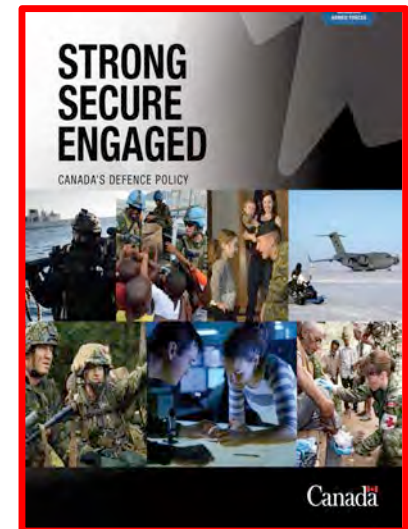
Virtual Workshop

4-5 November 2020
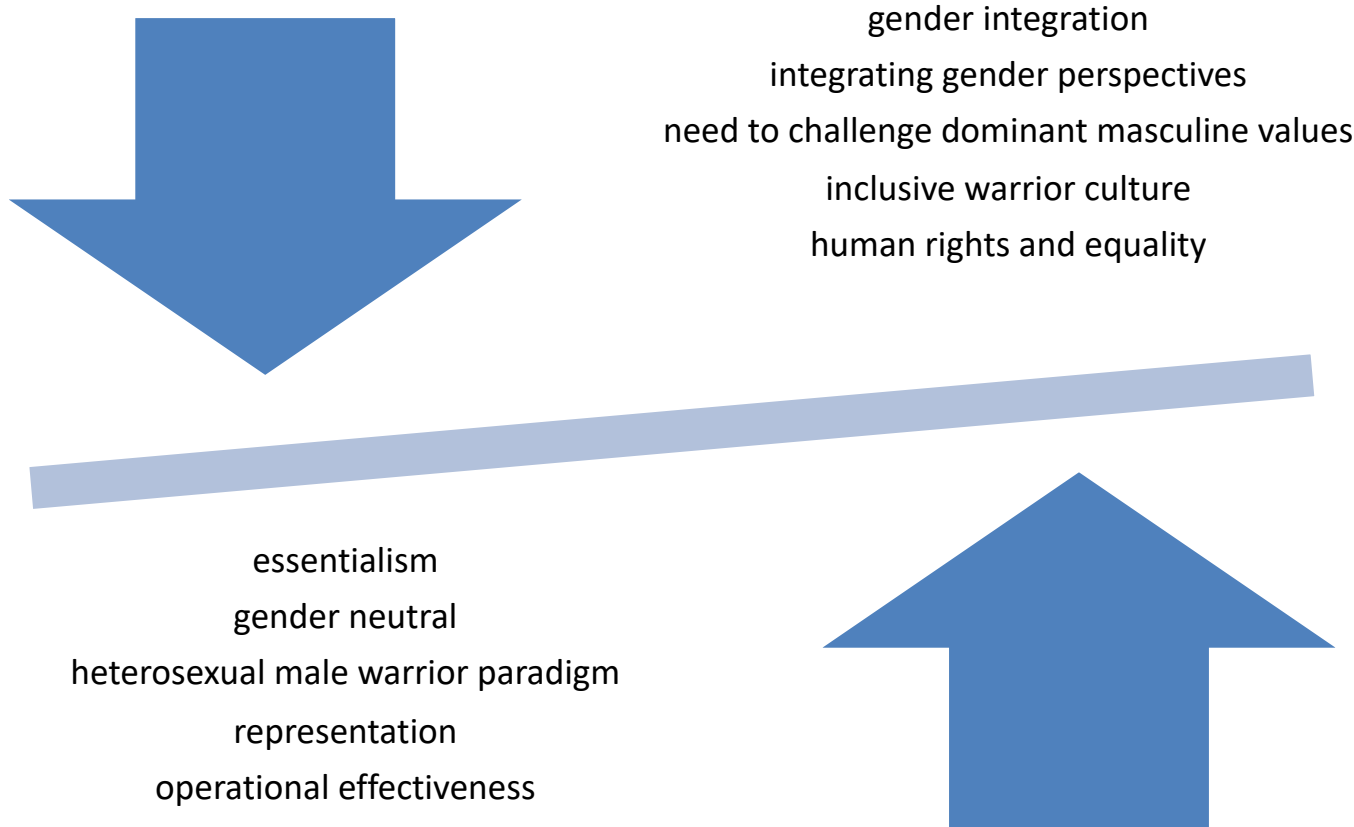
Canada

Socio-Cultural Change: *A Defence Priority*

Strong, Secure, Engaged, calls for institutionalized culture change to promote a culture of leadership, respect and honour, with a view toward the elimination of harmful behaviours and to promote work environments free from harassment and discrimination.

- External Review on Sexual Harassment and Sexual Misconduct in the CAF and Op HONOUR

- CDS Directive (2016), implementation of UNSCR 1325 in supporting Canada's National Action Plan on Women, Peace and Security (CNAP)

- CAF 2016 Diversity Strategy

- Employment Equity

- Increase representation of women to 25% by 2026

Military Culture and Change:
Competing Conceptual Frameworks

gender integration

integrating gender perspectives

need to challenge dominant masculine values

inclusive warrior culture

human rights and equality

essentialism

gender neutral

heterosexual male warrior paradigm

representation

operational effectiveness

Leadership and Organizational Culture

Culture and leadership are two sides of the same coin in that *leaders first create cultures when they create groups and organizations. Once cultures exist, they determine who will or will not be a leader.*

The bottom line for leaders is that if they do not become conscious of the cultures in which they are embedded, those cultures will manage them. Cultural understanding is desirable for all of us, but it is essential to leaders if they are to lead.
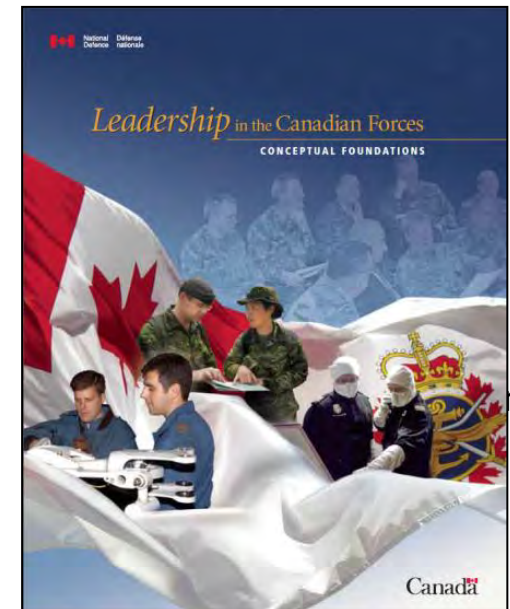
Schein, 1992 cited in *Leadership in the Canadian Forces: Conceptual Foundations* 117

Measuring and Monitoring Culture Change: *Claiming Success* (Lin, van der Werf & Butler, 2018)

- Methods of change management continue to dominate the literature

- Few studies provide details about the tools that were used to evaluate culture change or the process of how this measurement should be conducted

- Distinction between organizational climate and culture not well understood

- Limited consideration of the ways in which findings and recommendations could have differential impacts on various sub-groups, sub cultures

- Considerations of gender and diversity receive limited attention in the culture change literature, yet…

Issues of class, power, authority, gender, and race/ethnicity
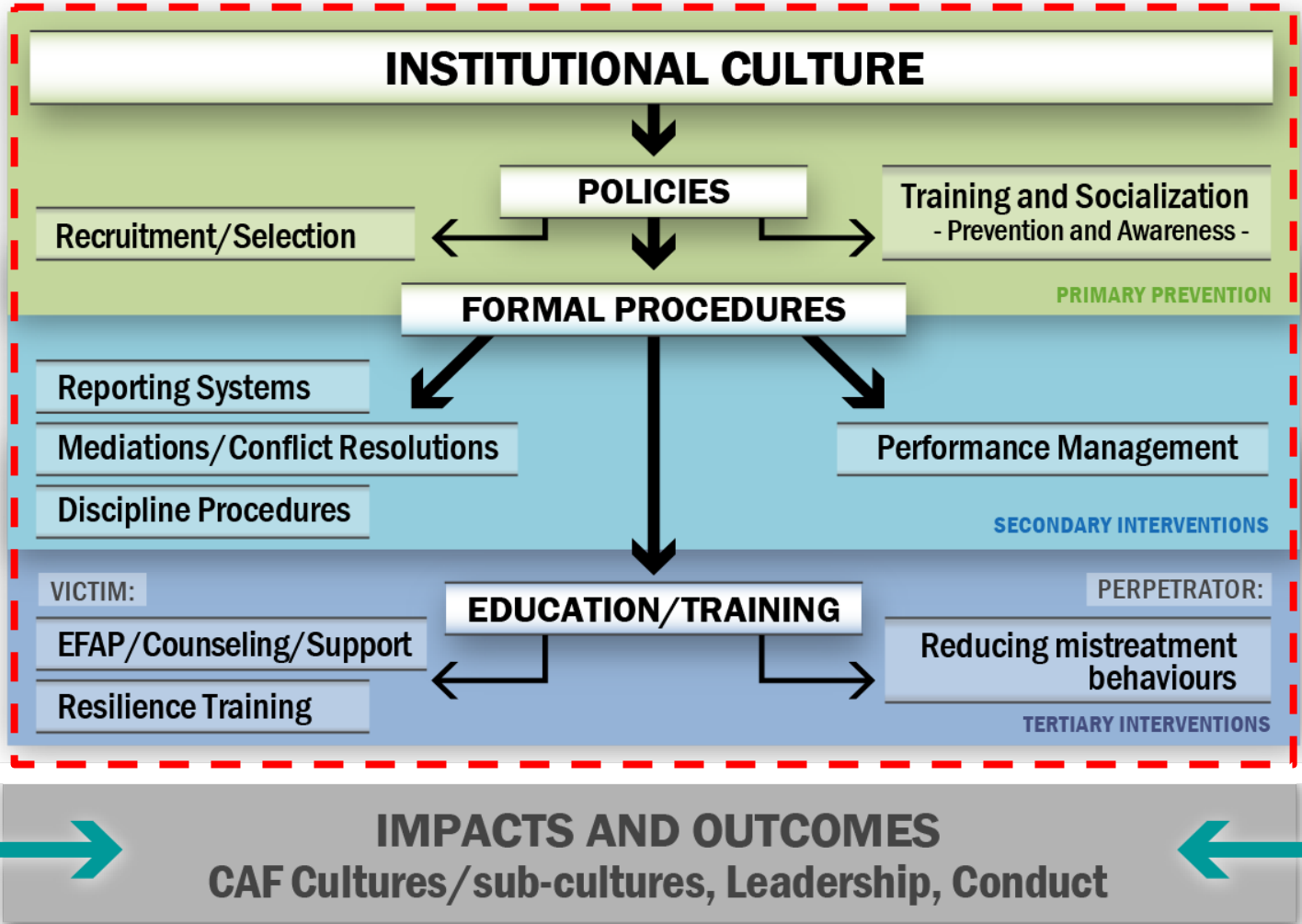*are essential features of organizational analysis*

(Mills and Simmons, 1995; Aaltio and Mills, 2002)

Institution / Culture Gap

ADAPTED FROM DAY, MACLELLAN AND PENNEY, 2015

Military culture and social change

...the largely negative initial reactions of soldiers to recent attempts at social engineering in the militaries of the world, in respect of minorities, homosexuals, and women in their ranks, says more about the hearts and minds of soldiers than does the prevailing legislation. Moreover, it is this informal culture which provides the inertia that will be the true measure of the pace of change; it is in this milieu that effective change will occur – <u>or not</u> (emphasis added).

Arbuckle, 2006

Research Program Objective:

To influence cultural change strategy in support of Op HONOUR through comprehensive, multi-phase research focused on understanding the key cultural dimensions, incidence, and response to inappropriate sex- and gender-based behaviours in the CAF/DND

- Determining the scope of sexual misconduct in the CAF

- Identifying key risks and barriers to healthy and inclusive CAF/DND cultures

- Identifying key cultural factors and behaviours that enable positive cultural change and that proactively address inappropriate sex- and gender-based behaviours in CAF/DND

Research Objectives

Research Projects

Intersecting Themes and Concepts

Scope and Rate of Incidence

- Survey of Sexual Misconduct in the CAF
- CAF Workplace Harassment Survey

Affected Member Experience

- Bystander Behaviour Measure
- Victim / Survivor
- Sexual Orientation and Gender Expression
- Racialized, Indigenous and Members with Disabilities
- Reprisal, Retaliation, Retribution
- Restorative Justice
- Perpetrator Perspective
- Your Say Survey
- Respect in the CAF Assessment

Culture and Culture Change

- Restorative Engagement (Heyder-Beattie)
- Leadership Dynamics
- Socialization
- Measuring and Monitoring Culture Change

awareness and satisfaction with policies and programs

bystander behaviour

gender-based analysis+

harassment and discrimination

implicit bias

job/gender context

language

leadership dynamics

masculinity

permissive climate

propensity to report

psychological safety

response to accused

restorative processes

socialization

support to members

← Performance Measurement Frameworks →

Correlates, antecedents, and influences:
Cultural and sub-cultural influences

- Bystander behaviour / intention to act (Banyard, 2011, as cited in Russell & Rubenfeld, 2019; O'Leary-Kelly et al., 2004, as cited in Bremner et al., 2017)

- In group processes that normalize cultural values, attitudes & beliefs (Bremner et al., 2017; Messervey & Davis, 2016; Schein, 2017)

- Fairness, transparency & trust
(Hofstede, Hofstede, & Minkov, 2010; King, Hebl, Georgy, & Matusik, 2010, as cited in Ewles, Eren, & Budgell, 2017; Nishii, 2013, as cited in Ewles et al., 2017).

- Need for stability, openness to change
(Berdahl, 2007, as cited in Ewles et al., 2017; Davis & Blais, 2019; Hofstede et al., 2010)

- Job/gender context and masculinity

Job/gender context and masculinity

- Gendered nature of the work group (Fitzgerald, Swan, & Fischer, 1995 as cited in Willness, Steel, & Lee, 2007)

- Gender balance (e.g., low representation of women) (Harned, Ormerod, Palmieri, Collinsworth, & Reed, 2002; Mueller, De Coster, & Estes, 2001; Rosen, 2003)

- Preference for men in power (Hofstede, 1980; Hofstede, Hofstede, & Minkov, 2010)

- High value placed on being assertive (even aggressive), competitive, tough, authoritative, and goal oriented (Hofstede, 1980; Hofstede, Hofstede, & Minkov, 2010)

- Low tolerance for deviant persons and ideas ((Hofstede, 1980; Hofstede, Hofstede, & Minkov, 2010)

- High power orientation and adherence to traditional military norms (Hunter, 2007, as cited in Turchik & Wilson, 2010; Koeszegi, Zedlacher, & Hudribusch, 2014)

- Extreme forms of masculinity are difficult to find

  - *Yet even when the associated behaviors are not evident, the associated concepts and implicit ideals can guide how people are treated in organizations (e.g., who gets rewarded and who gets punished)* (Matos, O'Neill, & Lee, 2018)

Summary

- Important to consider:
  - Dimensions and measures of masculinity (e.g., MCC)
  - Sub-cultural analysis (e.g., job/gender context)

- Related measures and indicators of socio-cultural change important to consider include:
  - Gender equality, diversity, inclusion
  - Change-related values, including openness to change, conservation (protection) values, and need for stability