



Refreshed vision and values that better articulated ISSoBC's work and an action plan to bring the values to life across the organization

## Case Study: Immigrant Services Society of BC | Vision & Values Definition and Values Implementation

The Immigrant Services Society of BC (ISSoBC) has been providing a supportive environment for newcomers to Canada since 1972. It has grown to become one of the largest immigrant-serving agencies in Canada, with a national and international reputation in the field of migrant issues and services for immigrants and refugees.



As its 50th anniversary approached, ISSoBC's new CEO saw an opportunity to renew the organization's vision and values, alongside completion of a new strategic plan. Without straying far from its roots, it had grown into a large, culturally diverse organization with multiple offices. A refreshed vision and set of values generated through engagement with all staff would encourage a healthy, effective team culture.

ISSoBC engaged Junxion to facilitate this work, and to help the organization embed and embody their new values.

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We're really pleased with what Junxion has helped us to achieve. People are feeling energized and empowered. While there's work to be done, it's affirming to realize that we're already living these values. ISSoBC now has a strong foundation from which to move forward, and this valuable work will support a wider transformation process. We're ready to take the next steps—thank you, Junxion!

**JONATHAN OLDMAN**

CEO, IMMIGRANT SERVICES SOCIETY OF BC

## The Challenge

ISSo/BC is a culturally diverse organization with more than 400 staff from around the world. Articulating a clear and compelling vision of success and surfacing the shared values were deemed essential to protecting and enhancing a healthy and effective team culture.

Establishing a bold new vision, as part of a new strategic plan, was deemed imperative as ISSo/BC looks ahead to its next few years of service and growth. At the same time, ISSo/BC's existing values were still relevant, but the moment was opportune to review and renew them to ensure the organizational culture is aligned to the ambitious transformation to which ISSo/BC aspires: a country where communities are more fulfilled and sustainable as a result of immigration.

By surveying and analyzing how well the organization is living up to its values, ISSo/BC has a baseline they can measure progress against in the years ahead. And senior management has the insights both to learn and improve and to celebrate success.

## How We Helped

**Defining Success:** We started by distributing a customized values survey to all staff, engaging everyone to help ensure the new values reflect the best of the already strong organizational culture. The results informed a half-day workshop with senior management and staff to draft updated values. In a second workshop, Junxion supported participants in articulating a draft 10-year vision.

These outcomes were captured in a report setting out a new vision and set of values—including the principles that underpin those values and the behaviours leaders hope to train, coach, and measure throughout ISSo/BC's departments and teams.

**Measuring Progress:** The new values were shared with staff at a 'town hall' meeting. Junxion then designed a second all-staff survey to explore how ISSo/BC employees are currently living their new values. We confirmed the strength

of the existing culture and identified some key, strategic interventions leaders and managers can take to further enhance the culture. These interventions were presented in a managers' workshop, during which we developed an action plan to embed the values more deeply, effectively, and consistently across ISSo/BC.

## Measuring Success

The strength of the results of the second survey indicate that while there is room for improvement the organization has a good foundation from which to build. It also serves as a baseline against which to measure progress in the years ahead. This analysis gives senior management the evidence and confidence to determine how to build on existing strengths, address the gaps, and continue to lead a strong and healthy organization.



Do you want to align your brand and culture to increase your impact? Reach out to [Mike Rowlands](#) in Vancouver, [Shayla Meyer](#) in Toronto, or [Adam Garfunkel](#) in the UK to start a conversation.