Engaging Today’s Customer Through Cultural Intelligence
America

2050
Agenda

• Background & state of the industry
• Business case for change
• The Cultural Intelligence approach
• MFHA’s cultural engagement model
• Summary & implications
There is tremendous diversity and difference among the people and groups we have categorized in this presentation.

This means not everything applies to everyone.

Facts matter. We footnote and provide links to all the data we use in our presentations.

We practice straight talk. You can’t make wine without crushing grapes.
Boxes

Video link: https://www.youtube.com/watch?v=jD8tjhVO1Tc
About MFHA

• **Advocate** for inclusion since 1996
• Promoting the industry as a great **career choice** for people of color
• Encouraging and promoting **minority business** entrepreneurs
• Strategy, education and diversity **best practices**
• Networking **events**, resources and recognition

MFHA Founding Members
September 17, 1996
MFHA’s Talent Solutions Menu

MANAGING UNCONSCIOUS BIAS
- BETTER DECISION MAKING

BUILDING CULTURAL INTELLIGENCE
- IMPROVE ENGAGEMENT & CUSTOMER SERVICE

MULTICULTURAL COMMUNITY ENGAGEMENT
- DRIVE TRAFFIC & ATTRACT BETTER TALENT

LEADERSHIP & PROFESSIONAL DEVELOPMENT
- ADVANCE LEADERS
  - IMPROVE RETENTION

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My Career Path

“MFHA’s Dinner Table of Opportunity”
State of the Industry

- Country is politically polarized
- America is more diverse & changing every day
- Impact of millennials and the graying population
- Broadening of taste, flavors and experiences
- Increased customer service expectations
- Labor & skill shortages
Women Taking The Lead

1975

1977

1986

1991

2006

2017

NEXT UP

#TIMESUP
Restaurants In The News

**Major Breakfast Chain:** More Than 60 Women File Sexual Harassment Complaints
(Class Action Reporter, 3/29/18)

**“Celebrity Chef, Restaurant Staff Charged with Sexual Harassment”**
(NY Daily News 10/4/17)

**“Restaurants Have More Sexual Harassment Claims Than Any Other Industries”**
(Buzzfeed 12/6/17)
Hotel Struggle Too

**Hotel in Pasadena:** hotel employees intervene when a white man asks an African American woman to shower before swimming. The African-American software engineer on vacation with her daughter, posted a Facebook video (June 2018)

**Hotel in Florida:** African American millionaire finds a racist note in Florida hotel room; hotel says it was a note left by previous guest (July 2018)

**Hotel in Oregon:** hotel fires two employees who called police on African American guests (December 2018)
Mistakes Are Costly

Cost to close for training:

• Lost **revenue**

• **Payroll** of all restaurant employees

• **Training** cost purchase

• **Professional fees** for diversity consultants, legal, media, public relations, security etc.

• **Damage to the brand**: TV, social media, word of mouth, recruiting

ESTIMATED TOTAL: $26 MILLION DOLLARS!
The Roots of U.S. Hospitality
The Green Book
An International Travel Guide
to
S.E. ALABAMA, CUMBADO, MEXICO, CANADA
1956 Edition

Carry your Green Book with you - You may need it. 
Travel is Fatal to Prejudice. Make travel

Costs: Strengthens Liberty

WE SERVE WHITE'S only
NO SPANISH OR MEXICANS
Industry Brands Engaged
Business Case
Diversity in the Restaurant Industry

50.4% of hourly workers are minorities
- 29% Hispanic
- 16% Black or African American
- 3% Asian

34% of unit managers are minorities
- 22% Hispanic
- 7% Black or African American
- 2% Asian

Source: http://nrrn.com/hr-training/infographic-inside-restaurant-industry-workforce-diversity
Millennials Are Multicultural
Race and ethnicity of the US population in 2011, by generation

© Statista 2016 SOURCE: Pew Research Center
“By being more diverse, we grow and we create more jobs and opportunities for everyone.”

Greg Creed, Chief Executive Officer
Yum! Brands, Inc.
Cultural Intelligence
Culture

source: Merriam-Webster.com

culture noun

cul·ture | 
ˈkəl-chor

Definition of culture (Entry 1 of 2)

1 a : the customary beliefs, social forms, and material traits of a racial, religious, or social group
   also : the characteristic features of everyday existence (such as diversions or a way of life) shared by people in a place or time
   // popular culture
   // Southern culture

b : the set of shared attitudes, values, goals, and practices that characterizes an institution or organization
   // a corporate culture focused on the bottom line

c : the set of values, conventions, or social practices ...
Cultural Intelligence

Defined

Cultural Intelligence (CQ) is having the knowledge, skills, and abilities necessary to effectively and appropriately engage people from different cultural backgrounds to deliver better results.

David Livermore, PhD., President

Cultural Intelligence, or CQ, measures your capability to relate and work effectively in culturally diverse situations. It’s a form of intelligence that has been tested by academic researchers in over 98 countries for nearly two decades.

Julia Middleton, Founder & Chief Executive, Common Purpose

Cultural Intelligence (CQ) is the ability to cross boundaries and thrive in multiple cultures.
Cultural Intelligence Approach

• **Be intentional** and deliberate
• Create **engagement** opportunities
• Make it part of personal & **leadership development**
• **Build competencies** through practice
• **Leverage cultural groups** as a resource
Benefits of Cultural Intelligence

• **Improves customer service and attracts better talent**
• Increases employee engagement scores
• Increases innovation and flexibility
• Increases sales and reduces costs
• Helps individuals and organizations develop a global mindset
• Reduces multicultural risk

World Culture Map

Source: Ronen & Shenkar, Mapping World Cultures 2013
Cultural Values Differences

1. **Individual vs. Group**
   Individual goals and rights vs. group goals and relationships

2. **Cooperative vs. Competitive**
   Collaboration, nurturing, family vs. assertiveness, achievement

3. **Direct Communication vs. Indirect Communication**
   Explicit, words vs. tone, context, body language

4. **Rules are Rules vs. Rules are Flexible**
   Rules for everyone vs. specific rules for unique standards based on relationships

5. **Single Task vs. Multi Task**
   One at a time, separate work & personal life vs. multi-task, work & personal life combined

Source: Cultural Intelligence Center, LLC © 2008-2016
Cultural Values Differences

6. **Low Power Distance vs. High Power Distance**
   Focus is on equality; shared decision-making. Emphasis on differences in status; superiors make decisions.

7. **Low Uncertainty Avoidance vs. High Uncertainty Avoidance**
   Low uncertainty avoidance emphasis is on flexibility and adaptability. High emphasizes planning and predictability.

8. **Short Term vs. Long Term**
   More emphasis on immediate outcomes (success now). Emphasis on long term planning (success later).

9. **Being vs. Doing**
   Focus more on quality of life. Emphasis on being busy and meeting goals.

10. **Neutral vs. Affective**
    Emphasis on non-emotional communication; hiding feelings. Emphasis on expressive communication; sharing feeling.

*Source: Cultural Intelligence Center, LLC © 2008-2016*
Cultural Intelligence Competencies

- Cultural Self Awareness
- Cross-cultural Communication
- Conflict Management
- Empathetic Engagement
- Authentic Coaching
Self Awareness

- **Knowing myself**, my strengths, weaknesses, and opportunities.

- How do I come across to others? How do they *experience* me?

- Solicit feedback from others and receive it *gratefully*.

- Learn to know what you *don’t* know.
Cross-Cultural Communication

• Create inclusive dialog with respectful **verbal** and **non-verbal** communication.

• **Communicate equally** through differences and similarities.

• Recognize and value different **communication styles**.

• Work to recognize **cultural cues**.

• **Avoid colloquialisms** and sports analogies.
Empathetic Engagement

- **Inspire confidence** and validate their input.
- **Guide others** to contribute at their highest.
- Convey **genuine concern** and interest.
- Become comfortable with the **uncomfortable**.
- Earn and build **trust**.
Conflict Management

• **Defining conflict** within cultures, learn cultural norms.

• Ensuring a safe atmosphere where both parties feel respected, valued and heard.

• Find the **teachable moments**.

• Ensure **win-win outcomes** where people feel whole.
Authentic Coaching

- Developing others by being **truthful and relevant**.
- Be **mindful** of cultural differences when giving feedback.
- Request **permission** to provide honest feedback.
- **Practice** respect and empathy in providing feedback.
Ax vs. Ask

- People Have Been Saying “Ax” Instead of “Ask” for 1,200 Years
- Geoffrey Chaucer, the “Father of English Literature,” said “ax.”
- The pronunciation derives from the Old English verb “acsian.”
- It’s in the first complete English translation of the Bible (the Coverdale Bible) ‘Axe and it shall be given.’

Source: Smithsonian.com, Colin Schultz, February 6, 2014
MFHA’s Cultural Engagement Model

• Where I am from, what you can call me and how I self identify.

• How I see and experience the world and how it impacts our work relationship.

• My communication style and how to talk to me.

• Myths and realities about my cultural group.

• Offenses, things that will shut down our conversation and interactions.
Where I am from, what you can call me, how I self identify?

- Pay attention to me, recognize cultural traits
- If you don’t know about my world, ask me
- No one is the same
- Compliment me without invading my space (i.e. my hair)
- Eat my food
What Offends Me: Things That Will Shut Down Our Conversation and Interactions

• **Don’t tell me that you don’t see color!** Don’t ask me "what are you?“ but instead, “would you mind telling me about your background and culture?”

• Racial, gender of LGBT jokes or “clowning people”

• Talking extremes in politics

• Discussing stereotypes about others

• Ignoring me when I am standing right in front of you

• Using words you should never use in a public or professional setting
Cultural Markers That May Differ From U.S.

- Age, Authority Figures and Hierarchy
- Body Language and Personal Space
- Dress and Personal Hygiene
- Gender Roles
- Faith and Religious Beliefs or Practices
- Time and Punctuality
Understanding Acculturation

Acculturation is the retention of the original cultural norms, while adopting new ones from the larger group.
Diversity Among Blacks

- Black immigrants continue to increase as a percentage of the Black population, contributing to increased income and education levels.

- The Black immigrant population is diverse. While the Caribbean population accounts for almost 50% of Black immigrants, immigrants from Africa are driving recent growth. African immigrants now account for more than a third (36%) of the total foreign-born U.S. Black population.

Source: 2015 Nielsen Consumer Report
## Asian Generational Influencers

<table>
<thead>
<tr>
<th>Age 65+</th>
<th>Baby Boomers (50-64)</th>
<th>Gen X (35-49)</th>
<th>Millennials (18-34)</th>
<th>Gen Z (0-17)</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 1.8 million (10%)</td>
<td>• 3 million (17%)</td>
<td>• 4.3 million (24%)</td>
<td>• 4.7 million (27%)</td>
<td>• 3.9 million (22%)</td>
</tr>
<tr>
<td>• Largely reliant on family for language support</td>
<td>• Seek independence and self-sufficiency but need guidance from family members</td>
<td>• Bilingual, but most comfortable in language ...</td>
<td>• Bicultural, bilingual yet consumes in-culture content</td>
<td>• Highly acculturated and English-fluent</td>
</tr>
<tr>
<td></td>
<td>• May struggle with English language</td>
<td>• May serve to bridge gap for parents’ limited English proficiency</td>
<td>• May serve to bridge gap for parents’ limited English proficiency</td>
<td>• May not know how to speak mother tongue at all</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Digitally savvy</td>
<td></td>
</tr>
</tbody>
</table>
Bicultural Asians Maintain Heritage & Culture

- Un-acculturated Asians: 13%
- Bicultural Asians: 49%
- Highly Acculturated Asians: 38%
Asking About Culture

Video link: https://www.youtube.com/watch?v=DWynJkN5HbQ
Summary, Implications, and Next Steps
Cultural Intelligence Approach

• **Be intentional** and deliberate
• Create **engagement** opportunities
• Make it part of personal & **leadership development**
• **Build competencies** through practice
• **Leverage cultural groups** as a resource
There Is A Need for Training & Education

• Implement *culture and bias training*

• **Policy changes** to minimize unconscious bias

• *Engage communities of color* to build traffic and the talent pipeline

• Create a *scorecard* to track progress

• **Be intentional** with your effort
Action Steps For Consideration

• **Review the content** discussed here today with someone you trust.
  ✓ This MFHA PowerPoint presentation
  ✓ Selected articles & research on CQ and Hidden Bias

• **Conduct self-reflection exercise** to identify potential biases & blind spots.
  ✓ What are my biases? Where do they show up? How are they impacting me?

• **Watch videos** to improve your awareness and knowledge.
  ✓ Hidden Bias, Cultural Intelligence

• **Take an online assessment** to see how your score.
  ✓ Implicit Association Test, DAP Assessment, CQ Assessment

• **Share your learning** with your team and discuss how you and the group might benefit from better understanding bias and cultural difference.
Contact Information

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Thank you!
Resources