Leading With Culturally Intelligent

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Agenda

- Introduction & Background
- Multicultural Business Case
- The Cultural Intelligence Approach
- Cultural Intelligence Competencies
- Action Steps & Summary

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"Our need to communicate is universal. The way we communicate is cultural."

-- Cecy Kuruvilla

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Leading with Cultural Intelligence

- Be intentional and deliberate
- Create opportunities to engage
- Make it part of leadership development
- Build competencies
- Leverage business resource groups

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My Story

- Black American of Cape Verdean decent
- Middle child of 6
- Culinary school grad
- Husband (36 yrs.)
- Father of 3 boys
- Grandfather of 6
- Country music fan
- Survivor of…

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Who We Are – What We Do

Multicultural Foodservice & Hospitality Alliance

MFHA is an educational non-profit that delivers culturally responsive solutions and services that help our members maximize they business opportunities in the workplace and marketpla*ce.*

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sodexo

DARDEN

JOHNSON & WALES
UNIVERSITY

Coca-Cola
FOODSERVICE
Pouring Possibilities

GENERAL MILLS
BAKERIES & FOODSERVICE

ECOLAB

Eat'n Park
HOSPITALITY GROUP, INC.

PEPSICO
FOODSERVICE
pepsi
FritoLay
Tropicana
QUAKER

NATION'S
Restaurant News

Unilever

I'm lovin' it

Yum!

CHIPOTLE
MEXICAN GRILL

CHOICE HOTELS
INTERNATIONAL

Pizza Hut
TACO BELL

aramark

golden corral
Buffet & Grill

WING·STOP

isle of capri
CASINOS INC.

AMERICAN
BLUE RIBBON
HOLDINGS

Cracker Barrel
Old Country Store

dunkin'
brands

Denny's
Real breakfast 24/7.

Bama Companies
PEOPLE HELPING PEOPLE BE SUCCESSFUL

HYATT
YOU'RE more THAN WELCOME

Kraft

TGI FRIDAYS

BEN E. KEITH CO.

SONIC
America's Drive-In

Culver's

White Castle

Bob Evans
FARMS

BUFFALO
WILD
WINGS
WINGS. BEER. SPORTS.

Gordon
FOOD SERVICE

Marriott
HOTELS • RESORTS • SUITES

BRINKER
INTERNATIONAL

FritoLay
good food for the fun of it! TM

california
PIZZA KITCHEN

TEXAS
ROADHOUSE

FIREHOUSE
SUBS
FOUNDED BY FIREMEN

The Cheesecake Factory

RED LOBSTER
FRESH FISH • LIVE LOBSTER

IGNITE
RESTAURANT GROUP

THE
MATLET
GROUP

Oakwood
WORLDWIDE

How We Do It

We **Educate, Advocate** for, and **Connect** our members with solution focused programs and products.

- *Cultural Intelligence workshops & web-based learning.*
- *Workforce Outreach with high school & college students.*
- *Digital & Print Publications with news, commentary & employment branding ads.*
- *Proprietary Research including best practices, assessments, workforce diversity data.*

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MFHA Dinner Table of Opportunity

Workforce

- Increased Productivity
- Diverse Recruiting Success
- Improved Communication
- Better Retention

Customers

- Better Dining Experience
- Better Lodging Experience
- Improved Industry Image
- Increased Business

Community

- Improved Image
- Quality Relationships
- Strategic Partnerships
- Cultural Understanding

Suppliers

- Increased MBE Volume
- Wider Participation
- Reduced Costs
- Product Innovation

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The Business Case

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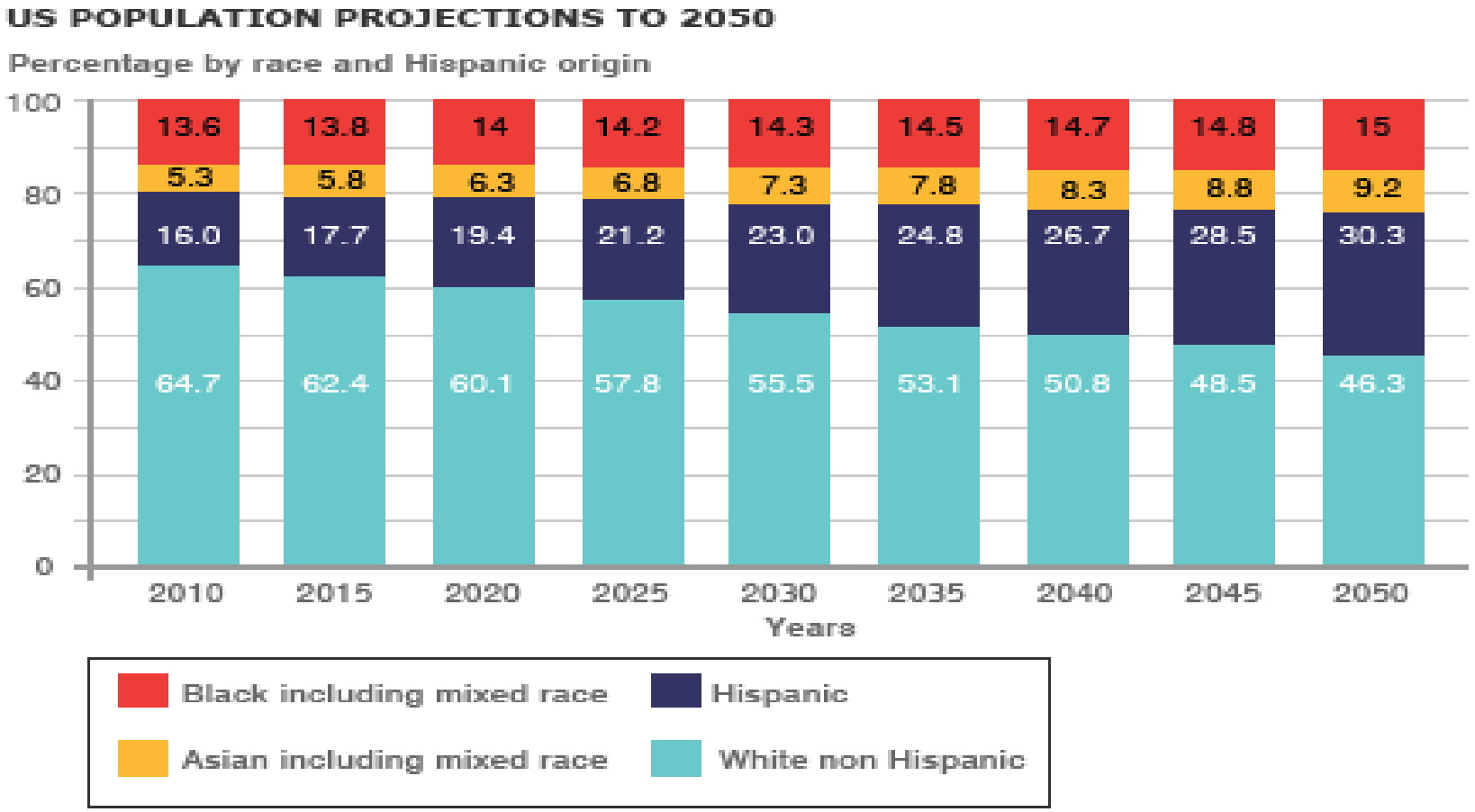
Population Projections



SOURCE: US Census Bureau

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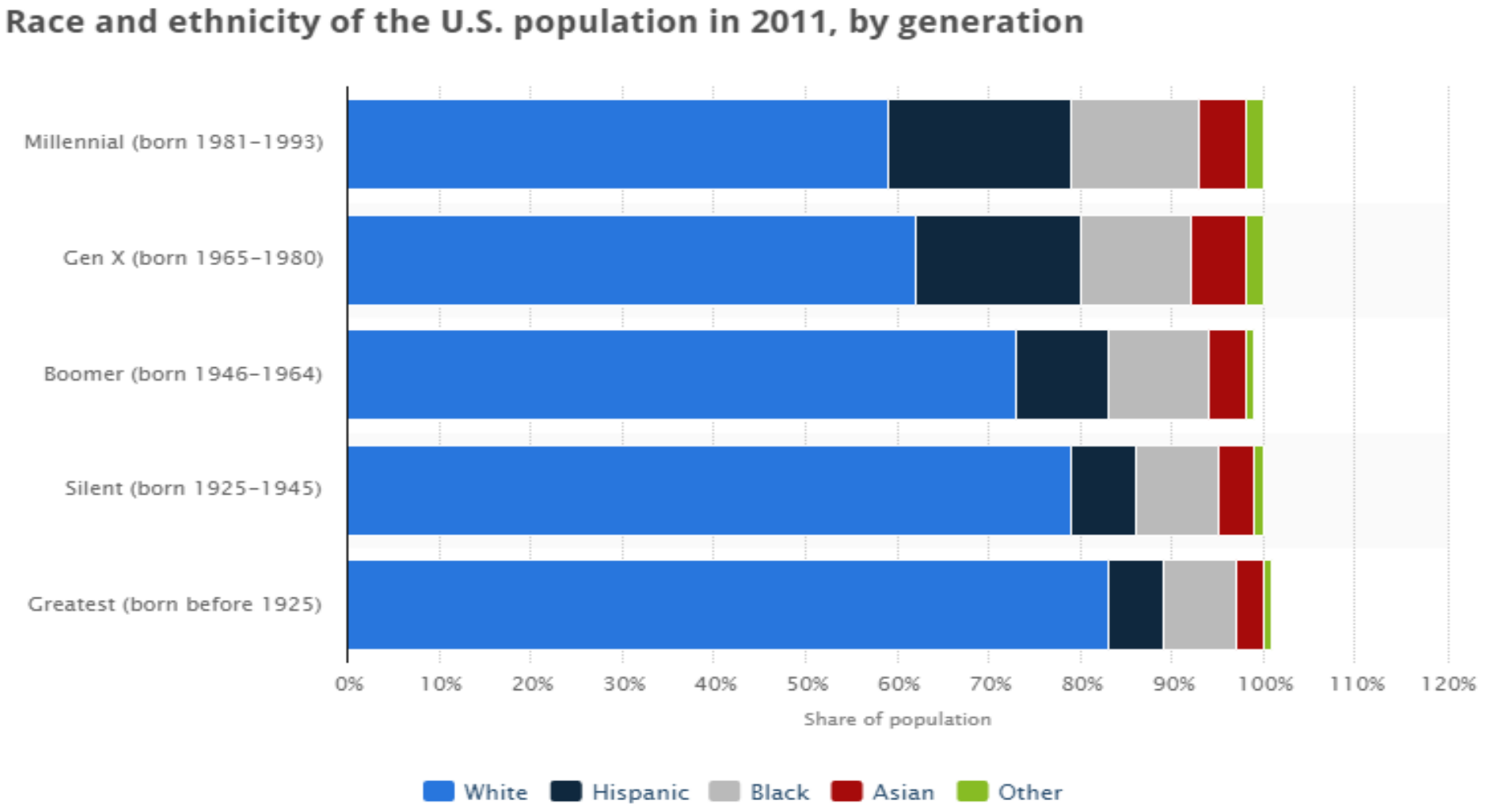
Millennials Are Multicultural



© Statista 2016

Additional Information:

United States; Pew Research Center; US Census Bureau

Source:

Pew Research Center

Cultural Intelligence

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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.

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The Cultural Intelligence Solution

- Acquiring and developing Cultural Intelligence is a **process of building cultural awareness** by first determining your own cultural IQ.
- Cultural awareness coupled with **skill building** leads to cultural understanding and behavior change.
- Learning to change behaviors based upon the cultural groups you engage, ultimately can be leveraged to **deliver better outcomes** in in all types of social settings.

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Benefits of Cultural Intelligence

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

Source: 2013 Gallup Business Journal, Inc.

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High Employee Engagement

- According to Gallup, higher engagement impacts nine key performance outcomes:
  - 37% lower absenteeism
  - 25% lower turnover (in high-turnover organizations)
  - 65% lower turnover (in low-turnover organizations)
  - 28% less shrinkage
  - 48% fewer safety incidents
  - 41% fewer quality incidents (defects)
  - 10% higher customer metrics
  - 21% higher productivity
  - 22% higher profitability

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Source:2013 Gallup Business Journal, Inc.

Cultural Values Profile

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Your Personal Orientation vs. Norms of Ten Clusters

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Cultural Cluster Map

- **Anglo:**
  - Australia, Canada, New Zealand, U.K., U.S., etc.
- **Arab:**
  - Bahrain, Egypt, Jordan, Kuwait, Lebanon, Morocco, Saudi Arabia, U.A.E., etc.
- **Confucian Asia:**
  - China, Hong Kong, Japan, Singapore, South Korea, Taiwan, etc.
- **Eastern Europe:**
  - Albania, Czech Republic, Greece, Hungary, Mongolia, Poland, Russia, etc.
- **Germanic Europe:**
  - Austria, Belgium, Germany, Netherlands, etc.

Source: Ronen & Shenkar, Mapping World Cultures 2013

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Cultural Cluster Map

- **Latin America:**
  - Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Mexico, Caribbean Countries etc.
- **Latin Europe:**
  - French-speaking Canada, Italy, Portugal, Spain, etc.
- **Nordic Europe:**
  - Denmark, Finland, Iceland, Norway, Sweden, etc.
- **Sub-Saharan Africa:**
  - Ghana, Kenya, Namibia, Nigeria, Zambia, Zimbabwe, etc.
- **Southern Asia:**
  - India, Indonesia, Malaysia, Philippines, Thailand, etc.

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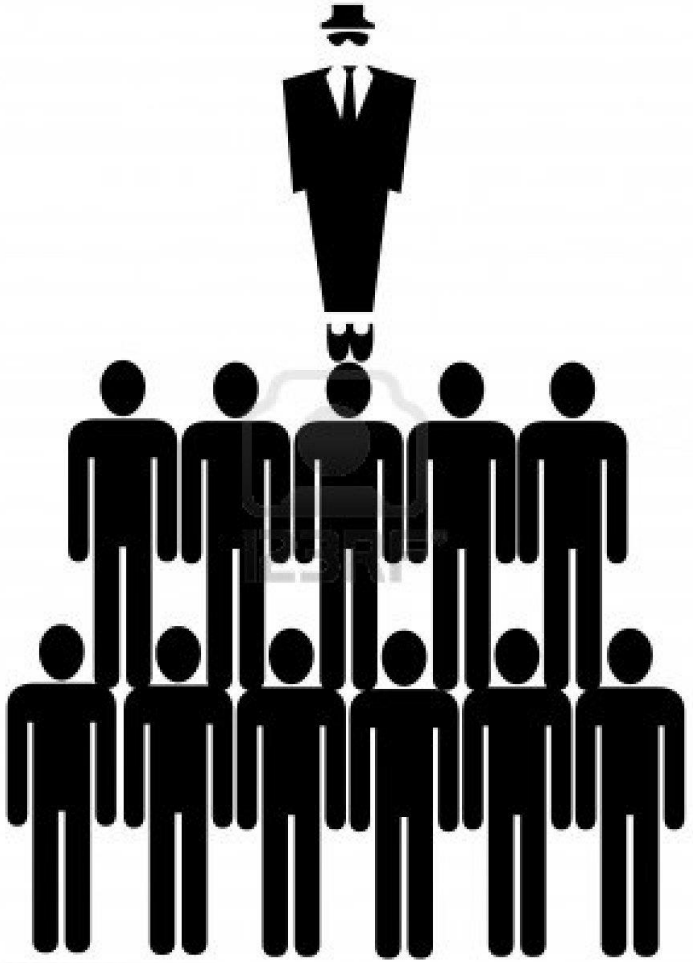
Source: Ronen & Shenkar, Mapping World Cultures 2013

Power Distance



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Uncertainty Avoidance

Low

High

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Cooperative-Competitive

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Time Orientation

Short-term

Long-term

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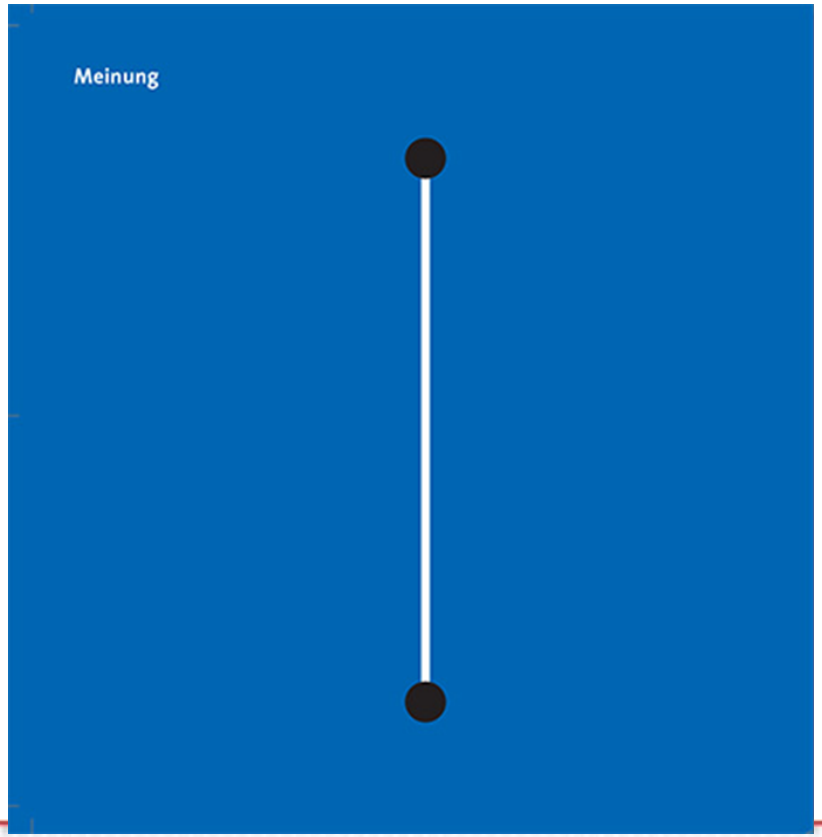
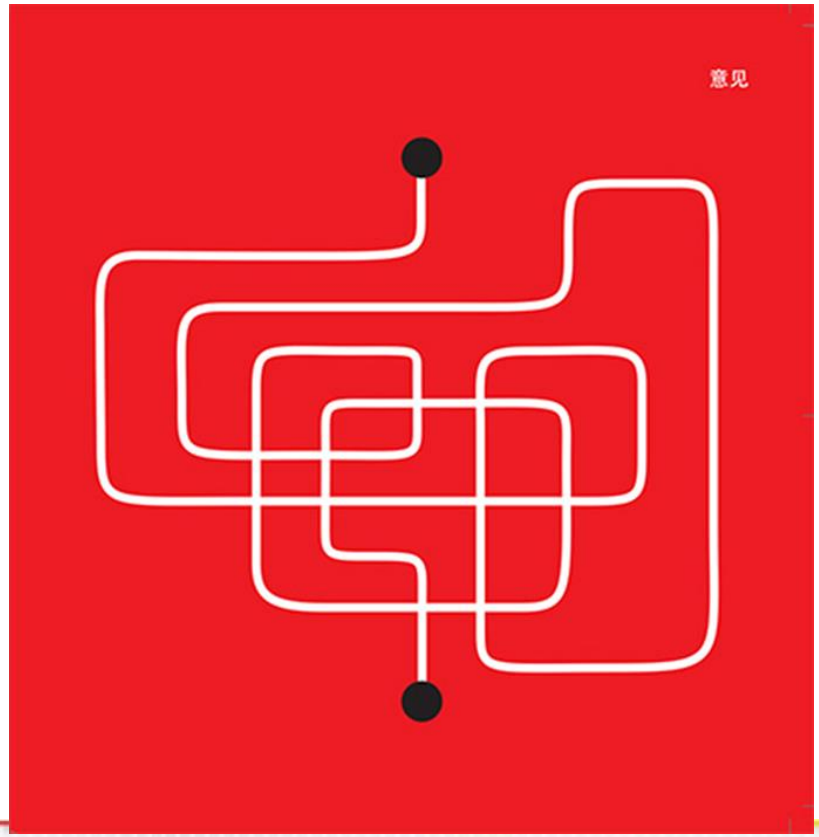
Context

Low (Direct)



High (Indirect)



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20th ANNIVERSARY

Building Culturally Intelligent Brands and Leaders™

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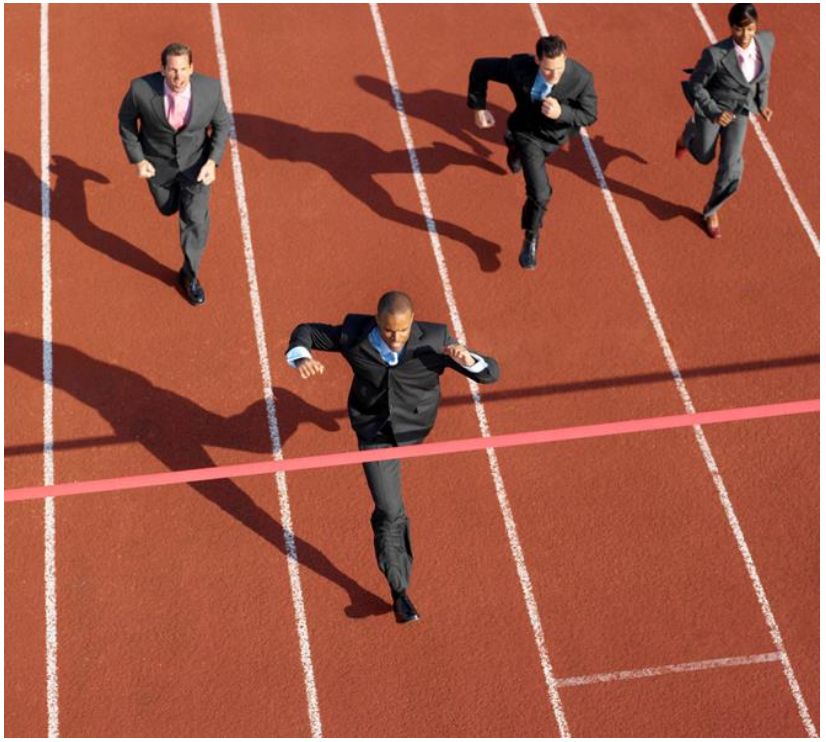
Being vs. Doing



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Universalism vs. Particularism

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Neutral vs. Affective

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Monochronic vs. Polychronic

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US - Cultural Values of Dominant Groups

INDIVIDUALISM		COLLECTIVISM
White		African American, Asian American, Hispanic, Native American/Alaska Natives
LOW POWER DISTANCE		**HIGH POWER DISTANCE**
White	African American, Asian American*	Hispanic, Native American/Alaska Natives
LOW UNCERTAINTY AVOIDANCE		**HIGH UNCERTAINTY AVOIDANCE**
White	African American, Asian American, Native American /Alaska Native	Hispanic
COOPERATIVE		**COMPETITIVE**
African American	Asian American, Hispanic, Native American/Alaska Natives	White

US - Cultural Values of Dominant Groups

SHORT-TERM		LONG_TERM
White, African American	Hispanic	Asian American, Native American/Alaska Natives
LOW CONTEXT		**HIGH CONTEXT**
White, African-American	Hispanic	Asian American, Native American/Alaska Natives
BEING		**DOING**
Hispanic, Native American/Alaska Native	African American, Asian American	White
UNIVERSALISM		**PARTICULARISM**
White		
NEUTRAL		**AFFECTIVE**
Asian	Native American, White	African-American, Hispanic
MONOCHRONIC		**POLYCHRONIC**
White	Asian, Native American	African-American, Hispanic

Cultural Intelligence Competencies

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

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Self Awareness

- Knowing myself- strength, weaknesses, and opportunities for improvement
- How do I come across to others
- Handling feedback in a constructive fashion

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Cross-Cultural Communication

- Understand both VERBAL and NON-VERBAL
- Acknowledge differences and similarities
- Being sensitive by using Language that is respectful and NOT hurtful
- Tasteful sense of humor

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Empathetic Engagement

- Inspire confidence and validate their input
- Guide others to contribute at their highest
- Earn and build trust
- Convey genuine concern and interest

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Conflict Management

- Defining conflict within different cultures
- Ensuring a safe atmosphere where both parties feel respected, valued and heard
- Finding the teachable moments

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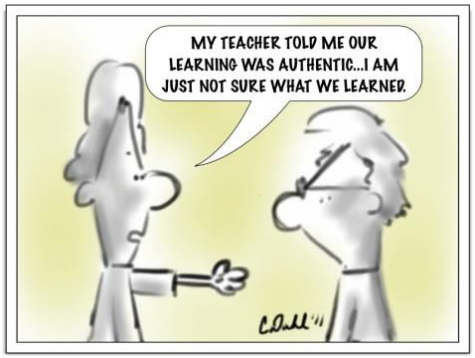
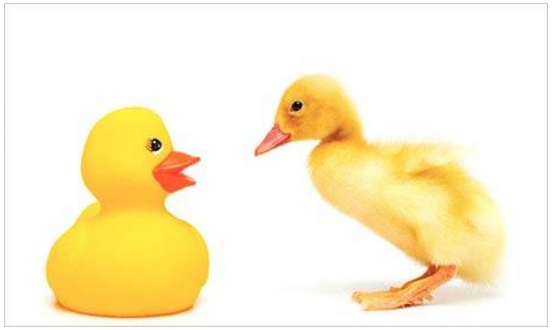
Authentic Coaching

- Developing others by being truthful and relevant
- Be mindful of cultural difference when giving feedback
- Request permission to provide honest feedback





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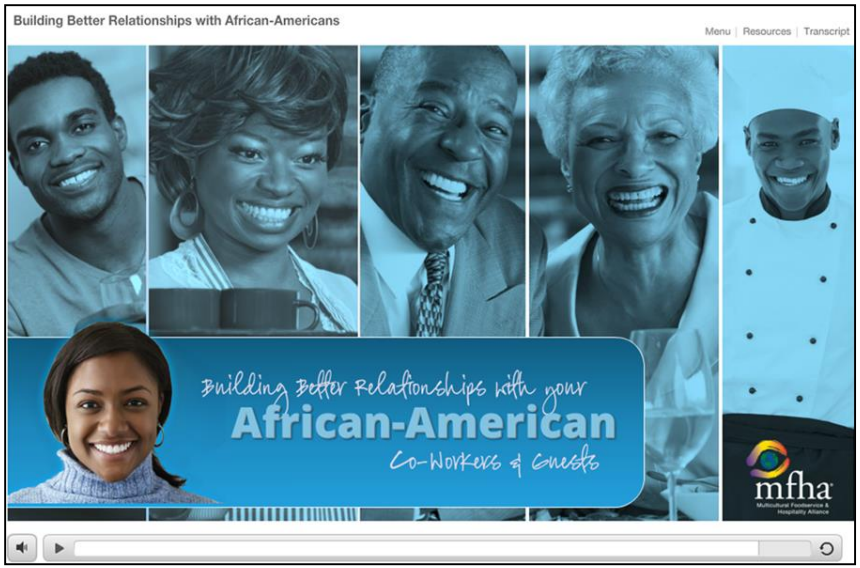
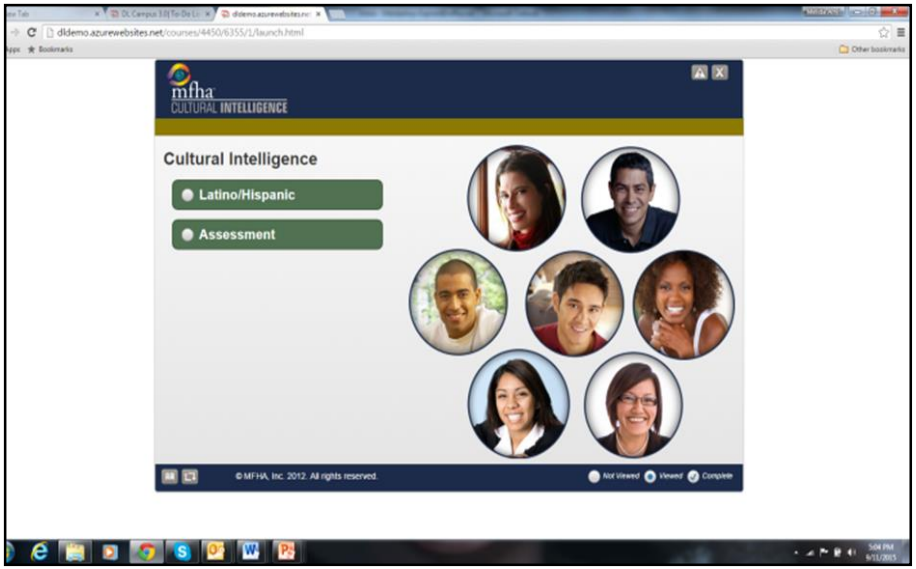
ELearning Modules

Engaging African Americans



Engaging Hispanic Employees



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Action Steps

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Cultural Intelligence Tips

- Learn to **lean into** discomfort
- Use a **different lens** to see the world
- Be **intentional** about wanting to learn
- Be **color conscious**, not color blind
- **Challenge** stereotypes

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Build Your Cultural Intelligence

- **Ask** employees, friends, neighbors to mentor you on multicultural issues in the news
- **Learn** about Asian/Black /Latino/LGBT issues on the internet, in books and on TV
  - "Good Is Not Enough" "Hispanics in the Workplace"
  - "Fresh Off The Boat" "Blackish"
- **Attend** different cultural events in the community, at local schools and colleges

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Engage With Cultural Intelligence

- **Ask** multicultural employees **what it's like** working there as a person of color.
- **Ask** them **where they feel included** the most in company activities.
- **Ask** them to give you **three specific actions** you can take to help them make stronger connections in the company.

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Manage With Cultural Intelligence

- **Be proactive** about wanting to know more about other cultures.
  - Seek a broader perspective by going deeper in you personal interactions
- **Build trust** through consistent, fair and inclusive actions.
  - Minorities often times feel misunderstood and under appreciated
  - Providing specific and honest feedback in a caring "***I want you to get better***" fashion is more important for minority groups.

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Leading with Cultural Intelligence

- Be intentional about building cultural knowledge, cultural intelligence
- Create opportunities to engage cross culturally to develop skills
- Build Cultural Intelligence into all leadership development efforts
- Focus on the five competencies
- Leverage ERG's

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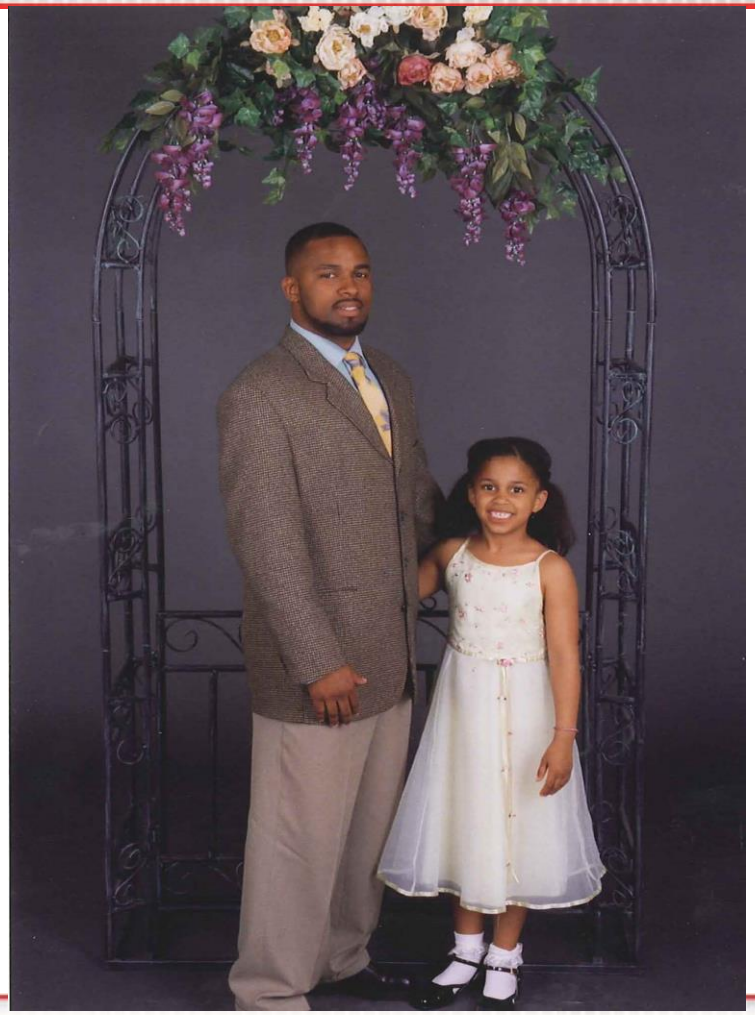
Intentionality



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