

CULTURAL FLUENCY

*The Leadership Competency
for the 21st Century Workforce*

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Agenda

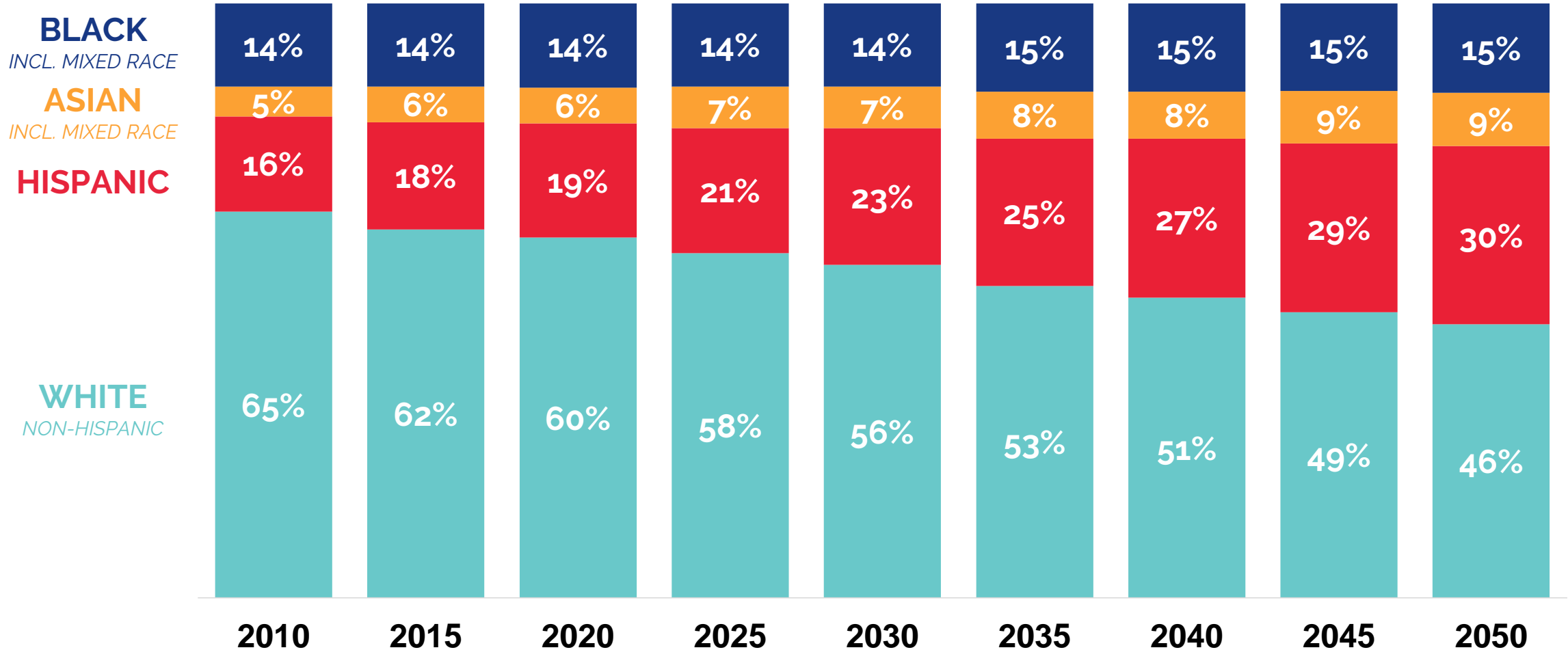
- State of the industry pre-pandemic
- Impact of the shutdown
- The need for cultural fluency
- Best practices examples
- Summary and takeaways



State of the industry pre-pandemic

- Business was strong
- Talent & skills gap challenge
- Emerging customer conflict
- #MeToo movement
- Move toward Unconscious bias training

US Population Projections to 2050



SOURCE: US Census Bureau

Guests Behaving Badly Staff Not Trained to Respond

- Screaming at restaurant staff
- Excessive use of profanity
- Refusal to abide by the rules.
i.e., cutting in line, offensive attire,
use of cell phones, firearms in the
restaurant
- Threatening of staff or other guests
- Being excessively loud after
repeated warnings
- Physical altercations with other
guest or restaurant staff







OPENING
SOON

Impact on the Workforce

- Latinos and Blacks less able to socially distance, and work from home
- Discrimination, stereotypes, physical threats
- Psychological safety concerns
- Big health care disparities
- Trust in the brand, trust in the industry eroding

Conversations Have Changed

I simply ask, "why do Black people keep protesting."
Why are you upset?



I'm not privileged, I've
worked hard for everything I
have!



If I tell him about his poor
performance, he may say I'm
singling him out because he
is Black.



Why do I have to learn a few
words in Spanish – they need
to learn English!



I can't keep up with
all these pronouns.



Source: Quotes from MFHA Member Companies 2021

Expectations Have Changed



- Demonstrate what you stand for – these communities have long memories
- Build trust by delivering on your promises.
- Be intentional in how you will show up in communities – post-pandemic and at protests.
- Avoid being transactional with your community – relationships matter in communities of color
- Think long-term in how you help employees cope and bounce back

Leadership Behaviors **Must Change Too**



Nearly **4 in 10** employed
U.S. workers say
their manager fails to
frequently engage in
honest conversations
about work topics.



3 in 10 say their
manager doesn't
encourage a culture of
open and transparent
communication.

Source: SHRM Culture Report, 2019.

Company DEI Policies Matter

- During their job hunt, 86% of millennial females and 74% of millennial males check company DEI policies when considering a place to work.
- Employees who feel their voices are heard at work are nearly 5x more likely to feel empowered to perform their best work.
- And employees who can bring their authentic selves to work are nearly 3x more likely to say they are proud to work for their company.

Source: PWC Study Diversity Report



The Need for Cultural Fluency

“You can’t fault people for not knowing what they’ve never been taught.”

“People will not change their behavior until they believe that what they are doing is wrong.”

Dr. Samuel Betances

Harvard Ph.D.



✓ **Cultural
Awareness**

✓ **Cultural
Intelligence**

✓ **Cultural
Fluency**



Cultural Shifts Impacting Society

- Minorities groups gaining power & influence
 - *Sports, business, politics, education*
- Racism & the pandemic have caused trauma
- Political separation at an all time high
 - *Black vs. Blue Lives Matter*
- Race, gender, identity, & class cornerstones of division
 - *Critical Race Theory, #MeToo, Transgender sports participation*
 - *Latinx, BIPOC, non-binary, transgender, asexual, pro-nouns*
- Mental health & psychological safety a rising concern
 - *Ben Simmons, Michael Phelps, Naomi Osaka, Simone Biles*

The
21ST CENTURY
Workplace



Cultural Fluency: A Must for Today's Workforce

- What is Cultural Fluency?
- How can organization build it?
- How will building cultural fluency help the industry and the country heal from the past 18 months?
- How can cultural fluency drive retention and recruiting efforts?

What is Cultural Fluency?

Cultural Fluency – the understanding and use of knowledge about different cultural groups for the purpose of improved communication

Benefits of Cultural Fluency:

- Enables the communicator to convey meaning across cultures, and the audience to understand messages as they are intended
- Helps the communicator manage through the ambiguity, nuances and stereotypes that exist with all cultural groups
- Builds awareness and understanding of social issues, appropriate terms, language and behaviors that build trust

Source: IGI Global

Why Do We Need Cultural Fluency?

- **Equity around race, ethnicity, and identity is important to today's workers**

By understanding peoples lived experiences with empathy we build trust & loyalty

- **Retention is a big part of the solution to our labor challenge**

Being fluent about employees' concerns & challenges you can respond before employees quit the company

- **Every cultural group has unique family and community dynamics and needs**

Learning about people's culture gives you the tools to improve communications





Cultural **Values** Differ



LATINO VALUES	EUROCENTRIC VALUES
Interdependence	Independence
Family First	Me First
Family helps Family	Helping self helps family
Humility	Self-Expression
Work Hard	Work Smart
Sacrifice	Pay Your Dues
Stability	What's New? What's Next?
Respect for Authority	Challenge Authority
Modesty	Toot Your Horn
God Loves the Poor	God Loves the Rich, Too
I Accept Life's Problems	I Solve Life's Problems
Whatever God Wants	The Sky is the Limit
I Hope to Achieve	I Believe I Will Achieve
Give Respect	Earn Respect

How Do We Build Cultural Fluency?

- Attend cultural events and be fully present
- Learn about the economic, social and political issues for different cultural groups
- Learn the cultural language/words, cues and do's and don'ts
- Understand the barriers and stereotypes that limit career and business success.
- Observe cultural media to learn different perspectives
- If you don't know something, ask questions

MFHA's Cultural Fluency Engagement Model

*What We Want You
to Know About Us!*

- 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
- Myths and realities about my cultural group
- Offenses, things that will shut down our conversation and interactions

Inclusive Leadership Actions

- Learn to lean into discomfort: be **COURAGEOUS**
- Use a different lens to see the world
- Check your biases
- Be intentional about wanting to learn
- Know your community and its resources
- Challenge your team and lead in Inclusion
- Cast a wide net when recruiting talent

Summary & Action Steps

- ✓ Implement culture and bias training
- ✓ Policy changes to minimize unconscious bias
- ✓ Develop your Cultural Fluency to build a talent pipeline
- ✓ Create a scorecard to track results
- ✓ Be intentional with your effort

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Thank You