

# MAKING THE BUSINESS CASE FOR THE IMPORTANCE OF DIVERSITY

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Vice President Global Diversity & Inclusion, Hyatt Hotels



## ABOUT Tyronne Stoudemire



### Vice President Global Diversity and Inclusion Hyatt Hotels Corporation

- Responsible for the development and implementation of inclusion and diversity strategies for Hyatt's colleagues in more than 100 countries.
- His charge is to leverage diversity and inclusion as an engine for growth and foster a corporate culture that champions all of its colleagues.
- Has built a remarkable career in Diversity and Inclusion leadership and is always seeking to empower others through education and mentorship.

## Diversity is the Mix...

When an employee perceives that a company and its leadership are committed to a diverse and fair workplace, they are:

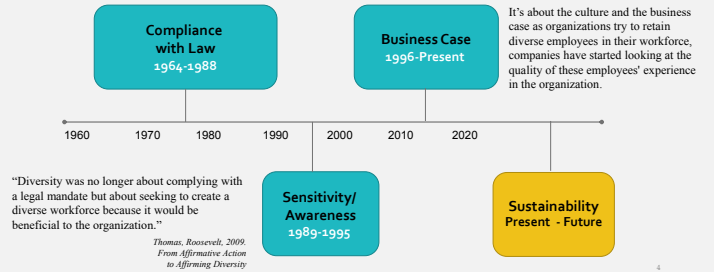
- More likely to stay with that company
- More likely to outperform the competition
- More likely to recommend their company to others
- Less likely to have experienced discrimination
- Less likely to have missed days at work
- More engaged in their work



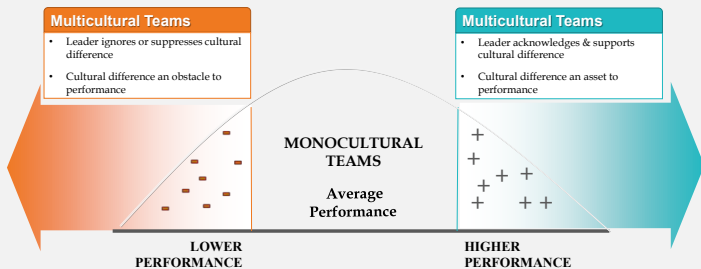
...and the Mix Matters

From Civil Rights in the Workplace 2009 Survey, Conducted by the Gallup Organization

## EVOLUTION of Diversity & Inclusion



## IMPACT of Diversity and Inclusion on Team Performance



Reference: Adler, N. J. International Dimensions of Organizational Behavior, 4th ed. Cincinnati, OH: South-Western, 2002.  
 C. Milton J. Bennett 2008

## INFLUENCEpower

Are you listening to everyone's idea?  
 Are you influenced by power? Are you truly working in an inclusive workplace?



## 5 GENERATIONS in the Workforce

- The workforce will be more diverse than ever, with multiple generations, cultures and ethnicities working side by side.
- The workforce will be increasingly diverse in terms of people with disabilities, across country borders, and flexible work schedules.
- Across the globe, the working-age population (ages 20 to 64) will continue to diminish in numbers up through 2050.



According to the Workforce Crisis: How to Beat the Coming Shortage of Skills and Talent, Harvard Business Review

## THE NewAFFLUENT

Are you really listening to what your client say?  
Are you paying attention to what matters to them?



**DIVERSITY IS NOT ROCKET SCIENCE . . .**  
**IT'S MUCH HARDER!**

$$\frac{M_1}{M_2} = e^{V/I}$$

$$V = I \cdot \ln\left(\frac{M_1}{M_2}\right)$$

## Diversity: Why We Care?

By embedding the Diversity & Inclusion strategy into the global business strategy, we continue to leverage and maintain strong leadership support, a compelling business relevance and action plans that lead to attraction, engagement, retention and advancement for colleagues.

With continued efforts of Diversity & Inclusion embed into talent acquisition, benefits, communications, leadership, performance management, workforce planning, and other ongoing HR processes. Through this, we create a sustainable strategy that points the way for Diversity & Inclusion to add value to the business, talent, operational strategies and objectives.



## EXAMPLE the Impact on Business

**\$100 Million Lawsuit**



## EXAMPLE the Impact on Business

Why were African & Japanese consumers horrified by Gerber's product packaging?

**\$5 Millions of Dollars in Advertising, Branding, and Shelf Restocking Costs**



Adapted from Harvard Business Review (1984)

## EXAMPLE the Impact on Business



Why did this not appeal to the Hispanic/Latino/a community?

Chevy Nova (in Spanish, *no va* means "won't go"), car renamed **\$\$ Millions of Dollars in Advertising and Branding**

Adapted from Harvard Business Review (1984)

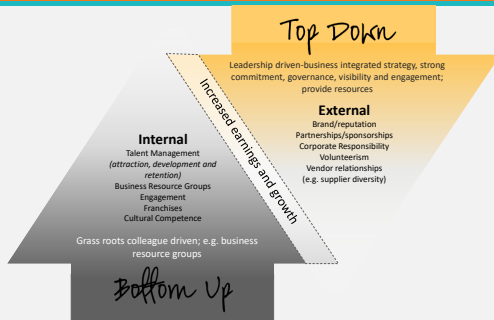
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## EXAMPLE the Impact on Business



Does this seem all too familiar? How can our communities flex?

## DRIVING The Change



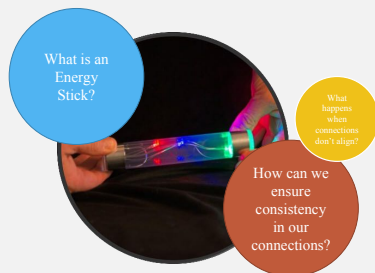
## Path to CULTURAL COMPETENCE



Diversity without inclusion leads to conflict. Inclusion without diversity may create harmony, but since everyone is alike, the organization will not be able to reach its full creative or innovative potential.

Inclusion creates a work environment in which all associates feel valued and cared for because of the different attributes they bring. Therefore, each associate is more motivated and engaged to reach their fullest potential toward achieving business goals.

## Energy STICK



## ABOUT Bias

- **UNCONSCIOUS** bias works behind the scenes, subversively undermining equality efforts
- Traditional thinking has generally assumed that patterns of discriminatory behavior in organizations are **CONSCIOUS**
- The **COLLECTIVE** phenomena listed above can make the group take some control on individual minds and limit their independence of decisions and actions.



TRY This....

What are 4 things that you value the most, that are **MOST** important to you?

- 1.
- 2.
- 3.
- 4.

Unconscious **BIAS**

Studies have proven:

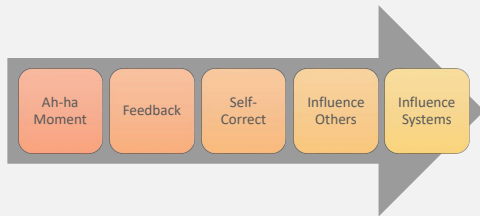
- Brain produces 'shortcuts' to what is right, wrong or important
- Different = "unsafe"
- Also rooted in cultural environment
- Our "perceptual lens" acts as filter
- Biases impact decision-making



Sources: "Proven Strategies for Addressing Unconscious Bias in the Workplace", CEO Insights Aug 2018 Vol 2, Issue 5  
Photo from Scientific American, LeDoux, J. The Emotional Brain: The Mysteries Underpinnings of Emotional Life, New York: Simon and Schuster

SELF-CORRECTION

*Ah-Ha!  
Moment*



TRY This....



*Ah-Ha!  
Moment*

What do you see?

- Page.....
- After page.....
- After page.....



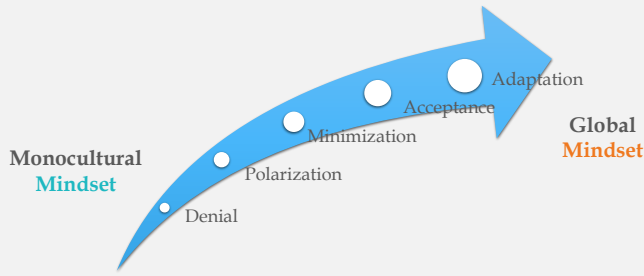
Cross Cultural Competence

The ability to discern and take into account one's own and others' world views to be able to seize opportunities, make decisions, and resolve conflicts in ways that optimize cultural differences for better, longer lasting, and more creative solutions and outperform the competition.

From **Tolerance and Sensitivity**

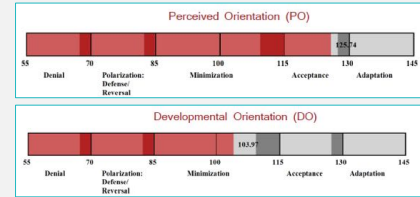
To **Cross Cultural Competence**

## Intercultural Development Inventory (IDI)



## Perceived VS. Developmental

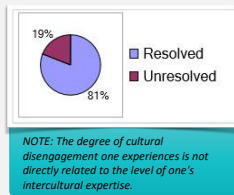
SAMPLE



The **Orientation Gap** between your Perceived Orientation score and Developmental Orientation score is 21.77 points. A gap score of 7 points or higher can be considered a meaningful difference between where you perceive "you are" on the developmental continuum and where the IDI places your level of intercultural competence.

## CULTURAL disengagement

SAMPLE



## What Do You SEE...



## What Do You SEE...



## D.I.N. Model



First describe the behaviors and actions you see. Be careful not to let your personal judgments influence what you observe. The behaviors and actions that you see.

In a cross cultural situation, be aware of culturally influenced interpretations of the behaviors that take place in another culture. Try to interpret the behaviors and actions from two perspectives:

- From your perspective, based on your cultural background and values.
- From the perspective on the culture you are observing. You can do this by finding out more about the other culture and what motivates their behavior.

Once you feel you have a pretty good understanding of the behaviors and actions you just observed, begin to think through ways to navigate the situation effectively!

## Dialogue: Think about...

1. What forums or memberships do organization or company have that create a space for colleagues and supports the mission/vision of cross cultural competence?
2. What additional challenges might an organization or company face when thinking about changing behaviors on the concept of cross cultural competence?
3. What strengths and weaknesses might help to create opportunities for cross cultural learning, recruitment and communication planning?
4. Have you thought about the implication for diversity and inclusion within the services or products that are offered within that organization or company?
5. Where are opportunities that you may be overlooking to incorporate diversity and inclusion?

## Learning Stage

### Stage 1: ACCOUNTABILITY & AWARENESS



Increase your **awareness** of the various dimensions of **diversity**. Examine your own cultural identity and how that identity affects your relationships with others. Become more aware of your own attitudes, perceptions, and feelings about various aspects of **diversity**.

### Stage 2: INTEGRATION



Avoid stereotypes and even appreciate differences in language and culture. We think about diversity of thought on our teams and the people around us at work. In this stage, there can be uncertainty on how to behavior, say, or even feel, however successful diversity management gains momentum through an informed conscious bias.

### Stage 3: TRANSFORMATION



Those at this inclusion stage are willing to do more than simply coexist; they are also willing to understand (through education and questioning) and begin to develop relationships with people of a different culture or ethnicity. At this stage someone may even be willing to learn from, and value the perspective of, others from a different ethnicity.

\*Other learnings for each stage are located in the appendix.