



- ♦ Christian      ♦ 70 would be non-Christian
- ♦ Non-Christian   ♦ 30 would be Christian

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- ♦ Heterosexual      ♦ 89 would be heterosexual
- ♦ Homosexual      ♦ 11 would be homosexual

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- ♦ 6 people would possess 59% of the entire world's wealth and
- ♦ all 6 would be from the United States

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- ♦ 80 would live in substandard housing
- ♦ 70 would be unable to read
- ♦ 50 would suffer from malnutrition
- ♦ 1 would be near death; 1 would be near birth
- ♦ 1 (yes, only 1) would have a college education
- ♦ 1 would own a computer

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### Objectives for the day

- ♦ Explore and define the concept of diversity
  - What does it mean to hospitality managers?
  - Why is it important?
  - What can be done to move toward an appropriate objective?
- ♦ Identify ways to apply the concept

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many companies need to

## Expand view of diversity

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## Diversity is different

- ♦ race
- ♦ color
- ♦ gender
- ♦ religion
- ♦ cultural heritage
- ♦ personal background
- ♦ physical ability
- ♦ mental ability
- ♦ educational background
- ♦ communication style
- ♦ sense of humor
- ♦ personality
- ♦ appearance

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we want to  
create an environment  
where  
**WE** is EVERYONE

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## Demographics

- ♦ Workforce 2000
- ♦ changes...
- ♦ impacts...
- ♦ Women
- ♦ Minority groups
- ♦ Age
- ♦ Immigrants
- ♦ Education

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- ♦ U.S. is scrambling
  - compete successfully
  - new domestic markets
  - new foreign markets


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## When managing a diverse group of employees, Ask:

- ♦ Am I fully tapping the potential?  
...If answer is no...
- ♦ Is this failure hampering my ability to meet performance standards?

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## Ask:

- ♦ Given the diverse workforce present,
- ♦ am I getting the productivity?
- ♦ does it work smoothly?
- ♦ is morale high?


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### If *NOT*


- ◆ How are we doing on our relationships?
- ◆ Are we promoting fairly?
- ◆ Do we project an image of fairness?

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- ◆ Women and minorities need “upgrades”
- ◆ better use of potential at all levels
  - entry
  - middle
  - upper


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### Upward mobility for women and minorities

- ◆ always a question of qualification and character
- ◆ competition
- ◆ preparation
- ◆ not a numbers game

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### Prejudice is a killer

- ◆ it is declining in many areas

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### Coercion does not work

- ◆ move beyond affirmative action
- ◆ not repudiate it

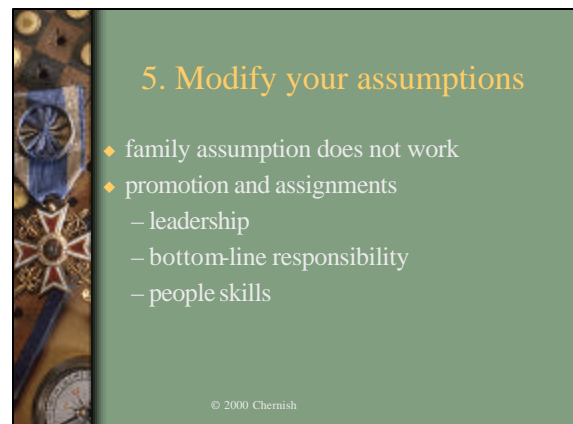
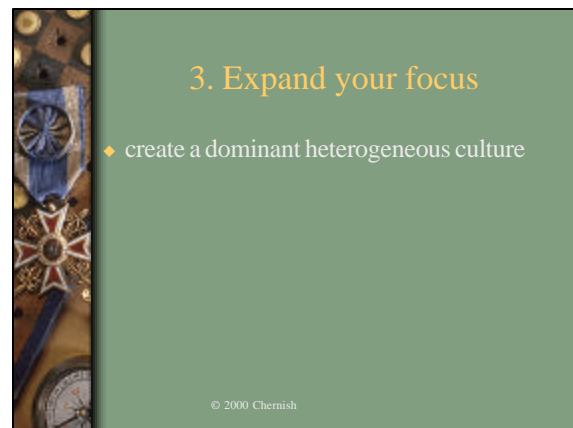
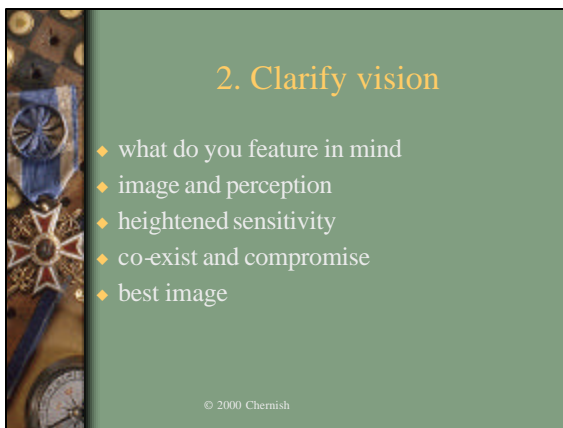
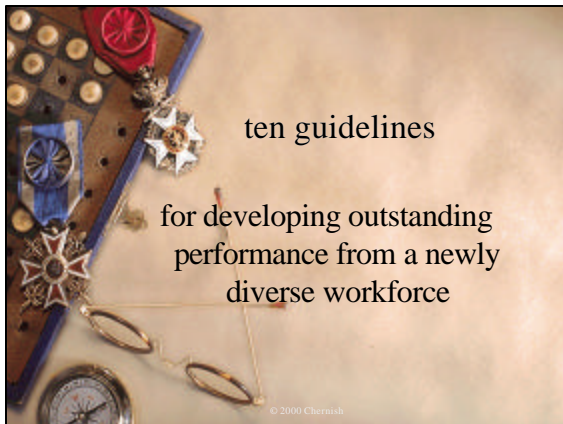
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### Managing diversity--

Enabling people to perform up to their potential

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## 6. Modify your systems

- ◆ promotion
  - mentoring
  - sponsorship
- ◆ performance appraisals

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## 7. Modify your models

- ◆ “do-er” model
  - follow the leader
  - stays in the box
  - xxx? this style type

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## 8. Help become pioneers

- ◆ managers involved as change agents
- ◆ no RIGHT tested solution
- ◆ no FIXED right way
- ◆ support middle management

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## 9. Apply special consideration test

- ◆ does this program or policy give special consideration to a particular group?
- ◆ will it produce an advantage only for one group?
- ◆ will it contribute to everyone’s success?
- ◆ is it designed for THEM as opposed to US?


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## 10. Continue to press for progress

- ◆ Fact: must have a diverse workforce at every level
- ◆ Programs imposed from outside fail to deal with root causes of prejudice and inequality
- ◆ Must develop full potential of human assets

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“In a company seeking competitive advantage in a global economy the goal of managing diversity...”

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