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Mary Dawson is an associate dean of academic affairs at the Conrad N. Hilton College of Hotel and Restaurant Management. Dr. Dawson is a graduate of the Conrad N. Hilton College with both an undergraduate and Master's Degree. She completed her doctorate in Educational Leadership from the University of Houston.

Dr. Dawson has been the recipient of several educational awards including the Spring 1999 Teaching Excellence Award, the Spring 2003 Research Excellence Award, and the 2004 University of Houston Alumni Teaching Excellence Award. Dr. Dawson's research interests include hospitality culture and training & education for the hospitality industry.

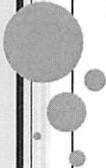
Prior to working at the Conrad N. Hilton College, Dr. Dawson held management positions with Pappas Restaurants and McDonald's Restaurants. As a general manager with McDonald's, her restaurant received an Outstanding Store Award in 1989. She has over fourteen years of experience in hospitality operations, including line positions, training coordinator positions, and management.

Juan Madera

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Juan Madera received his M.A. and Ph.D. in industrial/organizational psychology from Rice University. Dr. Madera's primary line of research focuses on human resource management as it applies to diversity management. In this research he has examined how perceptions of diversity influence applicant and employee work attitudes. He has over 50 publications and has been cited by over 300 local and national media outlets, including the Houston Chronicle, Forbes.com, Reuters.com, USA Today, and U.S. News & World Report. During his tenure at the University of Houston, Dr. Madera received both the Teaching and Research Excellence Awards from the Hilton College, where he teaches courses for the undergraduate, Master's, and PhD programs. As a graduate student at Rice, Dr. Madera was a recipient of a Ford Foundation Diversity Fellowship and the Gardner Award for the best dissertation in Social Sciences.

**DIVERSE
COMMUNICATION**
*Cultural and Language
Barriers*



TRUE OR FALSE

- o Employees want a decisive, assertive manager.
- o Employees think about their future, long-term goals.
- o Employees are afraid to question their managers.
- o Employees want rigid, direct rules.
- o Employees just want to have fun.



IT DEPENDS ON CULTURE

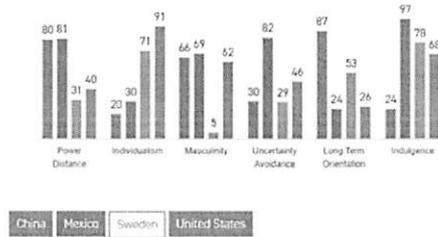
- o Culture is defined as the collective mental programming of the human mind which distinguishes one group of people from another.



HOFSTEDE'S CULTURAL DIMENSIONS

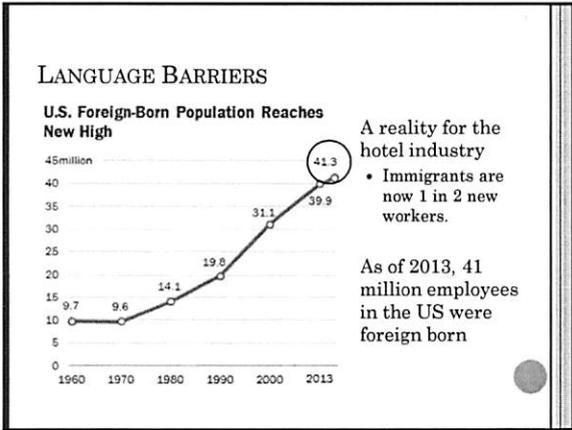
1. **Power Distance** is defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally.
2. **Individualism/Collectivism** has to do with whether people's self-image is defined in terms of "I" or "We".
3. **Masculinity** is what motivates people, wanting to be the best (Masculine) or liking what you do (Feminine).
4. **Uncertainty Avoidance** has to do with: should we try to control the future or just let it happen?
5. **Long Term Orientation** has to do with investing and saving for the future versus focus on traditions, the present and quick results.
6. **Indulgence** is the extent to which people try to control their desires and impulses or not.

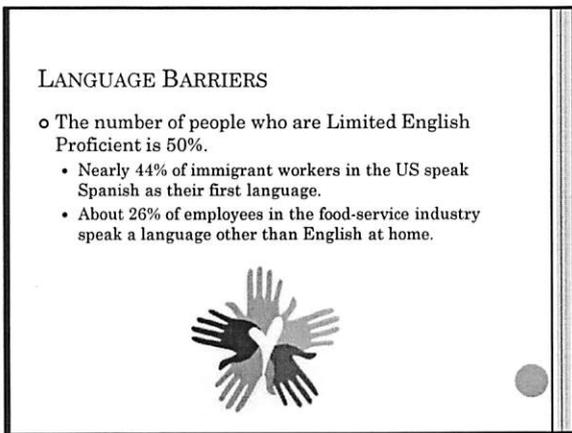
COMPARING 3 COUNTRIES WITH THE US:

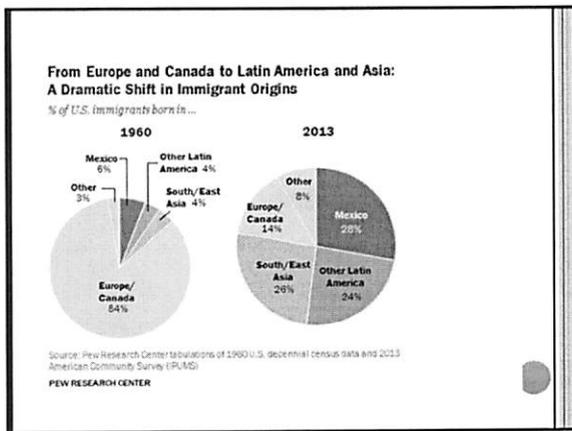


LANGUAGE BARRIERS









CONSEQUENCES OF NOT COMMUNICATING

- o Organizational attitudes and behaviors:
 - occupation stress, staff turnover, absenteeism, and burnout
- o Safety issues
- o Productivity issues



DIVERSITY STRATEGIES

- (1) If managers use bilingual employees for translation
- (2) The company has an official position for translating
- (3) Training guidelines, important documents, and applications are translated into other languages
- (4) Top management is aware of communication barriers
- (5) The company encourages employees with limited English to improve their language skills



OVERCOMING LANGUAGE BARRIERS

- (1) The use of pictures
 - Consistency
 - Quality
 - Efficiency
- (2) Gestures, Demonstrating, Eye Contact
- (3) Translating
- (4) Learning Key Words
- (5) Empathy



LEGAL IMPLICATIONS

- o Title VII of the Civil Rights Act
 - Prohibits discrimination on the basis of race, color, religion, sex and national origin in employment-related matters.
 - 1. **Disparate treatment (intentional discrimination)**
 - o An applicant or employee is treated differently because of membership in a protected class.
 - 2. **Disparate (or adverse) impact**
 - o Occurs when an apparently neutral, evenly applied, job policy or employment practice has a negative effect.



WORK

- o Bilingualism: An Uncompensated Skill
 - Bilingual employees often used.
 - Not compensated for the skill.
- o “English-only” rules are justified only:
 - For communications with customers, coworkers, or supervisors who only speak English
 - In emergencies or for safety reasons
 - For cooperative work assignments



- o <https://www.hofstede-insights.com/product/compare-countries/>
- o <http://www.pewhispanic.org/2015/09/28/chapter-5-u-s-foreign-born-population-trends/>