



David Rivera Jr.

Freytag Professor

Director of Hospitality and Tourism Management

David Rivera, Jr. is the newly appointed Freytag Professor / Director of Hospitality and Tourism Management at Flagler College. Dr. Rivera, Jr. received his Bachelors and Master's degrees from the University of South Carolina, Columbia in 1999 and 2000 respectively. In 2004, he earned his PhD from Texas Tech University in Hospitality Administration. After completing his PhD, Dr. Rivera, Jr. took an Assistant Professor position at East Carolina

University in Greenville, NC. During his time at ECU, Dr. Rivera became very involved in curriculum development, technology implementation in education, diversity, equity, and inclusion, and leadership development. Dr. Rivera, Jr. was appointed to committees and leadership roles that included the Chancellor's Diversity Leadership Cabinet, Faculty Speaker at New Student Orientation, Chancellor's Leadership Academy, and cluster facilitator for the LeaderShape Institute of ECU. After 12 years as a faculty member and very active career serving on several university wide committees, Dr. Rivera took an Associate Professor position at his PhD alma mater, Texas Tech University. During his three years at Texas Tech University Dr. Rivera, Jr. continued his work with curriculum development, technology implementation, and diversity, equity, and inclusion at the university level. Dr. Rivera also served as the Hospitality and Retail Management Assistant Department Chair, Graduate Program Coordinator, and was selected as a member of the Institute of Inclusive Excellence. Over the last year Dr. Rivera, Jr. served as a consulting professor and Department Chair of Hospitality Management and Culinary Arts at Livingstone College, located in Salisbury, NC. All of these experiences have prepared him for his most recent adventure, which began August 2019 as the Freytag Professor of Hospitality and Tourism Management at Flagler College.

Prior to a career in education, Dr. Rivera, Jr. worked in the hospitality and tourism industry as a front-line employee and manager for over 10 years. His educational and professional experience has resulted in him being an invited speaker and leadership workshop facilitator for organizations such as local and state law enforcement agencies, the American Hotel and Lodging Education Foundation Advanced Leadership Short Course for Industry Professionals, and student leadership development programs. His workshops focus on leadership practices and diversity, equity, and inclusion implementation.

When not involved with work, David enjoys spending time with his wife of 21 years, Cathi, and his four children Sadie (18), Diego (16), Pablo (14), and Sophia (12). David also likes to engage in physical activities such as running, weightlifting, and boxing. At one point he also engaged in endurance sports and competed in the NYC Triathlon four consecutive years. David and his family are very excited about their new adventure and life at Flagler College in beautiful St. Augustine, Fl.

CULTURAL INTELLIGENCE

DAVID RIVERA, JR., PHD

FREYTAG PROFESSOR / DIRECTOR OF HOSPITALITY & TOURISM MANAGEMENT

FLAGLER COLLEGE

OUR PATH

- Who Am I
- Hormones of Diversity
- True Colors

-
- CQ
 - What is Diversity?
 - I AM exercise
 - Cultural Cilo
 - #REALTALK



WHO AM I



DIVERSITY DAY

the
office

ITALIAN





CHEMICALS OF DIVERSITY



Endorphins



Dopamine



Serotonin



Oxytocin

ENDORPHINS

**The Runners
High**

**Masks
physical pain**

DOPAMINE



Incentive for progress



Crossing something off the to do list

SEROTONIN



The Leadership Chemical



Feeling of Pride

OXYTOCIN



THE CHEMICAL
LOVE



FRIENDSHIP, LOVE,
OR DEEP TRUST



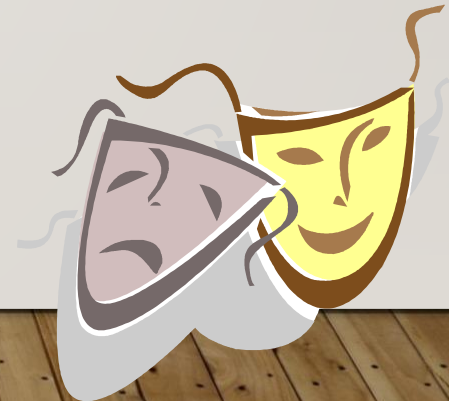
**KEEP
CALM
AND
GET
ACTIVE**

IT IS IN UNDERSTANDING AND
APPRECIATING OURSELVES AND OTHERS
THAT WE ALL GAIN
DIGNITY, PRIDE,
SELF-RESPECT,
AND ESTEEM.

UNDERSTANDING OTHERS



- Personality – “persona” = Mask = what we display to the world
- Complex set of consistent responses = measurable behavior patterns (signs)
- Identifiable patterns = personality



WHO USES TRUE COLORS?

- **Blue Cross/Blue Shield of Oklahoma**
- **Boeing**
- **California Nursing Assoc.**
- **Ford Motor Company**
- **Girl Scouts of America**
- **Houston Astros**
- **Kraft Foods**
- **Motorola**
- **National Education Assoc.**
- **Orange County Depart. of Ed.**
- **Qwest Dex**
- **Salvation Army**
- **Save the Children**
- **Shell Chemical**
- **The Kenneth Blanchard Companies**
- **Universal Studios**
- **US Postal Service**
- **Washington Mutual**

AROUND THE WORLD

Widely used in the United States, Canada, Latin America the United Kingdom and parts of Asia and is available in 9 languages.



LET'S DEAL SOME CARDS!!!



GOLD

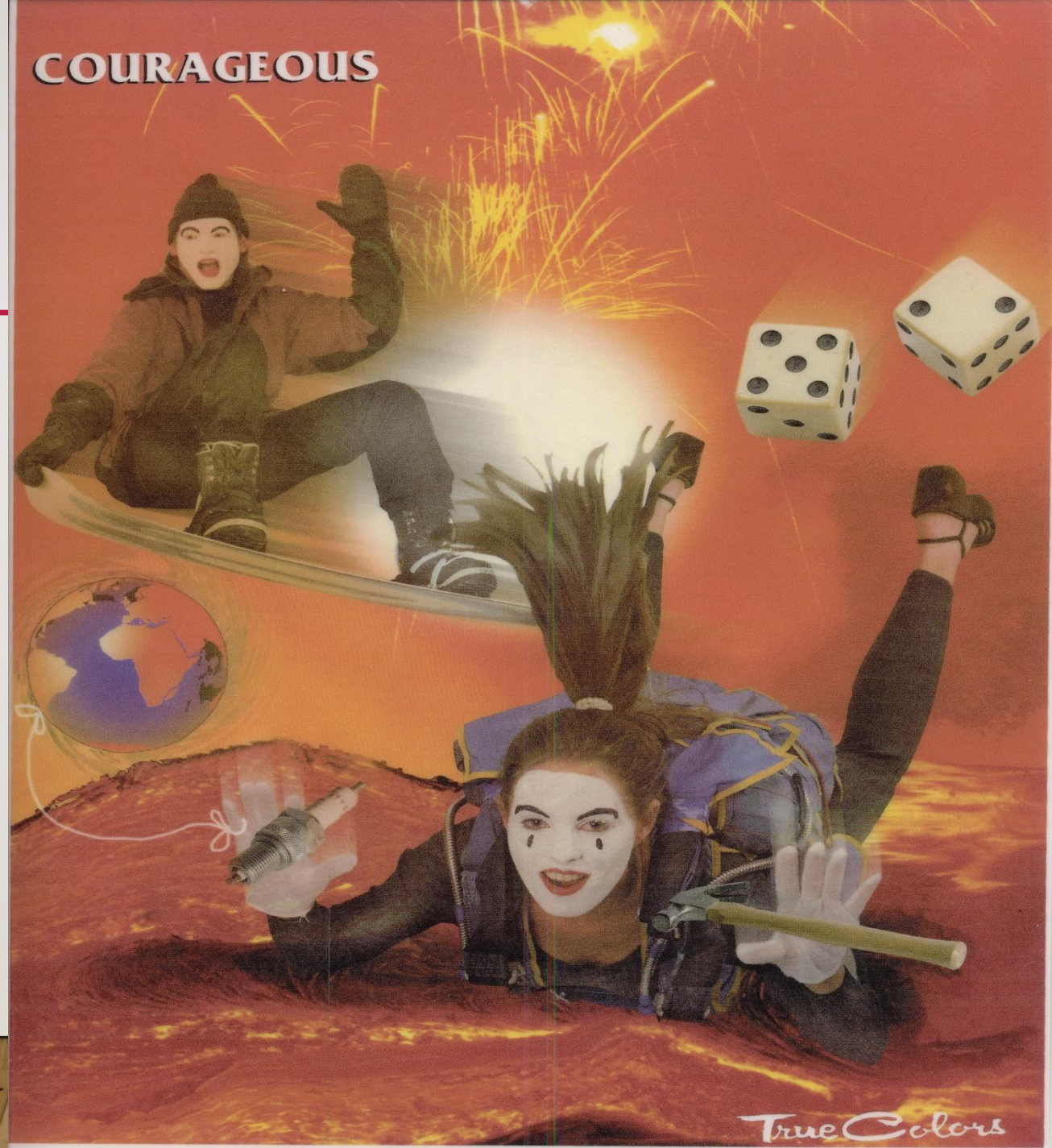
WHAT
DO YOU
SEE IN
THIS
CARD?



ORANGE

WHAT DO
YOU SEE IN
THIS CARD?

COURAGEOUS



COMPASSIONATE

BLUE

WHAT
DO YOU
SEE IN
THIS
CARD?



True Colors

GREEN

WHAT DO
YOU SEE
IN THIS
CARD?



GOLD CHARACTERISTICS

I need to follow rules and respect authority - **Loyal, Dependable, Prepared**
I have strong sense of what is right and wrong in life - **Thorough, Sensible, Punctual**

I need to be useful and to belong - **Faithful, Stable, Organized**
I value home, family and tradition - **Caring, Concerned, Concrete**
I am a natural preserver, a parent, a helper

AT WORK, I provide stability and can maintain organization. My ability to handle details and to work hard make me the backbone of many organizations. I believe that work comes before play, even if I must work overtime to complete the job.

IN LOVE, I am serious and tend to have traditional, conservative views of both love and marriage. I want a mate who can work along with me, building a secure, predictable life together. I demonstrate love and affection through the practical things I do for my loved ones.

IN CHILDHOOD, I wanted to follow the rules and regulations of the school. I understood and respected authority and was comfortable with academic routine. I was the easiest of all types of children to adapt to the educational system.

ORANGE CHARACTERISTICS

I act on a moment's notice - **Witty, Charming, Spontaneous**

I consider life as a game, here and now - **Impulsive, Generous, Impactful**

I need fun, variety, stimulation, and excitement - **Optimistic, Eager, Bold**

I value skill, resourcefulness, and courage - **Physical, Immediate, Fraternal**

I am a natural trouble-shooter, a performer, a competitor

AT WORK, I am bored and restless with jobs that are routine and structured and satisfied in careers that allow me independence and freedom, while utilizing my physical coordination and my love of tools. I view any kind of tool as an extension of self. I am a natural performer.

IN LOVE, I seek a relationship with shared activities and interests. With my mate, I like to explore new ways to energize the relationship. As a lover, I need to be bold and thrive on physical contact. I enjoy giving extravagant gifts that bring obvious pleasure to my loved one.

IN CHILDHOOD, of all the types of children, I had the most difficult time fitting into academic routine. I learn by doing and experiencing, rather than by listening and reading. I need physical involvement in the learning process and am motivated by my own natural competitive nature and sense of fun.

BLUE CHARACTERISTICS

I need to feel unique and authentic - **Enthusiastic, Sympathetic, Personal**

I look for meaning and significance in life - **Warm, communicative Compassionate**

I need to contribute, to encourage, and to care - **Idealistic, Spiritual, sincere**

I value integrity and unity in relationships - **Peaceful, Flexible, Imaginative**

I am a natural romantic, a poet, and a nurturer

AT WORK, I have a strong desire to influence others so they may lead more significant lives. I often work in the arts, communications, education, and the helping professions. I am adept at motivation and interacting with others.

IN LOVE, I seek harmonious relationships. I am a true romantic and believe in perfect love that lasts forever. I bring drama, warmth, and empathy to all relationship. I enjoy the symbols of romance such as flowers, candlelight, and music and cherish the small gestures of love.

IN CHILDHOOD, I was extremely imaginative and found it difficult to fit into the structure of school life. I reacted with great sensitivity to discordance or rejection and sought recognition. I responded to encouragement rather than to competition.

GREEN CHARACTERISTICS

I seek the knowledge and understanding - **Analytical, Global, Conceptual**

I live life by my own standards - **Cool, Calm, Collected**

I need explanation and answers - **Inventive, Logical, Perfectionist**

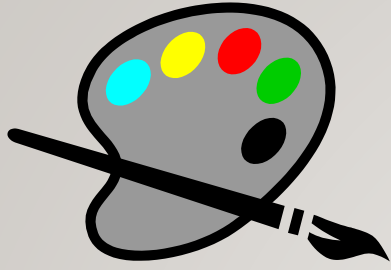
I value intelligence, insight, fairness, and justice - **Abstract, Hypothetical, Investigative**

I am a natural non-conformist, a visionary, and a problem solver

AT WORK, I am conceptual and an independent thinker. For me, work is play. I am drawn to constant challenge in careers, and like to develop models, explore ideas, or build systems to satisfy my need to deal with the innovative. Once I have perfected an idea, I prefer to move on, leaving the project to be maintained and supported by others.

IN LOVE, I prefer to let my head rule my heart. I dislike repetition, so it is difficult for me to continuously express feelings. I believe that once feelings are stated, they are obvious to a partner. I am uneasy when my emotions control me; I want to establish a relationship, leave it to maintain itself, and turn my energies back to my career.

IN CHILDHOOD, appeared to be older than my years and focused on my greatest interests, achieving in subjects that were mentally stimulating. I was impatient with drill and routine, questioned authority, and found it necessary to respect teachers before I could learn from them.



Arrange the 4 Colors in order of most like you to least like you. Review the colors and characteristics to help decide.

Next, print out the Research Word Cluster.pdf file. It should look like the next slide.

Word Clusters

From the Card Sort, list your four Colors from "Most Like Me" to "Least Like Me" here:

_____ (4) _____ (3) _____ (2) _____ (1)

In the boxes below are groups of words printed horizontally in rows. Read the four groups of words in each row. Decide which of the groups of words is most like you. Next to the letter at the bottom of the groups of words rank order the groups in that row from 4 – 1. Score each group of words giving yourself (4) for the group of words MOST like you, (3) for the next most like you, (2) for the next, and (1) for the group LEAST like you. Use the same process for each row.

Row 1	Athletic Triumphant Spontaneous A _____	Orderly Prepared Conservative B _____	Romantic Harmonious Affectionate C _____	Visionary Conceptual Intellectual D _____
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Total the score for these Orange word clusters: A ____ H ____ K ____ N ____ S ____ = _____

Total the score for these Gold word clusters: B ____ G ____ I ____ M ____ T ____ = _____

Total the score for these Blue word clusters: C ____ F ____ L ____ O ____ R ____ = _____

Total the score for these Green word clusters: D ____ E ____ J ____ P ____ Q ____ = _____

Your Color schema is your four Colors listed from highest total score to lowest. If necessary, use the amounts from Card Sort listed at the top of this page to break a tie.

WHAT IS CQ?

Cultural intelligence (CQ) is the capability to relate and work effectively in culturally diverse situations.

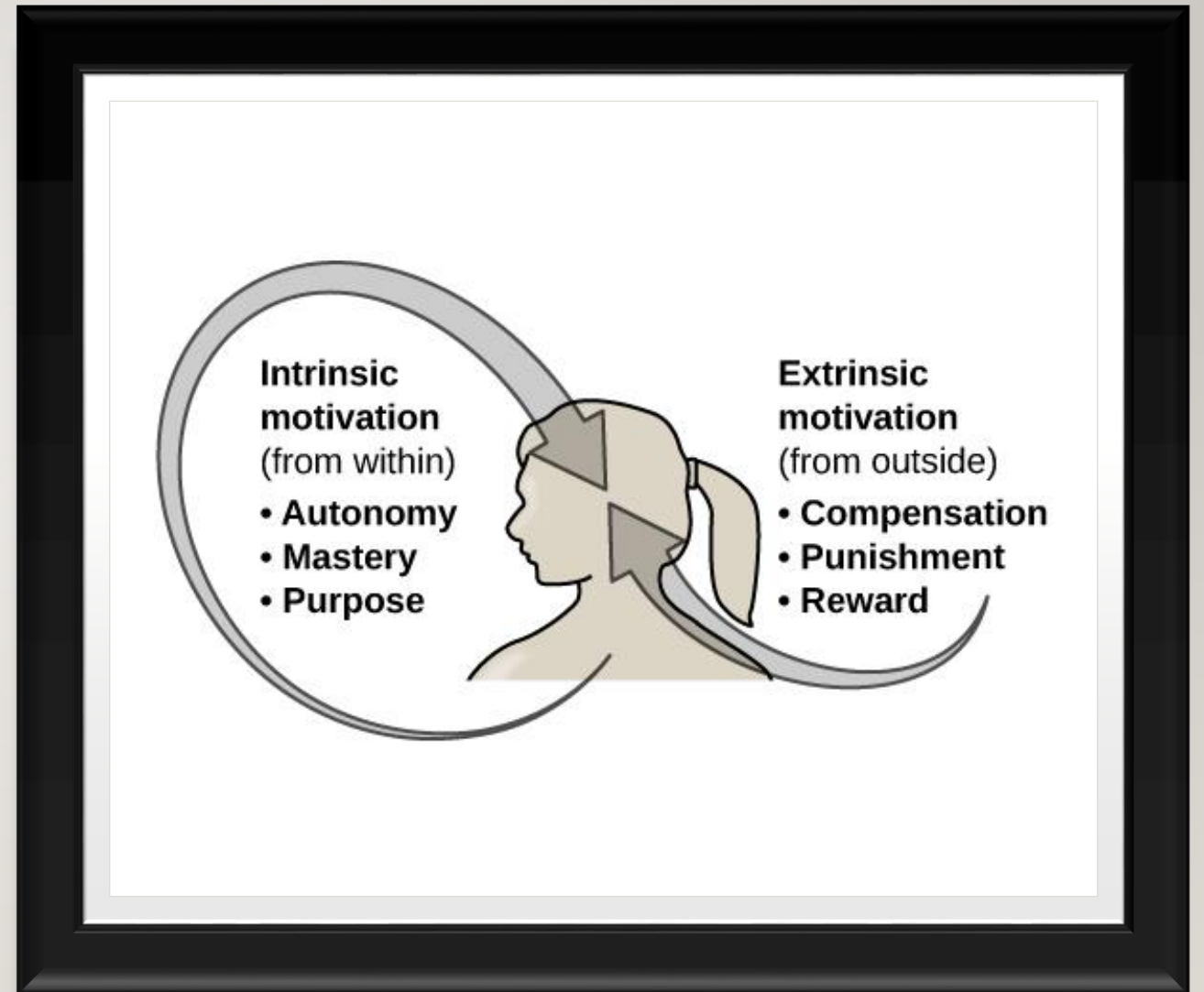
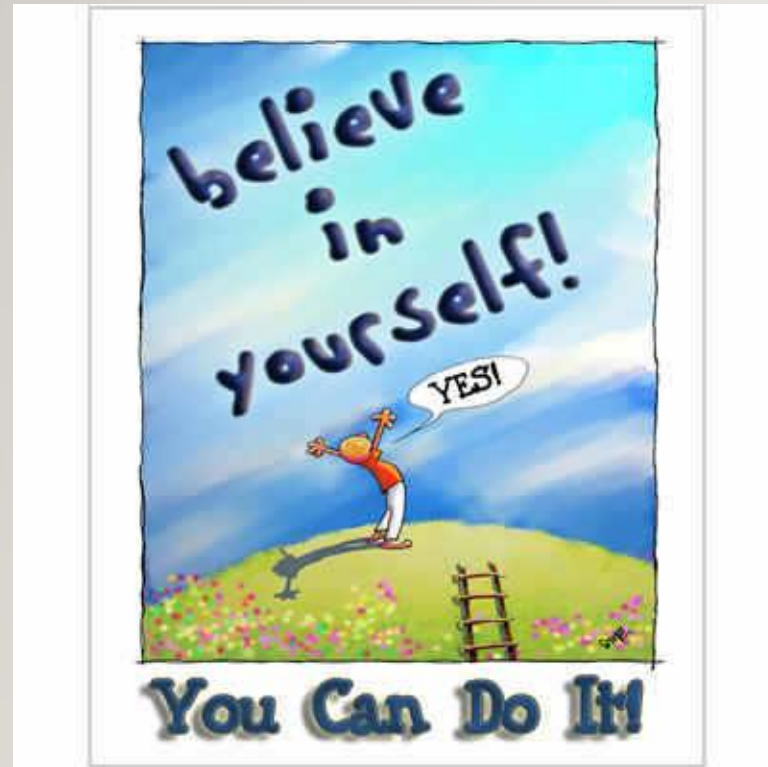
CQ



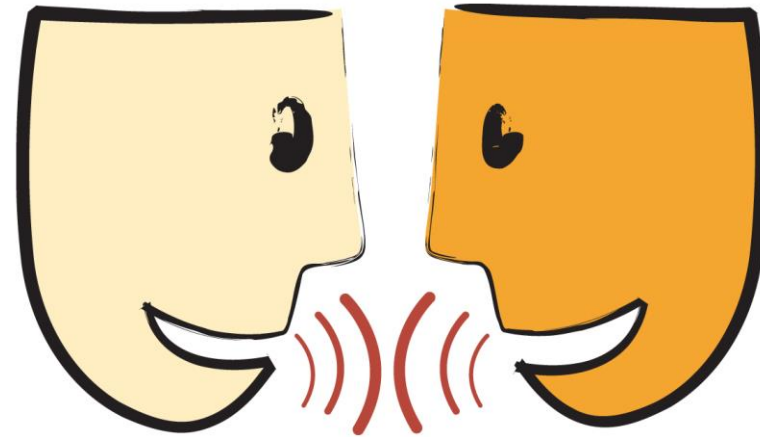


JUST A LITTLE
STORY

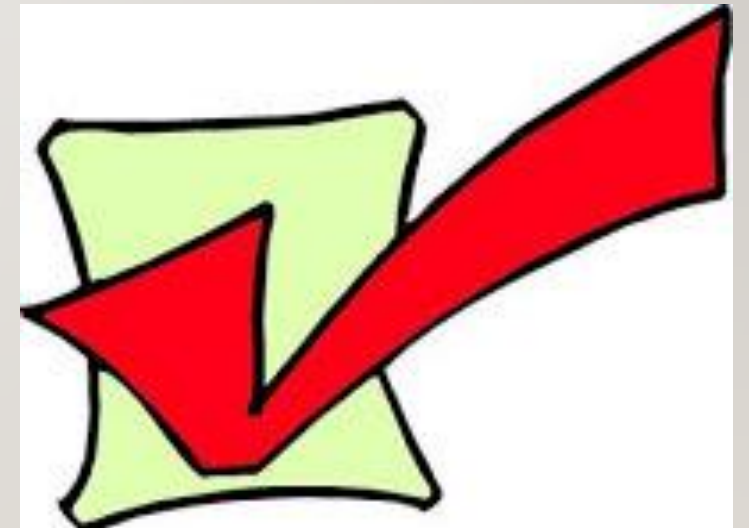
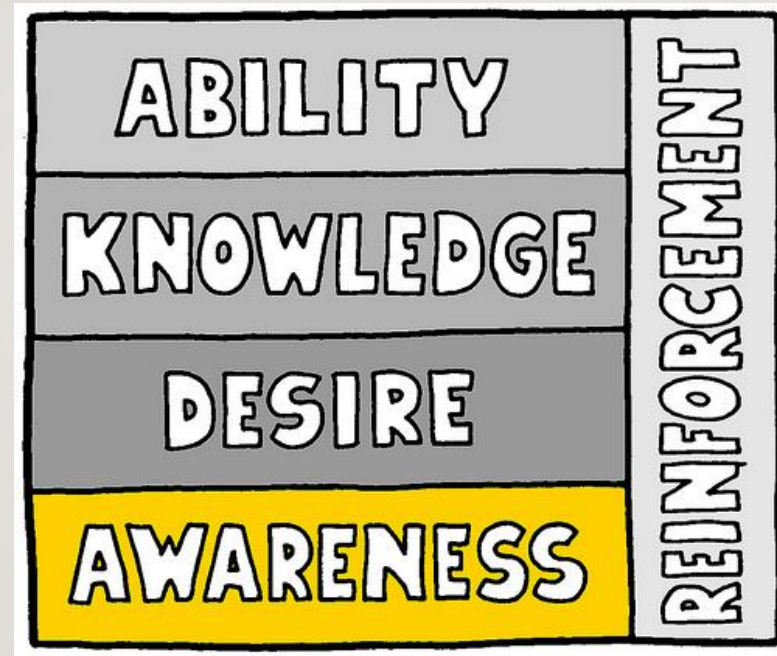
CQ DRIVE



CQ KNOWLEDGE



CQ STRATEGY



CQ ACTION



YOUR THOUGHTS

What does diversity mean to you?



DIVERSITY

- What makes us different
- What makes us like the others

CULTURAL IDENTITY

1. Take out piece of paper
2. Number from 1 – 10
3. Describe yourself using one
word per number

i·den·ti·ty

4. The difference or character that
marks off an individual from the rest of the same kind
5. Knowledge of who one is.

OTHER THINGS THAT FORM IDENTITY

- Collective vs individual
- Importance of ethnicity – two video clips
- Cultural CILO
 - List 5 people you hang with most
 - List their gender
 - List their ethnicity

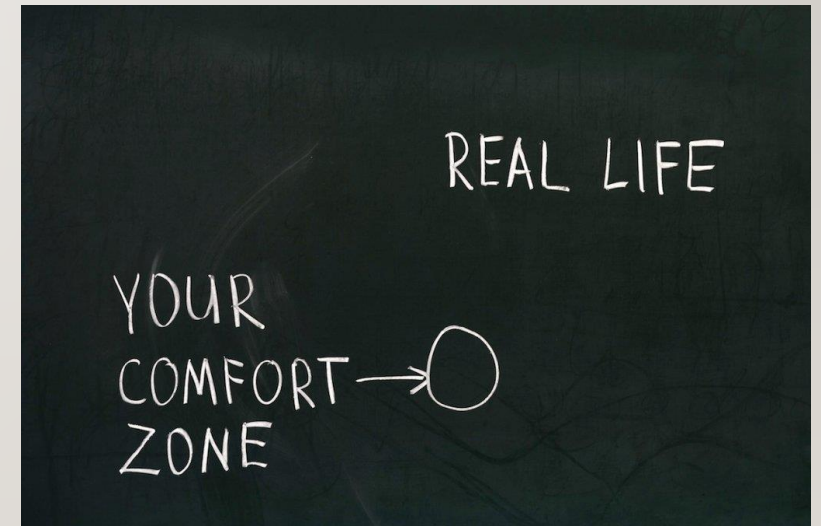


F HD



F HD

CULTURAL LENSES

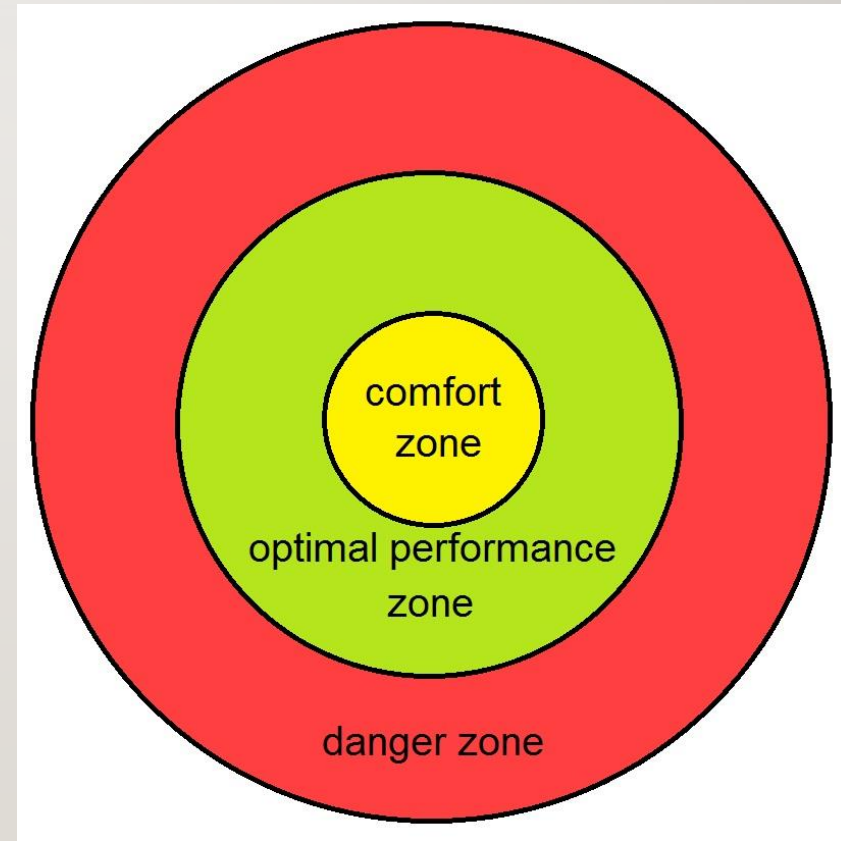


GLOBAL CONSCIOUSNESS



SHIFTING PERSPECTIVES

- Role of the other
 - Black / White
- EI
- Symbolism



→ communications between persons who have different cultural backgrounds. - all persons are unique in their backgrounds so the degree on differences range from slight to extreme

INTERCULTURAL COMMUNICATION

- WHAT DO YOU CALL SOMEONE THAT SPEAKS ONLY ONE LANGUAGE?

CROSS CULTURAL CONFLICT

- Usually the cause of problems with regard to diversity
 - Microaggression
 - Examples
 - You speak so articulate or so well
 - Stop being a slave driver
 - You dress so well
 - Asking a black woman to move seats on a plane



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CROSS CULTURAL CONFLICT

GETTING BLACK EMPLOYEES
TO COME TO PARTY BY
SAYING THE FOLLOWING
WILL BE SERVED

MULTICULTURAL TEAMING



ORGANIZATIONAL
CULTURE



INCLUSION



CHRONEMICS

ITS ABOUT

Diversity

Equity

Inclusion

DEALING WITH BIAS



PREJUDICE

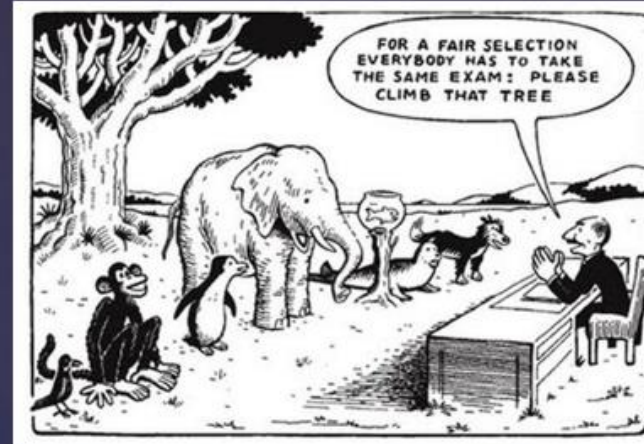


STEREOTYPES



DISCRIMINATION

DEALING WITH BIAS



What are you biased for or
against?

#REALTALK



No political
correctness



No sugarcoating



Just REAL TALK

GENDER BIAS

- Ladies First

- Gentlemen

GENDER BIAS

- What should a man look like?
- How should he act?



GENDER BIAS

- What should a woman look like?
- How should she act?



GENDER BIAS

- Gender schemas
- Society and “norms” formulate thoughts

DISCUSSION



DISCUSSION

- You have been asked to cast the new Shades of Grey movie, which actor do you choose? Why?
- Over 25 actors were considered – none were men of color

-
- Christian is tall, lean yet muscular, and broad-shouldered, with dark copper-colored hair and intense, bright gray eyes. He keeps in shape by kickboxing and running



BIAS

- Where did it say Kryptonians were white?
- Where in the book does it mention Christian Grey is white?

-
- A man and his son are driving down the road and are in a terrible accident. The father dies and the son is rushed to the hospital. As the son is carted into the OR the doctor that enters says I cant operate on this person.....He is my son.

WHO IS THE DOCTOR???

1. We are all biased, regardless of what we say

2. Among the biases, large majorities show implicit biases against
 1. Gays & lesbians
 2. Arab Muslims
 3. Poor
3. Some of us show strong biases toward our own groups

IMPLICIT ASSOCIATION TEST
[HTTPS://IMPLICIT.HARVARD.EDU](https://implicit.harvard.edu)

DYNAMICS OF BIAS

- Should you be blind to cultural differences?
 - Not necessarily a wise choice
 - When you say I don't see color or other group affiliation, you say I don't see you as who you are

GENERATIONAL GAP

Five Generations Working Side by Side in 2020



TRADITIONALISTS

Born 1900-1945

Great Depression
World War II
Disciplined
Workplace Loyalty
Move to the 'Burbs'
Vaccines



BOOMERS

Born 1946-1964

Vietnam, Moon Landing
Civil/Women's Rights
Experimental
Innovators
Hard Working
Personal Computer



GEN X

Born 1965-1976

Fall of Berlin Wall
Gulf War
Independent
Free Agents
Internet, MTV, AIDS
Mobile Phone



MILLENNIAL

Born 1977-1997

9/11 Attacks
Community Service
Immediacy
Confident, Diversity
Social Everything
Google, Facebook



GEN 2020

After 1997

Age 15 and Younger
Optimistic
High Expectations
Apps
Social Games
Tablet Devices

ONLY
14%

have a written strategy
FOR RETIREMENT.

4 OUT OF TEN
BELIEVE
that the Great Recession
has not yet ended.

52%

plan to continue working
AFTER THEY RETIRE
and most for reasons of
INCOME,
health benefits.

26%

have a backup plan
for retirement income if unable
to work prior to their planned
RETIREMENT.



36%

expect
Social Security
to their primary source of
income when they retire.

65%

plan to work past
AGE 65
or DO NOT PLAN to retire.

41%

are proactively keeping
their skills up-to-date so
they can continue working
PAST 65
or in retirement if needed.

BOOMERS

1946-1964

- Being a team player.
- Loves to have meetings.
- Prefer in person communications.
- Appreciate money and title recognition as rewards.
- Want to feel valued and needed.

84%

who are offered a 401k or similar plan by their EMPLOYERS participate in the plan.

twenty-seven is the age (median) that Generation X started saving for retirement.

27%

have taken a loan or early withdrawal from their retirement savings.

91% value 401(k) or similar plans as an important employee benefit.

\$1 million

is the estimated retirement savings needs (median) of GENERATION X

\$70,000

is the amount saved in all household retirement accounts (median)

Gen X

1964-1980

- Creative
- Entrepreneurial
- Information-Savvy
- Flexibility
- Balance (Work and Family)
- Fast Paced



Millennials

1980-2000

- Multitasking
- Being entrepreneurial
- Goal oriented
- Team players
- What's next



DEALING WITH BIAS STEREOTYPES TOWARDS VARIOUS GROUPS

- Caucasians (white)
- African Americans (black)
- Asians (Chinese)
- Disabilities
- Hispanic / Latino (Mexican)
- Gender
- Religion
- Sexual Orientation

AGE



POWER

- CQ knowledge is a powerful tool
- People in positions of power can maximize workplace relationships with CQ

BECAUSE WE DON'T HAVE.....



DEAR WHITE PEOPLE

RACISM INSURANCE

QUESTIONS,
COMMENTS,
CONCERNS, OR
QUESTIONS



thank
you

TRUE COLORS WORD SORT

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