

A Strategic Approach to Creating a Business Culture that Attracts and Retains Hispanic Associates or Clients.



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We cannot lead people to the highest levels until we know them at the deepest levels.”



Ricardo González
founder and Chairman
Bilingual America

Summary

This white paper is designed for organizational leaders who want to clearly understand the main issues they face concerning their Hispanic, non-Hispanic business relationships. This document refers to goods and services providers as well as multi-national professional firms together in that many of their workplace and marketing challenges are similar. This paper advocates a specific approach to meeting the language and cultural challenges that form significant barriers to communications within the organization.

The Cultural Challenge



Peter Drucker
Management
Expert

The great management guru Peter Drucker once said, “Culture eats strategy for breakfast.” Of course, he was right.

Many companies and organizations in the United States recognize the absolute necessity of creating strong business relationships with the Latino community yet many of them struggle considerably to do so. We are all familiar with stories of serious missteps, poorly worded proclamations, and cultural approaches that fail miserably. These shortcomings and failures circumvent the very relationships companies and leaders want — and need — to establish. In business, these compromised relationships directly affect the company’s bottom line, their ability to attract and retain the Latino workforce, or appeal to the demographic as clients.

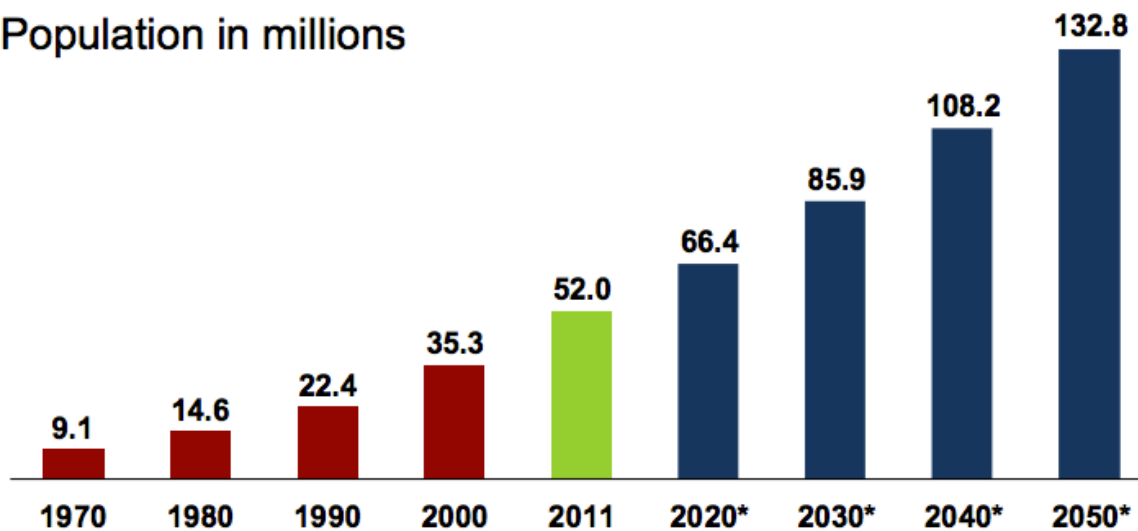
Demographic Considerations

Hispanics are the largest minority group in the United States. Spanish-speaking people also compose the majority of South America, Central America and the Caribbean. In addition, Mexico is a major influence in the region although in North America. There are now 56.6 million Hispanics in the United States which makes the U.S home to more Latinos than Spain, Colombia, Argentina, Chile or any other Spanish-speaking country in the world outside of Mexico. In fact, most people don't realize that there are more first language Spanish-speakers in the world than first language English speakers. The number of Hispanics in the United States continues to grow due to higher birth rates in the Latino community and a younger demographic. The average age among Latinos in the United States is 29 and the general populace is 38.5. The birth rate among Latinos is 2.8 children per family while the non-Latino birth rate is 1.2 children per family.

the
**UNITED
STATES**
is NOW the
second
largest **SPANISH**
speaking
Country in the
WORLD.

Hispanics: 1970 to 2050

Population in millions



United States[™]
Census
Bureau

*Projected Population as of July 1



Corporate Growth Challenges

Corporations who seek to work and do business with the Latino populace face special growth challenges and opportunities. This is true from both a management and marketing standpoint. Many companies are facing significant issues regarding workforce attraction, turnover, leadership development, safety, language barriers, and more. Other organizations are confronted with marketing needs in addition to struggling to get staff to successfully communicate and collaborate.

Labor issues are boundless. At the present time goods and services producing companies are in desperate need of a qualified workforce and struggling mightily to fill these needs. Many companies are simply not attractive to Latinos and they have not taken the necessary steps to properly brand themselves to the community. Companies with significant Latino workforce are challenged daily with turnover, production, safety, and leadership issues. They attempt in vain to fill their labor pool with qualified workers by placing newspaper ads, radio spots, staffing services, friends and family referrals, and in worst-case scenarios, by picking up day laborers who congregate in front of a distribution center. After all, they reason, a live body is better than no body. These approaches are all greatly flawed and unnecessary. A much better way is to cultivate a corporate culture that acts as a magnet to attract and motivate the Latino community to desire to work with the organization.

Marketing issues are complex. Most companies have little idea as to how to approach Latinos via social media or traditional advertising. Unfortunately, many times they trust well-meaning public relations or advertising people who do not fully understand how to create a strategic and culturally relevant marketing plan. If it's not culturally relevant, it's not relevant. In addition, many organizational leaders times do not have the necessary cultural understanding to be able to properly question, or guide, the development of a strategic marketing plan to Latinos.

“ *If it's not culturally relevant, it's not relevant.* ”

The Point is Communication

When it comes down to it, all human and business relationships depend 100 percent on communication. In the image below you'll see the word "communication" at the top point because the point IS communication. On the two base points you'll see the two main elements that compose communication; language and cultural management skill. To the degree that these two skills rise in parallel is the degree to which we are truly communicating.



Many people, when they think about reaching Hispanics, first think, "oh, I need to learn Spanish." Well, this may be true but not the whole truth. You can learn the language and still be very ineffective with Latinos due to lack of cultural management skill. Just to prove this point, according to researchers, the divorce rate in the United States among people who speak the same language is anywhere from 40 to 50 percent. And, we don't get any better at it, the divorce rate for second marriages is even higher!

So, language isn't the total answer. Also, it takes the average adult anywhere from 260 to 280 total learning time to learn a language to speak at business proficiency IF they are in a high-quality customized training program.

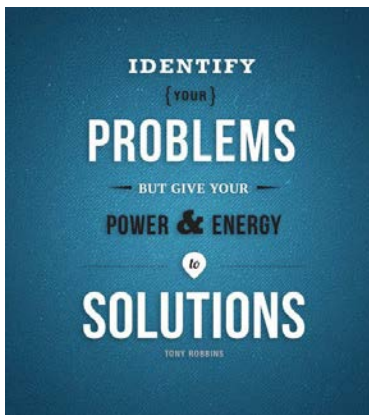
Cultural management skill is an absolute necessity. We cannot communicate with people we know very little about or do not understand at deep levels. It's simply impossible. Many of the missteps or misspeaks leaders fall into is simply due to lack of real understanding and true empathy. They are trying to do outward work without having done the necessary internal cultural skill development first.

Also, this knife cuts deep both ways. There are many Latinos working within American companies who have a great need to better understand how to grow and lead within the American system. There are also many Latinos in leadership positions, in both the service sector and in multi-national companies living in Latin America who desperately need English refinement. They do not speak English well enough to be effective in their leadership or communications with English speaking associates, clients or partners.



The Solution

Cultural management skill training ideally precedes language training in any organizational approach to cultural communications. There are three main reasons for this.



- 1 Turnaround time.** Cultural management skills can be successfully taught in a six-week course. The time commitment per week is about two hours. The total time commitment of 12 hours is very manageable. To develop business proficiency in Spanish takes one year if the student commits to six hours a week of interactive learning process. It will take two years if they dedicate three hours weekly. For Hispanics, to refine their English skills, and develop clear speech through accent reduction, is normally a three to six month process.

2

Language is powerful. If someone learns the language before mastering culture (at least to an acceptable degree) they can actually do more harm than good to the overall mission and approach of the organization. Putting a language into the hands of an unprepared messenger can create more problems than not. This is why we encourage corporate clients to always invest in cultural leadership training before language training. The return on investment is stronger.

3

Cultural leadership is life-changing. When leaders, whether Latinos or non-Latinos, are properly taught to understand and empathize with their counterparts it is transformative on many levels. Everything changes for good! They become much better communicators and decision-makers who can successfully work with or lead people different from themselves. Not only are the leaders transformed, they are also able to have much greater levels of influence with others which allows their subordinates to flourish and grow.

When companies or organizations get this order correct and engage in meaningful and professional cultural leadership training and then language training the culture of the organization will be fully transformed.

We Can Help



We offer courses to meet your cultural and language needs. Our cultural leadership courses are life-changing and translate to real change. Our language courses are customized to the individual needs of each learner and produce business-class results.

Cultural Leadership Solutions. Our SuccesswithHispanics™ course is for non-Latino leaders and managers. This honest and transparent course unveils the psycho-social aspects of the Latino culture (who are Latinos, future trends, etc.) and also delves deeply into strategic business approaches in the areas of labor management, marketing, sales, social media and business partnerships. For Latinos we offer our LíderesExitosos™ course which is designed specifically to teach Latinos how to be successful leaders in the American enterprise. *One page spec sheets are available upon request.*

Language Solutions. We offer professional-grade Spanish training through our SpanishPower™ course. This course is designed to get students to true business proficiency. Our English language refinement training for Latinos is called InglésPoderoso™. It consists of accent reduction, structural refinement and presentation skill development.

Contact Us. Would you like your company to develop the cultural and language skills necessary to successfully attract, work with, manage, market to, and sell to Latinos? If so, we can help you. If you have an interest either speak with your representative or contact us at: support@bilingualamerica.com or by phone at 678-802-9533.