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## Loews Hotels & Co Diversity, Equity, and Inclusion Research Paper

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Loews Hotels & Co  
Diversity, Equity, and Inclusion Research Paper  
Directed Educational Experience

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## **Section I: Introduction**

The start of diversity, equity, and inclusion (DEI) dates to the 1960s. It has been over 60 years since the movement began, and the Hospitality Industry continues to progress toward incorporating DEI (Edmunds and Lind). There are numerous corporations and organizations around the world leading DEI practices. The information provided includes research over the course of sixteen weeks by The Johnson & Wales University Tiefel Scholars to help improve upon the quality of DEI practices within Loews Hotels & Co. In the research on the topic of DEI, attention was focused on successes and pitfalls of leadership development, first-time support leaders need in the form of training and mentoring, and support mentors and organizations need to create success and a culture of inclusion.

## **Section II: The Project Description**

### **The Problem:**

How can Loews Hotels & Co. unlock leadership potential while creating a culture of inclusion and belonging?

### **Project Description:**

The Hospitality industry has great diversity in front-line and entry-level supervisor roles. Loews Hotels & Co. has an opportunity to invest in the leadership potential of the company's existing talent. This can create pathways for progress for team members, build a diverse internal pipeline for organizations, and bridge the gap within the industry.

Based on the research of the industry's best practices, Johnson & Wales students studying Hospitality Management will propose actions and programs to support the growth and

development of existing talents within Loews Hotels & Co. Within the research, Johnson & Wales University scholars will consider the skills and competencies most valued within first-time leadership roles, within the upscale hospitality setting.

### **Section III: Research**

#### **Research Question 1: What are the success factors and common pitfalls of leadership development programs?**

As we discuss and analyze leadership development programs within organizations, it is crucial to discuss the success factors and pitfalls associated with these procedures and how it affects the overall company. To understand the common successes and failures within these programs, one must first understand the true meaning of leadership development. The purpose and goal of leadership development programs are to create strategies and initiatives to prepare future leaders to perform successfully within their roles; to be a true leader and, not just a higher authority.

#### **Success Factors**

Effective leadership development programs are designed to create a successful company and provide its employees with a diverse and inclusive environment to thrive and succeed. An effective Leadership development program implemented within an organization can reduce turnover and increase talent within the company. Efficient Leadership development programs can boost employee engagement to reduce the gap and costs associated with turnover. To be more specific, in terms of Diversity, Equity, and Inclusion, A Gallup study has assessed within employee engagement, 83% of millennials are actively engaged when they believe their company fosters an inclusive workplace culture. That percentage drops to nearly 60% when the company fails to focus



their attention on inclusion (Qualtrics). By creating a successful and inclusive leadership development program and decreasing the amount of turnover within an organization, management can focus their attention on internally developing their employees to allow them to grow and expand within the brand. A quote that was quite empowering throughout the research from the center of creative leadership states, “great leaders attract, hire, and inspire great people,” (Leading effective staff), which demonstrates the importance of leadership development.

Along with reducing turnover, an effective leadership development program can improve financial performance. In terms of financial performance, a successful leadership development program focused on building diverse leaders can reduce costs, create new avenues of revenue, and improve customer satisfaction, which keeps your guests coming back to create new experiences and build upon the revenue. Well-equipped and trained employees benefit their companies with high levels of productivity and efficiency to increase revenue and improve profit margins. Furthermore, according to the center for creative leadership, companies with high investment in human capital had financial returns that were 5% more than companies that invested less. To tie into Diversity, Equity, and Inclusion within improved financial performance, McKinsey and Co reported that ethnically diverse companies are 35% more likely to have financial returns above their national industry medians. Along with ethnically diverse brands, gender-diverse brands were also considered 15% more likely to outperform industry medians financially (Qualtrics). These statistics ultimately provide us with the importance of leadership development programs and building diverse companies to thrive financially.

### **Pitfalls**

Many organizations spend enormous amounts of money on employee training programs, but do not receive a good return on investment. Leaders resort to going back to their old ways of

management and employees do not know how to apply the skills they learned during training back into the workplace. Participants will usually label the training as a great and helpful training tool, however, without strategic clarity from upper management, employees fail to apply what they learned about teamwork and collaboration.

What leaders need to do is create the conditions for them to apply what they have studied and foster immediate improvements that can take place in the organization and put in place systems that help sustain the learning. Even HR Managers find it difficult to confront their senior leaders with this harsh truth. Subordinates usually find it difficult to speak up their thoughts, therefore employers should provide a psychologically safe climate for everyone. This way the company will receive honest feedback to better themselves and create an environment that excels in communications and problem-solving skills. Therefore, it is important for an organization to create an inclusion of belonging and be able to speak up to upper management not about flaws in the system to foster a better work environment for both managers and employees (Beer, Finnström and Schrader.)

Although organizations offer leadership development programs to their employees, the organization's failure to measure results to quantify the value of their investment is the main reason organizations do not see progression in their leadership programs. When organizations fail to track and measure changes, employees are more likely to not take the initiative seriously. Furthermore, leaders need to learn that delivering a more pleasing syllabus is more unchallenging than offering initiatives that are challenging to employees (Gurdjian, Halbeisen and Lane).

One way to quantify these results would be to initiate feedback exercises every six to twelve months. Additionally, leaders can demonstrate their own commitment to change for themselves and the organization. Another approach to measuring results from the leadership

development program is to monitor participants' career development after the training and see how many employees were promoted to senior roles one to two years after the programs. By measuring these results, the organization can then monitor what the organization has successfully accomplished or whether the company needs to reevaluate their leadership development programs.

Leadership development programs cost billions of dollars, but most of them end up failing because training usually occurs offsite and out of the workplace. These programs are generic and are not built based on the needs of each company or property. Leadership development programs need to be specific considering the size of the company, the strategic objective and organizational culture. All those factors need to be considered to build a successful program. Creating a specific and unique leadership program for your company will only benefit your company, so why not do it? The company should be getting feedback from their employees to help flourish its very own specific leadership development program (Whiteside).

### **Leadership Development Programs**

Companies such as Marriott, Google, and Microsoft have incorporated great leadership development programs that help support first-time leaders. These companies also demonstrate a great amount of diversity in the workplace to create a successful and inclusive environment for all. With the creation of successful leadership development programs focused on diversity, equity and inclusion, Marriott, Google, and Microsoft have paved the way for other companies to follow suit.

#### **Google**

An inspiring company that has created a successful and inclusive leadership development program is Google. Google has created a six-week program, known as Rare, that provides individuals with virtual classrooms, group collaboration, and self-directed learning with topics focused on leadership and developing yourself within a company. Once this program is

complete, Google's Rare individuals are equipped to lead with purpose, establish inclusive teams, and be able to make connections that count. The term, "Rare", is used for this leadership development program because Google strives to hire diverse associates and rare individuals that encompass immense talent. Google has been able to create a strong leadership development program while maintaining devotion towards diversity, equity, and inclusion (Leadership Academy).

### **Marriott**

Another inspiring company that has created successful and inclusive leadership development is Marriott. Marriott has developed a 12–18-month Manager-in-Training program, known as the Voyager program (Opportunities for Post Graduates, par. 2). This program is targeted toward recent graduates who just finished their degrees. The Voyager program offers hands-on and virtual training. Hands-on training varies in departments such as Accounting/Finance, Culinary, Engineering, Food & Beverage, Human Resources, and Rooms Operation (Opportunities for Post Graduates, par. 2). Along with hands-on training, voyagers' network with global colleagues through social collaboration tools and engage with senior Marriott leaders. Marriott inspires to hire well-rounded associates and in fact, according to DiversityInc, Marriott is the number one company for diversity, equity, and inclusion across all industries in 2020. Marriott created a successful manager in training programs while being one of the top companies for diversity and inclusion (Opportunities for Postgraduates).

### **Microsoft**

Microsoft Corporation is one of the world's largest technology companies in the world, with offices in 90+ countries. They stated that with the publication of their 2022 Global Diversity and Inclusion report, they are one of the most transparent companies of their size willing to share

internal information on demographics and other points. Every year they are striving to increase representation and strengthen a culture of inclusion and based on the data shown in their report, they are keeping their word (McIntyre). Their leadership team throughout the company consists of 23% women, 28% Asian (both at the Partner + Executive level), 3.7% Black and African American, 5.6% Latinx (both at the Director level), all which are improving on a yearly basis.

An amazing program they offer to recent undergraduates and those who are new to the industry is a leadership and development program called Microsoft Aspire. This is a two-year-long program filled with countless opportunities: from networking with industry professionals, communicating with team members and customers, and discovering what you are truly passionate about. Around 4,500 people are accepted into this program from over 60 countries worldwide, and anyone is welcome to contact any employee throughout the company and network with their peers. The community is diverse and very inclusive. Over the two-year period, employees will develop into more confident. It is an awesome learning experience that is supportive, welcoming, and empowering (Microsoft Aspire Experience).

The three companies have a couple things in common within their leadership development program that are DEI related. The first factor is that they hire an abundance of people from all over the world, making it a diverse program. They are willing to give new graduates a chance for them to grow, develop and network in a community with the support of their peers and senior leaders (equity). Working in a new environment can be extremely scary, especially if it's your first job. That's why joining a company with leadership development programs already in place can be rewarding not only because of the knowledge that will be absorbed but the supportive sense of community.

As the research has shown above, leadership development programs have more downfalls rather than successes. There are ways to avoid these negative results, but the leaders of many companies believe that leadership development programs do not receive a good return on investment. However, leaders can avoid this problem by creating an environment to help foster immediate improvement, receive employee feedback, and measure results to quantify their return on investment. Additionally, leaders need to understand that these leadership development programs are not meant to fit each organization. They need to be tailored to match the organization's needs. This can be fixed by looking at the size of the company, the strategic objective, and the organizational culture. By measuring results, initiating feedback from employees, and creating leadership development programs custom to the organization's needs, a company can build a better, functional leadership program while creating an inclusion of belonging.

### **Research Question 2: What support might first-time supervisors need in the form of training and mentoring?**

#### **Membership Programs**

It can be a difficult transition when becoming a supervisor for the first time and it is important to provide them with training and mentoring to succeed. One way that can help supervisors is by incorporating mentorship programs within the property. With some mentorship programs, it is important to include all members of the company. One mentorship program is reverse mentoring which is pairing young employees with a senior member. This is a way to help the young employees to have a voice and give the senior members insight into their employee experience. This also allows the young employees to learn from the senior members to help them grow within the industry. Another program is career mentoring which is a one-on-one program.

This program allows employees to grow within the company and gives them opportunities, promotions, and possible increased pay. It gives them opportunities to discuss what they want to get out of working at the company and is great to have in place for employees. Another program is the buddy program which pairs new hires with seasoned employees. This program gives new employees a sense of belonging and helps teach them to grow within the company. It also gives the new employees guidance when entering a new property and position. A fourth program is a mentoring circle, a peer-to-peer allowing workers from diverse backgrounds to share their experiences and learn from them. This is great for new employees to have someone who understands what they are going through and guide them (Schnieders).

### **Creating Team Culture**

When leading a team within a company it is important to create a strong company culture. This begins with being able to define the team's culture. Getting the team together to discuss exactly what the culture of the company is so everyone is clear on what is expected. By defining what is most important for the company, success will increase the team's morale. They will help reduce conflict and increase success within the company. Next, it is time to set the tone. The leader is the one to set the tone for the team, for example expressing enthusiasm with the team will help inspire them. It is all about the type of energy that should be spread through the company. The team's culture will reflect the strengths of the company. The tone will help to keep the company moving forward in a positive direction (Rodriguez-Zaba).

Now the leader needs to define the core values of the company. This is done by finding out what are important personal and professional values. As well as figuring out what qualities are being looked for in new hires and knowing what should not be tolerated in the company. Incorporating these values will help create a better team and will strengthen the team culture. These

values give employees goals to work towards. Another important step would be making sure that expectations are clear. All employees, both new and current ones, should be aware of what is expected of them. These expectations should be interchangeable for all positions within the company. For example, some expectations that could be set are, to be honest, have professional commitment, and have sincere conflict resolution. Another step is to build a team culture. The culture relies on maintaining a healthy team dynamic by incorporating one-on-one mentoring, getting involved with local charity groups, hosting employee family events, and off-site lunches. Incorporating these steps into a company can help create a positive environment for all employees to feel safe and able to be themselves (Rodriguez-Zaba).

### **Unconscious Bias Training**

A training program created by Patricia Devine from the University of Wisconsin alongside her colleagues is called “prejudice habit-breaking.” During this training, they go through steps of helping prevent implicit bias in the workplace. This training starts with educating employees on what implicit bias is and how to detect it. As well as showing employees how it is measured and how it is harming women and people of color. They then move on to taking an Implicit Association Test which shows them their level of implicit bias. This will allow them to use the information they receive to make changes in their daily lives. Then employees are shown how to overcome implicit bias through strategies including calling out stereotyped views, adopting the perspectives of others, and interacting with various kinds of people. The ultimate step is to now have employees implement the strategies they have learned and use them in their own lives and the workplace. They have tested this approach and they have found that it works. They tested it on 292 college students participating in the training focusing on race. Only two weeks later the students could point out when others were biased and label it wrong. “Two years later the researchers went back



to a subset of the students and found that those who had participated were still more likely to speak out against bias than students who had not” (Gino and Coffman). This study shows that this program can be incorporated into a company's training, and it can show improvement with bias among employees.

Fixing unconscious bias in the workplace is not a sprint, it is a marathon. It is not something that will be fixed overnight. It needs to be taken to fix a problem that has been broken for so long. A few things that companies can work on to improve bias in the workplace would be breaking stereotypes. The way to do this is by having employees give examples that defy stereotypes. As well as exposing them to counter-stereotypical information which can reduce bias and prejudice. Another way is to commit to improvement by giving employees time to consider their motives in reducing bias. Commitment is easier when they can see how unconscious bias affects their work. “Choosing to commit is easier when participants see evidence of how unconscious bias affects their work” (Gino and Coffman). This could be shown during performance evaluations; employees must see their way of acting to work on improvement. Another way is providing feedback to employees. This can be done by having a mentor track their behavior for bias. Another way would be having people give anonymous feedback on their co-workers. Tracking improvement is also important for improving bias in the workplace. Holding employees accountable to track their behavior is important to see if there has been an improvement. Another way is to review and rethink policies within the company. The company needs to see if its policies contain any disadvantages to specific groups, they also need to reconsider their unstructured interviews and self-assessments (Gino and Coffman).

**Four Seasons**

The company Four Seasons has incorporated unconscious bias training into its global organizations. They have been educating their employees on learning and discussing how to advance diversity, inclusion, and belonging. They created Toolkits for their employees who are on all levels of unconscious bias. This way no matter where you are in your training you can still improve. They have had a DIB Speaker Series Sessions including Four Seasons leaders and DIB experts who discuss issues relating to DIB. After their training that has seen progress which was shown in an employee survey. It measured employees' sediment scores on DIB, the scores that they saw were an average of 80/100 putting them in the top 10% company in the hotel industry (Four Seasons Hotel and Resort 2021 ESG Summary Report).

**Global Inclusion & Diversity Council**

Marriott and Hyatt both have a Global Inclusion & Diversity Council. Marriott's council is run by the CEO and senior partners to promote accountability and inclusive opportunities within the company. This council has worked on supporting Marriott's plan to have DEI (Diversity, Equity, and Inclusion) performance metrics as a part of their business management objectives and compensation plans. They are incorporating DEI into their normal objectives to incorporate more DEI into the workplace. They also have other programs that provide support including the Board-level Inclusion & Social Impact Committee (Marriott International, inc.). Hyatt's council is working on removing barriers within the workplace. They are also incorporating Inclusion and Diversity tactics and tying them into organizational goals within the corporation. They are also communicating the importance of inclusion and Diversity externally and internally at Hyatt. This council is also great to have as an advocate internally on the property. It is there to hold leaders

accountable for the increase in the progress of creating DEI within the property (Diversity, Equity & Inclusion).

### **Marriott Empowering Women**

Marriott has been working towards empowering women within its company. They created a program called the Women's Executive Mentorship Program which is happening in the Eastern Region of the United States. The region and Marriott's learning and development team worked together to design a 12-month program. This program consists of one-on-one mentoring for women who are showing potential and want to become general managers. It also includes group activities and more one-on-one mentoring opportunities. From the program started in June 2021 to January 2022 63% of the women in the program have gotten promotions (2015 Update on Women's Empowerment).

### **Training Programs**

To support new supervisors transitioning into leadership roles, diversity and inclusion training programs provide these new leaders with tools and strategies to succeed in the workplace. These programs are needed to reevaluate and help adjust the manager's practices and support which enables them to feel qualified to handle sensitive topics and manage demanding situations.

### **HR University**

HR University manages world-class communities for HR professionals with "thousands of global members from 500+ companies around the world" and is recognized by Forbes (Fetcher 1). Not only this, but HR University also hosts popular courses taken by over thousands of students around the world. This sophisticated company published a top nine diversity and inclusion training program on its website. These companies include Diversity and Inclusion Certification Course – HR University, ECornell – Cornell University Diversity & Inclusion Certificate Program,

Diversity Works by HRDQ, and Leading with Effective Communication (Inclusive Leadership Training) by edX (Fechter).

### **HR University's Top Diversity Training Programs**

The HR University Diversity and Inclusion Training program were created to help HR and management professionals “navigate the complex world of race, gender, disability, culture, bias, and harassment” ECornell’s Diversity and Inclusion Certificate Program educates counteracting unconscious bias course holds various courses and modules that encompasses diversity and inclusion inclination. Diversity Works by HRDQ is a three-hour workshop that allows 25 participants at a time to engage, communicate and understand themselves. This training aims to first allow trainees to understand themselves and work together on effective communication. Leading with Effective Communication (Inclusive Leadership Training) by edX was developed by universities like MIT, Harvard, Georgia Tech, and the University of California in Berkeley. Created by a nonprofit known as the Catalyst. Their goal incorporates working and training employers who strive to promote female involvement and leadership in businesses (Fletcher 1-3).

Preparing new supervisors to take on alien responsibilities and roles becomes taxing and even disastrous to the new leader if not dealt with properly by higher authorities. Turnover is an astronomical issue, especially in the hospitality industry. There is a big focus on the impact supervisors, managers, and employees in leadership roles have on turnover when they are not trained properly or transitioned accordingly. For a company and business to support a new supervisor’s transitioning into a new position, the company must make a proper announcement to all the employees who will be affected by the position being filled by someone new. The company must be able to address the transition, formally and publicly to set the tone for a formal relationship in the workplace. (Gallo)

Secondly, the company must focus on the preparation of the new supervisor before throwing them into a position without any support. This can happen by connecting the supervisor with other managerial staff or assigning a mentor to them to supply insight or to share invaluable experiences. Lastly, if a supervisor is professionally trained in conflict management skills, their success rate of being perceived as a respected leader by other employees' skyrockets. In doing so, companies must offer support in knowing the causes of workplace conflict and how to ease resolution, especially for new managers who are unfamiliar with these challenges. (Ultimate Guide to Training Your Supervisors).

#### **Four Main Challenges During the Changeover from Colleague to Superior**

According to the Center for Creative Leadership, new supervisors face four main challenges during the changeover from colleague to superior. Those challenges are earning respect from colleagues, motivating and inspiring, balancing the new workload, and coaching and developing others. To gain respect as a new supervisor, one must give respect first. This can be seen by acknowledging their colleagues' contributions, expressing concern for their well-being, and displaying appreciation when appropriate and necessary. Showing an excellent work ethic by practicing professionalism and setting clear goals and objectives also allows new supervisors to gain respect. Lastly, being consistent as a new supervisor helps colleagues maintain respect toward their superiors. This can be seen by the new supervisor following through with commitments and consistent communication on projects, goals, plans, and meetings with the other employees and team members. Center of Creative Leadership also provides an online leadership program called "Maximizing Your Leadership Potential." This is a first-level manager training that guides participant in the shift from successful individual contributors to effective managers of people and projects, helping them realize their true leadership potential

## **Overcoming the Four Main Challenges During the Changeover from Colleague to Superior**

Motivating and inspiring as a new supervisor is a crucial role that helps create a successful and healthy work environment. This can happen by creating a culture around mutual respect. One must be authentic and pull skills and core values from the Model Servant leadership Philosophy, where an individual interacts with others— in a management-to achieve authority rather than power. Not only this, but listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of people, and building community all fall under key skills that will help motivate and inspire others (Forbes Coaches Council).

Being able to balance the new workload as a supervisor is highly valuable. Skills new supervisors need to learn are time management stress management and relationship management. There are tips to achieve these goals such as creating lists, prioritizing certain tasks, utilizing time-blocking and distraction-blocking apps, estimating tasks, and setting achievable time and setting SMART goals (Specific Measurable, achievable, realistic, time-bound). Many programs/apps help with organization setting goals and time management.

Entering the work field as a new supervisor becomes intimidating, and these supervisors must be given proper support during the transition to succeed as new leaders and team members. Granting proper training such as live or online training/onboarding programs provide new supervisors with the confidence, skills, and education to lead and obtain their new position. DEI is also extremely important to include in helping supervisors' transition. By creating mentorship programs and improving team culture shows that companies are willing to work with new team members. Also including programs where team members are learning about implicit bias will create a better working environment.

**Research Question 3: What support might their mentors and organizations need in order to set them up for success and create a culture of inclusion and belonging?**

Incorporating mentorship is the building block to success in creating a diverse working environment. Having a mentor is a key component that allows future opportunities and higher recognition within an organization. Creating a cohesive environment between team members and managers can help lead to many benefits that create a culture of inclusion. The research found will provide support that can help mentors and organizations come together.

**The Trust Deficit**

Within the DEI research, information about cultural diversity and inclusion and how it plays a role in the workplace and the cohesiveness between employees displayed itself. DEI is extremely important in any operation due to its effects on the internal aspects of the property, which is the foundation that sets the standard for external operations. A good example of how this can take a turn for the worse can be seen in the McKinsey report, especially in the area highlighting the trust deficit among black frontline employees. The trust deficit is defined as a gap in the perception of attributes such as acceptance, fairness, and authenticity. This trust deficit affects nearly every facet of the Black frontline experience. For example, Black workers report the highest job satisfaction and lowest intention to leave. Yet they also experience the highest attrition rates. This is due to many feeling that there is a lack of career development and advancement potential. More than 84% of Black employees showed a desire to be promoted but only 62% felt as if they had the opportunity to advance (Copeland, McKinsey).

**Mentorship Study**

Another interesting takeaway was from a study overseen by multiple professors in departments focusing on hotel management, education, human sciences, and tourism at Texas Tech

University and Szhih Hsin University in Taipei, China. The focus of the study was to allow hospitality undergraduate students to mentor minority recipients wishing to learn valuable hospitality skills as they tried to integrate themselves into that industry. The basic definition of mentoring is that it is a valuable learning experience between two people where the mentor provides their life experiences and feedback to help educate the mentee in whatever they want to do regarding their career. studies suggested that mentors and those who are mentored would be more satisfied with the relationships and react more positively if they both came from the same ethnic background. Many cross-race mentoring relationships suffer from sensitive issues like stereotyping. What helps stop this way of thinking is if mentors understand and acknowledge the background of those that are being mentored.

Multiple tests were taken at the beginning and end by both groups with questions focusing on stereotypes, demographics, and social class to show the different perceptions of each group. The study positively impacted the perceptions that the mentor and mentee had of each other. The main findings of the study showed that mentors perceived the welfare of people being mentored more positively after they established a relationship with them. The mentoring class appeared to positively influence how mentors perceived the stereotypical characteristics of the welfare people being mentored. It proved that stereotypes could be reduced, and positive relationships could be created if people from diverse backgrounds had the chance to interact with one another and learn more about them as a person (Blum: Tracking Stereotype Changes).

### **Stereotyping**

The word “stereotype” was introduced as a metaphor for a mental picture people form based on cultural notions. It emerges in various contexts like racial, Gender, cultural, sexual, and individual stereotypes and it makes information processing easier by allowing the perceiver to rely



on previously stored knowledge in place of incoming information. Stereotype perceptions result when people are unable or unwilling to obtain all the information needed to make accurate judgments about people or situations. Individuals who have no personal experiences with members of a different social group may use stereotypes, and this can be generated from their peer group or the media to guide their attitudes and behaviors toward outside group members. Cultural stereotypes in the workplace can create misunderstandings, biased treatment, and barriers to career advancement, which can cause institutional barriers that organizational professionals often create without even knowing due to their lack of experience and interaction with diverse populations.

(Contributor)

Bringing awareness and a certain sensitivity to diverse cultural groups is an especially important first step. Making sure everyone is communicating and working cohesively to accomplish organizational goals will lead to lasting relationships.

#### **McKinsey Report Exhibit 2 & 4**

Based on the research conducted on the McKinsey report that highlights some useful studies about DEI Problems. The McKinsey's institute for business and economics research publishes fact-based insights that help inform management and policy decisions, one of their featured insight articles. "Race in the Workplace the Front-line Experience" talks about the hardships ethnic workers face in the workplace regarding DEI. Exhibits 2 and 4 indicated in this report seem to be hand in hand and clarify the issues related to DEI. Exhibit 2 shows how minority frontline workers at the executive corporate level do not feel as if they are included in the workplace with Black workers barely scoring above half satisfaction only at the corporate level. Exhibit 4 shows us the ratios of workers from all races gaining mentorships and then transitioning them into sponsorships. With each minority ratio from mentorship to sponsorship being lower than

white workers. Black workers are almost half of what the white workforce has. Finally, exhibit 4 shows how impactful the movement from mentorship to sponsorship is with each sponsorship increasing the chance of an employee getting a promotion by 10%.

Exhibit 2

**Differences in inclusion are generally felt more strongly as US employees climb the corporate ladder, especially for Black employees.**

**US employee inclusion, by race and role, inclusion score (<50 = very low; ≥80 = very high)<sup>1</sup>**



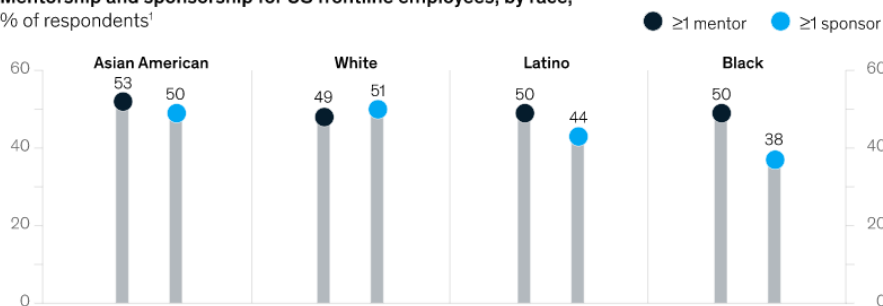
<sup>1</sup> n = 39,833; excludes respondents selecting "Other" as their racial group. Source: McKinsey Inclusion Assessment Survey 2020-22; McKinsey analysis (see technical appendix for more information on the survey and analysis methodology)



Exhibit 4

### For US frontline Black and Latino employees, mentorship is not translating to sponsorship.

Mentorship and sponsorship for US frontline employees, by race,  
% of respondents<sup>1</sup>



<sup>1</sup>Questions: How many mentors do you currently have? How many sponsors do you currently have? n = 4,796.  
Source: McKinsey Race in the Workplace Survey, 2022

McKinsey  
& Company

### Obtaining a Mentor

Now to touch on the confusing social/ professional aspect of obtaining a mentor: A process by Leanne Calderwood, CMP, A LinkedIn, and Personal Branding Trainer. It has a 7-step process on how to obtain a mentor in the hospitality industry. The first step is to set your goals: Identify which areas you would like to grow. The second step is to define the qualities you are looking for: Find out what qualities you are looking for in a mentor. Is it someone with high-based ethics or strong in sales? Next is the third step which is to identify your career path: If you know what career path you are looking for, mentor advice may help you in future success. The fourth step is a frequency of meetings to decide how often you would like to meet and be prepared if a problem can be solved in one sitting and have it done in one setting. Next is step five where you can meet either in person, online or in group settings, it is important to find what is right for you. The sixth step is how many mentors you need: Depends on how many skills sets you want to learn from and how many mentors it takes. Step seven redefines whom you learn from, you can learn from anyone.

Typically, you would think somebody older and wiser but some mentors that have the desired skill set we want may be younger than us.

A big takeaway from this information for Companies/Organizations to support and utilize a mentorship program is that programs really depend on organizing the workers you have. Mentorship programs are really a complementary piece for what career growth is already happening in your workplace.

### **Creating a Workplace Mentoring Program: Key Steps and Tips**

An article published by Indeed “Creating a Workplace Mentoring Program: Key Steps and Tips,” goes through the process of how companies and organizations can support and utilize mentorship programs. The first step is defining the program's goals. Mentoring programs are designed to improve performance. It can be used to ease the onboarding process by helping new hires adjust to the workplace. On the other hand, it is a great option for preparing future managers for promotions. It is important to set goals for the program that should be clear, measurable, and achievable. The second key step is to outline the workplace mentoring process. When you are creating your program schedule, the required training length, and when and where mentors and mentees meet, you will see the program's success. Finally, describe the process from registration to evaluation to the goal of deciding whether the study would be beneficial to the participants. Next, is the third step, selecting program participants. A prosperous Mentorship program has a diverse group of mentors and mentees. Use your program goals and plan to guide your selection process. For those interested in applying for the program, you can accept their requests or simply invite them. Gather valuable information about the participants, including their work experience, core competencies, strengths, and weaknesses. Ask your mentors what they most enjoy sharing

with mentors and ask your mentors about their career goals, so you know exactly what each one is doing.

The fourth step is to Match Mentors and Mentees. Create effective mentorship opportunities by matching your team mentors and mentees to their strengths and weaknesses. You can find consultants who have a lot of experience with what your clients want to know. Carefully review everyone's application, questionnaire, or employee file to ensure the best fit. The fifth step is to provide mentorship training. Before starting the program, it is helpful to train your mentor to understand your expectations and how you can best support mentees. Discuss the following. What is a workplace mentoring program? What benefits do mentors and mentees receive? How often is the tutorial held? What form will the tutorial take? It can be taught in many ways. The mentor can show new skills, observe the mentee, and give constructive feedback or other meaningful interactions. Discuss these options with instructors and encourage them to work closely with their sponsors to design a program that works for both partners. The goal of mentor training is to equip your mentors with the tools they need to succeed. Each mentor then chooses the appropriate approach based on their own experience and assessment of the mentee.

### **Mentorship vs Sponsorship**

Mentorship is a crucial component in allowing diversity procedures to be incorporated into the workplace. A mentor allows an opportunity to form meaningful relationships that can lead to feeling included as a valuable part of a company and its culture. A mentor is truly the guidance to growth and if done correctly can lead to sponsorship that will unlock the doors for future career advances. No matter the style of mentorship structure you choose there is no doubt of the success and advancements that will come from it.

Many hospitality segments have been working on incorporating these programs into their onboarding processes to support the future of these individuals. According to the “U.S. Fortune 500 companies, 84% of those companies have mentorship programs.” U.S. Fortune targets all different industries with the largest corporations with the highest amount of revenue gain in a year. That saying that not only is the hospitality industry looking to include but the top business of other segments is doing the same. That said, it is important that this industry stays focused on what many are doing.

Mentorship provides many benefits that will support future professionals with life experience, wisdom, and technical experience. That will also pair well with lessons in the DEI principle and create an inclusive working environment. Satisfaction is a common benefit and according to CNBC “More than 9 in 10 workers (91%) who have a mentor are satisfied with their jobs, including more than half (57%) who are “very satisfied””. Creating a happy working environment is a positive benefit for the company and team members. The increase in satisfaction leads to job retention. Many individuals have stayed longer at a job due to having a mentor.

Once the mentor and mentee feel they have built a strong enough connection and mentor can start advocating for their mentee. This is a transfer to sponsorship which unlocks the doors to future opportunities. The goal of a Sponsor is to help them grow or move up in a company by advancing the mentees' visibility and fulfilling their potential. To help assist the sponsorship process there is The ABCD of Sponsorship. A is to amplify, to share accomplishments to boost an audience's impression. B is for Boosting which is Self-assurance and making your sponsor confident. C is for Connecting which is the networking aspect. Finally, D stands for Defending when a sponsor changes those perspectives from negative to positive. With the support and skills management can use this tactic to implement into creating an inclusive working environment.

Sponsorship leads to numerous benefits just like mentorship. The success of a sponsor can lead to an increase in pay according to PayScale inc. "Those who have a sponsor are paid 11.6 percent more than those who do not." A sponsor can advocate positions for their candidate that can provide credibility and higher positions which leads to higher wages. Another important thing about sponsors is that they can be used to help the company stand out through corporate sponsorship. The following benefits include visibility to the brand, diverse staff, and an improved company reputation for success and refinement.

### **The Benefits of both Low and High Structure Mentorships**

A measurable unit for the mentorship program is the low and high structure. A Low-Structure is an informal Relations that could be mentored without even putting a label on it. "61-percent of mentee-mentor relationships are formed naturally." A Low-structure experience could be a quick meeting where someone asks for advice or could be joined by others and be a team mentoring. A High structure is coordinated and set up based on rules and expectations between mentors' and mentees' settings tend to occur in more professional settings and are scheduled weeks in advance. The right type of mentoring for you depends on where you are in life/work, the time you have, and the types of mentoring you have available.

## **Section IV: Recommendations**

### **Leadership Development Program**

The first recommendation is for Loews to create a leadership program that will correspond with the company's core values and beliefs. The purpose of this leadership program and training program is to build an inclusive environment and belonging by investing in talent and constructing pathways to leadership roles at Loews.

In order to create a leadership program that corresponds with Loews' core values, Loews Hotels will need to first identify the needs of their company. Leadership development programs should support business objectives. This includes retaining talent, implementing change and overseeing management strategies. The Loews Hotel could start by examining yearly and quarterly company-wide goals, and then consider what employees will need to execute them.

Secondly, having a leadership program that has multiple lessons that can tailor to a wide variety of individuals on the Loews team is incredibly crucial. A Leadership training program should encompass a range of other capabilities that vary depending on an employee's role in the organization. Therefore, when creating a leadership training program at Loews, the participants should be able to select the from a wide variety of material that's most relevant to their position, as well as positions they hope to hold in the future

Lastly, Loews Hotels could also include coaches either internal or external that would provide the company with intangible educational opportunities. With coaching becoming almost a 3-billion-dollar industry in the US, it is prevalent that coaching opportunities can significantly impact employee engagement and productivity. If Loews were to incorporate internal coaching in this leadership program, they would have the ability to boast employee's retention rate up to 72% more than employees who did not have a coach during training.

### **Develop Mentorship Programs**

Our second recommendation is for Loews to establish a mentorship program that will fit the needs of the company. **Focusing early on with the pairing between mentor and mentees by identifying strengths and weakness will allow both mentor and mentee to learn from each other.**



One program we recommend is career mentoring which is a one-on-one program. This program allows employees to grow within the company and provides them with opportunities leading to promotion. In addition to career mentoring, providing employees with a mentoring circle, a peer-to-peer program that allows workers from diverse backgrounds to share their experiences creates another opportunity for learning.

Based on a study conducted those that have a mentor are 91% more likely to be satisfied with their job. That allowing longer job retention due to employees feeling a sense of belonging in the workplace. **Defining the goals of the mentor program, including a diverse group of mentors and mentees and communicating the selection process to candidates is important.** The more time and effort used to research compatibility between mentor and mentee the more valuable the relationship is for both parties. Realizing mentorship programs is a two-way street that is beneficial for both mentor and mentee. Training should be provided to mentors to equip them with the tools to be successful. A mentor program creates opportunities for employees to form meaningful relationships that can lead to feeling included as a valuable part of a company and its culture.

## Survey

Employees, including managers, should conduct several surveys (before, during and after change) so they can receive feedback on what areas they need to work on DEI and Managerial concerns. It is important to keep the employees in mind when trying to fix problems within the company. The key is to create a personalized plan that is specific to each property's needs. The Harvard Business Review, "Why Leadership Training Fails—and What to Do About It" by Michael Beer, Magnus Finnström and Derek Schrader claim that once employees feel that they are in a psychologically safe climate it will improve communication and problem solving skills. Most

of the time, employees including HR managers are extremely afraid of speaking up to managers. By opening up this survey, employees now will be able to see change with the problems they see. They will know that their opinions matter, and together, management and the employees will improve their relationship, leading the company to success. Doing internal research can also help Loews understand how their current DEI practices and managers are really doing. This way Loews can measure the results before, during and after they have implemented change. As mentioned before, measuring results is a very important component that leads to a successful leadership development program.

#### **Section V: Conclusion**

Overall the topics of Diversity, Equity, and Inclusion continue to grow in our industry. Through identifying success factors and pitfalls of leadership programs. While also looking at ways to support first-time supervisors who need to be great leaders and mentors. Finally researching how to set up mentors and organizations to create a culture of diversity inclusion and belonging. We would also like to thank Loews Hotels & Co. for working with us and helping us to conduct our research on Diversity, Equity, and Inclusion. We have learned so much in the last few months and it is all thanks to working with the leadership team at Loews.

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