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VOICES

TALENT

CONFERENCE & EXPO
DENVER, CO & VIRTUAL

The Culturally Intelligent Recruiter

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DEI Keynote Speaker | Consultant | Coach



#SHRMTalent



MIGUEL JOEY AVILES

SPEAKER INTRO



[HTTPS://WWW.YOUTUBE.COM/WATCH?V=R3B-RFPDPSM](https://www.youtube.com/watch?v=R3B-RFPDPSM)

The Multi-Dimensions of Culture



Wake-up
CALL

A Case Study



Hire, Hire, Hire

Focused on Achieving Results

1



2



I Don't See Color

Lack of Understanding of the DEI Business Case

Culturally Intelligent

Consciously strives to increase cultural drive, knowledge, planning and action.

4



3

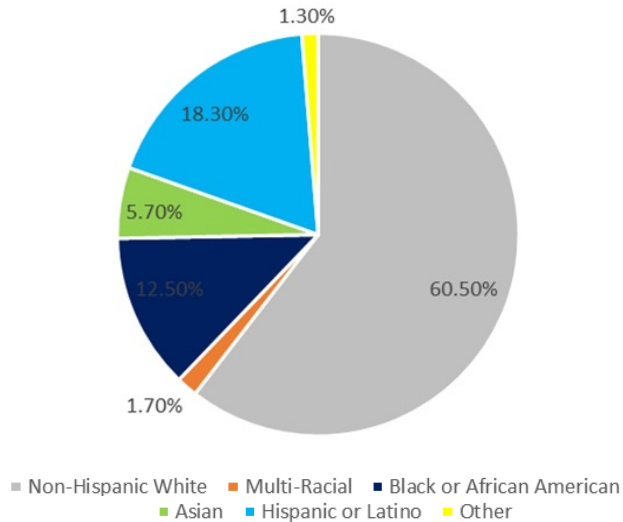


The DEI Detractor

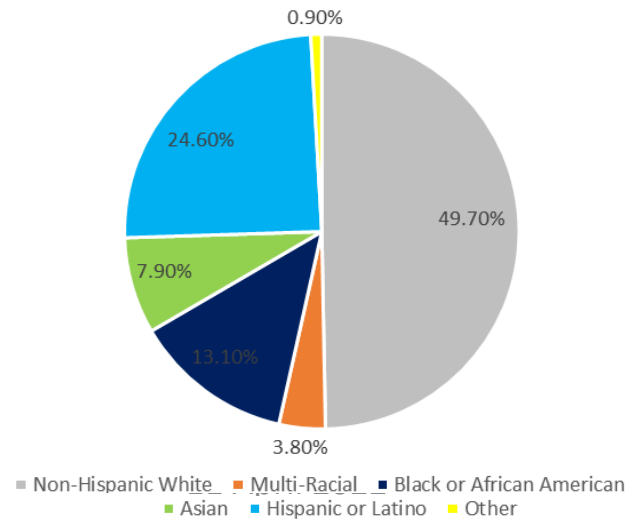
Consciously or unconsciously sabotages DEI efforts

Talent Acquisition Leadership Challenge

Racial Profile of U.S. Population, 2018



Racial Profile of U.S. Population, 2045



Source: US Census Bureau

Demographic Transformation

Year when Whites become minority by age group



Source: William H. Frey analysis of U.S. Census population projections

The Culturally Intelligent Recruiter



Capable to relate, work & adapt effectively across cultures

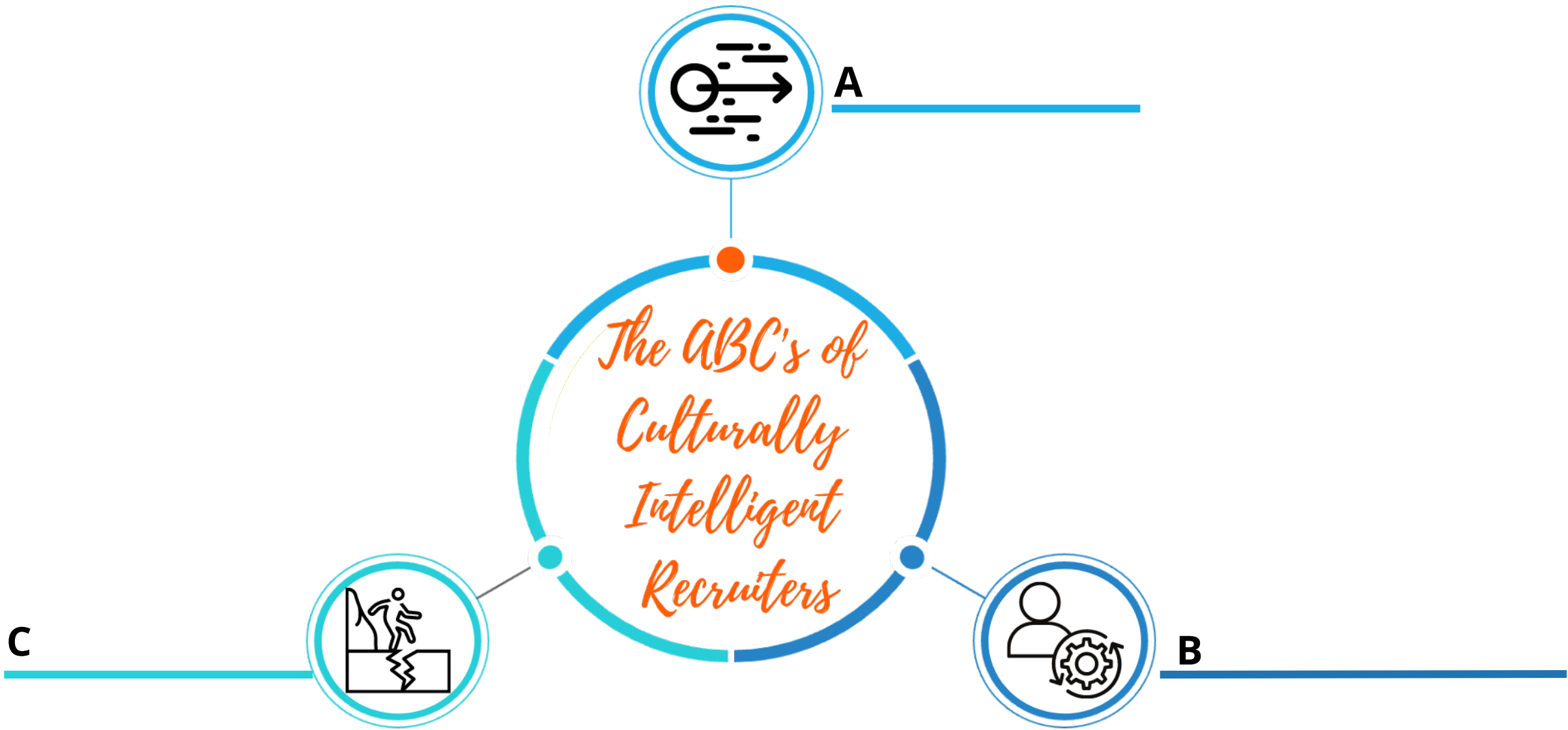
High level of interest, persistence, and confidence during cultural interactions

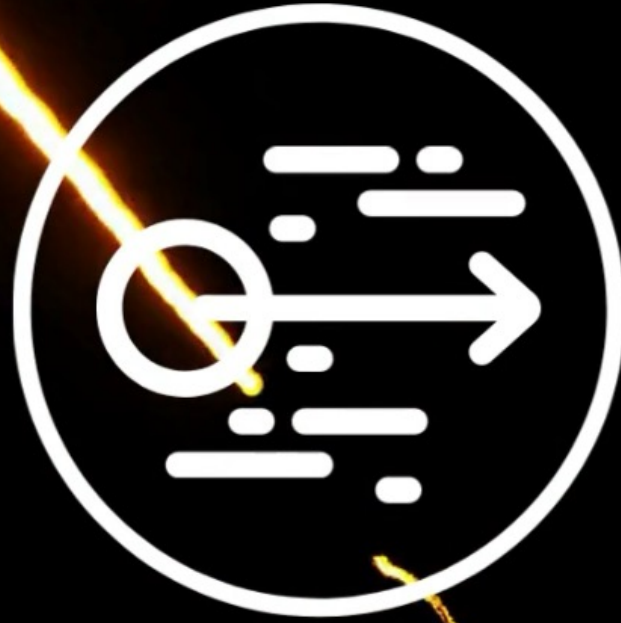
Plan ahead cultural interactions



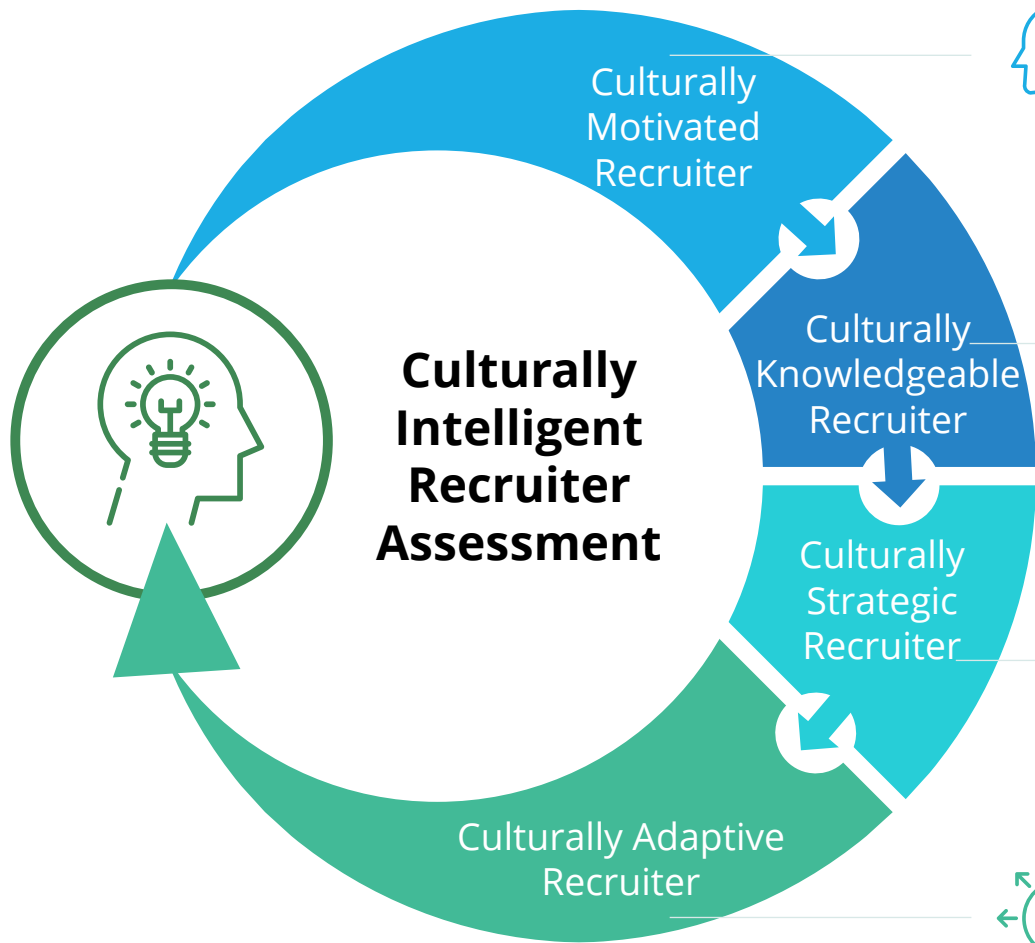
Regarded as better able to successfully blend into any environment, using more effective business practices

Has understanding about how cultures are similar and different





Awareness Acceleration



Your level of interest, persistence, and confidence during cultural interactions



Your understanding about how cultures are similar and different



Your awareness and ability to plan for cultural interactions



Your ability to adapt when relating and working in cultural contexts





Culturally Intelligent Recruiter[®]

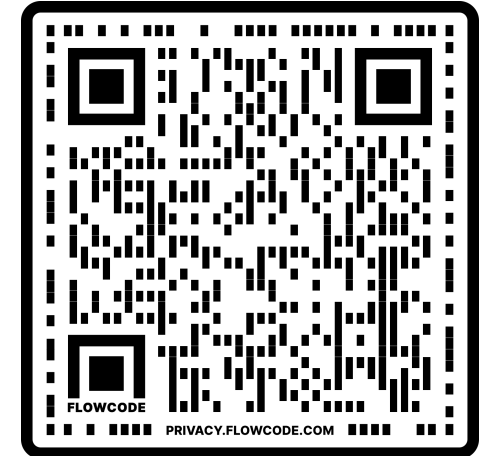
Adapted from Baker and Delpechitre 2016

Instructions: Please answer each of the following questions AS YOU REALLY ARE using a range from 1 to 7 where 1=Strongly Disagree and 7=Strongly Agree Mark your answer in the unshaded box on the right corresponding to each question.

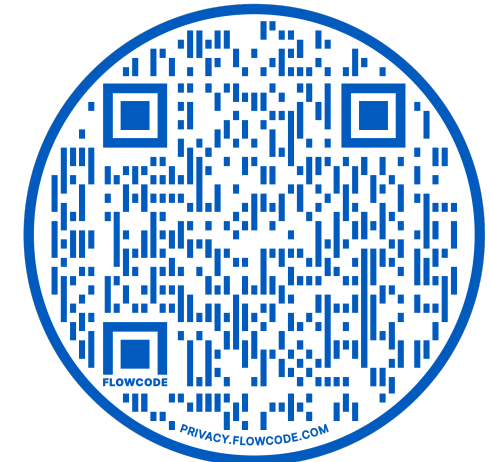
Part 1. The Culturally Intelligent Recruiter (CIR) Assessment

	I	II	III	IV
1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	0	0	0	0

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Part 2: Add the column totals (I-IV) from part 1

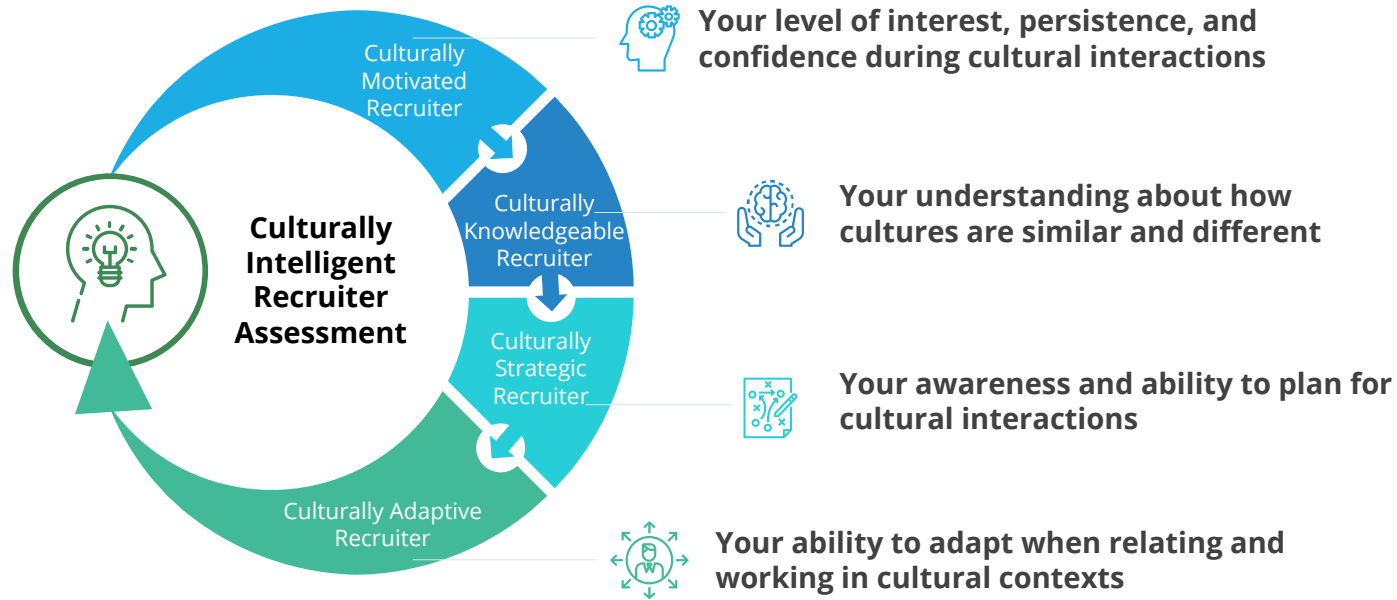
I	Culturally Strategic Recruiter	0
II	Culturally Knowledgeable Recruiter	0
III	Culturally Motivated Recruiter	0
IV	Culturally Adaptive Recruiter	0
Total		0

Part 3: Evaluate your Total Score in relation to the Culturally Intelligent Recruiter scale below.

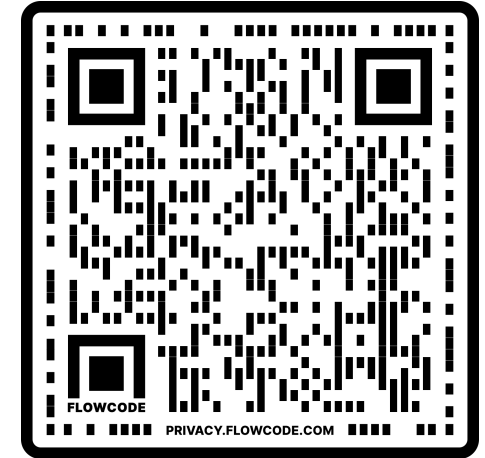
Level	
High	120 and above: Above Average to High Cultural Intelligence. Actively look for opportunities to continue improving
Medium	91-119: Actively developing Cultural Intelligence. Keep Working at it!
Low	90 and below: Cultural Intelligence Needs Improvement

Your Culturally Intelligent Recruiter Level: _____

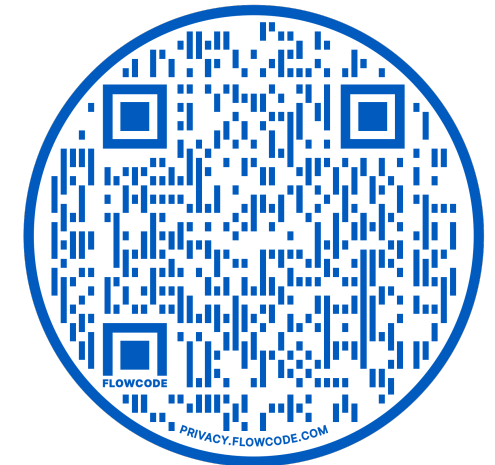
Where Do You Stand Today?



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Discuss with a partner or write in the chat:

Where Do You Stand Today?
 What surprised you?
 What are you taking away?



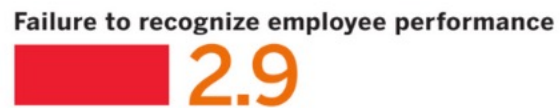
Behavior Transformation

48 Million

Top Predictors of Attrition During the Great Resignation

The authors analyzed the impact of more than 170 cultural topics on employee attrition in Culture 500 companies from April through September 2021. These five topics were the leading predictors of attrition. Each bar indicates the level of importance of each topic for attrition relative to employee compensation. A toxic culture is 10.4 times more likely to contribute to attrition than compensation.

← Importance relative to compensation →



MIT Sloan Management Review


Toxic Culture Is Driving the Great Resignation



TOXIC WORKPLACES COST

**\$23.8
BILLION**

in the form of absenteeism,
health care costs,
lost productivity, and more.



UNC Keenan-Flagler Business School

The Washington Post

#IQuitMyJob


These 5 TikTokers wanted more from work. So they quit — in a very public way.



By Jacob Bogage

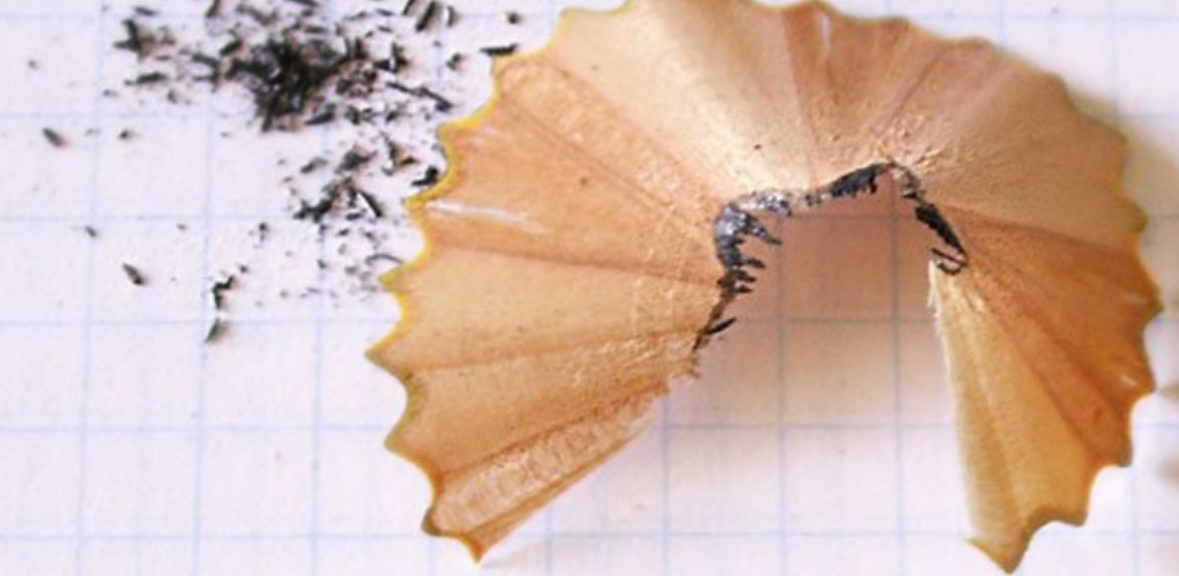
Dec. 27, 2021

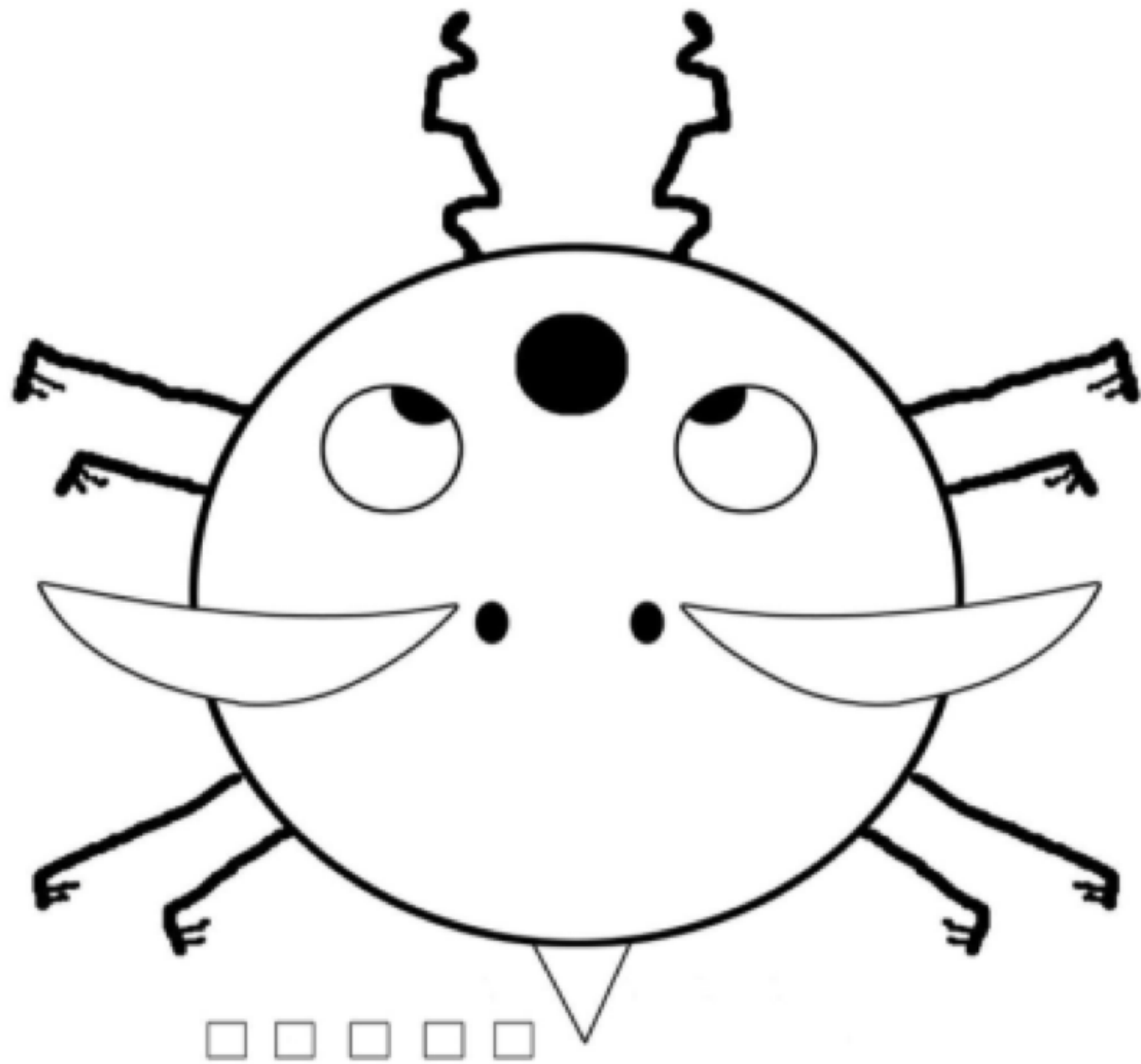


A woman with curly hair is holding a large white sign in front of her face. The sign has the text "So, What can we do about it?" written on it in a bold, black, sans-serif font. The woman's eyes are visible above the sign, looking directly at the camera.

**So,
What can we do
about it?**

DRAW





OPEN-MINDED

IS THE NEW SMART

**3 Steps
to Ignite
Persuasion &
Influence
Through the
Power of
Openness**

**Build
Bridges of
Understanding**



**Demonstrate
Authenticity**



**Embrace DEI
Healthy
Conflict**

- Be open about your organization's culture
- Schedule meetings with the heads of ERGs to discuss their employee experience
- Seek feedback, dissenting opinions and overall input from applicants/new hires
- Ask: How could have we make you feel more included during the hiring process?

- Be aware of the message you are sending through your body language
- Be prepared to authentically discuss your "diversity story"
- Share past failures and lessons learned openly
- Ask: How can we make you feel welcomed to express your true self at work?

- Seek understanding from underrepresented perspectives
- Embrace the truth of who you are talking to
- Don't allow behaviors like interruptions, personal attacks, or placing blame
- Ask: What challenges have you overcome to get to this point?
- Ask: How can I ensure you feel respected and heard?



**Courageous
Action**

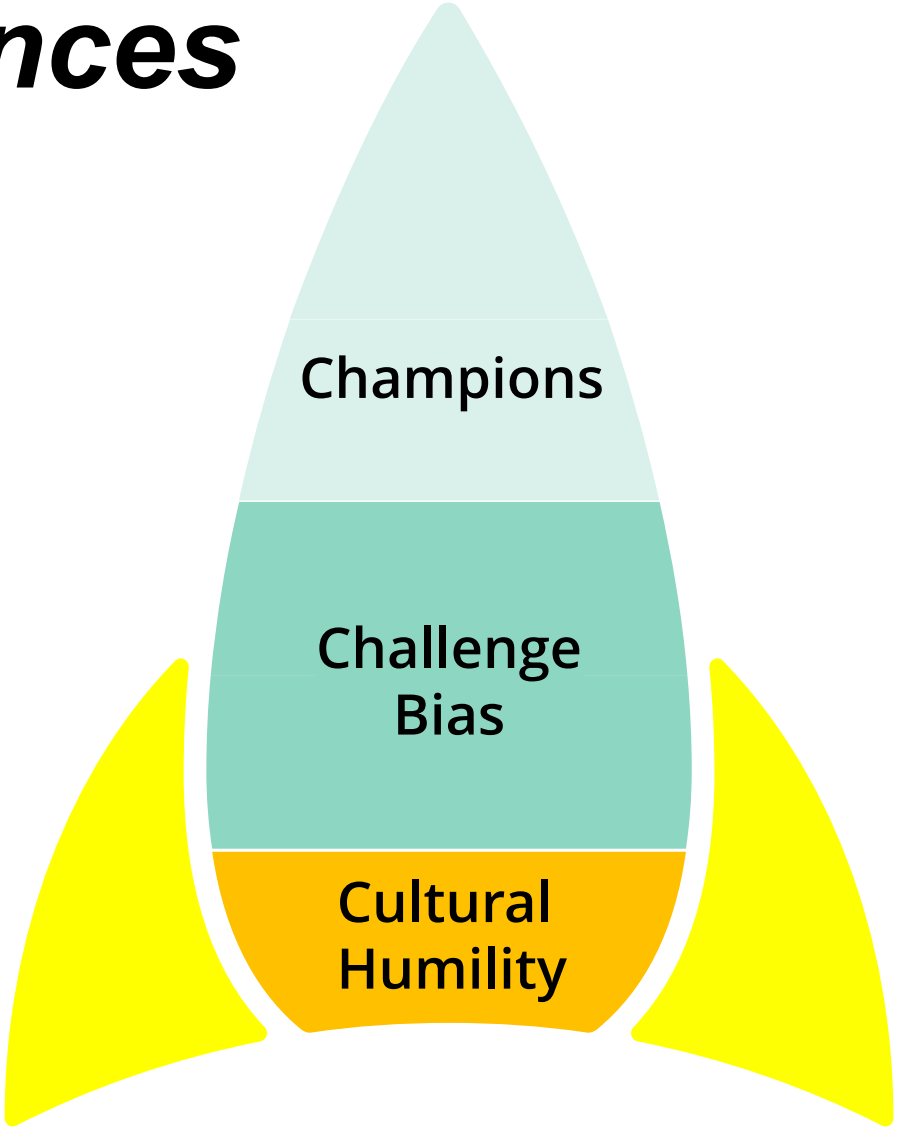
Addressing Power Imbalances

Two Janitors, Two Different Careers



Marta Ramos, Janitor
@ Apple

Gail Evans,
Former Janitor @
Kodak



Empowerment Takes Courage...



**AWARENESS
ACCELERATION**



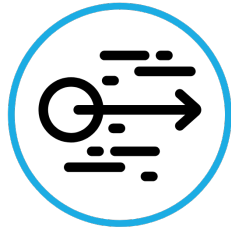
**COURAGEOUS
ACTION**



**BEHAVIOR
TRANSFORMATION**



Awareness Acceleration



II. Culturally Knowledgeable Recruiter
I am familiar with the differences in legal and economic systems of other cultures from my own.
I am familiar with the different religious beliefs of other cultures from my own.
I am familiar with differences in the marriage systems of other cultures from my own.
I am familiar with the differences in cultural values of other cultures from my own.
I know the rules for expressing non-verbal behaviors in other cultures different from my own.

III. Culturally Motivated Recruiter
I feel socially comfortable and enjoy interacting with job candidates from other cultures.
I am confident I can develop a professional relationship with job candidates who may not share my own cultural values.
I am confident in my abilities to privately reserve judgment of job candidates cultural values that are unfamiliar to me.
I enjoy the challenges of learning about job candidates cultures that are unfamiliar to me.
I am confident I can adapt my work habits and visible behavior to business conditions in another culture.

Behavior Transformation



I. Culturally Strategic Recruiter
I am conscious of the cultural knowledge I apply when interacting with job candidates from different cultural backgrounds.
I adjust my cultural knowledge as I interact with job candidates from a culture that is unfamiliar to me.
I often think of my own cultural perspective when interacting with job candidates from different cultural backgrounds.
I check the accuracy of my cultural knowledge as I interact with job candidates from different cultures.
I am very conscious of differences in contextual understanding when I interact with job candidates from different cultures.

Courageous Action



IV. Culturally Adaptive Recruiter
I consciously work to identify changes in the verbal and non-verbal behavior of job candidates when an interaction requires it.
I use pause, silence, and conversational eye contact differently to suit different job candidates.
I consciously change the rate of my speaking when a situation requires it.
I actively adapt my nonverbal behavior when a situation requires it.
I consciously control my facial expressions when I interact with others.



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SHRM Talent

DEI KEYNOTE SPEAKER | CONSULTANT | COACH

*Welcome to Your Exclusive
Free Resources Site*

Talent Acquisition Leaders Are Critical to the Success of DEI Efforts

I have created this special site to jumpstart our collaboration. As a former Chief of D&I I fully understand the nuances and complexities of pursuing systemic and sustainable DEI change. I have decided to give away some of the tools that have made a tremendous impact in my journey. I hope you find as much value as I did. As you review and access the files, remember I am a resource for your DEI needs. From DEI Assessments to full implementation we can help you navigate the challenges of executing DEI efforts using our signature 3-Phase Holistic DEI Strategy framework.

[Give a Testimony HERE:](#)

Free Resources:

- 🌟 [Culturally Intelligent Recruiter Assessment \(EXCEL\)](#)
- 🌟 [Culturally Intelligent Recruiter Assessment \(PDF-PRINT\)](#)
- 🌟 [Culturally Intelligent Recruiter Assessment Categories](#)
- 🌟 [SHRM Talent Presentation](#)
- 🌟 [DEI Assessments Comparative Analysis](#)
- 🌟 [Want to Measure DEI, Start Here](#)
- 🌟 [Questions to Uncover Your Diversity Story](#)
- 🌟 [Examples of Inclusion & Exclusion](#)
- 🌟 [Checklist to Foster Psychological Safety](#)
- 🌟 [Actions and Questions to Ignite Inclusive Conversations](#)
- 🌟 [Checklist: Am I a Toxic Leader? Do I Work in a Toxic Workplace?](#)

To access more resources, ask questions or learn more schedule your Free 30 Minutes Consult or send us a note at MJA@migueljoeyaviles.com



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CONNECT



ACCESS