
The Consortium Journal of Hospitality and Tourism

VOLUME 15, ISSUE 1, 2010

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Dedication to Dr. Clorice Thomas-Haysbert

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Call for Papers

**Historically and Predominantly Black Colleges and Universities,
Consortium of Hospitality Educators**

Published at: Tuskegee University

**The Andrew F. Brimmer College of Business
and Information Science
Tuskegee, AL 36088**

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Dear Reader:

The Consortium Journal has received a tremendous amount of support during the past eleven years. The Historically and Predominantly Black Colleges and Universities, Hospitality Consortium (HPBCU-HM) developed the Journal to provide an avenue for educators and business professionals to present their findings and concerns in the areas of hospitality education and other hospitality related business issues. Because of the diversity of the hospitality industry, the publication is not limited to minority issues, even though they are welcomed. The journal was developed to be a platform for any hospitality-related issues in hopes that the publication of these issues will bring them forward to be discussed in the classroom as well as in private industry.

Because of the growth in travel, tourism, meetings, and special events, I would like to receive for review as many articles as possible pertaining to any of these areas. The next fall journal will focus specifically on these related types of issues. If you have completed work in other areas, it can be reviewed for the spring publication if received by April 15. All articles for review for the fall issue should be received by October 15.

I would like to thank the Brimmer College of Business and Information Sciences and you for your continued support and I hope you will continue to submit articles to the Consortium Journal for publishing consideration.

Sincerely,

Faye Hall Jackson, PhD.
Editor-in-Chief



**This Volume of the HPBCU Consortium
Journal is dedicated to**



Retired Lt. Colonel Clorice Thomas-Haysbert, Ph.D.

Dr. Thomas-Haysbert, a resident of the state of Delaware, passed on 21 February 2010. After retiring from the United States Army, Dr. Thomas-Haysbert became a professor at Howard University in Washington, DC. In 2003, she became a professor in the hospitality program at Delaware State University and was truly loved and respected by all of her students. She was always a strong supporter of the HPBCU Consortium and had completed a vast amount of research in tipping practices across different cultures. She was an avid supporter of trying to nurture students in reaching their educational and career goals. She is missed by family, students, and colleagues.

***We salute you, Colonel,
for all of your professional contributions.
We will miss you.***

NATIVE AMERICAN LEADERSHIP THEORY: MASHANTUCKET PEQUOT PERSPECTIVE

Mary Alice Burns

This study expands the research done by Munson (2007) on Native American leadership theory. As a grounded theory research study, purposive sampling was used to select participants which comprised of the Tribal Council of the Mashantucket Pequot Tribe. The perspectives of these participants were used for the development of the Mashantucket Pequot leadership theory. Ten leadership concepts that emerged from this study are: service leadership, community involvement, respect and collaboration, business advancement, observational and continuous learning, cultural difference, time perceptions, cultural participation, communication and transparency, and tribal difference. This study provides a means for comparison with Munson's (2007) study and contributes to understanding of the Native American perspective of leadership.

Keywords: Service leadership, community involvement, respect and collaboration, business advancement, communication

INTRODUCTION

The lives of Native Americans have fascinated people for centuries. Yet, while Native Americans have “been regarded as subjects for study” they rarely have served as “spokespeople for an alternative and meaningful comprehension of the natural world” (Deloria, 2004, p. 30). This is true in regards to their concept of leadership. In fact, “if people stopped to reflect on Indian leadership, they conclude either that there was none (Indians were so quickly defeated) or that what existed was so obscure that non-experts wouldn't be able to grasp its structure” (Hoxie, 1986, p. 1).

Interestingly, regarding Indians, Geertz (1973) noted that the only interest

in which society has in these “former savages” was that they are no longer viewed a threat to society (p. 348). Such statements lead one to wonder what the Native American mindset on leadership is and whether such viewpoints have been documented. A search into historically documented viewpoints of the Native American leadership concept revealed that this subject is very limited.

BACKGROUND OF THE STUDY

Two studies that discuss the Native American concept of leadership were conducted by Bryant (1998) and Munson (2007). Bryant conducted an exploratory study which assessed the leadership understandings of 12 Native Americans from six different western tribes (1998). From his study which also included some observation, several themes regarding the leadership viewpoints and thinking of Native

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--

Americans were discovered. Interestingly, these themes showed that there is a difference in the leadership thinking of Native Americans and those of the dominate Euro-American culture (Bryant, 1998). While it is premature to develop theories for the general Native American culture and its leadership, Bryant's study paved the way for further exploration on leadership understandings of Native Americans.

Building on the work of Bryant, Munson (2007) conducted exploratory research on developing Native American leadership theory through a qualitative study of two northwestern Native American tribes located on one reservation, the Fort Belknap Reservation. Munson (2007) was concerned with the election of non-native members being chosen to sit on the board of directors of the Native American owned businesses. Munson (2007) noted that several natives believed that "Indians just don't make good managers" (p. 2). This led to his investigation on "what specific Native American leadership concepts" could be used as a "framework for understanding" in teaching leadership and management to Native Americans (Munson, 2007, p. 2). Such a framework would have to be developed by first understanding the leadership style and mindset of Native Americans.

Developing Native American leadership theory and grounding such theory is a large undertaking considering that there are over 560 federally recognized Native American tribes each having various beliefs, norms, and values (Munson, 2007). However, Munson noted his exploratory research conducted on one reservation would serve well as a comparative study for future Native American leadership studies done on other reservations. Further research on leadership in other Native American

tribes would eventually lead to more conclusive theory.

In hopes of making a contribution to more established Native American leadership theory, this study examined the leadership perspective of the Mashantucket Pequot tribe located in northeastern United States. One of the factors that make this tribe unique is that it has been regarded as the most profitable Native American tribe in the United States (Fromson, 2003). Whether or not the mindset behind this tribe is different from the findings of Bryant (1998) and Munson (2007) is uncovered in this study. In any case, a further examination of this tribe would contribute to the development of Native American leadership theory.

STATEMENT OF THE PROBLEM

The Native American viewpoints and their concepts of leadership remains very limited (Bryant, 1998; Munson, 2007). While there are several books and articles (Allen, 1996; Bernard, 1928; Malinowski, 1995) that discuss various Native American leaders and their accomplishments as well as observed characteristics, the focus is more on the individuals rather than their concept of leadership. One study looked at Native American leadership by assessing their actions during the colonists takeover (Bernard, 1928). In Bernard's study of great Indian leaders during the colonists takeover, he found that the psychological traits of the great leaders were characterized by "challenges, epithets, sarcasm, ridicule, calumny, and slander" (1928, p. 315). However, such conclusions were drawn by considering writings by the colonists themselves as well as other Euro-American observers. These conclusions hardly seem fair in characterizing the leadership of Native Americans.

Since there are over 560 federally recognized tribes, it is highly unlikely that just a few studies could claim to group all Native American leadership concepts into one all-encompassing view of leadership (Munson, 2007). Similarly, there are many different leadership theories that have been developed by the dominant Euro-American culture (Blake & Mouton, 1964; Fielder, 1967; House, 1971; Vroom & Yetton, 1973; Bass; 1990). However, building on the studies already conducted by Bryant (1998) and Munson (2007) can lead to a greater understanding of how Native American's view leadership and therefore evolving Native American leadership theory.

PURPOSE OF THE STUDY

The purpose of this study is to expand on the research conducted by Terence Munson (2007) in developing leadership theory of Native Americans by considering their perspective on leadership. Munson conducted his research by interviewing individuals from two western Native American Tribes located on one reservation. This current study extends Munson's research to examine the leadership perspective of the Mashantucket Pequot tribe located in northeastern United States. While Munson's research is peculiar to the tribes he interviewed, the findings from this study may have some similarities as well as some differences.

Learning about the Native American perspective on leadership can also help the Native American to understand one's own culture more thoroughly. A greater understanding of their leadership perspective can aid the comparison of similarities and differences of the Native American leadership perspective to other leadership theories (Munson, 2007). Such knowledge can lead to improved business relations and practices among and with

Native Americans (Martin, 2006). This can also lead to increased economic development to the tribe and can aid in furthering their economic development. The principles that are derived from this study, could be incorporated in the leadership training to Native Americans located on the reservation.

CONCEPTUAL FRAMEWORK

The approach used for this study is grounded theory. Grounded theory is qualitative research which is used "to develop theories that describe or explain particular situations and accurately perceive and present another's world" (Jacelon & O'Dell, 2005, p. 49). Using grounded theory will enable the comparison of results from this study with those of Munson's since he also used grounded theory. The grounded theory approach to conducting this research is appropriate since a development of leadership theory for the Mashantucket Pequot does not currently exist.

Grounded theory is a method of qualitative research in which "substantive theory is derived through an ongoing process of continually reviewing the data, refining questions, and re-evaluating these changes" (Jacelon & O'Dell, 2005, p. 50). This form of qualitative research is used to establish theory that "emerges as an entirely new way of understanding the observations from which it is generated" (Hutchinson, 1993, p. 183). The goal of grounded research is to formulate an "inclusive, general theory through the analysis of specific social phenomenon" (Hutchinson, 1993, p. 183).

Rather than starting off with a hypothesis and then testing it, the researcher begins with an area of inquiry and then allows "whatever is theoretically relevant to emerge" (Wimpenny & Gass, 2000, p. 1488; see also Glaser & Strauss,

1967). Comparative analysis is the process used to generate theory which was popularized by Glaser & Strauss (1967). The process involves continual research with an ongoing analysis till theory emerges.

RESEARCH QUESTIONS

The general research question this study addressed was: “What is the Native American perspective on leadership?” More specifically, this study addressed the question: “Is there a Native American, specifically Mashantucket Pequot, perspective on leadership? What is the Mashantucket Pequot perspective on leadership?”

Since the focus of this study was to develop a concept of Native American leadership theory for the Mashantucket Pequot’s, the interview questions were designed to draw out the participants viewpoints to leadership (Patton, 1990). Most of the open-ended questions are similar to the questions posed by Munson (2007), allowing for comparison between his results and the results of this study. Due to the nature of grounded research it should be noted that “the ongoing analysis will influence the questions that are asked, with the direction of the interview becoming driven by the emerging theory” (Wimpenny & Gass, 2000, p. 1489). Therefore, additional questions to draw out the participant or to clarify a subject were needed at times during the first interview with the participants. And there had been plans for more clarification on follow-up interviews. As with Munson’s study, these interview questions were designed to encourage discussion from the Native American perspective.

SIGNIFICANCE OF THE STUDY

The significance of this study is to contribute to the development of a Native American perspective as it relates to the

concept of leadership. Adding to the work that Munson (2007) conducted will provide a comparative study which can lead to more conclusive theory of this concept. This study would provide a good comparison to the western tribes that Munson (2007) and Bryant (1998) considered because the participants of this tribe are from the New England area. While most historians and writers who are interested in Indians research and write about western tribes, little or no interest has been shown in New England Native Americans (Josephy, 1990). Perhaps it is true that some feel “writers have written everything there is to say” about these tribes (Josephy, 1990, p. 11). So in an effort to make this exploratory Native American leadership theory properly balanced, a look at the Native Americans in the New England area is necessary.

Such knowledge not only makes a needed contribution to the literature, but also serves to assist Native Americans to improve their leadership performance. By understanding more about their cultural perspective to leadership Native Americans and their contemporaries can be greatly benefited by such knowledge. The resulting exploratory theory can help establish leadership and entrepreneurial programs that can utilize the Native American leadership theory to “facilitate more effective and profitable entrepreneurial activity on the reservation” (Munson, 2007, p. 8).

If it was to be found that Native Americans differ in their concept of leadership with the dominant Euro-American leadership concepts, ways to adapt the business practices on the reservation could be outlined. Such an undertaking could lead to increased economic development for the reservation as well as for individual members within it. Perhaps a college curriculum that incorporates Native

American leadership theory could be generated which would help tribal members and the general public to understand how business practices can be enhanced. As Mihesuah stated, “few Indians know all cultural aspects of their own tribe, much less those of other tribes” (1996, p. 9). Therefore, surrounding tribes as well as the non-native population could benefit from understanding the Native American leadership viewpoint.

This study could also be compared for its transferability of the concepts found from those of other like studies conducted on other reservations, such as Munson’s (2007) and Bryant’s (1998) studies. While it may not be possible to develop a basic Native American leadership theory due to the multitude of differences among Native American tribes, a comparison of like studies can lead to greater understandings of similarities and differences among leadership concepts between tribal cultures.

The intent of this research was to assist Native Americans in improved leadership practices on a tribal level as well as on an individual level. Successful business ventures will lead to increased self-esteem among Native Americans and can help promote a bright future for generations to come (Ottmann, 2005). Improved leadership practices will lead to better business practices, ensuring better future for the tribal nation (Martin, 2006). This is not an easy undertaking. Speaking of minorities and women, Thomas (1990) stated, “The problem is not getting them in at entry level; the problem is making better use of their potential at every level; especially in middle-management and leadership positions. This is no longer a question of common decency, it’s a question of business survival” (p. 108).

In business, the primary goal of organizations is to make money for the stockholders. Organizations measure their success by how profitable the enterprise is. The more money made by the organization, the more successful the leaders within it and the happier the stockholders are.

Far from typical organizations, most Native American businesses exist for a very different reason. Native American communities establish businesses to create jobs, and if by chance they are successful by Euro-American standards, they consider themselves lucky. To be rich and to maximize wealth is not the primary goal of most tribal leaders and often such a goal is not even seen as within reach. For most tribal communities economic development through tribal enterprises is needed so as to provide jobs, retain tribal members on the reservation and to establish the tribe as a self-supporting entity (Champagne, 2004). A need to meet basic needs is illustrated in the comment made by one Indian leader who defined success as “not having to live from paycheck to paycheck” (Munson, 2007, p. 107).

The most prominent theme of what makes a good leader was found to be on one reservation the primary goal of helping people (Munson, 2007). Helping people, particularly ones own family, was so important to one Native American that once he made money he would distribute it equally with everyone in the tribe, leaving no way to make a savings for himself (Munson, 2007). Yet, a primary goal like providing help can lead any noteworthy organization or individual into financial distress. Many Native American businesses have found themselves in an endless cycle of poverty. Why is it that some Native American businesses enjoy financial

LITERATURE REVIEW

prosperity while other American Indians can't seem to make ends meet?

Some have felt that financial prosperity for Indians had to do with having the right circumstances at the right time and then taking advantage of those circumstances (Fromson, 2003). These thoughts have stemmed from the idea that Indian governments that succeed know how to use the federal system to obtain benefits and therefore are able to achieve financial prosperity. (Fromson, 2003). To a degree, there is some truth to that, but understanding federal laws and regulations is a challenge that most Native Americans are not equipped to handle. And while many tribal governments are benefiting through federal law or state law in one way or another, each tribe benefits to different degrees. One necessary element that could enable the tribe to maximize its economic potential and achieve financial prosperity is through effective leadership. (Bryant, 1998; Eisler, 2000). A deeper understanding of the laws and guidelines that are provided by the federal government is important, but leadership plays a major role in helping a Native American community thrive.

Leadership among and with Native Americans can be complex. With various values, beliefs and norms, communication is likely to be different with Native Americans than with the general public. Thus it is likely then that the leadership within the tribe may also have a distinct style, method and concept.

It can be rather difficult for an American Indian to distinguish between spiritual, religious and secular goals (Gallhofer, Gibson, Haslam, McNicholas, Takiari, 2000). This could be a reason why some tribes find themselves in a constant financial struggle. For example, the economic struggle among American Indians on Indian Countries relate to the structure of their political system.

Jorgenson and Taylor (2000) examined 67 different tribes that had a 1000 or more members to find out the factors that affect the unemployment among Indians. Their findings show that the tribes that separate their political or strategic decision-making and business entities were more likely to have a 5 percent lower unemployment rate. The separation of powers were deemed to contribute to the success of the tribes.

Their study also found that tribes that separated elected or strategic management from enterprise management were 7 times more profitable than those that allowed elected governmental management to also participate in business operations. The findings reaffirm that successful Indian enterprises are ones that do not focus on the creation of jobs but rather on profitability (Jorgenson & Taylor, 2000). Since federal policy and tribal economic development aspire to create jobs rather than maximize wealth, this is believed to be the root of the financial problems among many Native American tribal enterprises. According to Jorgenson and Taylor (2000) the long-term health of the tribal enterprise should first be profitability, which will later take care of the unemployment rate if properly managed.

Other determinants for successful tribal enterprises that were found by the study conducted by Jorgenson and Taylor (2000) found that tribal businesses with technical assistance needs performed more poorly; those businesses with non-politicized board of directors tended to perform better; and businesses that were tribally owned performed more poorly. Such findings indicate several problems with the tribal-business operations. For instance, since many tribal-owned businesses are in need of technical assistance, there is an indication that

tribes are not getting enough technical assistance to meet their needs.

There are a variety of opinions as to why there exists a lack of economic development among Native Americans. Some have felt that because Native American projects have been said to be similar to developmental projects of those in developing countries that capitalistic practices are not applicable to the Native American (Cornell & Kalt, 1991; Munson, 2007). Champagne (2004) identified the economic problem to be that most tribal communities are based on a capitalistic ideology rather than establishing a plan that comes from Native American economies and a Native American way of thinking.

Before capitalistic societies were established, Native Americans already had a means of trading in order to receive the goods needed. Gift giving, giveaways, and gambling were common forms of exchange and material redistribution among Native Americans (Champagne, 2004). The traditional values of Native peoples were generally against the rule of a capitalistic society. Such values consisted of generosity, redistribution and strategic allies (Champagne, 2004).

To assume that all societies will embrace the capitalist market system would mean that traditional communities with its own economic system would prefer income and productivity that is associated with the capitalist system (Champagne, 2004). Some Native communities have found a way to enhance their economic and political systems through capitalistic economic enterprises such as gaming. Although such endeavors have provided resources that can enhance tribal communities through education and cultural events, such communities that have successful gaming industries are few (Champagne, 2004). In fact, the majority of Indians

living on reservations constitute the poorest identifiable group in the United States, with an estimated per capita income of only 54 percent of the U.S. average (Kalt & Singer, 2004, p. 35).

While gaming may not seem to be a viable option for most Native communities, to rise from the poverty and unemployment is often looked to from a collective standpoint. The form of capitalism that exists in Native communities is often one in which “the tribal government is the main owner and manager of major economic development projects” (Champagne, 2004, p.322). Perhaps this is one reason why gaming has been so successful among some Native communities. Within such a structure there is an overlapping of the political and economic leadership that exists in the community, tribal leaders are looked to, to make the important decisions in regards to investment and management (Champagne, 2004). Tribes are preferring this type of “collective capitalism” instead of the individual capitalism that exists in the dominate Euro- American culture (Champagne, 2004, p. 322).

Rather than making it their primary goal to own a private enterprise, most Natives maintain community goals such as “contributing to the collective and future economic well-being of the community” (Champagne, 2004, p. 323). One study conducted by Wise-Erickson (2003) revealed that American Indian leadership within 10 tribes located in the Midwest and Northwestern regions of the United States prefer Team-Based leadership with some characteristics of Community-Based leadership. Each tribal leader’s individual efforts were for the betterment of the group as a whole in which all felt responsibility to (Wise-Erickson, 2003). The major values within such communities consist of “community and cultural protection and enhancement

of tribal sovereignty” (Champagne, 2004, p 323).

While there are some similarities among Native structures and governance, there are many differences too. Some native communities have embraced nation-owned enterprises, while other Natives have adopted alternative forms of economic development, such as privately owned enterprises (Cornell, Jorgenson, Kalt and Splide, 2005).

METHODOLOGY

The data for this study was obtained through face-to-face interviews with six members of the Mashantucket Pequot Tribal Council. The researcher chose to use the grounded theory approach to conduct the research because this method enables the researcher to “discover” a theory through “comparative analysis” of the data (Glaser & Strauss, 1967, p. 1). The purpose of this research is to determine if there is a form of leadership theory that is particular to the Native Americans of this tribe. The grounded theory approach encourages the use of “theoretical sampling” in which those most likely to have specific knowledge of the area of inquiry are chosen as participants (Glaser & Strauss, 1967, p. 45).

Questions for the participants in this study were taken from Munson’s (2007) study on Native American leadership theory. Although these questions were initially formed for the Fort Belknap reservation, the questions are “free of stereotypical references” and were designed to “stimulate thought without eliciting a negative response” (Munson, 2007, p. 71). Since the questions Munson (2007) developed were designed specifically with Native Americans in mind and had already been successfully used with Native Americans from a different tribe, these questions were appropriate for this study.

While the researcher had initially planned two sets of interviews, the initial interview and a follow-up interview with the participants, the researcher realized that obtaining a second interview was hopeful, but unlikely. Munson’s pilot study group “expressed that it was unlikely that most participants would agree to a second meeting unless the researcher spent considerable time in the community so that everyone would know him better” (2007, p. 72). This was also the case for this study. During the initial interview the researcher expressed hope to follow up with her findings once the respondents had received a copy of their transcribed interviews. Remarkably, 50 percent of the participants made contact with the researcher a second time in response to the researchers request to review the initial interview. However, only one of the participants made revisions and changes to their initial interview.

The study data gathering targeted the individuals that were assumed to know most about the governance and leadership of the tribe, which was the Tribal Council. If there was a need to interview more participants then other leaders such as Tribal Elders and leaders from various departments within the tribe were to be interviewed. However, the data for this study was collected from six of the seven Tribal Council members and further respondents were not needed. Therefore, a total of six individuals acted as participants in this study.

An important step in analyzing the data was to consider each of the questions and the codes assigned to them and to write memos for each participant’s response so as to provide more clarification on the meaning of statements made. The field notes were also useful in the memo writing process. Memos and notations were helpful because on further examination of the terms used, more than

one meaning or understanding could be implied to some of the terms. Writing memos is an integral part of the research process and should start when coding commences till the research has ended (Corbin & Strauss, 1990). As noted by Corbin & Strauss (1990), “if a researcher omits the memoing and moves directly from coding to writing, a great deal of conceptual detail is lost or left

underdeveloped” (p. 10). The memos were attached to the data and printouts were examined that had the data on the left side of the page with the code words on the right, and the researcher’s comments on a top page. An example of this process can be illustrated using the phrase “help others.” The various meanings of this phrase are noted in Figure 1.

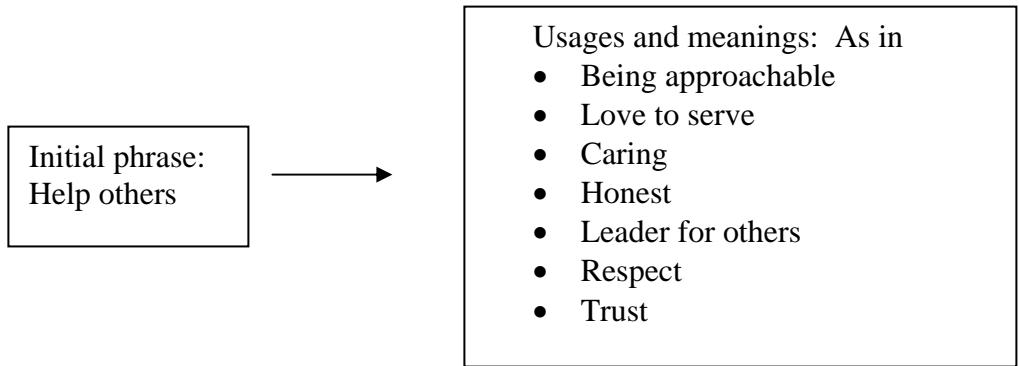


Figure 1. Usage Figure: Help Others

One of the meanings to “help others” was to be approachable to others. This

term can be broken down into further meanings as illustrated in Figure 2.

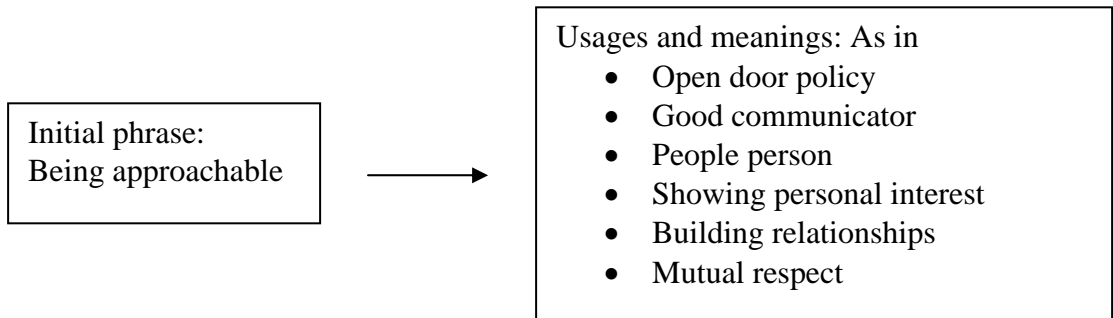


Figure 2. Usage Figure: Being Approachable

The different meanings associated with the code words were examined further for related themes. This process of relating categories to their subcategories is referred to as axial

coding (Corbin & Strauss, 1990). Following this process, was the clustering of similar meanings of the categories that originated from the 11 topics into overall themes. The

clustering process follows the structure similar to a dendrogram (Krippendorf, 1980). The initial basic codes were the basis for the first clusters to be formed. The clusters were then coupled to form the major themes for this study.

Most of the codes had more than one meaning resulting in several clusters

that coupled the meanings into main themes or theory concepts (Miles & Huberman, 1984). Figure 3 shows the ambiguous nature of the initial codes and various corresponding descriptive references.

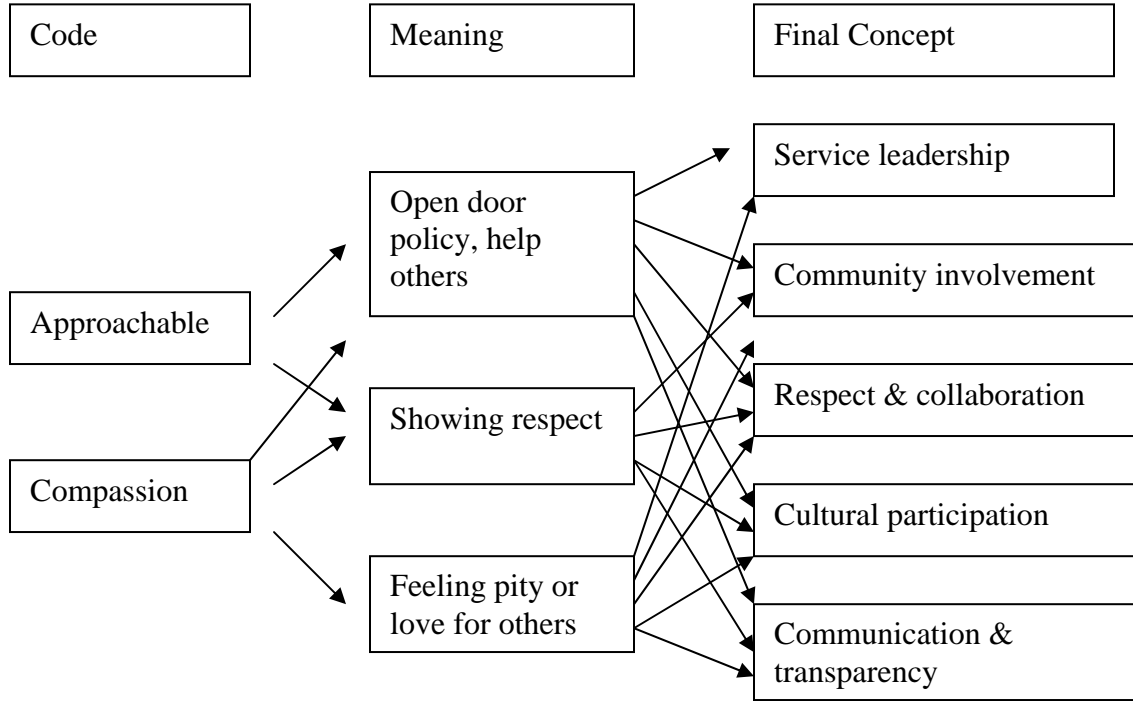


Figure 3. The Ambiguous Nature of Codes

SUMMARY

The leadership view of this reservation can be summarized by the following 10 terms. They are: Service leadership, community involvement, respect and collaboration, business advancement, observational and continuous learning, cultural difference, time perceptions, cultural participation, communication and transparency, and tribal difference. Some of these terms

are similar to those used by Munson (2007) and reflect similar meanings. The meanings of these terms are summarized below.

Service leadership

The most dominate aspect of a great Native American leader is to help others. The first priority is to help those within ones own tribe and secondly, to help the rest of Indian country. Helping others involves acquiring knowledge.

Knowledge that is obtained traditionally and about one's culture and history is vital to understanding how one can help the tribal community. A leader with a formal college education can be a valuable asset to the tribe. A Native American leader may serve the people by sharing, caring and providing a vision and purpose to the community. A great Native American leader is expected to be an accomplished individual that is self-sacrificing and concerned about helping others.

Community involvement

The leader has the responsibility to include the people in the decisions that are made for the tribe and this involves effectively communicating to the people in a sincere and honest way. The leader should set an example for the community and should live a life that is transparent and consistent with his or her values. Effectively communicating and educating the course of action that are best for the tribe is tantamount to making one a great leader.

Respect and collaboration

Leaders are expected to collaborate with the inside and outside community. In doing so, showing respect for everyone will convey sincerity and concern and will lead to increased communication and a shared sense of values and purpose. A good leader will collaborate so as to utilize his own strengths and those of the community and find ways to offset one's weakness by including others inside as well as outside the community.

Business advancement

The leader appreciates the value, balance, and diversity Native American business leaders bring to the community.

Although such leaders are not expected to be traditionally and culturally focused as tribal leaders, they are equally appreciated for their valuable contribution to the tribe in making economic advancement possible for the tribal community.

Observational and continuous learning

Native American leaders appreciate that they continue to learn from everything and everyone. Some of the forms of learning are observational such as through one's life ways, experiences, elders, and from the examples and stories of others. Another form of learning is through formal education, and while this may enhance one's leadership practices, it doesn't replace traditional mechanisms.

Cultural difference

The biggest difference between a Native American leader and leaders from other groups is the strong connection one shares with other members of the tribe. This connection fosters commitment and unites them in pursuing the common interest of coping with the unique struggles of Native Americans.

Time perceptions

There does exist a concept known as Indian time, which tends to lean toward timing that feels good rather than timing that is set. To counter the effects of this cultural trait, leaders have to factor in extra time for the community and may have to at times forgo personal pursuits.

Cultural participation

The Native American leader spends time in the community educating and reinforcing the cultural and

traditional ways of their people. Effort is needed to dispel false misrepresentations of the tribe and of Native people and therefore, a leader will promote an accurate and truthful understanding of their culture.

Communication and transparency

A Native American leader maintains communication with the community and accurately discloses all information pertaining to the tribe and its affairs. A leader does not hide or distort his or her professional and personal life.

Tribal difference

The financial backing, diversity, and passion that envelops this tribe presents the Mashantucket Pequot's with the unique opportunity to be a leader for all of Indian Country. This added responsibility is welcomed by the tribal leader and much thought and resources are spent on considering the outcome of their actions and decisions on other Native peoples.

FINDINGS AND DISCUSSION

This analysis provides a collective view of the leadership perspectives of Native Americans within the Mashantucket Pequot tribe. There are many aspects the Native American leader has to take into consideration when fulfilling his or her leadership role. While some of these aspects mimic leadership perspectives among other cultures, the differences are what make them unique to this particular tribe. How such perspectives relate to leadership theory and compare to Munson's (2007) findings are discussed in the following section.

In contrast to Munson's study there was not a negative attitude among the Tribal Council toward privately

owned businesses. Gaining experience through operating one's own business could provide the experience needed to help the tribe as a whole. There are even tribal programs specifically designed to help tribal members supplement their income while starting their own business. Utilizing these programs is very much encouraged on this tribe. Another difference found between this study and Munson's findings, was that there exists a positive view toward business, whether it is within the tribe or privately owned. While Munson (2007) found there to be a non-materialistic nature among the Fort Belknap reservation, there was no evidence of this among the Mashantucket Pequots. Perhaps due to their economic success and wealth, materialistic comforts for the Mashantucket's have become the norm. Yet, it was apparent that their wealth has not tainted their values of helping others inside and outside the community and therefore, they still to some extent retain the give-away mindset that is so common among Native Americans (Bryant, 1998).

Because tribal leaders often face the unique challenge of not only managing the government and community, but also managing the tribal business that sustains the entire community, the leadership challenges that the Native American business leader contends with are unique. This is illustrated by one Councilmember which stated, "in Native America, if I am a business leader within the tribe, not only do I worry about myself, but now I have in our case 800 individual family members I am supporting with the success of this business. It is different stress" (RP3). Historically, this tribe has been described as "rich and potent" and "stately and warlike people" (Bradford,

1634, as cited in Hauptman, 1990 p. 59). However, the domination that they once lost back in the 1600's has now been regained and the pressure and expectation to continue to stay on top, maintaining their leadership position among other tribes is historically ingrained in the blood of the leaders.

Once again, the members of the Mashantucket Pequot's take pride in their position as still being rich and warlike. As put by one Councilmember, "We have been leaders of commerce for hundreds of hundreds of years, it's not something that materialized with Foxwoods, it's something that returned, with the Bingo hall, then Foxwoods. And so I think that we because of history also have a bit of a different perspective" (RP5). Yet, because of their historical failings to traitors from surrounding nations the tribal leaders have learned of the need to "build relationships" with other tribal nations by helping them (RP5).

Extending financial backing and support to needy tribal nations is part of the responsibility that comes with their many financial blessings. Additionally, providing the means for higher education to tribal members is an important aspect of the tribal leadership. Therefore, helping people has become a major part of the Mashantucket's leadership approach. Because there is much emphasis on helping others, Greenleaf's (2002) servant leadership approach in which one serves the needs of his followers first would have some application to the Native American leadership theory developed for this reservation. The same comparison was found to be applicable in Munson's (2007) study as well.

Interestingly, Stone, Russell & Patterson (2002) associated servant

leadership to transformational leadership with the difference on the focus of the leader. While both types of leaders show concern for their followers, the servant leader's overriding concern is to serve the follower while the transformational leader is concerned with helping the followers meet the organizations objectives (Stone et al., 2004). There are some transformational as well as charismatic leadership traits among the Mashantucket leaders. Transformational traits are apparent in the consideration, stimulation and influence the leaders aim to have for the tribal members and workers. And charismatic leadership can be found in the passion that is so abundant in the leaders in conveying ones vision to the community.

While the Mashantucket leaders priority is the community, this involves balancing the needs of the individuals within the community, while not neglecting the collective needs of the community. However, due to the changes the Mashantucket Pequot's have underwent in recent years, the most relevant approach to leadership on this reservation appears to be the learning organization approach.

The learning organization leadership approach covers many aspects of leadership that is seen among the leaders of the Mashantucket Pequot Nation. The learning organization is one that "proactively creates, acquires knowledge and that changes it's behavior on the basis of new knowledge and insights" (Kreitner & Kinicki, 2007, p. 549). Peter Senge (1990) outlined five disciplines that make up the foundation of a learning organization which are: personal mastery, mental models, a shared vision, group learning and systems thinking. Personal mastery has been encouraged within the

Mashantucket's by supporting and encouraging tribal members to pursue higher education therefore improving the skills and personal development of the members. The learning does not stop with the education, an important perspective leaders have within this tribe is that of continuously learning from experiences, life ways, and observations. Evidence of this perspective is apparent in not only the statements made by the Council members but also in the actions and changes that have been made in the government and enterprises throughout the history of the tribe.

Through openness and collaboration within and outside the community, one is encouraged to develop mental models that are diverse and nonbiased within the tribe. Mental models include personal beliefs and biases, however, increased communication, transparency and continuous learning help to breakdown such biases so that one can have a more objective view. Taking time to learn about others and develop relationships through communication inside and outside helps one to work in two worlds more adeptly. Since collaboration, communication, respect and continuous education are highly esteemed by leaders among the Mashantucket's this perspective will aid to creating a shared mental model among the tribal leaders.

Creating a shared vision is the third discipline to becoming a learning organization. A shared vision cannot be created or dictated by one individual but must be a vision in which many people within the organization contribute to creating one picture that has meaning to the organization (Giesecke & McNeil, 2004). Sharing a sense of purpose or vision was included among the themes developed in this theory and is

connected to the overall theme of respect and collaboration. The paradigm of helping others through service leadership is one strong vision shared among tribal members. Community involvement and cultural participation are other shared concepts of Native American leaders.

Team learning is another foundation needed in a learning organization. Collaboration, respect, and communication are a few paramount leadership perspectives of this tribe that encourages the openness needed to work within a team. The tribal leaders would also be involved in the community. And this leads to the decentralized, collective decision making process which Munson (2007) and Bryant (1998) found to be preferable among Native Americans.

The final discipline that relates to a learning organization and to the leadership perspective of the Mashantuckets is systems thinking. Systems thinking is "the ability to see the bigger picture, to see the interrelationships of a system, to move beyond a simple cause and effect approach to seeing continuous processes" (Giesecke & McNeil, 2004, p. 58). Cultural difference, tribal difference and business advancement are a few of the ways these Native peoples are connected which provide a bigger picture and a shared perspective of what a great leader should be. Yet, there are traces of several other leadership approaches among the Mashantucket Pequots which this section will also discuss.

Since tribal leaders have expressed concern for others to the point of extending help to those inside and outside the community, there is some relevance to the behavioral approach to leadership. Their success in this approach to helping others coincides

with the behavioral theory which states that employee-oriented leaders and those that showed consideration were generally more successful in leading than were production-oriented leaders or those that were concerned with initiating structure (Robbins, 2000).

Another approach that could have some application to the Mashantucket Pequot's leadership approach is Fiedler's contingency approach (Fiedler, 1967, 1999; Robbins, 2000) which discusses that there are only two types of leaders: task-oriented and relationship-oriented leaders; and given the situation one will be better than the other (Fiedler, 1967). Once one determines the situation the right leader can be put in to achieve the best outcome, therefore matching the right leader to the right situation (Robbins, 2000). Being somewhat of an outgrowth of the trait theory, this leadership style strongly considers the innate qualities that make up the "leader personality" of the individual (Fiedler, 1999, p. 232).

This type of leadership could be related to the Mashantucket's who thrived with a more task-oriented type of leader when first establishing federal recognition and economic independence for the community. Once the situation stabilized, according to Fiedler's theory, a more relationship-oriented leader would have more success (Robbins, 2000). Since the relationship with the community hinged on communication and transparency, the task-oriented leader that didn't consider these values got replaced with a more relationship-oriented chief and additional changes in the structure of tribal government took place as well (Fromson, 2003). This approach could also apply to the path-goal theory, which basically entails supporting the goals of the individuals

within the organization (Robbins, 2000). As the tribe continued to grow, the goals of the tribe also matured, leading to different needs in leadership. The leader-participation contingency model could have definite underpinnings with the Native American approach to leadership, since this approach encourages the participation of employees in the decision making process (Vroom & Jago, 1999). This could be applicable because community desires open communication and transparency in business and governmental affairs.

In discussing the various leadership styles in comparison with the findings of the Native American leadership perspective of the Mashantucket Pequot's, there are apparent differences as well as similarities. Some of the features of the Mashantucket Pequot leadership theory may be viewed as positive and some as negative. However, the themes developed through this study offer interesting comparisons to the studies done on other reservations (Bryant, 1998; Munson, 2007).

CONCLUSIONS

There are numerous leadership theories in academia, but very few that discuss the leadership perspective of Native Americans. This study expanded the research conducted by Munson (2007) to include the Mashantucket Pequot's located in the Northeast region of the United States. It offers the leadership perspective of Native American's that differ in size, economy, and region to the few that has been consulted for their leadership perspective.

The theory developed for this reservation offered a means for comparison with other Native American

leadership studies. The theory presented highlighted a people that devote much effort into serving others while not neglecting the business success that is needed to provide for the needs of the community. As a learning organization, the Mashantucket Pequot's share the vision of helping others and they highly value education of various forms, as well as community involvement, respect and collaboration, communication, transparency and cultural participation. The leadership position and history of this tribe provides them with the unique opportunity to be the advocate for other tribal nations, and as such the Mashantucket Pequot's are often viewed as leaders within Indian Country.

One difficulty is meeting the needs of the community first while balancing the needs of tribal enterprises. The challenge of tribal time perceptions can often lead to difficulties in accomplishing tasks in a timely fashion.

RECOMMENDATIONS FOR FUTURE RESEARCH

First of all, an extension of this study to include more participants from this tribe would be an enlightening continuation of this study. Including participants from various departments within the tribe, such as Tribal Elders, Youth Leaders and Peacemakers, was suggested by some on the Tribal Council (RP2, RP4, RP5). This was believed to offer a more well-rounded view of the Mashantucket leadership perspective.

A second continuation of this research could include extending this study to other tribes in the region or the country. Conducting a brief comparison between this study and Munson's (2007) found some similarities as well as differences. Munson developed eleven elements of leadership in his study,

while this study developed ten. While not all of the categories were alike, some of them appeared to be very similar and this makes for more conclusive theory.

Interestingly, Munson (2007) compared his findings to Bryant's (1998) and found similarities and differences as well, with no equal categories. A broader examination of Native American leadership would be useful in defining and comparing leadership theory for Native Americans. However, with over 560 federally recognized Native American tribes in the country pursuing a study encompassing most of them would be an insurmountable task (Russell, 2004). Perhaps conducting studies covering at least one Native American tribe from each region may be more attainable. Including a variety of Native American tribes that range from various economic statuses would also make for interesting comparisons.

One of the topics that arose in conducting this research was obtaining and preserving the rights of Native American's around the country. One of the participants suggested conducting a study in which one could find out how Native Americans could band together for one common purpose (RP3). Looking into why they don't and what steps would be needed to unify them was among the suggested questions to consider. A further investigation of this would be a large task but might be worth the effort.

One of the interesting differences found between this study and Munson's (2007) was the perspective toward business. While Munson noted that there was a negative attitude toward business on the reservation (especially toward private enterprises), this study found a positive outlook toward business advancement whether it be private or

tribal. An interesting extension to this study would be to examine whether or not this has to do with the economic situation of the tribe and how a tribe can change to have a positive attitude toward business.

Munson (2007) discovered that there were some gender differences in the way female and male leaders lead. While this study didn't cover this aspect of leadership, a deeper look into the leadership of female and male Native American leaders might uncover some interesting findings.

This tribe highly values education and puts much emphasis on continuing to learn. In fact, leadership training for tribal employees and members is already available off the reservation. However, efforts are in the works to offer college courses for a Master's of Business Administration degree from a local university on the reservation. An examination of how such leadership training has helped tribal members in their leadership capabilities could be examined in the future.

LIMITATIONS OF THE STUDY

The biggest limitation of this study was that it was based on the perspectives of only six people. Although the purpose of grounded theory is not to develop a generalization for the overall population, a larger sample size could still be beneficial (Glaser & Strauss, 1967). The purpose of conducting this research using the grounded theory method is to establish a theory that can be compared to other approaches, which is what this study has accomplished.

This study is also limited by the use of purposive sampling. This involves including only the individuals who were believed to have the most knowledge of

the topic of research. In this case only current members of the Tribal Council were selected to be participants in this study. This is because as leaders of the Tribal Nation they were viewed as having the most knowledge of leadership within the tribe. There was not an opportunity to include former leaders of Tribal Council.

Another limitation was that of time. Due to the geographical distance of the tribe and the researcher, spending large quantities of time with the community was not possible. The researcher lives in Florida and the tribe is located in Connecticut. In addition to the geographical distance, the hectic schedules of both the researcher and the Council members didn't allow for large quantities of time to spend together. It is believed that the more time spent in community, the more collaborative and open the community would be to the researcher. However, as a tribal member, the researcher had more of an advantage and common ground than that of an outsider. Future studies done on the reservation should include more time spend with the community to gain increased trust and familiarity with the participants and the community.

A potential limitation that should also be considered is the bias of the researcher. While the researcher is a member of the Mashantucket Pequot tribe, efforts were made to obtain an objective view of the participants and their viewpoints. In an effort to reduce bias, Munson's (2007) questions were used that were specifically designed for Native Americans. Additionally, while the researcher had some past experience and knowledge of some of the participants, there were no strong ties or relationships developed with these participants before the study.

Although there are limitations, this study produced a leadership theory for the Mashantucket Pequot tribal nation. This theory provides a comparison for Munson's (2007) research of the Fort Belknap reservation. There were similarities and differences found between the two studies. This theory reveals the leadership concepts and ideas of the leaders among the Mashantucket Pequots. The Mashantucket's position as advocates for other native peoples and their concern for helping their community as well as others is evident. While there are apparent differences as well as similarities to other studies done on Native American leadership, a comparison of this theory can also be made of popular approaches to leadership in the dominate Euro-American world. As noted in the discussion this theory as well as Munson's (2007) does resemble some leadership theories developed for non-native cultures.

These comparisons can aid in the development and understanding of Native American leadership. Understanding the Native American view to leadership can improve business relations with Native Americans and among them. The next step is achieve a more detailed understanding of Native American leadership so as to promote economic development through better leadership practices on Native American reservations throughout the country.

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FOLLOWING IN HP'S SUCCESS: AN INTEGRATED ANALYSIS OF HEWLETT PACKARD'S *DYNAMIC LEADERSHIP* CHANGE MANAGEMENT PROGRAM

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In this paper a detailed analysis of Hewlett Packard's Dynamic Leadership program is undertaken. The characteristics of change and innovation at Hewlett Packard along with the application of the system and the challenges present are all taken into account. The effects of ethical leadership and its ramifications in the Dynamic Leadership change management program was seen as a key element by the author who also posits that the evident financial successes that the company have had with the program stems from its ease of use, high adaptability in cross-cultural settings, and cross-functionality

Keywords: Hewlett Packard, dynamic leadership, innovation, change management, ethical leadership.

INTRODUCTION

In 1999 Hewlett-Packard named Carly Fiorina their C.E.O. and also that year the company known throughout the world as a leader in technology started seeing slowdown in their progress, lapses in their response time and an overall slowing down of their growth (Carter et al., 2005). Fiorina and her team decided to implement a series of changes within the company starting with a call back to the company's roots. The company had been a startup long ago and Fiorina insisted that the company should start acting like the

startup it once was. As an effort to "reinvent HP" Fiorina launched an ambitious worldwide retraining and rejuvenation program to help the company's managers accelerate the pace of change (Carter et al., 2005). This program called "Dynamic Leadership" was able to generate savings and revenue up to 15 times its cost (Carter et al., 2005). This program became a tool used by 8,000 managers in the first year alone and it was structured in two main parts: (1) a two day training seminar for the managers followed by (2) a nine week implementation period (Carter et al., 2005). This became the face of innovation and change at Hewlett Packard.

Dynamic leadership was focused upon key goals and specifically was aimed not to overload the manager and to not distract him or her from their main managerial duties (Carter et al., 2005). The program concentrated on the (1) acceleration of high performance,

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collaboration and alignment. (2) Working from a shared view of value. (3) There was the use of conversion technology so that problems could be raised and solved quickly (Carter et al., 2005).

The program continued with an aim towards an accountable execution. There was a decision to (4) use rapid decision processes so that decisions could be made effectively and efficiently (Carter et al., 2005). All of this being geared towards (5) learning and adjusting. There was a specific decision by leadership to undertake this process worldwide. At the turn of the 21st century, global competition had made it impossible to neglect and overlook the rest of the world. Global competitors were entering in the United States and it became necessary for HP to launch its Dynamic Leadership program worldwide with the use of local bilingual interpreters when necessary (Carter et al., 2005).

After the program was implemented, carefully evaluated and reviewed the company launched a three-month post-program financial analysis. The results of the analysis as reported to the board of directors showed the following:

1) The training was seen as practical on the job. 94% of the participants used the Dynamic Leadership tool an average of 9.5 times.

2) There was significant ROI. Every time there was an application of the program, the value was \$3,800. Annually, the ROI was 15 times cost. (Carter et al., 2005).

3) The greatest benefits and most immediate were seen in time saved in decision making and alignment. A perfect example was with HP's merger with Compaq.

Dynamic leadership first started out as an idea pushed by the new C.E.O. Carly Fiorina and her team. A fundamental element, as its name indicates, is that Dynamic Leadership made leaders out of those who would use the system since in such an organic method to deal with change and press innovation, it became essential to use the ever revolving information to practical use (Carter et al., 2005).

The Dynamic Leadership program which was pushed in an uncertain time in the company's history, required leadership and a certain risk tolerance. All in all the program was able to bring forth, a number of set objectives. These included better alignment, authentic conversation, more rapid decisions, issue resolution and learning / adjusting (Carter et al., 2005). What was unique to the Dynamic Leadership program was the active follow up and there was a direct correlation between the degrees of follow up with an increase in leadership effectiveness (Goldsmith, 1996).

Innovation and change were brought forth by everyone who had directly and indirectly applied dynamic leadership. The Dynamic Leadership program can be seen as innovative since it permits all of those who apply to deal with change and become the change that is needed (Carter et al., 2005).

INNOVATION STRATEGY

Dynamic Leadership as introduced by Hewlett Packard has been the key source of innovation in the company for the last decade (Carter et al., 2005). The Dynamic Leadership tool as a method of innovation integrates two concepts of innovation. The first, being a value-based entrepreneurial

concept (Fuglsang & Sundbo, 2005), and the second a more strategic reflexive concept (Fuglsang & Sundbo, 2005). These two modes can be seen as two varying applications of the Dynamic

Leadership concept. The following is a SWOT analysis comparing and contrasting the two modes, (1) value based and (2) strategic reflexive mode.

Table 1. *SWOT Analysis of the Value Based System*

<p style="text-align: center;"><u>Strengths</u></p> <p>Increased flexibility by the manager as entrepreneur.</p>	<p style="text-align: center;"><u>Weaknesses</u></p> <p>Success of the system will depend on the manager himself or herself as the “social system is understood to be bound together by the charisma and personality of the manager.” (Fuglsang, L., Sundbo, J., 2005).</p>
<p style="text-align: center;"><u>Opportunities</u></p> <p>Dynamic Leadership stressed through this form of innovation can capitalize on the manager / entrepreneur to be able to push through the necessary changes even in a difficult business environment. (Fuglsang, L., Sundbo, J., 2005).</p>	<p style="text-align: center;"><u>Threats</u></p> <p>There could be issues with proper processing and interpretation of change if the manager lacks the personal charisma.</p>

Table 2. *SWOT Analysis for the Strategic Reflexive Mode*

<p style="text-align: center;"><u>Strengths</u></p> <p>HP’s training and retraining of its managers in Dynamic Leadership gives its employees the ability to reflect upon what works and what doesn’t before the next training session. (Fuglsang, L., Sundbo, J., 2005).</p>	<p style="text-align: center;"><u>Weaknesses</u></p> <p>Change can occur at a faster pace than the reflexive changes can be implemented.</p>
<p style="text-align: center;"><u>Opportunities</u></p> <p>The system is reliant on a process and not an individual.</p>	<p style="text-align: center;"><u>Threats</u></p> <p>The validity of the concepts adaptability to change can be effected should the change come faster than the company’s ability to change its processes.</p>

As stated above, Dynamic Leadership incorporates these two modes of innovation. However, if one system of innovation should be chosen

over the other it should be the Strategic Reflexive Mode. If HP were to apply only the Strategic Reflexive side of Dynamic Leadership, it would mean that

the organization's change processes would help build its strategy. (Fuglsang & Sundbo, 2005). This strategy however would only be temporary since it would need to be periodically reexamined (the reflexive side) to see what would be working and what is not. This strategy is geared towards more of the long-term fundamentals approach rather than a short-term quick fix. Should the short-term be necessary, Hewlett Packard can rely on its dynamic leadership component of the values based entrepreneurial innovation mode. However, should HP or any other company be using strategic reflexive mode, this can be adapted to fit the short-term perspective by immediately answering to client behavior.

At Hewlett Packard, this single system of change management would immediately start with those who train managers in Dynamic Leadership. A methodology of how to incorporate change within the subsystem overseen by the managers would be ultimately deconstructed and reconstructed after reflexive analysis. What has worked? What hasn't? These are two questions which will ultimately be asked. The system using reflexive incremental differentiation (Fuglsang & Sundbo, 2005) will push forward a sort of trial and error component. Such a system is strongly favored by HP's corporate culture that values learning communities. In 1999, then C.E.O Carly Fiorina promised to "reinvent HP" (Carter et al., 2005) she illustrated a corporate culture of readiness for change both on the executive side and on the managerial side. All in all, Dynamic Leadership has had six key reasons for its success all of them depending on the open and learning based corporate culture first established. The six key

points include (1) Dynamic Leadership's ability to address the company's needs with well defined outcomes along with (2) implementing the concepts both with internal leaders and certified external experts (cf. value based entrepreneurship innovation method). (3) There was also a rapid experimentation and continuous assessment to ensure improvement, (4) an aggressive roll out schedule, an (5) innovative post-course follow through assured application system. Then finally an (6) integrated metrics system (Carter et al., 2005).

There exist a number of challenges when it comes to simply digging through the clutter of an obtuse corporate culture or even a corporate culture based on a number of varied individual cultures. A system like Dynamic Leadership can be used to combat such information flow processes because it takes into account the various multicultural changes that exist. In fact, the system was first implemented with the help of local translators and interpreters, and stresses key interpersonal communication to facilitate change that is universal (Carter et al., 2005).

Dynamic Leadership fosters innovation and this will foster even more competition. In such a dynamic change, there will be a direct need for oversight and an ethical baseline of operations. Ethics will constantly be geared towards aiming towards the greater good by making sure that successes aren't earned to the detriment of others. Should at anytime HP or any company for that matter, reject their ethical standing the loss of value to the brand may be higher than that of whatever innovation and change can bring. By being responsible, the company or organization will be able

to implement change in a more efficient way (Carter et al., 2005).

Innovative change processes through the implementation of Dynamic Leadership was set up with the help of HP's Workforce Development and Organization Effectiveness (Carter et al., 2005). It included two full days of instruction and working in groups, along with a 9 week on the job application involvement. HP agreed that the process should be a global one and that it should apply effectively to the 157 countries in which HP operated (Carter et al., 2005). The idea was also to focus on a small number of objectives that can have the greatest impact. According to HP themselves, the Dynamic Leadership was geared towards helping their managers "produce time-to-value for HP customers first, shareholders, and employees" (Carter et al., 2005). The first part of the Dynamic Leadership program is presented to participants on site or at local hotels so that travel and expenses are minimized; and there is a maximum of 30 participants in every group so that everyone can participate (Carter et al., 2005). Each session is taught by a group of two facilitators, one from HP and another "external expert". The second part, the on-the-job support will put immediate application of this new skill. This starts by each participants delineating two objectives that they wish to apply to their jobs. The following week a copy of those objectives is both emailed to them and their managers.

During the follow through process, participants are asked on five occasions the following four questions:

- What have you done to make progress on this goal?
- How much progress did you make?

- What are you going to do next?
- What's the most important lesson learned?

Lastly, there was a three tiered evaluation process that tackled the short medium and long term. These three are: (1) an immediate post-program evaluation, which analyzed the workings of the primary presentation; (2) an analysis of follow through reports, which could be done thanks to the fact that the participant's goals were posted into a database; (3) a three months post program analysis, where participants after three months were asked to site specific examples of value creating activity along with new revenue generated or costs avoided (Carter et al., 2005).

HP's example of relying on individual managers to fulfill the macroscopic change they are looking for is a perfect example of a bottom up approach. In this case, they become the change that their company was looking for. What HP has understood can be applied elsewhere: the company has been able to manage their innovation process and this has directly increased the likelihood that the output success rate from this process will also be improved (Dooley, O'Sullivan, 2001). All of this will have been possible by the individual work of every manager trained in Dynamic Leadership.

LITERATURE REVIEW

Hewlett Packard's Dynamic Leadership implementation program is markedly different in the sense that its goal was two fold: (1) a quick turn around in results and, (2) a more permanent long range solution to handle change (Carter et al., 2005). The

program, which included a strong commitment to follow through after the original training, was directly responsible for the managerial successes seen in the company (Goldsmith, 1996). The current literature with regards to the value of change management implementation programs concurs with the basic premises of Dynamic Leadership.

Dooley and O'Sullivan (2001) have created a framework for what they call a comprehensive "Systems Innovation Management". This conceptual model looks not only to create a process but also an implementation for the systems innovation methodology. This structure is very similar to HP's Dynamic Leadership which also stresses process and implementation. Anthony et al. (2006) stresses the adaptability of the innovation management process. They state that instead of positioning themselves to leverage change, so many try to apply a dated methodology of innovation management based on prior data and therefore only truly and efficiently applicable should future data not be as different as the historical data. Hewlett Packard's competitive advantage in change and innovation management comes from the fact that their Dynamic Leadership program is constantly reliant on current data and the results will be and have been consistently positive (Carter et al., 2005). Fuglsang and Sundbo (2005) attempt to analyze innovation as a social system rather than a managerial process; they look at the interaction between innovation system as a whole and the individual "social actors" that play a role.

Dynamic Leadership mimics this system as it values every individual's

input as part of the analysis as a whole (Carter et al., 2005). Fuglsang and Sundbo also stress another point of differentiation with companies that are looking to implement a managerial innovation system that is reflexivity and strategy (Fuglsang and Sundbo, 2005). Flambart-Ruaud (2005) talks of strengthening relationships as a means for both advantage in the market and also as a tool for a double innovation: conceptual innovation and organizational innovation. Flambart-Ruaud however states that relationship building through relationship marketing may differ according to the social setting (Flambart-Ruaud, 2005). HP's Dynamic Leadership program uses some very similar relationship building methods. Joonmo (2005) mentions that it is the upper echelons of the organization that are the most directly involved in decision regarding innovation as they are the one who initiate the innovation process. Carly Fiorina's team of executives in 1999 took the initiative of implementing Dynamic Leadership and its necessary components (Carter et al., 2005).

CORE ASPECTS OF LEADERSHIP

There is no one secret to managing innovation and change; it must be done with proper planning (Dooley & O'Sullivan, 2001) and should have proper commitment and training from the people involved (Fuglsang & Sundbo, 2005) and lastly should have the support of management (Joonmo, 2005). This was evident in HP's Dynamic Leadership program which provided an efficient and cost effective method for implementing the change necessary (Carter et al., 2005).

On the flipside there are a number of companies that have done their best to implement innovation and change management procedures, but have failed. There are a number of reasons why this is the case such as not bringing the program to full completion. As of the mid-1980's there was only a 50% chance of success in developing change management systems (Dooley and O'Sullivan, 2001), this was due to the following reasons: 1) poor alignment between goals and actions, 2) poor participation in idea formation and problem solving, 3) poor planning and control of action implementation, 4) poor management and monitoring of processes, 5) poor leadership of the innovation process as a whole and 6) poor integration of the key elements of the process.

Examples of companies trying to innovate and then realizing that their attempts were complete failures can be found in new product development. This disconnect generally occurs when there is a lack of synergy between what is produced and what is demanded. Communications giant Nortel, in 2005, attempted a turnaround under the leadership of chief executive Mike Zafirovski. They eliminated jobs and instituted the so-called incubation program and innovation lab to identify the newest technologies. This failed miserably and the company went into bankruptcy protection (Nortel, 2009). Secondly, companies like Starbucks which have recently faced a number of store closures have been trying to innovate their coffee experience by adding more perks such as their own music and wi-fi connections. However, their innovation has raised organizational cost and has forced a number of store closures.

Lastly is Coca Cola where in 1984 the company attempted to change the formula of its flagship product, syrup. Marketing it as an innovation, the company failed to see the emotional attachment that the public had to their original formula.

Whether it is through new product development, simple management processes, or implementing leadership programs for managing information and change, there are a series of processes that could have been implemented and that would have ensured success rather than failure. These are 1) the awareness of the overarching macro management view of the innovation and leadership program, keeping in mind all of the interrelationships that occur. 2) Keeping an active and positive leadership throughout the innovation process, where senior management takes the responsibility to drive the change necessary. 3) There should be monitoring of the overall process flows, to avoid any potential bottlenecks in getting the job done. There should be correct control of the implementation and planning of actions that will be needed. 5) There should be employee involvement and problem solving, if not employees may feel left out. And 6) there should be alignment between the goals and the necessary actions of the company to implement the necessary changes.

EFFECTS OF LEADERSHIP ETHICS

Hewlett Packard's dynamic leadership is based upon the concept of facilitating change and improving the processes by which change can be accepted (Carter et al., 2007), a both necessary and sufficient condition for

proper implementation of the dynamic leadership program. Whenever the question arises: What is leadership? What is actually being asked what is good leadership (Ciulla, 1995). Leadership as a general categorical concept is not an end but rather a means to achieving both competence and ethics; one must go with the other (Ciulla, 1995). Hewlett Packard's Dynamic Leadership promotes a similar concept helping push change through a competent and ethical framework (Carter et al., 2005).

As an example of positive and negative changes when it comes to the presents of ethics (or lack thereof), a company can get itself involve with suspicious and unethical activities as it tries to push innovation and change. This will permeate from the top management and even the top departmental organizations down to every functional element within the organization (Ciulla, 1995). As a counter example to this, Hewlett Packard's Dynamic Leadership has created a virtuous cycle. One of the strong points of Dynamic Leadership is not only its adaptability to various scenarios and cultures, but also its rigidity with regards to ethical considerations (Carter et al., 2005).

RESEARCH SUMMARY

Hewlett Packard's change and innovation management program Dynamic Leadership has had a number of resulting consequences for the company, and they all stem from the concept's ease of use, cross-cultural adaptation, and evident ethical considerations.

Dynamic Leadership's success however is not matched by every

company that has tried to apply similar methods. This is directly due to a number of strategic, procedural, or ethical problems that other companies were not able to correct. In short, the results show three consecutive component, each dependent on the other: (1) There is a need to manage change or for more efficient change management. This brings upon the need for simplicity in the mechanics of the program so that it may easily be applied. (2) This ease of application will then lead to the ability of the program to be applied at many levels of the business hierarchy and across multiple cultures. Both national cultures and across numerous corporate cultures. Dynamic Leadership puts the manager at the forefront. Therefore (3) there exists an applicable framework and model for ethics leadership guided by every participant of the Dynamic Leadership program. (Carter et al., 2005). These three components are all interdependent of each other.

INTERPRETATION

There are two main interpretations when looking at the results of the findings, and both are complementary. First of all, it must be directly stated that HP's Dynamic Leadership program or a variant will enhance a company's ability to deal with change but it is only a tool and it cannot be a substitute for proper business activity. In the face of change, company's are presented with an incredible opportunity and they need to act on it. Those that do not at best can suffer from a missed opportunity and at worst can sow the seeds of their own business demise. But deciding to do something about it isn't enough. Change needs to be taken properly. Two

examples of this includes Nortel (stated above) and of course HP's successful merger with Compaq. The practitioner will be able to apply the methods of the Dynamic Leadership Program only if there is substantial need for such application (i.e. the company is about to undergo major change) and if there is substantial involvement with the individual employees (a key component of the Dynamic Leadership program)(Carter et al., 2005).

CONCLUSION

While there is an evident positive reward-to-risk outcome, it must be stated that there is still research to be concluded as to the programs trans-departmental applications within larger companies. Can a company use an adapted system within a specific department, like marketing, to achieve similar results? (Dooley & O'Sullivan, 2001). More research may also be done on a Dynamic Leadership-style change management program within small businesses that may not have the manpower to apply a non-scaled down version. However, with a value equating to fifteen times its cost, Dynamic Leadership is an important tool which has shown results.

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THE PERCEPTION OF OBESITY AS IT IMPACTS THE HIRING PRACTICES WITHIN A SCHOOL DISTRICT

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This article discusses the concept of the presence of discrimination within the hiring practices within a school district based upon obesity. The study was twofold to explore the extent to which discriminatory hiring practices have been implemented in a school district and determine the overall impact of hiring practices either planned or intuitive in the hiring of obese individuals. Participants were staff members that either directly hired or were involved in the recruitment of the potential faculty candidate. The participants were divided based upon elementary, middle school, and high school hiring individuals. The researcher was then able to determine the level at which discrimination occurred as a result of obesity within a particular school district. The conclusion of the study reflected that there was indeed discrimination in the hiring process of those who were considered obese within the particular school district. However, it was not determined that discrimination practices occurred at all levels of educational facility. The elementary hiring members were the most open regarding their responses and it was determined by the researcher that this particular group in general did not have discriminatory behaviors in the hiring practices. The members of the middle school hiring team were found by the researcher to have negative responses and were viewed by the researcher to be more apt to discriminate in their hiring practices. The high school members were also found to have discriminatory behaviors in the hiring practice. The study was qualitative and descriptive in nature.

Keywords: Obesity, hiring practices, discrimination, school district

INTRODUCTION

The different types of initiatives used to establish fair practices in hiring have been well documented (Wentling & Palma-Rivas, 2000). However, the personal bias perceptions of recruiters and those responsible for hiring and evaluating employees still have a major affect on hiring practices. While some of these biases such as blatant discrimination against someone because

of sex or race can be quite conscious, other personal biases are more subtle and the individuals applying them might be totally unaware of how the bias is influencing their decision making process (Ivancevich, 2007). Because of personal bias and other influencing elements such as the halo effect, discrimination may still occur during hiring practices.

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Description of obesity

While several personal biases pertaining to the hiring of individuals may not be as conscious or overt as some, discrimination toward hiring

obese individuals can be far more apparent. The number of obese citizens of the United States, as well as those of numerous other countries, continue to increase in number (Burke & Frank, 2007). A large number of citizens are now considered obese, overweight, or morbidly obese. There is also no question that obesity has been linked to several chronic medical conditions such as: Diabetes Mellitus II, Hypertension, Coronary Artery Disease, Stroke, and certain types of cancer (Leade Health, 2006). An obese person is considered to have tripled the chances of experiencing a heart attack (Luchsinger & Richardson, 2006). Chronic illnesses are described as those diseases of long duration, sometimes involving very slow changes (The Bantan Medical Dictionary, 1990). These illnesses that are often linked to obesity have a slow progression towards their diagnosis and can continue to result in slow systematic changes within the human body (Daaleman, 2006). Therefore, these types of illnesses can often cause an increase in absenteeism from the workplace (How Much, n.d).

Definition of Obesity

There are several interpretations as to the state of obesity. According to the Centers for Disease Control, obesity is defined as “the condition of an excessively high amount of body fat or adipose tissue in relation to lean body mass.” However, a more convenient method for the determination of obesity is that used by The National Center for Health Statistics and Metropolitan Life Insurance Company, which states that a person is obese if the individual’s weight is 30 percent or more above what is considered normal as defined by their standard accepted height/weight chart. Overweight and obesity are also

commonly determined by calculating an individual’s body mass index.

Morbid obesity is defined by the Centers for Disease Control as an individual weighing more than 50 to 100 percent more than normal weight or they are more than 100 pounds over normal weight. Morbid obesity is a major problem because the amount of additional weight they are carrying is life threatening, due to its related health risks. Morbid obesity can also hinder individuals from accomplishing many day-to-day functions.

The Americans with Disability Act (ADA)

The United States of Department of Labor indicates that the Americans with Disabilities Act (ADA) passed in 1990, prohibited discrimination against qualified individuals with disabilities in employment, transportation, public accommodations, communications, and governmental activities. Persons discriminated against because they have a known association or relationship with a disabled individual is also protected. The ADA also establishes requirements for telecommunications relay services.

In recent history, obese individuals have claimed protection under the ADA. The Act can be used when workers can prove that morbid obesity prevented them from performing one or more essential life functions (Luchsinger & Richardson, 2006). Equal Employment Opportunity Commission stated in their Amicus Brief of 1993, that in order for a person to claim actual disability under the American with Disability or Rehabilitation Act of 1973, the employee must be able to prove either that he or she is morbidly obese or suffering from obesity that is a symptom

of a physiological condition, and that as a result of this condition he or she is substantially limited in one or more major life activities (Roehling, 2002).

Civil Rights Act

The United States Equal Employment Opportunity Commission deals with discrimination in employment and the Civil Rights Act. The Civil Rights Act of 1972 amended the Civil Rights Act of 1964 by focusing on discrimination by adding that this legislation prohibited discrimination based on race, color, sex, religion, or national origin. The Civil Rights Act of 1991 amended the Civil Rights Act of 1964. In essence the 1991 amendment gives non-white citizens the same full and equal benefits of all laws and proceedings as is enjoyed by white citizens. Since the law treated employment as a contract between the worker and the employer, the amendment made it illegal for employers to discriminate because of race, ethnic background or alien age. Unlike the other federal laws, which usually apply to employers with 15 or more employees, the 1991 Civil Rights Act applies to all employers (MSLL).

The Rehabilitative Act of 1973

The Rehabilitative Act of 1973 further defined the legal concept against discrimination. Section 504 of the Rehabilitation Act of 1973 is a federal law that protects qualified individuals from discrimination based on their disability (HHS). A qualified individual is defined as someone who has at least one or more limitations of major life activities whether it is physical or mental impairment.

In the case of employment, the qualified individual must meet the

minimum qualifications of the position to qualify for the employment outside of their limitation with reasonable accommodations from the potential employer. A reasonable accommodation would be one that allowed the employee to gain employment with the organization and not place an undue hardship on the organization to meet the accommodation. Under Section 504 of the Rehabilitation Act an employer may not deny employment opportunities, including hiring, promotion, training, and fringe benefits, for which they are otherwise, entitled or qualified (HHS).

Hiring Practices

Numerous individuals are being discriminated against when it comes to trying to find employment in all phases of industry and public services. Mark Roehling (2000) indicated that “The overweight person is out of the running” when it came to making hiring decisions and that size is also maligned in other ways. Some managers become critical of heavy employees after receiving pressure from bosses or customers and others discriminate because of perceived costs, such as higher medical insurance costs. Roehling further stated that while many bosses are also prejudiced against minorities, overweight people are blamed for their condition. It is felt that you cannot help it if you are born female or African-American, but there is a belief that overweight people are at fault for their size. Hence, weight discrimination is much more prevalent in the hiring process than bias against race or gender (Asher, 2000). Additionally, bias against hiring overweight job applicants was found to exist, particularly for female applicants and it was also found that even moderately

obese individuals, especially women, would be discriminated against (1994).

As indicated by Arnst and Stead (2008), approximately two-thirds of all Americans are over-weight, which is a majority that nonetheless faces increasing bias. In one of the most recent surveys of United States adults, Yale University's Rudd center for Food Policy & Obesity found that weight-based discrimination has increased from 7 percent in 1995-1996 to 12 percent in 2004-2006. This percentage exceeds the number of respondents reporting race bias discrimination. The discrimination was gauged by asking 3,500 people ages 35-75 if they had experienced bias and for what reason. Those who responded yes to weight bias said they had been denied jobs and women were more likely to cite instances of bias at 15.5 percent as compared to men at 8.1 percent.

We hear the statement "You can always get a job flipping burgers". However, even McDonald's has had their problems with hiring discrimination claims. According to Elissa Elan (2003) a federal judge refused to dismiss a lawsuit against McDonald's alleging that the company denied employment to a man in Connecticut because he was obese. Joseph Conner was 420 pounds and filed a lawsuit against McDonald's on the grounds that the company had discriminated against him, violating the American with Disabilities Act of 1990 and the Connecticut Fair Employment Practices Act.

Hiring practices in the field of education has also seen its share of different types of discriminatory practices. Vaishali Honawar (2008) discussed how the governmental cost of having a teacher hiring policy in New York City will cost the city \$81 million. This was due to hiring practices that

deprivilege seniority. Some teachers are being placed in the reserve pool but they still received full salary and benefits. The New York situation pointed out only one of the problems of discrimination in education. A study by Marshce, Laursen, Nielsen, & Rankin indicates that equitable gender representation among faculty in higher education in the United States does not exist. They found that while women make up a majority of undergraduate degree earners nationwide, and almost 46 percent of earned PhD's nationwide, according to the National Center for Education Statistics (NCES), they rarely make up more than 30 percent of faculty at research extensive universities in the United States.

STATEMENT OF THE PROBLEM

Therefore, if the government attempts to ensure that discrimination will not exist in hiring, and yet it still exists; we have to accept that we have a major problem. One would hope that in the field of education wherein credentials are a requirement for the vast majority of the positions this would act as an overriding factor in making hiring decisions. However, it is obvious from the literature that this may not be true (Honawar, 2008). In 2004 a study was performed on the impact of weight, race, gender and context on target selections. The research showed that overweight individuals are devalued on many attributes including professional competence (Banta, 2004). Results from a 1994 study suggested that bias against the moderately obese, especially women, does exist (Pingitore, Dugoni, Tindale, & Spring, 1994). Hence, if a school district is to remain competitive in trying to hire the best faculty and staff possible then an evaluation of the presence of

discrimination in hiring practices must be completed.

Purpose of the Study

The purpose of this study was to investigate and evaluate the presence of discrimination in the hiring practices of faculty and staff within a school district to determine if discriminatory practices may prevent the hiring of qualified individuals. There are many factors that contribute to employee selection process and fair treatment on the job and several of these are: perception, obesity, job description, job specifications, gender discrimination, educational background, hiring practices, hiring instruments, compensation, background checks, promotion, and performance appraisals. The study was twofold:

To explore the extent to which discriminatory hiring practices have been implemented in a school district.

To determine the overall impact of hiring practices either planned or intuitive, in the hiring of obese individuals.

The premise of this study was that the discriminatory practice of not hiring obese applicants affected the quality of faculty and staff being hired in what is a very competitive market. The discrimination in hiring practice can also have an influence on study performance. Specifically, the dependent variables of interest were whether there was discrimination in hiring of obese faculty and staff for the school district and student test scores from the yearly state examination. This was not a new concept. Houck & Powers discussed how an urban California university contributed to the educational collaborative that was focused on increasing student achievement while improving teacher preparation in the

public schools (Houck & Powers, n.d.). The independent variable was the existing perceptions of obesity held by the recruiters or supervisors, whether latent or blatant, which were involved in the hiring decisions and processes.

Need for the Study

A need for this study existed because there was a general lack of research in the area of hiring practices among professionals in educational positions wherein recruiters and supervisors should be more concerned with qualifications than obesity. A majority of previous studies have dealt mainly with the discriminatory practices of hiring individuals in other areas of business wherein employment was not so heavily focused on qualifications and certifications. While discrimination should not exist in any hiring practice, when qualifications are involved you would expect that more attention would be given to hiring the most qualified person. However, in the case of Cook versus the State of Rhode Island, A United States Court of Appeals had to rule that denying employment to a severely obese woman who passed a pre-hiring physical violated section 504 of the Rehabilitation Act of 1973.

There was current information to show that while discrimination of obese individuals was increasing; women are still even more likely to be discriminated against especially if they are obese. In a study by Roehling M., Roehling, P., and Pichler (2007) the results indicated that women are over 16 times more likely than men to perceive employment related discrimination identifying weight as the basis for their discrimination experience. Additionally, overweight respondents were 12 times more likely than normal weight respondents to

weight-related employment discrimination. Obese were 37 times more likely and severely obese more than 100 times more likely to report employment discrimination. Females are still experiencing more discrimination and being overweight appears to exacerbate the discrimination.

There is so much discrimination in the hiring practices that even Joe's Stone Crab Inc. in South Beach, Miami, which is one of the most popular food service facilities in the United States, has undergone discrimination charges for not hiring females. In fact the United States Supreme Court declined to hear the appeal of Joe's Stone Crab against the Federal Equal Employment Opportunity Commission (EEOC), which alleged rampant discrimination against women in the restaurant's tradition of hiring only male servers. The family members behind Joe's were so insistent that they had never discriminated and were so determined to clear their name that they spent more than \$1 million in legal fees, which was nearly 10 times the original fine. This case pursued a long and challenged tradition of barring women from well-paid serving positions at high-end restaurants (Miller, 2002).

Research Questions

This study addressed the general research question: "Do the perceptions of obesity in hiring practices cause recruiters and supervisors to discriminate during the hiring of faculty and staff in a school district?"

Three specific research questions were addressed are as follows:

Does the perception of obesity act as a discriminatory factor in hiring faculty and staff for a school district?

What specific discriminatory perceptions of obesity have an impact on hiring faculty and staff in a school district?

Do recruiters and supervisors that display discriminatory practices in hiring have less quality school districts as measured by the state comprehensive achievement test compared to those that do not discriminate in their hiring practices?

The search for relevant literature revealed a lack of empirical research that specifically addressed the perceptions of hiring obese individuals. The majority of research pertains to the act of discrimination itself. In their official position the National Education Association Board of Directors in October of 1994 took the position that an official committee should be formed to reveal the aspect of discrimination for those students or employees that have special needs as a result of their size in the educational arena. The reason for this formal approval for the committee was that there was not a lot of research as to affects of this type of discrimination on the individual employee or students that may have been denied services. While the report went on to further state that the private sector discriminates more than the public sector towards the obese, the need for the study exists due to at least two faculty members being ridiculed as a result of their weight. Therefore, perception, obesity and discrimination in hiring and the results on state test scores will have to be reviewed to provide a more in-depth review of how discrimination in hiring practices may influence student performance on state examinations. The three main areas of concentration of the literature review are perception, obesity, and discriminatory practices in

the hiring process. Figure 1 presents a concept map that provides a visual summary of this literature review, the

concepts of the inquiry, and the variables being investigated.

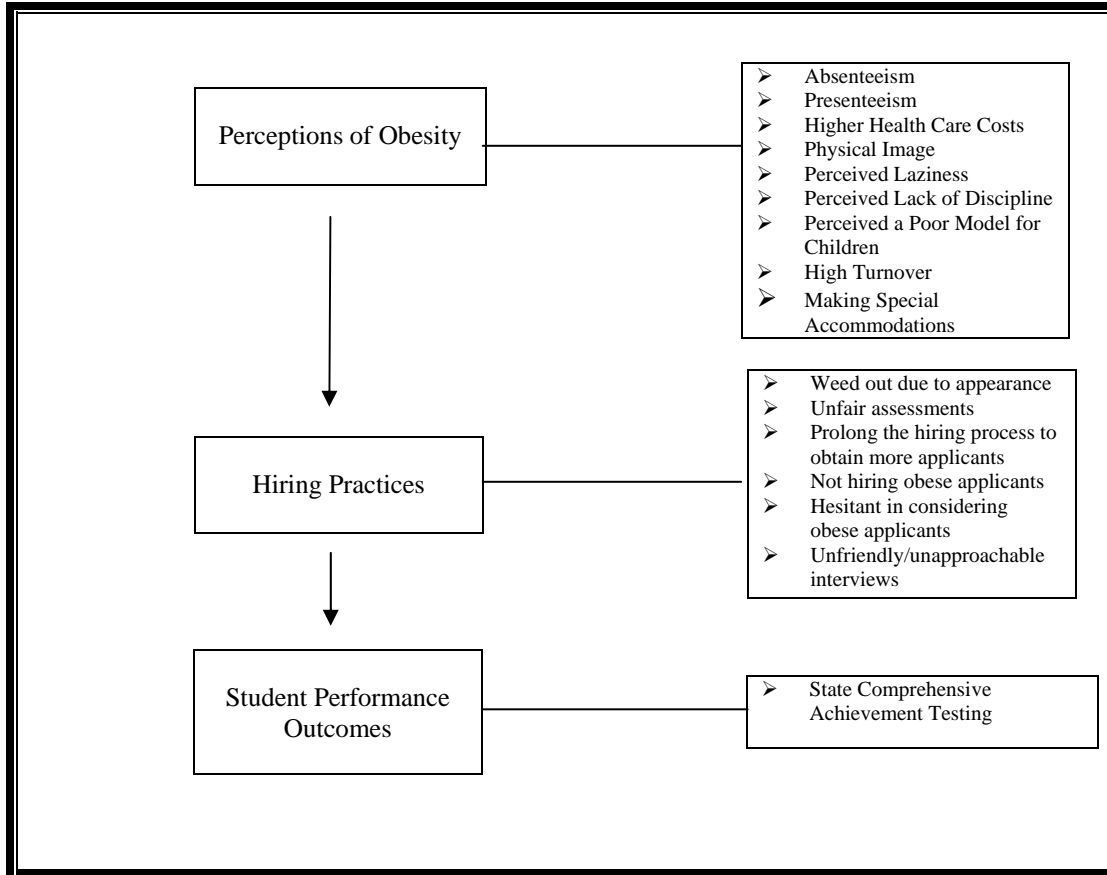


Figure 1. Concept Map Summarizing Literature Review

Perceptions of Obesity

Dr. Julie Geberding, Director of the Centers for Disease Control has stated that obesity is emerging as the defining disease of our age (Sugerman, Foerster, Adkins, Carman & Hooker, 2005). Recent reports show approximately 61.3 million American adults are estimated to be obese with another 129.6 million American adults listed as overweight (Luchsinger & Richardson, 2006). A survey conducted

by the National Health and Nutrition Examination from 1999-2002 indicated that there were an estimated 30% of adults over the age of 20 with a Body Mass Index of 30 or higher and an estimated 65% of adults within the United States with a Body Mass Index of 25 or higher (How Much, n.d.). In 2001, the United States Surgeon General announced that obesity is a national epidemic with 33% of adult females and

31% of adult males being categorized as obese (Anonymous, 2007).

Obesity rates are twice as large as they were in the 1970's with only 14% of the population in the United States classified as medically obese (Cutler, Glaeser & Shapiro, 2003). This is a result of the change in the family structure due to the changing economical needs of the family. In the 1960's, the majority of women were homemakers in comparison to the decades following where more women entered the workforce and homemakers spent a great portion of their time preparing meals that were to be consumed at home without the conveniences of prepackaged or precooked meals. (Cutler, Glaeser & Shapiro, 2003) During the decades following, the introduction of mass production of food that is precooked and prepackaged has increased adding to the preservatives and calories that one can consume during the day not to mention the amount of meals that are consumed from fast food or eating out at restaurants. (Cutler, Glaeser & Shapiro, 2003) This change in caloric intake and change in family structure has been seen in the change in the BMI over the last forty years. This information was obtained from the Centers from Disease Control and Prevention National Center for Health Statistics, Advanced Data from Vital and Health Statistics (Ogden, Fryar, Carroll, & Flegal, 2004). NHANES is the acronym for Nutritional Health and Nutrition Examination Survey while NHES is the acronym for National Health Examination Survey.

To determine if there were discriminatory hiring practices, eight participants were interviewed with each answering fourteen questions; twelve questions directly related to the hiring process and overall perception of an

obese applicant. Creswell (2003) stated that the interpretations or meaning of the data can be based on the researcher's personal interpretations, own culture, history, and experiences. Based upon the interviews of the eight respondents the researcher made the following conclusions:

Elementary Participants: This particular group used body language and resumes as their first impression. They all understood the concept of stigmatization and how it can have negative connotations for stereotyping with a 75% response of negative attributes of the obese as well as negative personal perceptions of the obese. These connotations ranged anywhere from lazy to lacked self control. While they didn't perceive men that were obese different than women that were obese they did tend to look at the agility of the person as a prerequisite for employment and the ability for the person to last throughout the day as a job requirement. This particular group did not allow their first impressions to impact their hiring process nor did they hire strictly from the appearance of the person and they believed that their own self image did have an impact on the hiring process. As a group overall, they stated that they did not discriminate in the hiring process. From the researcher's perspective while some of the answers that they individually gave as a group, the responses were in line with what should be perceived in an elementary school. Does the person have a positive body language towards the children, does the person have the ability to be on the floor with the children. Overall, the researcher determined that this group was the most open to the questions and

in general did not have discriminatory behaviors.

Middle School: A limitation in this concept is that there were only two participants that worked within middle schools. This particular group response's had a definite response toward negativity and appearance driven responses. They formulated their first impressions by the appearance of the candidates. The concept of stigmatization one participant was very hostile towards the definition and the other understood the concept of preconceived notions however, they both responded to the stereotyping of the obese with a lack of self control. They both identified quickly the negative attributes of the obese and they viewed men and women that were obese in the same fashion. When asked about physical attributes for candidates in a position they both went to an appearance description rather than a physical need for the position. One viewed a person as obese when they could not "fit into a chair" but yet said that their perceptions did not impact the hiring process however, the researchers based on the responses to the question on over their career had they discriminated interpreted their responses to be yes. The researcher formed the opinion based on the interview that both of these parties would be more apt to practice discrimination in their hiring practices.

High School: This particular group when formulating their first impression utilized body language and the process of a resume. Neither respondent utilized telephone interviews. One would respond to the definition of a stigmatization while the other would have no definition. One would respond

to the concept of stereotyping as a lack of self control and the other had no answer for the question. The negative concept of personal perceptions of the obese were addressed while the other responded that it was more of a concern for the health of the person. The two participants were split in the decision of men verses women with the perception of obesity. When it came to the physical attributes that a candidate must have for the position, neither of the two had definite responses. One responded that their first impression did not impact the hiring process while the other had no response to the question. Both however stated that they had not discriminated in their career during the hiring process. The researcher found these particular participants to have tendencies towards the discrimination concepts based upon their response or lack thereof.

While the participants could be grouped together to get a general assessment of the particular experiences of the participants and allowed for the researcher to begin formulating an opinion of who would have participated in discrimination, it was now necessary to break the groups apart in order to make conclusions of each participant. Each participant's responses were then reviewed again to allow the researcher to form opinions based upon their responses.

The final component of the study reviewed the State Comprehensive Achievement Testing results. The State Assessment Test tests four major areas of study in grades three through eleventh. In this particular study only the areas of Reading, Mathematics, and Science were explored. The Writing component was not included in the study as a result of the numerous categories within the Writing Component of the

Exam. Reading and Mathematics portion of the examination are administered in grades three through tenth. In contrast, Science is only administered during the years of fifth, eight and eleventh. Therefore, results for Science will only have three grade levels reported.

CONCLUSION

This research study was a qualitative study of an exploratory and descriptive nature. Data collection was done through personal interviews of eight supervisors or recruiters who are involved in the hiring process of educators within a public school district. The study was performed as a result of a general lack of research in the area of hiring practices among professionals in educational positions where recruiters and supervisors should be consumed with the qualifications of the future educator rather than the size of the person.

While there has been many Federal Government Legislative Acts placed into law to prohibit discrimination in the hiring process, it still exists. However, because of personal biases and other influencing effects, discrimination may still exist within the hiring process. The Legislative Acts have attempted to stop the blatant discrimination based upon a person's sex or race however, there the subtle discrimination practices still exist.

Obesity is a major problem not only in the United States but also in the world. The number of obese citizens within the United States and other countries continues to increase in number (Burke & Frank, 2007). The chronic medical conditions that exist as a result of the obesity have continued to

burden the healthcare industry and lead to thousands of premature deaths per year. The Centers for Disease Control has defined morbid obesity as an individual weighing more than 50 – 100 percent more than normal weight or they are more than 100 pounds over normal weight. Many obese people are out of the running for employment opportunities according to Mark Roehling (2000) when it comes to hiring decisions. Weight discrimination is much more common than discrimination based upon race or gender (Asher, 2000).

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DEVELOPING NICHE TOURISM: A LITERARY FESTIVAL IN MONTSERRAT

Gracelyn Cassell, Joseph Lema, and Jerome Agrusa

The objective of this study was to examine a unique literary festival on the island of Montserrat in the Eastern Caribbean. It highlights the significance a festival can have on the tourism industry in a remote island setting economically and socially with impacts that extend beyond tourism. Well developed festivals that support the culture and heritage of a region do not only provide unique and authentic experiences for the tourist but can also provide an opportunity for community engagement. With many stakeholder interests in the development of a festival, consideration must be given to the culture and heritage of the region to maximize the benefits of the experience for the guests as well as the host community. The management and cultural opportunities of this literary festival are also discussed to promote further research in sustainable tourism development for the area.

Key words: Cultural tourism, literary festival, sustainable development.

INTRODUCTION

With the increasing demand for cultural and sustainable tourism, decision makers and other stakeholders are increasingly acknowledging cultural tourism as an economic resource. Furthermore, beyond the economic contribution, cultural tourism has gained

momentum and is recognized that the social benefits deserve to be managed particularly in light of issues such as environmental quality and cultural opportunities (Madrigal, 1995). Cultural and historic travel is a rapidly developing segment of the total tourism market. With overall travel growth only increasing by 5.6% from 1996 to 2002, there has been an increase of 14% in cultural tourism (Goeldner & Ritchie, 2009). The continuing trend towards cultural education through tourism has influenced the unique development of festivals and events around the world (Emmons, 2001).

For a majority of cultural travelers, a cultural or historic event or a cultural activity was often the main reason for choosing a particular destination; a growing number also extended their trip specifically to participate in a cultural or historic activity (TIA, 2003). Through participation and cultural immersion in traditional activities from the creative

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minds from the perspective of a local population are a few ways in which the tourist can learn and benefit from the exotic rituals and ways of daily activities that are unique to the area (Craik, 1997; Inskip, 1991). The tourist can develop an enriched vision of himself/herself and the world while becoming more understanding of the cultural differences and learning the diverse ways of life experiences (Fredline & Faulkner, 2000a; Pearce, Moscardo, & Ross, 1996).

With tourists seeking to experience the unique cultural differences through contact with the indigenous population, benefits for both parties can exist (Fredline & Faulkner, 2000b; McDonnell, Allen, & O'Toole, 1999). Opportunities such as the diversification of the economic base, income generation, an increased standard of living, investment in conservation of the environment, and projects that help to preserve the local culture and traditions can exist (Dwyer, Mellor, Mistilis, & Mules, 2000; Getz, 1987). Undesirable consequences may easily develop however if not properly managed that can lead to a dilution of the local culture (Davis, Allen, & Cosenza, 1988; Derrett, 2000).

Cultural tourism, when managed effectively, can create interest in the past, inform the tourist, and lead to the development of the mindful traveler that often leads to an increased appreciation of the many cultural and historic resources of the area (Moscardo, 1999). As Kanahale (1991) explains, cultural tourism management is more sustainable when the needs of the community portraying its own cultural heritage come first, than when it is imposed from above or by outsiders. A greater sense of ownership exists when the local

population of a tourist destination is actively participating and engaged in the decision making and planning process for the development of tourism activities (Agrusa, 2006). Seaton and Bennett (1996) argue that responsible tourism is essential for marketing a cultural and sustainable tourist destination with the needs of the host population at the center.

By establishing the individual and community needs first, the individuals in the community who are in closest contact and interacting with the tourist, are in control of how their culture will be displayed, while spotlighting the lifestyle of everyday people (Agrusa, 2002). In this process, cultural and sustainable tourism also encourages and empowers local residents to be more engaged with tourists because they were involved from the beginning in deciding how their culture will be represented to others as well as feel ownership of the successes because they have met the challenges along the way as well (Davis, Allen, & Cosenza, 1988; Fredline & Faulkner, 2000b). Proponents of responsible tourism development point to managing and developing cultural sustainability with benefits that may support a diversified economic base and provide practical incentives to preserve a region and its people's special characteristics and artifacts (Agrusa, 2002). If not effectively managed however, tourism development can easily reduce a culture to crass stereotype and two-dimensional cutouts that may be poorly understood by visitors and producing self-loathing among the local population (Agrusa, Coats, & Donlon, 2003).

Festivals have increasingly become closely associated with tourism and marketed as tourist attractions (Getz,

1991; Hall, 1992; Quinn, 2006; Tikkanen, 2008; Yu & Turco, 2000). Recent literature however suggests that festivals and events have been dominated by economic perspectives with less investigation into understanding the impacts beyond the festival, event or tourism itself (Getz, 1997; Getz & Frisby, 1988; O'Sullivan & Jackson, 2002; Quinn, 2006; Robinson et al., 2004). This paper intends to highlight the impact and explore the opportunities that a niche tourism segment such as literary tourism may have by examining a literary festival that took place on the island of Montserrat.

Case of Montserrat

The island of Montserrat is a British Overseas territory located in the Eastern Caribbean that boasts an active volcano. With almost two-thirds of the island destroyed by pyroclastic volcanic flows, the remaining one-third of the island of Montserrat has tropical beaches, clean drinking water, and lush forests. Since 1995, the tiny island of less than 40 square miles has survived volcanic activity that nearly devastated the island and still remains active today (British Geological Survey, 2008).

The small population base dwindled from 12,000 to a low of 3,500 in 1997, when many citizens relocated to neighboring islands in the Caribbean, United Kingdom, and United States (Cassell, 2006). Today, Montserrat has a population base of over 5,000 residents living on the remaining one-third of the island (Central Intelligence Agency, 2008). Challenged by a dependence on grant-in-aid from the British Government since 1996 (Clay et al., 1999), a limited resource base, typical of many island economies, along with high

transportation costs, the island of Montserrat is focusing on tourism as a form of sustainable development.

Tourism development in Montserrat is a practical and community based solution for the island and supports the goal of the W.K. Kellogg Foundation to "help communities help themselves" (Barclay, Bishop, & Hawes, 2005, p. 3). In an increasingly global tourism environment however, the tourism industry is becoming highly competitive. The remoteness of this island community is a unique characteristic that is part of an emerging tourism market segment providing an alternative destination to the mass tourism regions of the world. Coupled with rapidly developing technology, even the remoteness of a community can be connected and marketed on a global platform that can result in an asset for the island in terms of world wide exposure.

With a number of natural, cultural, and historical attractions, opportunities exist to develop Montserrat as an alternative cultural tourism destination. This island is a tropical retreat with a dynamic cultural and historical background and is popularly known as the "Emerald Island of the Caribbean" (Montserrat Tourist Board, 2008). In Montserrat, opportunities are being pursued to develop a niche market in the area of cultural based alternative tourism. Offering a tranquil yet exciting appeal for tourists, the wide variety of natural resources from black sand beaches, mountainous landscapes, lush forests, and an active volcano provide a unique natural environment (Pulsipher, 2001). The development of a Montserrat Volcano Observatory that not only monitors but provides facilities for visitors to view the active Soufrière Hills

Volcano is one example of taking a negative attribute and using it as a positive tourism attraction. The newly constructed cultural center with its multi-media capability, provides a focal point for bringing together a variety of events with local community input, and is regarded as a valuable asset for Montserrat.

While Montserrat faces numerous challenges, many opportunities also exist in regard to sustainable cultural tourism development. Infrastructure elements such as a new airport, the world-class Montserrat Cultural Centre, and the Montserrat Volcano Observatory are assets that are already available. In other respects, the island is left unspoiled by a legacy of mass tourism facilities. Festivals and events identified by the local residents of Montserrat are helping the community to realize their own potential and uniqueness of a culture that can then be shared with other tourists. Other tourism entities include the development of traditional festivals such as the St. Patrick's week of activities recognizing the African and Irish heritage, the Montserrat Christmas Festival featuring the Masquerades, or the recently developed Calabash Festival, now into its third year and which focuses on various aspects of the island's culture. These and other events convey the traditions of Montserrat (Fergus, 2006) which can also attract former residents to return to the island for heritage tourism. Developing the cultural activities on the island through music, food, and literary festivals, as well as other cultural events may help to stimulate the economy, and if effectively managed, help to restore and retain their rich heritage and traditions. Montserratians have already embraced

aspects of a community participative approach as exemplified by the Christmas Festival which started in the 1960s.

Most recently, a literary festival titled "The Alliouagana Festival of the Word" took place at the Cultural Centre in Little Bay on the island of Montserrat from November 13 to 15, 2009. Planned as a world class literary festival with presentations by internationally recognized authors and others in the publishing industry, the three day extravaganza of readings, story-telling, book-signings, music, dramatic presentations and workshops was intended to attract visitors to Montserrat from a number of markets. These included literary enthusiasts from around the world, the Guadeloupe market and the Montserrat diaspora.

METHODOLOGY

The Delphi method was used to develop the 15-item questionnaire that included quantitative and qualitative questions to measure items related to satisfaction, visitor perceptions, and spending behavior. The instrument was pre-tested to establish content validity and revised to avoid any ambiguity in the questions.

Over 14 award winning authors presented at the festival that included visitors from over eight different countries including the United Kingdom, United States, Canada, Antigua, Nevis, Guadeloupe, Barbados, and Jamaica. At the venue, 15 out of an initial 24 vendors who had indicated an interest in offering their services at the festival followed through and had items on display, to be given away or for sale. Gaining a better understanding of the participants and visitors will help to assist the organizers of the festival and community with

strategic planning and marketing efforts for the future.

FINDINGS

Increased visitor arrivals contributed to revenue collection for the Government in terms of taxes paid by stay-over visitors and economic activity across the services sector (accommodation, food, transportation, crafts). A variety of vendors provided such products and services including food, beverages, telecommunication phone cards, promotional giveaways, crafts, clothing, artwork, wall hangings, guide books, brochures, publications, home made preserves, wooden clocks and other woodcraft, healing therapies, and hand made bags. Interestingly, the visitor survey reflected that very little was spent on tours EC\$170 (1 EC\$ = .38 USD). A summary of the visitor expenditures is presented in Figure 1.

In the wake of the festival, there was evidence of a high level of satisfaction with the festival. Authors, presenters, visitors and the local community have all been complimentary although they are conscious of the shortcomings of the event weekend and that visitors were not attracted in as large a numbers as they hoped. The general feeling is that this is a first effort and there are expectations that the festival will grow. Because the majority of the local population had not previously attended a literary festival, local participation was mainly for those aspects of the program that were familiar to them. There was a positive turn out for the pre-festival lecture on Jamaican Dancehall Culture. The Calypso music review was another event that had a good audience turnout and the house was crowded for the dramatic presentation

titled “Pelau” by the group Plenty Plenty Yac Ya Ya.

The local economy realized the benefits of the grant funds circulating over the planning and execution period for the festival. The findings from the visitor survey indicate that in addition to the grant funds, more than an additional EC\$20,000 Eastern Caribbean currency was spent on services on the island.

As a result of not being able to arrange affordable charters out of Antigua, Nevis and Guadeloupe, Montserrat lost a number of potential visitors who had an interest in attending the festival but balked at the high cost of travel. In one instance, after receiving late news of a ferry service to start in December, one potential participant sent their regrets that the ferry service was not in operation at the time of the literary festival. There were only a few cancellations by potential visitors as a result of the increase in volcanic activity that occurred around the time of the festival. Interestingly, the festival presenters and visitors wanted to learn as much as possible about the volcano and seemed most unperturbed by the eruptions. Vendors with unique items and services had better sales and in one case, there was a report that the weekend revenues surpassed total income for the earlier part of the year. The unofficial report of the performance of the concession stand at the Cultural Centre is that it exceeded all expectations. While business was not brisk for the Spa treatments during the festival weekend, the exposure resulted in several bookings for full treatments and an invitation to offer pamper sessions at the opening of a new branch of a book store in Antigua.

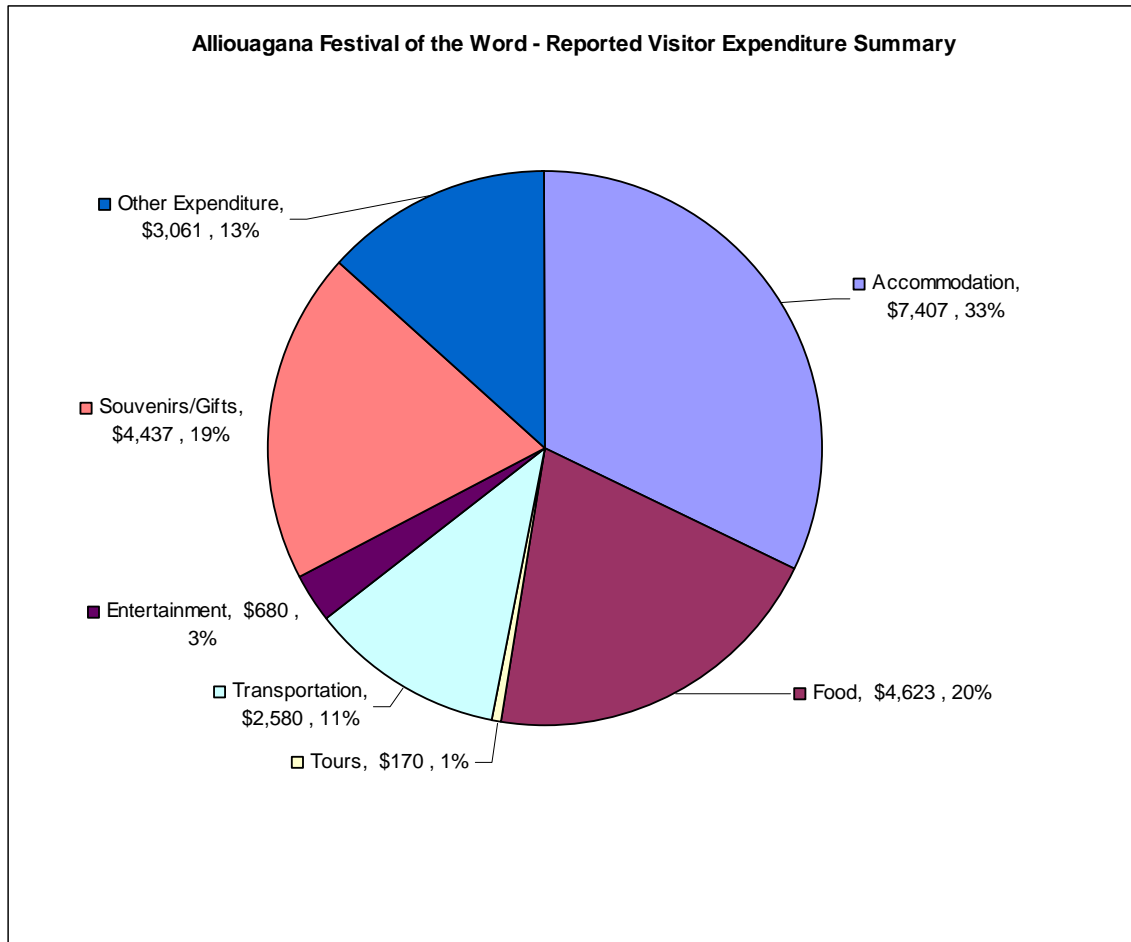


Figure 1: Visitor expenditure. Eastern Caribbean (EC) Currency, (1 EC = .38 USD)

The film crew from Guadeloupe reported on the festival and apparently this has served to renew interest in Montserrat as a place to be visited. Several visits were organized for subsequent weekends and the guide that escorted the film crew is now in the business of providing this service for groups out of Guadeloupe with the need for someone to assist with the language barrier.

In addition to the economic impact of the festival, there are other social and cultural impacts that need to be noted. In several exchanges shortly after the festival, persons who do not

normally write are considering using various art forms to express themselves. The public library, as well as other collections on the island received various book donations. For example, Best of Books left material valued at EC\$500 for the schools. The public library has received books donated by authors and presenters in addition to books donated by well-wishers in support of the festival.

The volunteers made suggestions for their early involvement in the planning and execution of the festival and have indicated a willingness to assist in the future. Useful suggestions were

also offered by participants. For example it was suggested that:

You may want to consider putting on most of the festival activities in the afternoon (after lunch) and evening. That way, attendees at the festival will have time to explore the island in the morning and, hopefully, spend some more money on transport, food, and gift items. This will be one way to boost the economic impact of the Festival.

Questions have been asked as to whether the festival will be an annual event. Work has already begun for next year's festival simply because in marketing the pages in the souvenir booklet, many in the diaspora indicated an interest in attending the 2010 festival and every effort will be made to continue with this momentum. Presented in Figure 2 are the expenditures for the literary festival entitled "Alliouagana Festival of the Word".

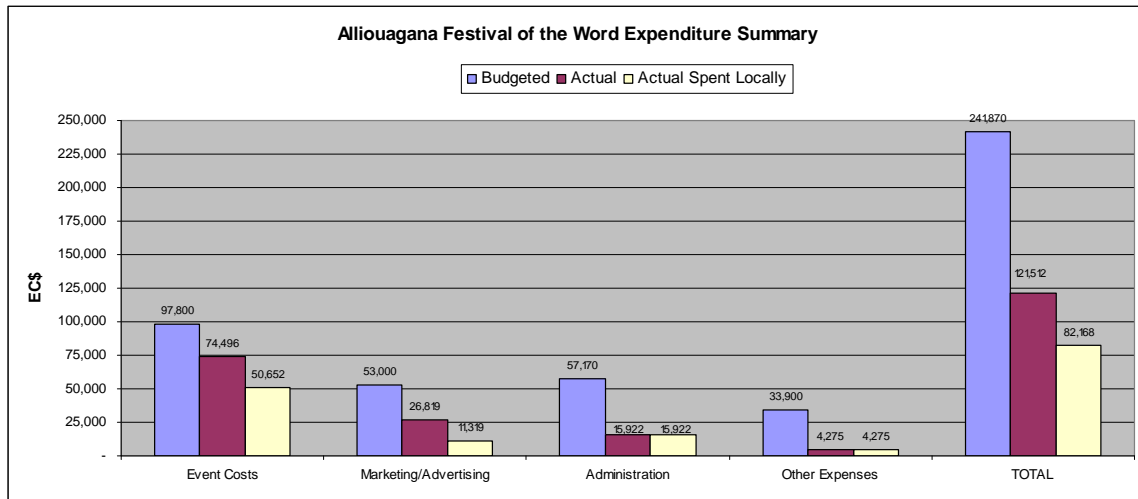


Figure 2. Festival expenditure. Eastern Caribbean (EC) Currency, (1 EC = .38 USD)

DISCUSSION

All activities listed in the 2009 final program took place as planned with the exception of the "Workshop in Short Story Writing". There were initial concerns about the venue for the writing workshop, since it is surrounded by work sites for the construction of the new town in Little Bay. Twice over the course of the weekend, participants were asked to relocate parked vehicles to allow the workmen to carry on with their tasks. In the end, the short story writing workshop was cancelled. However, the choice of the Cultural Centre turned out

to be an ideal location for many reasons. It already has public liability insurance coverage, adequate toilet facilities and a variety of spaces to accommodate various activities. The space allowed for the efficient location of the vendor tents creating an ambience which observers have suggested should be maintained for the Christmas Festival in December. The conference room was ideal for the public lecture, author presentations and workshops, while other rooms were transformed into a lounge area for the authors and presenters as well as a press room for interviews.

Challenges

One of the overarching challenges was to have a number of the service operators such as tour guides, along with ground and air transportation providers on board with the festival project. A number of meetings were held prior to the festival with the local hospitality association and eventually, in individual discussions with hoteliers, greater support was then provided. Those offering tours hesitated to offer special rates for festival attendees based on their previous experience during the St. Patrick's Week of Celebration festival, when the transportation costs for the tours negated any attempts at making a profit. Requests to have flyers and brochures displayed in the information booths of tour operators and taxis were met with hesitation by these companies.

Concerted efforts to get attractive rates for travel to and from Montserrat were not as successful as expected. Discussions were held with regional carriers WINAIR and Fly Montserrat in an effort to arrange affordable charters or discounted rates between Nevis, Antigua, and Guadeloupe. Efforts were also made to engage a boat service out of Nevis for the festival although an agreement was not reached.

With greater experience in collaborative partnerships and problem-solving processes in place, tourism activities may include strategies that build upon the unique natural, historical, and cultural attributes distinctive to the entire Caribbean region. Furthermore, festivals and events identified by the local citizens can help to the community to realize their own potential and unique culture, which can then be shared with other tourists. The participative approach for tourism development through festivals may be a suitable strategy to

further develop practical and community based solutions. A successful approach to future festival development and tourism development may evolve in the recognition of the value of the experiences that the literary festival had among the community itself.

CONCLUSION

The community of local as well as external supporters made it possible to host this literary festival in Montserrat. The volunteers and those providing specialized services were essential for support during the weekend event. Future festivals will depend heavily on such collaboration if the Festival is to grow and have the kind of benefits that the island needs. Involving the community in this approach also provided a wealth of reciprocal learning opportunities among generations in the community. This in turn helped to facilitate and promote positive dialogue and change in the tourism management system while all along remaining connected to the foundation of the past.

Strong support from the Montserrat Tourist Board (MTB) especially with their assistance in advertising the Festival provided great benefits. Of particular significance was the use of the MTB's contact person in Antigua who met the authors and some visitors and made the travel experience to Montserrat that much more positive and personal.

Literary Festival Planning

Planning for the festival has to start at least a year in advance. This will allow time for fundraising and for promotion of the event at home as well as abroad. Advanced planning will consequently be an effective strategy to market the activities of the event to those persons who live abroad but own homes

on Montserrat. The potential is there that the non-resident home owners will stay on the island longer than the weekend and ultimately spend more money which will produce a higher economic impact for the island. The non-resident homeowners who attended this year's festival used a wider range of services than other categories of visitors.

It is essential to have a budget item for journalists to cover the festival since this was a weakness in this first implementation. Many of the sessions have not been documented though and this would have been helpful for advertising this and future festivals as well as for evaluation purposes.

Another lesson learned from this festival is that there should be written contracts for all services to avoid issues with remembering discussions and verbal agreements. It is not yet part of the business ethic on the island of Montserrat but if the festival is to sustain itself over the long term, it is important to meet internationally acceptable business standards and especially with contacts.

Also it would be beneficial to have the reception hosted by the Governor as a fixed component in the festival program of activities. Not only did this contribution from the Governor's office provide budgetary support for the festival, but it attracted persons to the festival who might not have otherwise attended.

The souvenir booklet which was to have been a marketing tool as well as a means of raising funds arrived at the festival too late to be used as a marketing tool as it was planned. A grant that was provided to help to develop and manage the festival used local services where possible so that the grant funds would circulate in the island economy.

The use of local businesses and services came with its own challenges and highlighted the difficulties of working with persons who do not have professional business training. The festival web site <www.litfest.ms> contracted to a local web designer, was to be completed and up and running live by May, 2009, was completed several months later and updates were very slow in being completed while some updates were not completed at all. This affected the usefulness of the web site as a source of current information. Once users became familiar with the web site, they reported repeat usage to obtain new information and updates. The web site was a critical tool for communication and provided an opportunity to connect the youth of the island who were proficient in facilitating some of the latest technologies and social media platforms.

Other services contracted such as festival bags, t-shirts, and banners were not delivered at the time requested and this created scheduling difficulties for the festival. Services offered by others who had received grants under a government sponsored Tourism Challenge Fund were also used. Efforts were made to partner with the regional airline Fly Montserrat in an effort to attract as many persons to the festival as possible but no attractive rates were provided. Travel arrangements for the authors and presenters were made through a local travel operator, recently established with grant funds

Several accommodation providers offered specials for the festival and as a result promoted a longer guest stay. Furthermore, a number of homeowners who provided attractive rates for guest rooms also received festival participants. Many festival

participants flying in specifically for the festival own property on the island and extended their stays for up to three weeks claiming that they would not have come to the island at this time of year if not for the festival. The results highlighted an important but overlooked market segment, that of residential tourists (those that own homes on the island, but their primary residence are at other locations) who should be more strategically targeted for future festivals.

An effort was made to have a product development and packaging workshop take place on the island to assist art and craft vendors in providing souvenir items that would be attractively packaged. It was recognized that this would have an immediate impact on vendor sales during the weekend. The project proposal was not approved for the period prior to the festival but rather for the following year. This will hopefully be of use for future festivals and its impact reflected in the increasing sales of arts and crafts.

One of the major challenges that the festival faced was that there was limited local promotion of the event. Again, efforts to get promotional activities off the ground in a timely manner were affected by deadlines not being met as planned. For example, the festival advertisement that was to have been ready for airing a month before the festival was done only a week before the festival. However, it is important to recognize that many community members came on board to assist with publicizing the festival using radio interviews on a variety of topics such as creative writing, the economic benefits of the publishing industry and the impact of literary festivals which helped to greatly bolster further interest and support.

Future research should focus on identifying the similarities and differences among the perceptions and attitude towards niche tourism development such as a literary festival. By involving local residents as well as tourists in determining the value beyond the aesthetic physical structures often associated with tourism development, a richer tourism experience such as the literary festival may be more easily sustained over the long term.

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HBCU-HM CONSORTIUM RESEARCH AND TOURISM MANAGEMENT GRADUATES OF HBCU-HM SCHOOLS, USA

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During the 1980's Historically Black Colleges and Universities' Hospitality Management Programs (HBCU-HM) began to evolve into different schools at these institutions. This report evaluates the status of the students from these HBCU-HM programs and the disposition of these qualified management personnel within the hospitality industry. The report provides information pertaining to the placement, employment status, salaries, facets of employment, significance of internship, and several recommendations for future students. The study also discusses the complexities of turnover in the industry, and why graduates might be found in any facet of the industry.

Keywords: Hospitality industry, salaries, employment, HBCU hospitality management programs

INTRODUCTION

Historically Black Colleges and Universities' Hospitality Management Programs (HBCU-HM) witnessed their growth in the early and mid 1980's. Historically and Predominately Black Colleges and Universities (HBPCU) were encouraged, and in some cases funded, to design hospitality programs that would develop leaders to meet the increasing demands for African Americans to become managers, owners,

and operators in the hospitality industry (Murray, 1994). Most programs started in departments such as Home Economics and Human Ecology and Nutrition. Many of these programs have later moved to Schools or Colleges of Businesses. HBCU-HM Programs that started in the 80's include: Alabama A & M University, Bethune Cookman College, Cheyney State University, Delaware State University, Howard University, Morgan State University, North Carolina Central University, Norfolk State University, Tuskegee University, University of Maryland, Eastern Shore and Virginia State University. Most of these programs are housed in the Schools or Colleges of Businesses, with the exception of Alabama A & M University, Cheyney State University, Virginia State University, and University of Maryland, Eastern Shore. At this time the HBCUs were breaking new ground with the introduction of hospitality and tourism programs (Nichols, 1992).

During the 80's the increasing need for qualified managers and

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Cheyney, PA

employees became obvious. Even though a vast number of the specialists for the hospitality industry were mainly trained at numerous vocational educational establishments, there is still a need for qualified individuals. The skill sets for these individuals are unique because the hospitality industry employees' are not only facing an increasing demand for customer service and quality but there are also other requirements such as new technologies, product usage, and quality requirement compliances that call for trained attention (Millere, Medne, & Rozenbergs, 2007). Hence, there is continuous requirement for trained managers in the hospitality industry. An article listed in the Industrial and Commercial Training ("Skill Shortages", 2009) cites that continuous reliance on unskilled labor and short-term recruitment and training has left behind several hospitality businesses and the industry suffers from skill shortages and difficulties in filling vacancies. The HBCU-HM programs development was to fill this void in some of the global demand.

PURPOSE OF THE REPORT

The HBCU-HM programs began with small numbers, but the programs have grown to an average range from 50-150 students. Some programs are accredited by ACPHA (Accrediting Commission for Hospitality Administration Programs) and include: Bethune-Cookman, Virginia State University, Delaware State University, Cheyney State University, North Carolina Central and University of Maryland Eastern Shore (www.acpha-cahm.org). Since the inception of the programs, there have been more than 2,000 graduates of these programs, since

1990. Program directors and stakeholders are interested in knowing the benefits of the programs related to the progress and contributions of the graduates to the hospitality and tourism management industry. Therefore, the purpose of the study was to investigate the following questions:

1. Where are graduates employed?
2. Do graduates tend to stay longer than five years?
3. What are the average salaries?
4. Which facet(s) of the hospitality industry are the graduates employed?
5. Was their internship helpful?
6. What student recommendations are provided?

It is important to address these questions as higher education and the skill set for managers to operate in the hospitality industry are becoming more demanding. Additionally, higher education has become increasingly important as a market-oriented approach and a competitive higher education environment challenge the ability of degrees in hospitality and tourism to satisfy stakeholders' needs (Cervera-Tauler & Ruiz-Molina, 2008). To meet the needs of the industry and to develop an alliance to ensure that the challenges of industry and education are addressed, the HBCU-HM Consortium was organized in 1988. The Consortium includes hospitality faculty from the HBCU schools. The Consortium launched a campaign to determine where the HBCU-HM graduates are and to assess their progress in the industry. A survey instrument was developed in 2007 to start a longitudinal study to determine where HBCU-HM graduates are currently employed, salary levels, types of positions held and the impact of

their internship and course offerings at the colleges and universities each attended. Summary results of surveys received to date are presented in the different tables.

Where are graduates employed?

The survey results are from three of the 10 schools with programs: Delaware State University, North Carolina Central University, and Virginia State University. Included in this summary are surveys from 100 graduates of the three programs. Since this is an on-going study, results will be updated as more of the surveys are received. The information contained in these surveys will be used to evaluate current program learning goals, assist in aligning goals with curricula and assist in designing assessment tools that are measurable, relevant and current. Table 1 addresses the first question of

the study, which is “Where are graduates employed?”

Table 1 indicates that 98.0 % of the graduates surveyed are employed in some aspect of the hospitality industry, while 1.1 % are no longer employed in the industry. Several reasons were given for leaving the industry, including high stress levels and the requirement of working on weekends and holidays. At times, the stress level can be extremely high because the job is so demanding. Because of the demands of the industry, it comes as no surprise that the industry is faced with a vast amount of turnover. In fact, one of the primary challenges the hospitality industry faces continues to be high levels of turnover (Walsh & Taylor, 2007). The issue of turnover assists in addressing the second question "Do graduates tend to stay longer than five years?"

Table 1. *I am currently employed in the Hospitality and Tourism Industry (n=100)*

Employment	Yes	%	No	%
Employed in the Industry	96	98.9 %	4	1.1 %
If not employed in the industry, why not?			<ul style="list-style-type: none"> • Unable to handle the intensity needed to thrive day after day • Better lifestyle in corporate America with very good benefits; week-ends off, no holiday work • I am enrolled in graduate school. 	

In reference to turnover, Hellman (2000) found that the impact of employee turnover in organizations has heightened the need to retain employees as well as find ways to acclimate

newcomers and build commitment and loyalty. The organizational cost of employee turnover extends well beyond the direct costs of recruitment and training. Smither (2003) examined the

cost of employee turnover and provided a management framework that can help improve employee retention and increase profitability. In the study it was stressed that employees at every phase of the life cycle need to believe that the work they do is important and meaningful. The study concluded that if people see that their employers care about them and their careers, they will deliver better results and will be more committed to their careers with the company (Smither, 2003). It has also been found that job satisfaction is related to many turnover intention factors, both when career orientation groups are pooled and when they are analyzed separately (Ramsey, 2008).

Do graduates tend to stay longer than five years?

A longitudinal study was completed by Kahn and Annett (2002), to investigate the perceived stress in the employees working in a hotel and to identify the major sources of stress on these employees and how these changed

over time, thus indicating how effectively or otherwise the hotel employer is in dealing with these issues. The hotel chosen was opened in June 2001. In their literature, the management of the hotel stated that they are “proud of the high caliber and experience of their workforce” and recognize that “people are our greatest asset.” During the study, a group of hotel employees were assessed at six-monthly intervals. Data was gathered using the Occupational Stress Indicator. The first set of questionnaires was issued immediately after the opening of the hotel ($n = 45$) and the second set of questionnaires was completed by those employees still working at the hotel after six months ($n = 31$). Given the long hours and stressful working conditions associated with hotels it was suggested that staff employed in the industry may be highly susceptible to stress-related illness. This can definitely account for the fact that a percent of the individuals employed may have moved on to other careers even though it was only a very small percent.

Table 2. *Hospitality Facets Graduates are Employed (n = 97)*

Job categories	<i>n</i>	Avg. years in Position	% of Total	Average Salaries
Management				
Restaurants	4	2.0	4	\$42,500
Institutional Food Services	21	3.2	21	\$38,072
Catering	6	2.3	6	\$46,66
Sales	4	2.0	4	\$47,000
Lodging	17	2.7	17	\$41,200
Event Planning	5	2.5	5	\$40,000
Car Rental	1	5.0	1	\$55,000
Casino Management	5	5.0	5	\$45,000
Other Positions				
Teachers, Technology, Retail related to HTM	34	8.0	35	\$48,000

What are the average salaries?

Table 2 displays a few of the average salaries for graduates presently working in the hospitality industry. Salaries can really vary in the hospitality industry and salary may be one of the reasons why employees move from one organization to another. While most hotel-industry practitioners point to working conditions as the chief reason for turnover, the study by Walsh and Taylor (2007) poses that the real problem may be the industry's failure to develop career ladders and jobs with meaningful learning activities. Their study found that most young professionals were mainly committed to developing their abilities and to learning the skills they would need to advance in their careers. While reasonable hours and compensation figured into the young managers' calculations, the chance for self-improvement was the top factor in whether they would stay in a job or move. It may be perceived that career advancement may lead to higher salaries and larger compensation. However, it is often very difficult to evaluate salaries because of the different bonuses and perks that some companies are using to try and recruit outstanding managers. There can be a major difference between base salary and total compensation for executives in the hotel industry in the United States. A study by Higgins (2007) showed that companies differed on the bases of salaries but most of chief executive officers (CEO) received long-term incentives. It is through career development that managers can advance to these types of positions that entail large salaries and incentive packages.

Salary compensation programs are widely used as a tool to attract, retain, and motivate employees in the hotel industry. A study by Kline and Yu-

Chin (2007) indicated that full service hotels offer higher base pay in positions such as General Manager, Resident Manager, and Executive Housekeeper as compared with limited service hotels. When accounting for hotel size only, hotels with more than 300 rooms offered higher base pay than their counterparts in several but not all managerial positions. The encouraging news for hospitality students is that average chief executive salary in the hospitality industry is increasing (Kuhn, 2007).

Which facet of the hospitality industry are the graduates employed?

Table 3 addresses the different facets wherein hospitality students may have found careers throughout the industry. As written by Herbert (1991), the hospitality industry is basically composed of two major segments: lodging (hotels, motels, resorts, etc.) and food service (restaurants, fast food outlets, institutional food service). While each segment could be considered an industry in itself, there is much overlap and much in common between the two, namely intense competition for the billions of disposable, leisure dollars spent by millions of Americans daily. Herbert further indicated that industry suffered from poor public relations, especially in African-Americans. For generations, the only positions open to people of color interested in hospitality were as low paid maids, busboys, bellhops, and waiters. The article further stated that in the opinion of Howard Mills, president of the National Coalition of Black Meeting Planners (NCBMP), this perspective must change before African-American college graduates can successfully infiltrate the industry in any significant numbers. "We have learned that until folks really know what it's all

about out there, they're not going to be interested in the hospitality industry.” However, now that the industry is becoming more competitive they are going for the best qualified individuals available. Several individuals from industry and academic contexts are now

making the point that service quality is of major importance in a people-oriented industry such as hospitality (Ross, 1995). This competitiveness for getting the job done right will cause individuals to look for the best qualified regardless of the type of position being filled.

Table 3. *Job Titles (n = 100)*

Title	<i>n</i>
Assistant Catering Director	1
Catering Event Manager	5
Food Services Manager/Assistant	25
Sales Manager	3
Event Manager/Planner	5
Lodging Operational Managers	17
Production Manager	1
Sales Manager	4
Retail Operations Manager	2
Teacher-Culinary	2
Micros Systems Manager	1
Property Manager	1
Restaurant Trainer	1
Marketing Director	1
Assist. Director –Environmental Services	1
Sales Associate Manager	3
Associate Business Director	5
Other Positions-all management/supervisor	22

Tables 2 and 3 actually address the third question pertaining to the facet of hospitability in which graduates are employed. Tables 2 and 3 indicated that the graduates are employed in a variety of positions with a variety of titles. A majority of the respondents are employed in institutional food services (21) and lodging operations (17). The companies in which the graduates are employed, in order of predominance include: Marriott, Aramark, Sodexo, Hyatt Hotels, Chillis Bar and Grill, Thompson Hospitality, Hannaford, Westfield Concessions, Dover Downs

Hotel and Casino, Harrah’s Casino, Woodlands resort, MGM Grand at Foxwoods, Homeland Security, University of Delaware, Virginia Commonwealth University, Aloft Hotel, Public School Systems, Delaware State University, 8Hilton Hotels, Enterprise Car Rentals, University Hospitals, and Micros Systems.

Because of the vast variety of facilities in the hospitality industry, students with a broad set of skills are required. In fact, accommodating the vast number of skills sets required by the hospitality industry can be a challenge.

The industry requires a wide range of qualifications to reflect the development needs of employees at different stages of their careers (Higglesden, 1999). This is probably why those prospective hospitality managers who are more likely to advance their candidature by mentioning qualifications as well as personal and vocational attributes were

also more mindful of the benefits of problem-solving both within their present studies and also later in their professional life. Problem-solving emerged as the most favored skill to be derived from the educational process (Ross, 1997). It takes a vast amount of critical skills to deal with such an open ended system.

Table 4. *Participants Assessment of Internship Opportunities while Enrolled in School*

Did you participate in an Internship while enrolled in school?	Number	Percentage	Places/Benefits
Yes =100	2.3	100 %	Marriott Red Lobster NACUFS Hampton Inn Holiday Inn Hyatt Hotels Thompson Hospitality Richmond Coliseum Dover Downs Hotel/Casino Harrah's Casino Walt Disney World Sheraton Hotel Chuckie Cheese
Was the internship helpful?	All participants indicated that the internships helped to prepare them for the real world.		

Was their internship helpful?

Table 4 indicates that all of the participants participated in an internship for at least 600 hours. The places where internships were conducted are listed in order of prominence. Some respondents did not list the places of internship, but all indicated that they were definitely beneficial to their success. Internships are also important because it allows the student to become exposed to the real world of hospitality. Being aware of the

demands of the hospitality industry before employment can greatly reduce the amount of turnover and thereby the cost of turnover. In a study by Ramlall (2003), it was stated that research indicates that the total cost of employee turnover is about 150% of an employee's salary. Because of this high cost of turnover, the organization that is the focus of this article sought to understand their employees' turnover intentions and the reasons for the potential turnover.

The results of an investigation of internship by Dutta (2010) found that internships are imperative in mapping the personal characteristics of the students' vis-à-vis the requirements of the industry and give them a feel about the working conditions.

It is interesting to note, the graduates who graduated more than seven years ago had on average of three jobs and many were in their fourth position. Hannaford Brothers have employed two graduates since the year 2000. One of the respondents completed two internships at Harrah's Casino and is still an employee. Of the 100 respondents, 15 or 15 % either completed their internship or were/are employed by Marriott International. The reality of this indicates that it is obvious that internship is a smart move for students and for those hospitality organizations that make them available. Not only does it provide the students with an opportunity to evaluate the industry but also it allows a prospective employer to evaluate the qualifications of the students.

What student recommendations are provided?

Recommendations to Program faculty. The recommendations from the students illustrate their concern for the industry as well as their concern for those that follow. It is essential that faculty remain abreast of all current changes and expectations in the industry so they will be able to update curricula and keep their programs competitive. This is especially true because the industry will quickly adapt to technology, as cost control and fast quality service are two of the fundamentals for industry survival.

Since this is a service industry, "hands-on" detailed activities allows for the emulation of presentations. Additionally, since the hospitality industry is an open system, critical thinking to deal with environmental changes will always be an essential component of our educational processes.

Recommendations to Recruiters. Recruiting personnel will always be a very difficult task because you are trying to evaluate individuals in a very short period of time. This is why William Ouchi, in his Theory Z, indicated that the Japanese think it is essential to evaluate individuals over a longer period than we do in the United States. Recruiters from major hospitality organizations have been very active in recruiting from HBCU programs and there is always an interest in having more recruiters come to our campus, specifically to address the needs of the students in the hospitality program. This will also allow for more questions and answers between recruiters and faculty, which would give students a better indication of what is expect by the industry.

Recommendations to Students. Previous students have identified important issues, which should be considered by our present students. In summarizing their comments, it becomes apparent that students need to be involved in their hospitality careers very early on during their educational process. By working hard and being attentive students it is easier to prepare for a field that is highly competitive wherein you must really pay attention to detail. Students must learn to become involved with the industry and talk to people and network so that they can find

mentors who are able to assist them in enhancing their careers. Former students would like for those entering the industry to prepare themselves by

researching the industry and learning as much as they can to aid them in being successful.

Table 5. *Recommendations from Survey Participants*

Recommendations to Program Faculty	Recommendations to Recruiters	Recommendations to Students
<p>Keep current with industry trends and issues. Provide “hands-on” learning activities for students during classes. Provide activities where students learn to think and solve problems. Provide certification courses.</p>	<p>Keep an open mind Provide students with the “real world” information about the industry. Recruit more minorities in institutions foodservice (hospitals, schools, colleges, corrections) Visit hospitality programs and provide constructive feedback about curricula, students and the like. Be honest about the realities of the business and to encourage the students and follow up with them. Be sure that management trainees are placed where adequate training is provided. Train and follow-up with new hires.</p>	<p>Keep an open mind The opportunities are endless Apply yourselves Don’t limit yourself to hotels and restaurants. Look at other retail services. Work hard! You need to have a passion for providing a service. Get as much experience as possible because it will ultimately be the key to your success. Pay attention!! Network! Network! Network! “The hospitality industry is a wonderful training ground. It serves as a foundation for no matter what you do” Take time and investigate benefit packages. Do your research, talk to industry reps. Have a clear vision and career path Work toward customer satisfaction. Get all the certifications you can. Learn all you can. Study hard! Stay in a continuous learning mode Make your passion work for you Be serious about the interview process-prepare!!</p>

CONCLUSION

The results of the investigation illustrate the significance of the hospitality programs in the HBCU Institutions. Since the United States has become a service-oriented economy these institutions play a vital role in developing professional leaders to become managers throughout the service industry. Even with the downturn in the economy, there has been an increase in tourism in several areas because of the reduction in the strength of the dollar on the international market. We have found that the majority of our graduates are successfully working in the hospitality industry and that some of them are in upper management and receiving a vast amount of recognition for their accomplishments. We also found that the majority of them stay longer than five years even though some of them may change organizations because of the competitiveness of the industry. Even though it appears that the majority of them are receiving salaries in the mid forties, it is often difficult to differentiate between salaries and total incentive packages as there are often perks and other compensations involved. Without a doubt our graduates are working in many different facets of the hospitality industry. Of course, a large number of them are in the restaurant industry because of the size of that industry. At 12.5 million employees, the restaurant industry is the largest private-sector employer in the United States, with females comprising approximately seven million of these workers (National Restaurant Association, 2006). Therefore, it is understandable that the majority of them would be associated with this facet of the industry. Internships are an extremely important

component of the curricula at HBCUs as it lends itself to enhancing the success of students' awareness and expectations once they enter the industry. Students had several recommendations to assist others who are preparing themselves for success in the industry. Hence they concur that because of the size of the industry, the fact remains that because of that size, you can probably get a job without qualifications. However, the hard fact is that you might not progress very far if you do not obtain some type of formal training (Mullen, 2005).

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CRISIS LEADERSHIP: THE ART AND SCIENCE OF BUILDING AND MAINTAINING COHESIVENESS AND STRENGTH IN CRUCIAL TIMES

Marguerite Rose Chabau

Crisis leadership is both art and science, and is a combination of attitude and practice that entails skills in building cohesiveness and strength, in individuals, communities and organizations, during crucial situations. There are basic concepts and practices that can be implemented, as means to lead and manage crises that can positively affect a turning point, and thus lead to a sustainable outcome.

Key Words: Crisis, leadership, management

DEFINING CRISIS LEADERSHIP

Inherent in crises is the aspect of a weakening or a falling apart of ideas or of things; we understand that chaos is inherent, to varying degrees, in crises. We also understand that creating order out of chaos is a vital skill to foster and develop. And, we generally rely on leaders to guide us through a crisis, so we can, once again, carry on as we had before, or, at least in a close proximity to what was. Returning to what can be perceived as normal is a strong motivating force for directing ourselves through disorder into order.

There are many definitions of the terms crisis, manage and leader/leadership. For this paper, the meanings will be:

Crisis: A crucial or decisive point or situation; a turning, point.

Manage: To direct or control the use of; to direct or administer; to direct or supervise; to carry on.

Leader/Leadership: A person who guides others in action or opinion. The action of leading or influencing. (Anonymous, 1993, pp. 550, 1681, 1551)

What Crisis?

The hospitality industry, like most others, is currently experiencing a downturn, of mild to severe proportions, in the current global economic environment. The industry is, in particular, experiencing a severely downward turning point in the coastal cities of the states of Louisiana, Mississippi and Florida at this time and will be in the foreseeable future, due to the drilling platform explosion and the ensuing torrent of oil being released into the Gulf of Mexico. The crisis the industry in that region is experiencing is complex, weakening many aspects of hospitality, such as food, lodging and consumer goods. More importantly, there is no predictable end to the spill, thus there is no way to assess the effects on the region's hospitality providers as a means to clearly and decisively direct or administer effective interventions and solutions, to return the industry to a strong position.

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Leading others through crises is both an art and a science. Knowing what to do, or managing, during a crisis can be learned, through education and experience. Knowing how to do what needs to be done, or leading, is an art, which also can be learned through education and experience, coupled with some other factors, such as common sense, an understanding of human dynamics, emotional intelligence, and a strong capacity for critical thinking and reflection.

What follows is a list of concepts and practices that, when utilized and implemented, can serve leadership well, for guiding self and others through crucial times, while directing themselves and others during those turning point situations. There are several essential things to remember when facing crises, most of which are simply basic understandings of human dynamics:

- Crises tend to elicit fear – knowing this, *we want to respond to the situation, rather than react from our fears.*
- We tend to want to immediately fix what we think is wrong, to stop the discomfort we are experiencing– knowing this, *we must live with the discomfort, until we find the most viable way to respond to the issue. Order can be created out of chaos through critical thinking, feeling and reflection.*
- We tend to want to find someone to blame for what is wrong - knowing this, *we must spend our energy on creating appropriate accountability and responsibility, for others and for ourselves.*

- We tend to want to manipulate the information, to make ourselves look good and the “others” look bad – knowing this, *we must be accurate and correct in our communications.*
- Who we are comes through loudly and clearly in crisis – knowing this, *we must hold to our highest vision and values, as they serve as foundation for the path to the future we will create.*

In addition to the essential understanding of how crises affect us and how to guide followers and administer to others during those times, there are some basic crisis leadership/management best practices to enact:

1. Prepare contingency plans in advance. This means both policies and procedures and those who are designated to carry them out. This includes choosing crisis team members.
2. Immediately and clearly announce internally that the only people to speak about the crisis to the outside world are the crisis team members.
3. Move quickly. Information management is essential, as mis-information spreads rapidly and tends to become uncontrollable in a short time.
4. Give accurate and correct information at all times; this is a priority.
5. All available information should be disclosed; the presumption

- should be in favor of transparency.
6. Ignorance should be disclosed.
 7. When deciding upon actions, consider the well-being of the individuals, the community (all stakeholders) and the organization.
 8. When deciding upon actions, consider both short- and long-term effects.

Contingency plans might seem formidable to develop and bring to life; however, their formation is based in common sense, thus, they, at their essence, consist of highly practical, applicable practices. This paper identifies those functions and processes that are critical to an industry, or business, and which consist of the operational and communications plans to deal with a variety of crises. Plans of this type have an indirect benefit, in so far as the organization becomes more sensitive to possible crisis situations that could disrupt the business and negatively affect its operating expenses, weaken profits and overall growth. Because of having that type of plan in place, the individuals in the organization are able to respond more rapidly and effectively, with strength in commitment, to head off emerging crises. In other words, practice makes perfect.

The intent in developing the lists of concepts and practices was so that

those who experience the before, during and afterwards of a crisis can build the future that naturally flows out of difficult times, in the most sustainable way. An example of how the effect-cause-effect cycle can carry negativity, rather than constructiveness, well into the future, is the statement of the BP CEO Tony Hayward that he would “like nothing more for this to end, so I can have my life back” (“Yours Truly, BP,” 2010). That single statement has created uncountable angry responses and a nearly complete lack of sympathy for Mr. Hayward and his company. Imagine, if you will, the response that would have evolved, and the collaborate spirit that could have been utilized, if he had said he would like nothing more than to give their normal way of life back to the millions of people who are being adversely affected by the BP crisis. What kind of a future for all of them had the potential to be created had effective, appropriate and sustainable crisis leadership/ management skills, attitudes and practices, or crisis leadership, been implemented the moment the point turned?

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THE ROLE OF COURTESY IS KEY IN PROFESSIONAL CUSTOMER SERVICE

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To survive in the service or hospitality industry, one lives and dies by customer service and satisfaction. Customer service is essential to ensuring customer satisfaction. And at the heart of providing professional and exceptional service is courtesy. In this regard, courtesy can be the same as exercising civility and good etiquette. But whatever the term, there are three fundamentals that can make or break an exchange between the service provider and customer. These three things are: communication, grooming, and judgment.

Keywords: customer service, customer appreciation, courtesy, communication, grooming, good judgment

COMMUNICATION

For some time I have been wondering, since when have service workers started saying to customers “Have a nice day!” instead of “Thank you!” when completing a sale? I wonder about this because when someone bids me a nice day while handing me my change, it prompts me, the customer, to say “Thank you” in response. This appears to be counterintuitive to the purpose of acknowledging and thanking the customer for their business. For anyone who has ever worked in customer service, two tenets of great service are: (1) acknowledge and greet the customer promptly and pleasantly, and (2) *always* thank the customer for their business. While as civil human beings we should acknowledge the service worker for their pleasant service, it remains much more important for the establishment’s representatives to not forget to tell customers how much they

appreciate their patronage by always saying “thank you” at the end of every transaction. However, it frequently appears that this final exchange, “Thank you, and have a nice day,” has been short-handed and the more crucial part of the phrase is being left out. In short, this may leave the customer walking away and perhaps wondering whether they have had a good experience. Remember, the service sector does not always sell products, it sells emotions and experiences. If customers are happy from their experience, they are more likely to return (www.work911.com).

Effective communication is not only just what is being said, but also includes what is not verbalized and other non-verbal cues and listening skills. To satisfy a customer, one must be aware and alert to these non-verbal cues and listen carefully to understand what the customer is asking for. Sometimes a customer may excitedly bring up an issue of conflict; it is important to discern this as a conflict that you can help to resolve (i.e.: moving them to another location due to noise) and not mistake a heated complaint as a confrontation.

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In the hospitality industry, workers sometimes make the mistake of being overly friendly with the customer. While being friendly with the customer is appreciated, asking specifics about their personal life is not. One should take the cue from the customer as to where conversations should lead. Likewise, customers do not necessarily appreciate detailed descriptions of what you and your family or friends did last week. Always keep exchanges brief; after all, customers come into the restaurant to eat, not talk to the waitstaff. Sometimes, waitstaff mistakenly believe that the more they stay to chat with the customer, the better service they are providing. Understand that more, in this case, does not equate to better. While a waitstaff is busy chatting in detail about the weather or their son's soccer match, the customer is becoming agitated about how long their food will take to be prepared and the quality of that food if it is sitting in the kitchen under heat lamps drying out.

Another mistake waitstaff often make is being overly familiar with customers. When a regular customer comes into the restaurant with someone who is clearly not the spouse or usual dining partner, this is not an occasion to inquire where the spouse is or ask how they are doing. You don't know what the situation is and it is not your business to inquire. Oftentimes in these situations, the customer is conducting a business meeting and may not want their personal information disclosed. In these instances, be courteous and show respect to the customer by just welcoming them back to your establishment.

No matter what happens and what has been said during the provider-customer exchange, always remember to close the experience with a sincere

“thank you.” This is an essential piece of communication to show the customer that they are respected and appreciated.

GROOMING

To show courtesy to customers and guests, it is important to always be well groomed. There is nothing more unpleasant for a customer than to come into a restaurant and see a server with her hair dangling into a plate of food on the tray that she is carrying on her shoulder, or see dirt under the fingernails when he places a plate down on the table. One can dress casually and comfortably, however, care must be taken in creating a neat and orderly appearance. Take care to launder and press clothes and uniforms, keep nails trimmed and clean, secure hair tightly in place, and always keep shirt tails tucked in. Oftentimes, waitstaff try to reuse aprons without laundering. This should not be acceptable to management because dirty clothing carries unpleasant odors that lead to unsatisfactory experiences for guests. However, a well groomed and professional appearance adds to the customers' overall positive experience, which leads to increased revenues in return business and likely a larger tip for the waitstaff.

GOOD JUDGMENT

Critical thinking skills are just as important in service as with other aspects of management. Employees in this industry cannot be hired with the thought that you just need to fill positions at the low end of the pay scale. Quite often busboys and servers are hired for either their appearance or because they are willing to work for minimum wages. It must be understood that these are the individuals that have first-hand contact with your guests. Not

only must these individuals be aware of the basics, such as where is the closest ATM, where is the closest post office, etc., they must also be capable of answering additional questions and making decisions in times of crisis, conflict or when an important customer service decision must be addressed.

When a customer has a complaint, the first response can often be the most important one for setting the tone for resolving the situation. This is in no way different from the first impression that is established when you meet someone. When a customer has a complaint, whether the customer takes the complaint forward or presently make an issue of it, can depend upon that first response. If an employee can quickly try to judge the situation and address it in a professional manner, he/she can help to resolve the issue. This is when critical thinking and good judgment is of the most importance. This also why it is important for managers to empower and adequately train employees to handle certain situations. If the problem can be resolved quickly, there may be less time for a person to become more disgruntle. But, if that customer must wait for the employee to go and find a manager, the situation is allowed to stew and during this period all defense mechanisms are turning on. By the time the manager comes the guest may be totally disgusted and no remedy can assuage them.

It must also be understood that the employees of the hospitality industry are very diverse. This industry probably is more diverse than any other industry in the world. Because of tourism the industry deals with employees and guests from all over the world. Therefore, the industry represents cultures from all nations around the world. Hence, what may be seen as

good judgment in one situation or culture may be viewed totally different by another. The only way to try and adjust for this is to hire employees that can be trained and empowered to try and adapt to the clientele and expectations of your facility. Be sure to ask questions during interviews as to how individuals would handle certain situations and inform them of the expectations of the establishment. Because of coming from such diverse backgrounds, employees may have to be informed as to what can be said in certain situations and what cannot be said in resolving customer complaints. This is important, as some statements should not be said that might cause the facility to become liable. When an incident happens, employees are often quick to say, "Don't worry about it, we will take care of it." This may not be true and it could make the facility liable.

Of course, on a day-to-day basis it is still the small mistakes in judgment that usually end up costing the employee in tips and the facility in revenue. Therefore, proper hiring, training, meetings, and constant reminders should be a part of operations to ensure that expectations of conduct are always at the forefront of everyone's mind. Finally, yet importantly, leading by example helps to reduce problems resulting from a lack of good judgment. Managers must display concern for customer satisfaction and display this attitude throughout the day-to-day activities. Poor judgment displayed through negative conduct can actually cause a business to fail.

IN CLOSING

Caldwell (1999), in his book *A Short History of Rudeness*, expressed that "no accredited university offers a

degree in etiquette” (p.6). However, for the success of hospitality management programs, it would be beneficial to students and the industry if educators were to consider including a course on courtesy and customer service into existing curricula; or, at the very least, a competency to be addressed thoroughly in courses on service delivery and management.

The value of returning customers will decide whether your business will thrive or be lost. If these customers are satisfied and readily give you referrals and repeat their patronage, the value of this word of mouth advertising is immeasurably beneficial (“Exceptional Customer Service”, 2010). Bobinski reports, “In a survey of more than 2,000 consumers in the U.S and the U.K., nearly half (49 percent) said poor service led them to change service providers in at least one industry over the past year. ...it’s crucial that anyone having contact with customers ... be trained to bathe their patrons with good service and an attitude of appreciation. ...satisfied customers will return to do business with you 28 percent of the time—but that

delighted customers will return 85 percent of the time.” Thus, the role of courtesy is key in professional customer service.

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The **Consortium Journal of Hospitality and Tourism** is an official publication of the Historically and Predominantly Black Colleges and Universities, Consortium of Hospitality Educators. The goal is to focus on a broad range of topics that are related to the areas of education, research, recruitment, and retention. Contributions are invited to any of the subject areas listed below or in related areas:

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Consortium Journal of Hospitality and Tourism

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