

Week 7 – Challenging Unconscious Bias

Lisa Bassler
l.bassler@uwtsd.ac.uk

HOSPITALITY
AND
TOURISM
MANAGEMENT

*Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales*



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David



Foreign Languages & Cultural Awareness (BMIH5003)

Recap

- German – Lesson 4
- Research on Communications/Edward T. Hall
- High vs Low Context Cultures
- Proxemics and Chronemics



Today's Agenda

- German – Lesson 5
- What Is Unconscious Bias?
- Diversity, Equity and Inclusion
- Managing Diverse Workforces
- Cultures within Cultures





Foreign Languages

German

Übung / Exercise:

A: Hallo! Wie heißt du?

B: Hallo! Ich heiße Und du? Wie heißt du?

A: Ich heiße Woher kommst du?

B: Ich komme aus Und du?

A: Ich komme aus Wo wohnst du?

B: Ich wohne in Und du?

A: Ich wohne in Was bist du?

B: Ich bin Student(in). Und du?

A: Ich bin Lehrer(in).

B: Okay! Danke. Auf Wiedersehen!

A: Auf Wiedersehen!



Wohnen / To live

Wo wohnst du? / Where do you live?

Ich wohne ...

Du wohnst ...

Er/Sie wohnt ...

...in...

English: 'in'



Let's practise!

German	English
Willkommen in unserem Hotel!	Welcome to our hotel!
Entschuldigen Sie bitte.	I am sorry.
Bitte schön.	Here you are.
Bitte	Please
Gern geschehen!	You are welcome!
Dankeschön	Thank you
Danke	Thanks
Vielen Dank	Thank you very much
Gute Reise!	Have a pleasant journey!

LEKTION 4 (VIER)

SEIN = TO BE

Singular

I am → ich **bin**

you are → du **bist**

he/she/it is → er/sie/es **ist**

Plural

we are → wir **sind**

you are → ihr **seid**

they are → sie **sind**

BERUFE (PROFESSIONS)

SEIN

Ich bin...

Du bist...

Er/Sie ist...

Wir sind....

Ihr seid...

Sie sind...



Student (m) / Studentin (f) /
Studenten (pl)



Rezeptionist (m) / Rezeptionistin (f)
/ Rezeptionisten (pl)



Kellner (m) / Kellnerin (f) /
Kellner (pl)



Reinigungskraft (f) /
Reinigungskräfte (pl)

GESCHLECHTER - GENDERS

SEIN

Ich bin...
Du bist...
Er/Sie ist...

ein (m/n)
eine (f)
(Both mean: 'a/an')



Frau (f) / Frauen (pl)

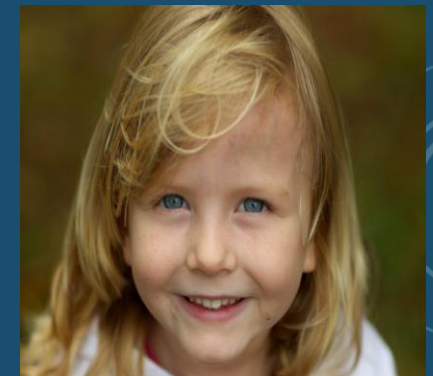


Mann (m) / Männer (pl)

Wir sind...
Ihr seid...
Sie sind...



Junge (m) /
Jungs (pl)



Mädchen (n) /
Mädchen (pl)

NATIONALITÄT - NATIONALITY

- Was bist du?

SEIN

Ich bin...

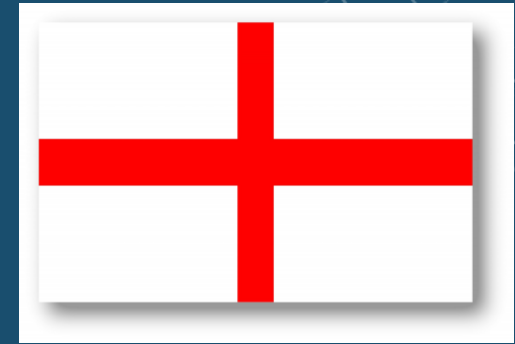
Du bist...

Er ist...

Sie ist...



Rumäne / Rumänin



Engländer / Engländerin



Bulgare/ Bulgarin



Deutscher / Deutsche

RELIGIONEN - RELIGIONS

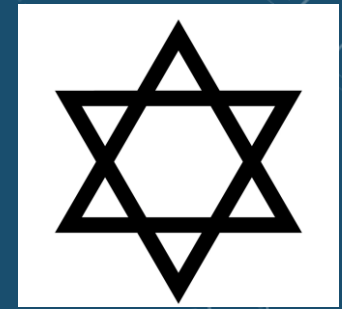
- Was ist deine Religion? /
What is your religion?

SEIN

Ich bin...
Du bist...
Er ist...
Sie ist...



Atheist



Jüdisch



Katholisch /
Evangelisch



Moslem



Buddhist



Orthodox

ZAHLEN / NUMBERS (1 to 10)



Eins	1	Sechs	6
Zwei	2	Sieben	7
Drei	3	Acht	8
Vier	4	Neun	9
Fünf	5	Zehn	10

ZAHLEN / NUMBERS (11 to 20)



Elf	11	Sechzehn	16
Zwölf	12	Siebzehn	17
Dreizehn	13	Achtzehn	18
Vierzehn	14	Neunzehn	19
Fünfzehn	15	Zwanzig	20

Zahlen / Numbers (21 to 99)

1 eins (ighnss)	30 dreiig (DRIGH-sikh)
2 zwei (tsvigh)	40 vierzig (FEER-tsikh)
3 drei (drigh)	50 fnfzig (FUUNF-tsikh)
4 vier (feer)	60 sechzig (ZEKH-tsikh)
5 fnf (fuunf)	70 siebzig (ZEEP-tsikh)
6 sechs (zekhs)	80 achtzig (AHKH-tsikh)
7 sieben (ZEE-ben)	90 neunzig (NOYN-tsikh)
8 acht (ahkht)	...
9 neun (noyn)	100 (ein)hundert ([ighn]-HOON-dert)
10 zehn (tsayn)	200 zweihundert (TSVIGH-hoon-dert)
11 elf (elf)	300 dreihundert (DRIGH-hoon-dert)
12 zwlf (tsvoolf)	...
13 dreizehn (DRIGH-tsayn)	1000 (ein)tausend ([ighn]-TOW-zent)
14 vierzehn (FEER-tsayn)	2000 zweitausend (TSVIGH-tow-zent)
15 fnfzehn (FUUNF-tsayn)	...
16 sechzehn (ZEKH-tsayn)	1,000,000 eine Million (igh-nuh mill-YOHN)
17 siebzehn (ZEEP-tsayn)	1,000,000,000 eine Milliarde (igh-nuh mill-YAR-duh)
18 achtzehn (AHKH-tsayn)	1,000,000,000,000 eine Billion (igh-nuh bill-YOHN)
19 neunzehn (NOYN-tsayn)	
20 zwanzig (TSVAHN-tsikh)	
21 einundzwanzig (IGHN-oont-tsvahn-tsikh)	
22 zweiundzwanzig (TSVIGH-oont-tsvahn-tsikh)	
23 dreiundzwanzig (DRIGH-oont-tsvahn-tsikh)	

Just the last number (*ones*) + first number (*tens*)

Examples:

- 24 = 4 + 20 -> Vier-und-zwanzig
- 37 = 7 + 30 -> Sieben-und-dreiig
- 42 = 2 + 40 -> Zwei-und-vierzig

Note: The number **sechzig** (60) drops the **s** in **sechs**. The number **siebzig** (70) drops the **en** in **sieben**. The number **dreiig** (30) is the only one of the tens that doesn't end with **-zig**.

ALTER - AGE

Vocabulary:

Age = das Alter (n)

Year = das Jahr (n), Jahre (pl)

- Wie alt bist du? / How old are you?

SEIN

Ich bin...

Du bist...

Er ist...

Sie ist...

_____ Jahre alt.

Example:

Ich bin achtzehn Jahre alt. / I am eighteen years old.

Feminine, Masculine and Neutral

Definite Article:

Masculine	Feminine	Neutral
Der	Die	Das

Plural
Die

➡ English: THE

Indefinite Article:

Masculine	Feminine	Neutral
Ein	Eine	Ein

➡ English: A/AN

English	German - Singular	German - Plural
hotel	das Hotel	die Hotels
restaurant	das Restaurant	die Restaurants
reception	die Rezeption	-
room	das Zimmer	die Zimmer
parking lot	der Parkplatz	die Parkplätze
swimming pool	das Schwimmbad	die Schwimmbäder

HABEN = TO HAVE

Singular

I have → ich **habe**

you have → du **hast**

he/she/it has → er/sie/es **hat**

Plural

we have → wir **haben**

you have → ihr **habt**

They have → sie **haben**

Wie viel(e)? / How much/many?

Examples:

A: Wie viele Zimmer hat das Hotel? / How many rooms does the hotel have?

B: Das Hotel hat dreißig Zimmer. / The hotel has 30 rooms.

A: Wie viele Parkplätze hat das Hotel? / How many parking spots does the hotel have?

B: Das Hotel hat zwanzig Parkplätze. / The hotel has 20 parking spots.

Wie viel(e)? / How much/many?

Vocabulary:

to cost = kosten

Euro = Euro (€)

breakfast = das Frühstück (n)

per night = pro Nacht

per person = pro Person

Examples:

A: Wie viel kostet das Zimmer? / How much is the room?

B: Das Zimmer kostet 60 Euro pro Nacht. / The room costs 60 euros per night.

A: Wie viel kostet das Frühstück? / How much is the breakfast?

B: Das Frühstück kostet 12 Euro pro Person. / The breakfast costs 12 euros per person.

WIE VIELE? / HOW MANY?

Übung / Exercise:



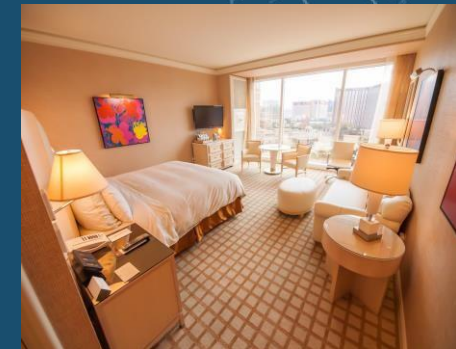
2



3



4



5



6



7



8



9

Übersetze / Translate:

1. I am ten years old.
2. The hotel has twenty rooms.
3. I live in Cardiff.
4. The breakfast costs 12 euros per person.
5. The hotel has fourteen parking spots.
6. I come from Germany.

Challenging Unconscious Bias

- What is Unconscious Bias?
- The 'Halo' Effect

What is Unconscious Bias?



(The Employers Network for Equality & Inclusion, 2015)

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales

Unconscious Bias



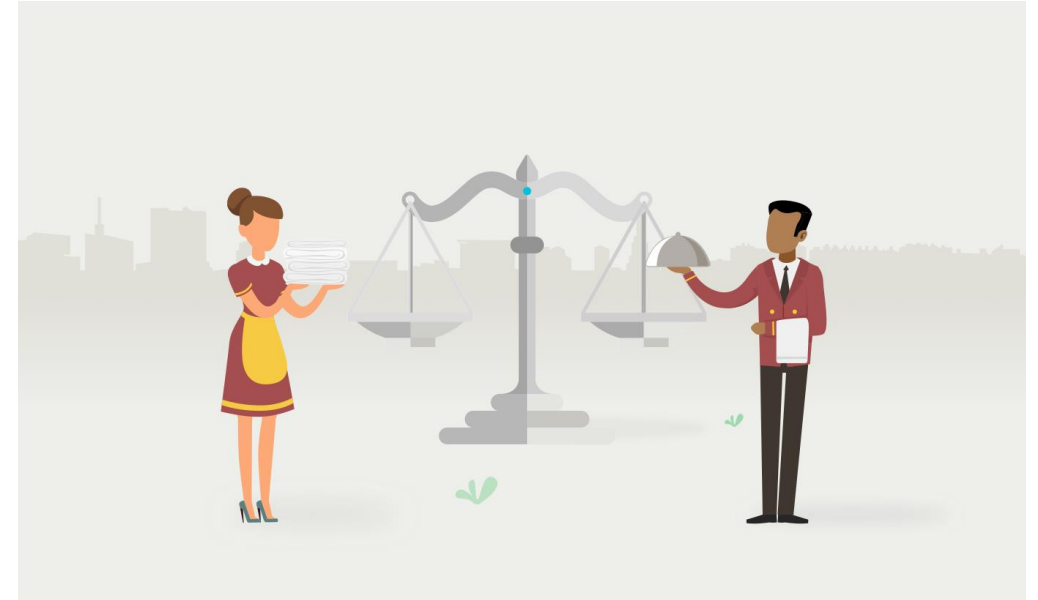
- refers to the automatic, unintentional, and often unconscious mental processes that influence our attitudes, judgements, and decisions towards certain individuals or groups.
- These biases are formed based on societal stereotypes, cultural norms, personal experiences, and other influences.
- **Unconscious bias** operates outside of our awareness, making it difficult to control or consciously override.
- Examples: Favours individuals who are similar to us; making assumptions based on stereotypes; treating certain groups differently without conscious intent.

Understanding Unconscious Bias in Hospitality



Frequent Types of Unconscious Bias in Hospitality

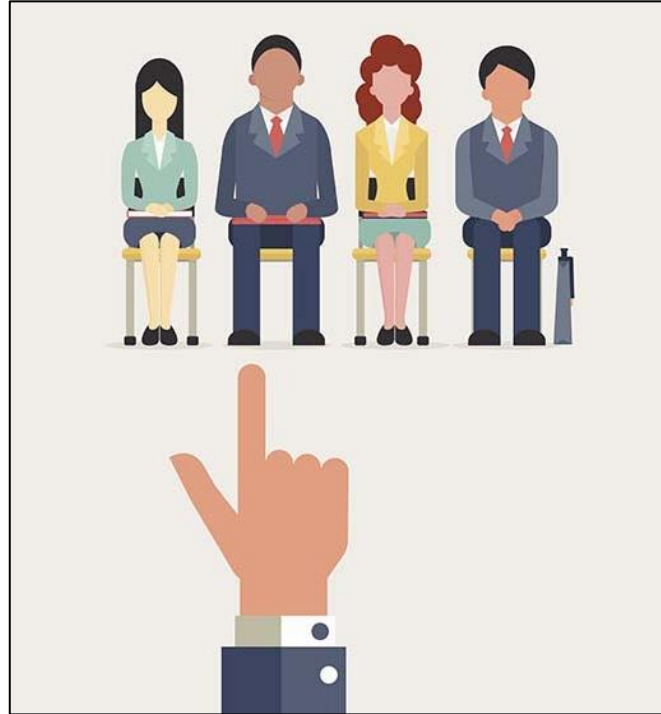
- Racial and gender unconscious bias
- Ageism
- Confirmation and Affinity bias
- the 'Halo' Effect



Racial and Gender Unconscious Bias

Racial:

- Racial bias is a personal and sometimes unreasoned judgment made solely on an individual's race.



Gender:

- Globally, women are underrepresented in corporations, and the share of women decreases with each step up the corporate hierarchy.

Ageism

Ageism refers to discrimination or the holding of prejudices against people based on their age. Usually, it insinuates discrimination against the elderly.



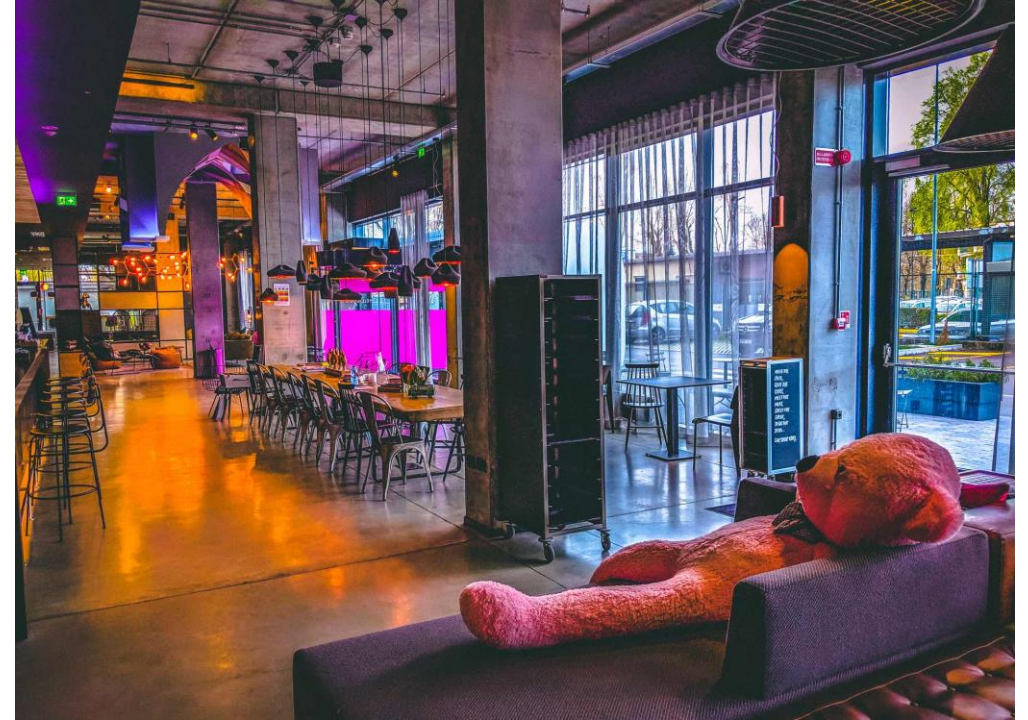
Examples:

- Losing or being refused a job because of your age
- Bullying, including comments like “dirty old man”
- Receiving lower quality service in a hotel or restaurant because of the organisation’s attitude to older people

Ageism can be particularly prevalent in the workplace, where it can affect everything from your financial security to your mental health.

Moxy Hotels

- Moxy is a playful, affordable, and stylish hotel brand designed to give guests “everything they want and nothing they don’t”.
- The brand specifically targets “fun hunters”, party people and Millennials/Gen Z.



Would you consider this as a form of ageism?

Confirmation Bias

- refers to the tendency to search for, interpret and recall information in a way that supports what we already believe.

Examples:

- **Social media**
- **Political news**
- **Religious faith**



Affinity Bias

Affinity Bias refers to a preference for people who are similar to or have the same qualities as ourselves.



Examples:

- **Hiring decisions** – A hiring manager might prefer a candidate who went to the same university they did, overlooking other qualified applicants.
- **Team assignments** – A project leader consistently assigns important tasks to team members who share the same cultural background or hobbies as them.

Task: The 'Halo' Effect (15 min.)

- The **'Halo' effect** is possibly the easiest unconscious bias trap to fall into in hospitality because it appears to be a positive action.

Answer the following questions:

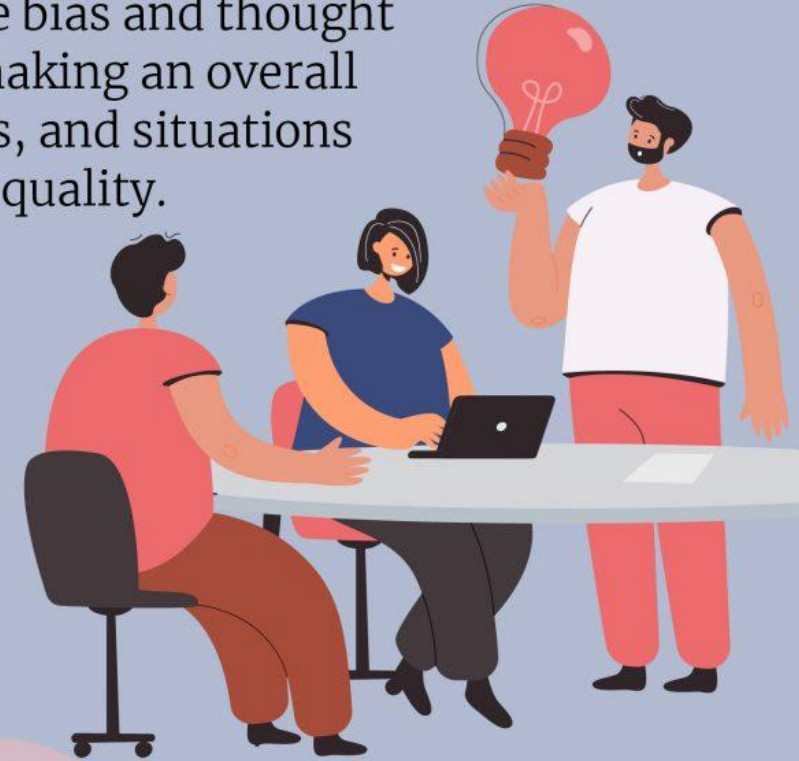
1. What is the 'Halo' effect?
2. What is the 'Horn' effect?
3. Give 2 examples of the 'Halo' effect in real life.
4. Give 2 examples of the 'Halo' effect in the workplace (hospitality).
5. How can hospitality employers avoid the Halo/Horn effects in hiring?

The 'Halo' Effect

Halo Effect is a cognitive bias and thought errors that occur from making an overall opinion of people, things, and situations just by knowing a single quality.

Impact of the Halo Effect

- ✗ Reduces logical reasoning
- ✗ Critical thinking is effected
- ✗ Biased judgments
- ✗ Faulty decision making



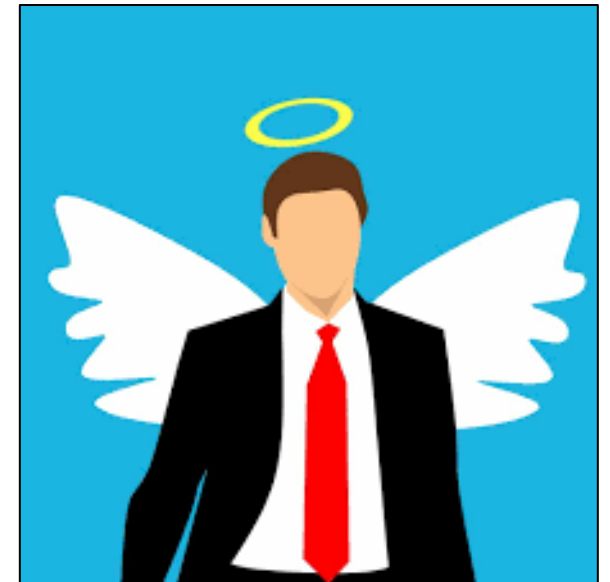
Reasons why it happens

- ✓ Tendency to validate first impressions
- ✓ Removes cognitive dissonance
- ✓ Reduces cognitive load
- ✓ Effective heuristic

Copyright © ThePleasantMind, All rights reserved.
freepik

The 'Halo' Effect in Real Life: Examples

- The '**Halo**' effect influences how you think about others. It happens when you automatically make positive assumptions or judgments about people based on something positive you notice. In reality, you know little about them, but you subconsciously attach a "halo" to them anyway because you think they seem nice.
- A common example is **attractiveness**, and the tendency to assign positive qualities to an attractive person. For example, you might see a physically beautiful person and assume they are generous, smart, or trustworthy.



The 'Halo' Effect in the Workplace

- In the workplace, the **'Halo' effect** is our brain's misguided tendency to believe people skilled at one thing are equally skilled at unrelated things.
- The **'Halo' effect** can impact hiring, promotion, and performance evaluation in the workplace.
- For example, managers may be more likely to hire or promote employees who fit a particular image or personality type. This approach can lead to a workforce lacking diversity and not representative of the best talent available.

Ways To Avoid the Halo and Horn effect in Hiring

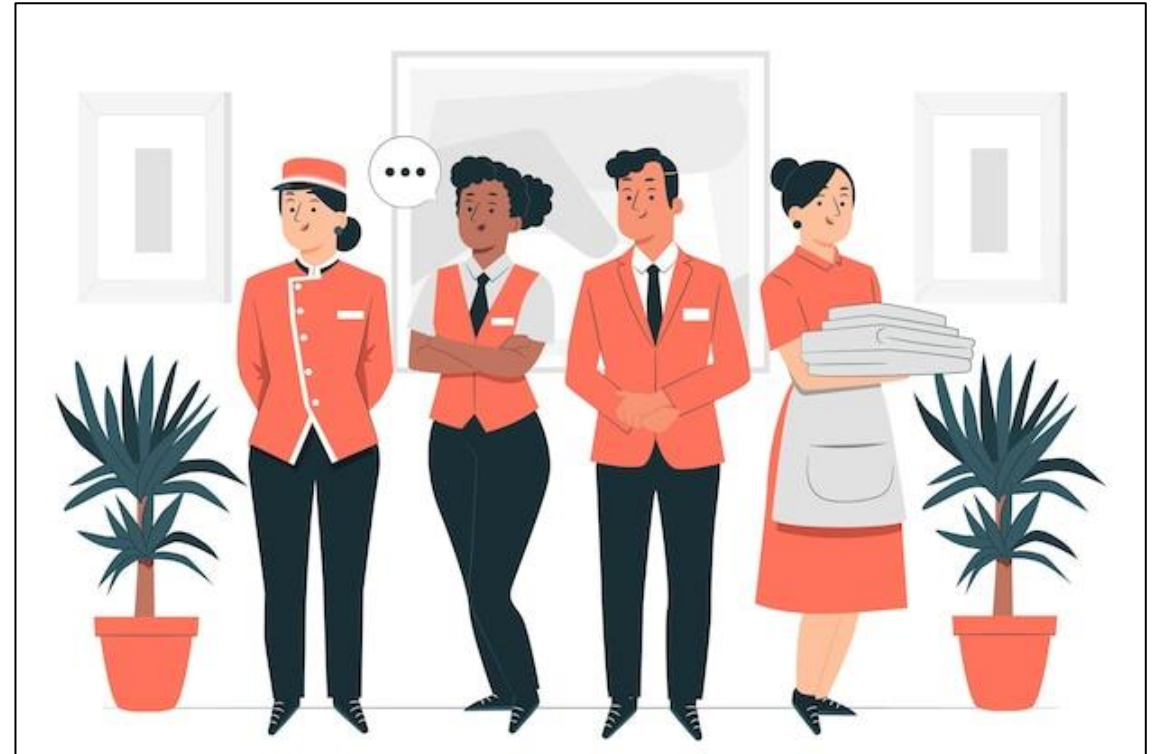


Managing Multicultural Teams

- Diversity, Equity and Inclusion
- Case Studies

Multinational Companies (MNCs)

- With the rise of MNCs, working in multi-cultural teams, that is teams which involve at least two individuals from at least two different cultures working interdependently, is increasingly common.
- It is important to understand something of each other's cultural traditions to avoid cultural misunderstandings.



Diversity

- **Diversity** refers to the presence of a wide range of distinct characteristics, backgrounds, and perspectives within a group or society. It encompasses differences in race, ethnicity, gender, age, religion, abilities, experiences, and more. Embracing diversity promotes understanding, inclusivity, and innovation.

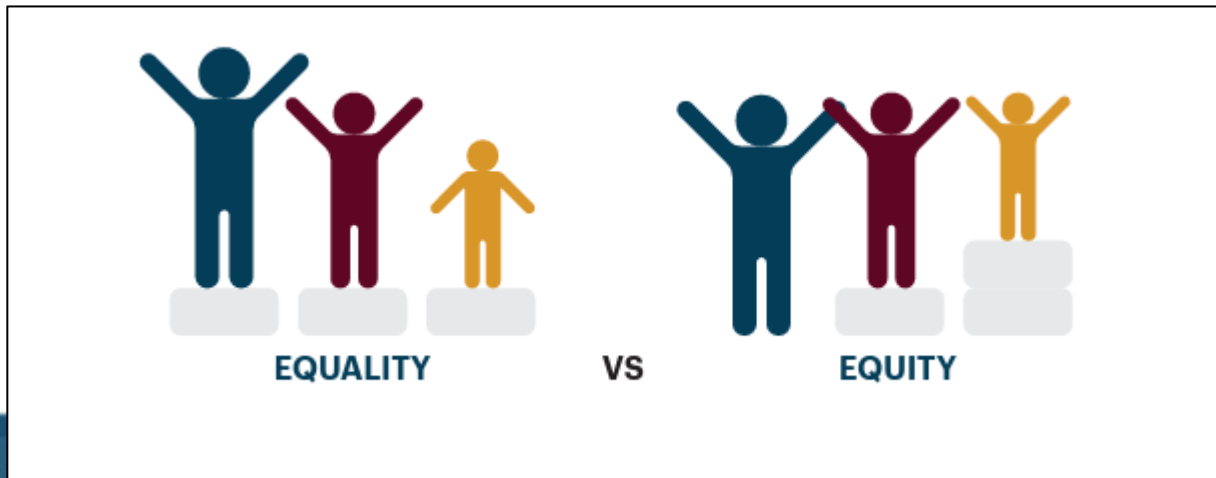
Examples:

- Ethnic Diversity
- Gender Diversity
- Religious Diversity
- etc.



Equity

- **Equity** refers to fairness and justice in the distribution of resources, opportunities, and privileges, taking into account the unique circumstances and needs of individuals or groups.
- It recognises that different individuals or groups may require different levels of support or accommodations to achieve a level playing field.
- Equity aims to address historical and systematic disadvantages and achieve 'equality of opportunity'.



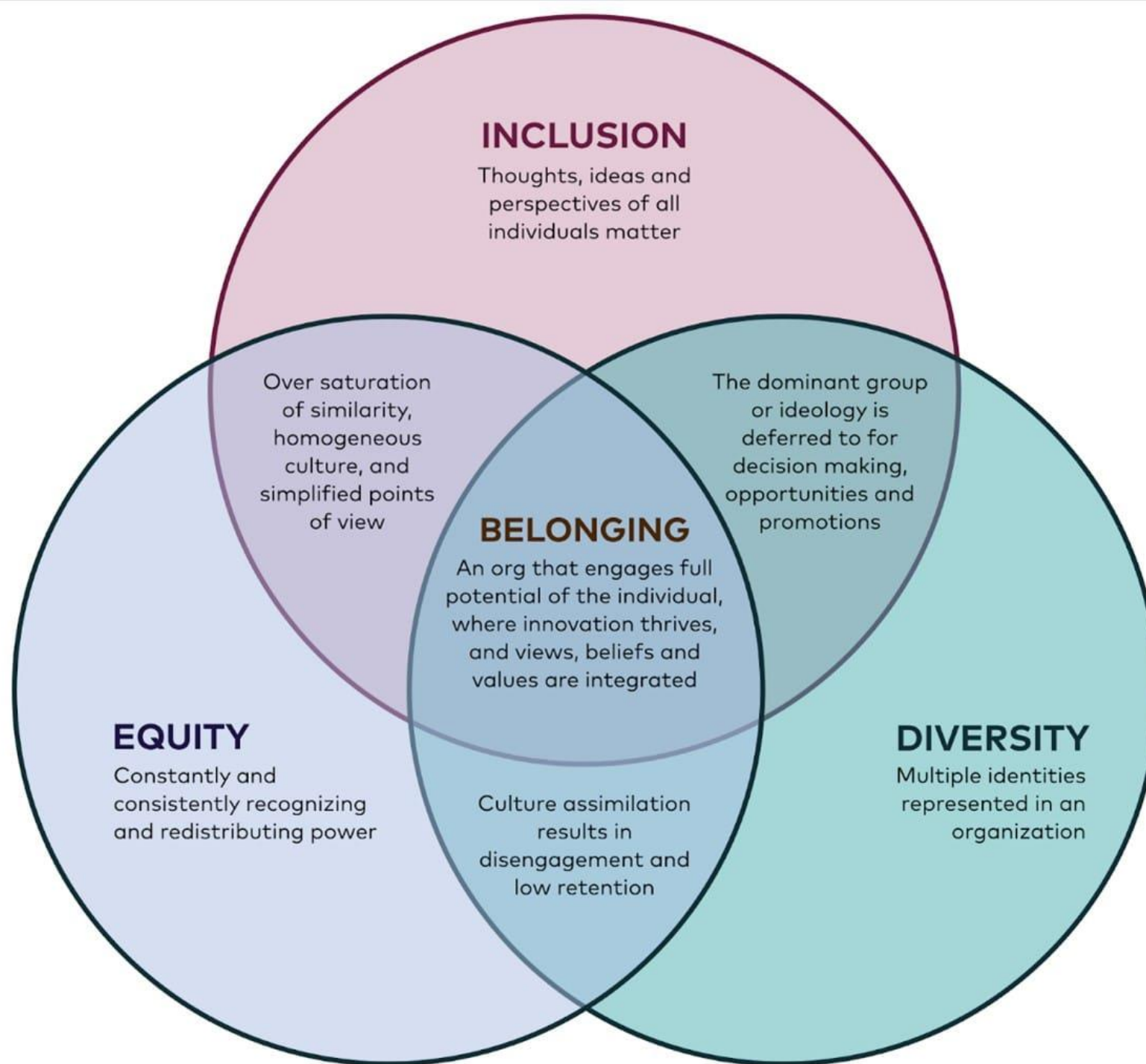
Inclusion

- **Inclusion** is the extent to which various team members, employees, and other people feel a sense of belonging and value with a given organisational setting.
- The act or practice of including and accommodating people who have historically been excluded (as because of their race, gender, sexuality, or ability).



Group Discussion

- Why are diversity and inclusion important in the workplace?
- What can companies do to promote diversity and inclusion?
 - Do you see your current workplace as inclusive? Why?



10 Inclusive employee benefits to create a more supportive workplace

- ☐ Floating holidays and unlimited PTO
- ☐ Leave for all parents
- ☐ Flexible scheduling
- ☐ Family building benefits
- ☐ Domestic partner benefits
- ☐ Gender-affirming benefits
- ☐ Caregiving benefits
- ☐ Wellness benefits
- ☐ Diverse healthcare providers
- ☐ Tuition assistance and financial education



Task: Multinational Hotel Companies (35 min.)

Task:

1. In your groups, select *one* of the following hotel companies:

Marriott International

Hilton Worldwide

Accor Group

2. Access your chosen hotel company's corporate website and research their diversity and inclusion policies/commitments.
3. Summarise your findings to present to the class.

Political Correctness: Words Have Power

Political correctness is a term used to refer to language that seems intended to give the least amount of offense, especially when describing groups identified by external markers such as race, gender, culture or sexual orientation.

There are two schools of thought on the subject:

One is that political correctness is actually essential.

Those who are most strongly opposed to so-called “political correctness” view it as **censorship** and a curtailment of **freedom of speech** that places limits on debates in the public arena. They contend that such language boundaries inevitably lead to self-censorship and restrictions on behaviour.

Political Correctness in the Workplace

- **Political correctness** has become a hot topic in recent years, and the workplace is no exception. With the rise of social media and the 24-hour news cycle, it's easy to see why some people are feeling more pressure to conform to certain standards of political correctness.
- However, it's important to remember that everyone has different opinions on what is considered politically correct. What may be offensive to one person may not be offensive to another. As such, it's important to tread carefully when discussing sensitive topics at work.

The “Gender Star” – *

- In Germany, the German language has long been criticised for not being inclusive.
- In recent years, liberals have been pushing towards a more inclusive language.
- A "Gender Star" is one possible way to combine male and female forms of a noun into one word.
- Critics say that the language is centuries-old hence should not be changed. Also, will there be more and more additions/signs to include every single person on the planet? Where does it end?

What do you think? Is this the way forward for other languages?



Top Tips for Dealing With Political Correctness at Work

- Be aware of your own biases and assumptions
- Make an effort to understand where others are coming from
- Be respectful of others' opinions, even if you don't agree with them
- Avoid making sweeping generalisations about groups of people
- Use inclusive language that everyone can feel comfortable with.

Activity: Marriott International (15 min.)

Task:

1. Read the following article “Marriott ‘Ching and Chong’ controversy is loaded with bigotry”:

<https://liveandletsfly.com/marriott-ching-chong/>

2. Do you agree or disagree with how the situation was dealt with? Why?

Cultures within Cultures

- Subcultures
- Subgroups
- Co-cultures

Cultures Within Cultures

- **Subculture:** resembles a culture in that it usually encompasses a relatively large number of people; exists within dominant culture and is often a subdivision based on geographic region, ethnicity, or economic or social class
- **Ethnicity:** term referring to a group of people of the same descent and heritage who share a common and distinctive culture passed on through generations; distinguishing characteristics can be language, accent, physical features, family names, customs, and religion
- **Co-culture:** suggests that no one culture is inherently superior to the other coexisting culture; mutuality may not be easily established



Cultures Within Cultures

The Māori of New Zealand

- 1840: Māori chiefs signed the Treaty of Waitangi, which in exchange for granting sovereignty to Great Britain promised the Māori full possession of their lands
- The terms of the treaty were largely ignored as Māori land was appropriated as settlers arrived
- 1975: the government investigated Māori claims, which resulted in some return of Māori land
- 1994, the government proposed to settle all Māori land claims for \$1 billion, a small percentage of current value
- Today, New Zealand's population by descent is approximately 13% Māori and 78% Pakeha (European)



This Photo by Unknown Author is licensed under [CC BY-NC](#)

Cultures Within Cultures

- **Subgroup:** membership group
- Subgroups exist within a dominant culture and are dependent on that culture
- Like cultures, subgroups provide members with relatively complete sets of values and patterns of behavior and in many ways pose similar communication problems as cultures
- Occupation is one important subgroup
- Membership in subgroup can be temporary The reference group is the group someone wants to belong to, creating “wannabe” behavior



Summary

TYPES OF UNCONSCIOUS BIAS



Affinity Bias

Feeling a connection to those similar to us



Perception Bias

Stereotypes and assumptions about different groups



Halo Effect

Projecting positive qualities onto people without actually knowing them



Confirmation Bias

Looking to confirm our own opinions and pre-existing ideas.



Any questions?

References

- Klint, M. (2022) 'Marriott "Ching and Chong" Controversy is loaded with bigotry', 3rd August. Available at: <https://liveandletsfly.com/marriott-ching-chong/> (Accessed: 4th September 2023).