

WHERE ARE YOU  
ON YOUR JOURNEY FROM  
GOOD TO  
*EXCELENTE*<sup>™</sup>?



Good to Excelente<sup>™</sup> Diagnostic Tool

# THE GOOD TO EXCELENTE™ TERMS OF USE

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# THE GOOD TO EXCELENTE™ FRAMEWORK

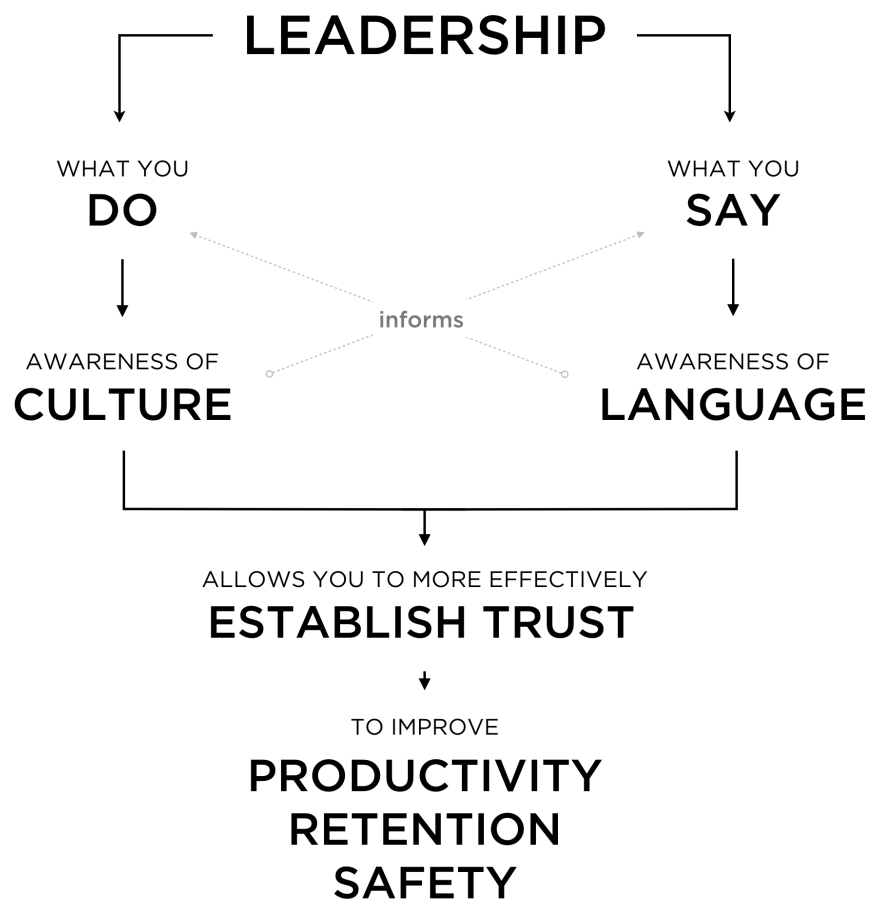
## LEADERSHIP, SIMPLIFIED.

Your ability to lead is shaped by two things: what you say and what you do.

That's it.

Your awareness of culture will drive your leadership behavior—what you do. Your awareness of language will drive what you say. However, culture will inform what you say and language will inform what you do. Language and culture influence and inform each other.

When combined, you will be able to more effectively establish trust—the foundation of leadership and meaningful relationships. Once you've established trust, achieving your goals of improving productivity, retention, and safety (or any combination of these) becomes more realistic. Only after you've established trust can you begin to think about going from good to *excelente*.



# THE GOOD TO EXCELENTE™ ELEMENTS

## HOPE IS NOT A STRATEGY.

Strategy is fundamentally a question of tradeoffs. What is the most intelligent allocation of your three primary resources—your capital, talent, and time? Your leadership capabilities hinge upon your ability to develop trust quickly and communicate clearly. Your desired results, then—on the right side of the diagram below—will be driven by the implementation of the Cultural IQ and language factors on the left.



## THE MINIMUM EFFECTIVE DOSE

A phrase originally conceived by Nautilus® founder Arthur Jones, the minimum effective dose (M.E.D.) is the smallest dose that will produce a desired result. Far from laziness, it's focusing on what you want to achieve and then executing a plan to produce that result as efficiently as possible. The M.E.D. philosophy underpins the *Good to Excelente* leadership framework.

The sizes of your existing problems do not necessarily demand similarly sized solutions. The results of Hartmann & Co. clients employing the *Good to Excelente* principles have proven small behavioral changes taken by a committed organization can lead to significant improvements.

# GOOD TO EXCELENTE™ OVERVIEW

## THE BUILDING BLOCKS.

To transition your organization from *Good to Excelente* and become a Hispanic Employer of Choice, your team will embrace four essential skill sets:

### ► SKILL SET 1: RECOGNIZE AND ACCEPT LA REALIDAD

From our collaboration with Hartmann & Co. clients across the country helping them attract, hire, train, and retain Hispanic workers more effectively, one thing has remained clear: nearly everyone is aware of the value of the Hispanic workforce. From the C-Suite to the job site, there exists a recognition of the rapid growth of the Hispanic demographic and their valuable contributions to the industry. Recognition, however, is different than acceptance. Accepting this reality is a necessary step toward embracing Hispanic cultural differences as a competitive advantage.

### ► SKILL SET 2: UNDERSTAND THE ORIGINS

Hispanics residing in the United States largely come from the following five countries/territories: Mexico, Puerto Rico, El Salvador, Cuba, and the Dominican Republic. Acquiring some contextual understanding of each location—driven by the M.E.D. philosophy—brings an increased ability to connect with Hispanic workers to improve trust, the most critical component of leadership.

### ► SKILL SET 3: DISTINGUISH AMONG THE DIMENSIONS

There are many cultural factors that affect behavior on the job. As you increase your understanding of these cultural elements, you will start to recognize clues that will help you bridge the gap between what you *think* people should do and what people *actually* do. Increasing your cultural awareness will improve your ability to persuade, influence, and establish trust with the Hispanic workforce to change behavior and improve performance.

### ► SKILL SET 4: LEAD THROUGH LANGUAGE

A significant portion of your workforce speaks Spanish as their primary language. While few debate the importance of clear communication within an organization, language barriers often thwart clarity of message, resulting in frustration, rework, and injuries. Acquiring functional language skills relevant to your daily job activities is not as hard as it may seem. In this section, a simpler path to improved communication is revealed—how to lead through language with minimal effort and stress. Doing so quickly establishes a relationship which leads to trust, improved productivity, and increased job satisfaction.

	1	2	3	4	5	6	7	8	9	10
States with largest Hispanic populations	CA	TX	FL	NY	IL	AZ	NJ	CO	NM	GA
States with fastest growing Hispanic populations	SD	TN	SC	AL	KY	AR	ND	MD	NC	VA



# SKILL SET 1: RECOGNIZE AND ACCEPT LA REALIDAD

*“ . . . the future depends on man’s being able to transcend the limits of individual cultures. To do so, however, he must first recognize and accept the multiple hidden dimensions of unconscious culture, because every culture has its own hidden, unique form of unconscious culture.”*

—Edward T. Hall, Beyond Culture

## SCORING SELECTIONS:

- 1 = We operate without any understanding of this throughout our organization.
- 2 = There is little evidence our organization understands and/or acts upon this.
- 3= We show some evidence of understanding and acting upon this, but it’s inconsistent.
- 4= We are aware of the need for this and are actively trying to improve upon it.
- 5 = Sorry, 5 is not an option. Choose 4 or less to rate this as a weakness or 6-7 to indicate a strength.
- 6 = This is an emerging strength that is understood and acted upon throughout our organization.
- 7 = This is a point of differentiation and strength understood and acted upon throughout our organization.

Our organization is knowledgeable about the Hispanic demographic growth in the U.S. and the degree to which this growth is attributable to birth rate and immigration.

1 2 3 4  6 7

Our organization understands how the retiring Baby Boomer demographic is exacerbating the craft labor shortage (AGC reports an expected craft labor deficit of over 2M by the year 2020).

1 2 3 4  6 7

Our organization understands the difference between the terms *Hispanic* and *Latino* and consistently confirms the preferred term is used to reference members of our team.

1 2 3 4  6 7

Our organization understands Hispanics are disproportionately more likely to be injured or killed on the job and has implemented safety training programs and protocols accordingly.

1 2 3 4  6 7

Our organization understands the importance of Hispanic individuals’ country of origin and we document and share that information throughout our levels of leadership.

1 2 3 4  6 7

Our organization understands the common use of both the mother’s and father’s last name in Hispanic cultures and applies those naming conventions on internal documents and employee forms.

1 2 3 4  6 7

Add your scores from above and note it here.

## SKILL SET 2: UNDERSTAND THE ORIGINS

*"If I were to summarize in one sentence the single most important principle I have learned in the field of interpersonal relations, it would be this: Seek first to understand, then to be understood."*

—Stephen R. Covey, The 7 Habits of Highly Effective People

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Our organization consistently expresses the value of learning about and appreciating the various cultural backgrounds of our team members.

1 2 3 4  6 7

Throughout the year we celebrate cultural holidays that are important to the members of our team, in addition to the holidays celebrated on the U.S. calendar.

1 2 3 4  6 7

During company meetings and events where food is served, we select dishes that are meaningful to the various cultural backgrounds of our team members.

1 2 3 4  6 7

We are aware of tensions among Hispanic countries (El Salvador and Honduras, for example) and are thoughtful about these factors when evaluating team dynamics and performance.

1 2 3 4  6 7

Add your scores from above and note it here.

# SKILL SET 3: DISTINGUISH AMONG THE DIMENSIONS

*“We and They. Social scientists use the terms in-group and out-group. In-group refers to what we intuitively feel to be “we,” while out-group refers to “they.” Humans really function in this simple way: we have a persistent need to classify others in either group. The definition of in-group is quite variable in some societies, but it is always noticeable.”*

—Geert Hofstede, *Cultures and Organizations: Software of the Mind*

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Our organization’s hiring and on-boarding processes have been designed to establish trust with the new hire at each step along the way.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Our organization has a documented career development path for all Hispanic employees and its implementation inquires about each individual’s motivations and goals for the future.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Our organization frequently gathers feedback from Hispanics working on the front lines to generate ideas for improvement and evaluate employee engagement.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Our organization understands the intensity of the extended family bond among Hispanics and shares company news frequently in Spanish, specifically targeting employees’ families.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Our organization has implemented an incentive program designed with cultural differences in mind to encourage Hispanic employees to refer friends and family.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Leaders at all levels understand how their position of authority may lead to “head-nodding” and that non-verbal behavior may or may not indicate full comprehension.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Our organization has a Hispanic Council comprised of Hispanic leaders from different departments that meet regularly to gather insights from Hispanic perspectives.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Add your scores from above and note it here.



# SKILL SET 4: LEAD THROUGH LANGUAGE

*“Speaking Spanish supports no agenda other than ensuring your future and getting your order right at the taquería. Spanish is no longer a subject juniors sleep through in high school; it’s the fourth most spoken language in the world . . . So better practice Spanish as mucho as possible to ensure your future.”*

—Gustavo Arrellano, [iAsk a Mexican!](#)

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Our organization evaluates and documents literacy proficiency during the on-boarding process and shares that information with managers.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Our organization has translated relevant employee documents (employee handbook, insurance info, 401(k), ESOP info, etc.) into Spanish in addition to job site signage.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Our organization emphasizes the importance of English-speaking leaders communicating directly with Spanish-speaking workers regarding safety.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Our organization articulates the primary goals and objectives for each individual on each project in their language of preference to ensure accountability.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Our organization offers relevant English as a Second Language (ESL) training to help Spanish-speakers learn English that is applicable on the job site as well as at home.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Our organization has created a Spanish-language presence on our website that makes it easy for Hispanics to apply to positions online and recruit friends and family.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Our organization conducts exit interviews for all Hispanic employees and has implemented a process to learn from employee turnover.	<table border="1" style="display: inline-table; border-collapse: collapse;"> <tr> <td style="width: 20px; text-align: center;">1</td> <td style="width: 20px; text-align: center;">2</td> <td style="width: 20px; text-align: center;">3</td> <td style="width: 20px; text-align: center;">4</td> <td style="width: 20px; background-color: black;"></td> <td style="width: 20px; text-align: center;">6</td> <td style="width: 20px; text-align: center;">7</td> </tr> </table>	1	2	3	4		6	7
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Add your scores from above and note it here.

# WHERE ARE YOU ON YOUR JOURNEY FROM GOOD TO EXCELENTE?

*"From the time we're small, we hear this good advice from our parents and teachers: Take it a little bit at a time. This advice works because it accurately reflects the way our brains learn. Every skill is built out of smaller pieces—what scientists call chunks."*

—Daniel Coyle, *The Little Book of Talent*

## YOU ARE HERE.

In the cells below, note your score from each of the previous Skill Set self-evaluations. Then divide that number from the total number of potential points to determine your organization's percentage score for each of the four skill sets.

### SKILL SET 1 :: RECOGNIZE AND ACCEPT LA REALIDAD

$$\boxed{\phantom{000}} \div 42 = \boxed{\phantom{00}} \%$$

Skill Set 1 Total

14 - 49%	50 - 70%	71 - 89%	90 - 100%
Weakness	Opportunity	Strength	Excelente

### SKILL SET 2: UNDERSTAND THE ORIGINS

$$\boxed{\phantom{000}} \div 28 = \boxed{\phantom{00}} \%$$

Skill Set 2 Total

14 - 49%	50 - 70%	71 - 92%	93 - 100%
Weakness	Opportunity	Strength	Excelente

### SKILL SET 3: DISTINGUISH AMONG THE DIMENSIONS

$$\boxed{\phantom{000}} \div 49 = \boxed{\phantom{00}} \%$$

Skill Set 3 Total

14 - 48%	49 - 68%	69 - 89%	90 - 100%
Weakness	Opportunity	Strength	Excelente

### SKILL SET 4: LEAD THROUGH LANGUAGE

$$\boxed{\phantom{000}} \div 49 = \boxed{\phantom{00}} \%$$

Skill Set 4 Total

14 - 48%	49 - 68%	69 - 89%	90 - 100%
Weakness	Opportunity	Strength	Excelente

## NEXT STEPS . . .

### **FIRST, CONGRATULATE YOURSELF ON TAKING THE FIRST STEP.**

A candid self-assessment of where you stand today—and where you want to go—is an important first step on your journey to becoming a Hispanic Employer of Choice. Now, it's your responsibility to maintain this momentum. Below are next steps you can act upon immediately.

### **START AT THE TOP.**

Strategy commitment and implementation starts at the top. Cultural IQ training will enable leaders to better understand U.S.A. cultural tendencies and how Hispanic cultures are similar or different. With this understanding, leadership will be better prepared to ask the questions that drive change.

### **START WITH THIS QUESTION.**

With every initiative, a single question should be asked: *"HOW ARE WE INCLUDING OUR HISPANIC EMPLOYEES HERE?"* Leaders need to model this behavior. To become the Hispanic Employer of Choice, the long-term change begins with this thought-process. Where possible, actively involve Hispanic leaders at all levels to hear direct feedback on the question being asked.

### **START WITH WHAT IS WORKING.**

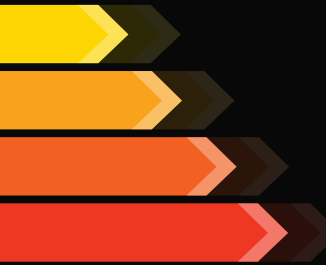
Undoubtedly there are numerous examples of your bicultural and bilingual teammates collaborating effectively today. What are the success stories—large and small—that demonstrate what can be duplicated on a larger scale within your organization?

### **START SMALL . . . BUT START.**

With so many moving parts (online & off, internal and external), next steps can be daunting. Look for small steps that can be taken immediately to help achieve goals and objectives for the calendar year.

### **START WITH A CALL TO HARTMANN & Co.**

We provide a new perspective on your language and leadership challenges. Let Hartmann & Co. leverage our experience in the industry to simplify and speed your transition from good to *excelente*. Below is a summary of our language and leadership capabilities that can be customized and coordinated for your company's specific challenges and opportunities.

- 
- Strategy facilitation with executive leadership
  - Hispanic recruiting, hiring, and on-boarding analysis
  - Good to Excelente Cultural IQ workshops
  - Videography team with bilingual capabilities
  - Bilingual multimedia content: video, podcast, copywriting
  - Construction-specific Unconscious Bias leadership training
  - Construction-specific translation services
  - Bilingual signage design, layout, and translation
  - 6-Week Safety Spanish program :: English-speakers
  - 6-Week Safety Inglés program :: Spanish-speakers
  - 6-Week Construction Spanish program :: English-speakers
  - Construction English as a Second Language (ESL) program



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DEVELOPING CONSTRUCTION LEADERS SINCE 2011

[BRADLEYHARTMANNANDCO.com](http://BRADLEYHARTMANNANDCO.com)