Growing the Game Through Cross-Cultural Dexterity

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Objectives

• The Why: The Business Case for Diversity & Inclusion and the Importance of Crosscultural Dexterity

• The What: Developing Crosscultural Dexterity

• The How: Applying Crosscultural Dexterity within USTA
Common Ground

• Keep an Open Mind
• Engage and Participate
• Speak from your OWN experience
• Respect the views of others
• Listen to understand
• Assume positive intent

• Use confidentiality
• Trust the process
• Lean into discomfort
• Be honest with self and others

Have FUN
The Mix

Visible and Invisible Diversity Features

- A small percentage of our features are visible to others. Most of the features that make us unique and diverse as individuals are not on display.
USTA Diversity Definition

- Diversity is the collective mixture of our human and organizational assets characterized by our similarities and differences.

- Inclusion is leveraging the power of diversity in a respectful environment that encourages all to participate and contribute to further the USTA Mission.
Diversity is the Mix... Inclusion is making the mix work!
The Why: Articulating The Business Case
The Foundation Model
The Business Case for Diversity & Inclusion

- **Talent Business Case**: Impact on talent (engagement, retention, advancement, etc.)
- **Marketplace Business Case**: Impact on products and services
- **Operations Business Case**: Impact on internal systems and processes
Below the Waterline...

- Smaller courts, shorter racquets and balls that bounce lower. Now, it’s easier for kids to play the game and develop a love for the sport right from the start - a love that can last a lifetime.
Does the Future of the USTA Hinge on Diversity & Inclusion?
The MISSION of the USTA is simple and clear:

- “To promote and develop the growth of tennis”

Managing Diversity & Inclusion effectively is **critical** to achieving the mission of the organization.
USTA Core Values

• **Integrity**: The USTA is committed to the highest standards of integrity, honesty and ethics.

• **Inclusiveness**: The USTA actively seeks all people who play, watch, support, and/or enjoy the game of tennis.

• **Excellence**: The USTA continually strives for excellence and is dedicated to providing outstanding service and value.

• **Commitment & Teamwork**: USTA is committed to its mission and believes that mission can best be achieved through the efforts of volunteers, staff and strategic partners working as a team.

• **Accountability**: USTA staff and volunteers accept responsibility for how their actions support the USTA Mission.
Winning the Game Strategy for USTA

Diversity allows us to touch “All of America” and Inclusion allows “All of America” to touch us.

Our responsibility as the National Governing Body obligates us to identify and lead in removing barriers to allow us to be inclusive so that tennis reflects all of America.
The USTA was founded in 1881 (132 years ago), and for a great majority of those years the representation was old, white, rich males. ‘Elite’, ‘Exclusive’, ‘country club’, was a well earned reputation.

- Lee Hamilton
USTA Texas Journey
But It’s Not Enough... How do we grow the game?
Tough… Hard Questions

• USTA’s professional staff and volunteers do not reflect the changing demographic

• 40% of kids under 10 are African-American, Latino, Asian, Native American

• To execute 10-and-under imperative, it must be at its core about diversity

• Not a market segment; it is the market
The How: Developing Crosscultural Dexterity
Unconscious, Conscious, and Collective Bias

• Traditional thinking has generally assumed that patterns of discriminatory behavior is conscious

• Unconscious bias works behind the scenes, subversively undermining equality efforts

• The collective phenomena can make a group influence individual minds and limit their independence of decisions and actions
Culture, Values, and Symbols

- Behavioral interpretation of how a community lives out its values in order to survive and thrive
- Personal and group beliefs of what is right and wrong
- Things that remind people of those cultural elements that bind them together.
Crosscultural Dexterity

The ability to differentiate and take into account one’s own and others’ world views in order to:

1. Seize opportunities
2. Make Decisions
3. Resolve Conflict

Leveraging cultural differences to create, better, longer lasting, and more creative solutions.
Additional Definitions

• Archetype: The general tendency of a group of people to behave in a certain way

• Stereotype: The assumption that every individual within that group will behave according to the archetype
The How: Applying Crosscultural Dexterity at the USTA
Resources

United States Tennis Association

CTA
Community Tennis Associations

USTA Serves

USTA Texas
USTA Texas Programs

NJTL
National Junior Tennis & Learning
Tennis Education Life Skills

CTA
Community Tennis Associations Centers for Tennis in America

USTA Jr. Team Tennis

USTA League

TX

10 AND UNDER TENNIS

USTA Tennis on Campus
Education

- The USTA/National Junior Tennis & Learning (NJTL) network is a nation-wide group of more than 600 non-profit youth development organizations that provide free or low cost tennis, education and life skills programming to more than 250,000 children each year.
Issues and Opportunities

• Access
  – Transportation, court availability, cost to play

• Environment
  – Familiar, not intimidating

• Social Issues
  – Obesity; competing with internet and tv

• New Strategic Partnerships
Tough Issues/ Hard Questions

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Objectives Revisited

- **The Why**: The Business Case for Diversity & Inclusion and the Importance of Crosscultural Dexterity

- **The What**: Developing Crosscultural Dexterity

- **The How**: Applying Crosscultural Dexterity within USTA
Powerful Presence Across the Country

Current 2012

- U.S. Population: 311,591,919
- Hispanic Population: 51,939,916 (16.7%)

Projected 2050

- U.S. Population: 439,010,000
- Hispanic Population: 132,792,000 (30.2%)

One in Six in the U.S. is Hispanic

1 in 4 U.S. Births are Hispanic

Language

- 25% English
- 75% Language Other Than English
- 34% Don’t Speak English Well

Age

- Under 10: 19%
- Hispanic: 11%
- Under 18: 24%
- Hispanic: 24%

Diversity Toolkits
Hispanic/Latino
CULTURAL CUES

As you move through the process, keep a few key cultural cues in mind.

“Open” doesn’t necessarily mean “inviting”

Make your invitation known. Many communities unfamiliar with tennis need a warm, direct invitation to play. Just being open to them joining your program if they find you on their own may not be enough.

Meet the community where they are

Inviting folks to your courts is one approach, but going into their community is another great way to get people involved. It’s a welcoming way to bring them into your tennis world.

Reflect the community

Having a diverse volunteer staff is always a powerful way to make diverse audiences feel welcome and a part of your organization. The more you get parents involved, the more you can reflect diversity.

Schools today are diverse

Your easiest entry point may just be your local school. Schools today reflect the multicultural diversity of tomorrow’s players. It may not be as simple as that.

Don’t forget social media

Having a digital presence can be another great way for the Asian-American community to learn more about your organization and what you are trying to do. Also, having a meaningful social-communications strategy can be an easy way to stay connected.

CONNECTING: ADDITIONAL CONTACTS

Looking for more ways to connect with the Asian-American segment? There are probably many organizations and groups you can reach out to right in your own community. The following are just a few worth considering.

COMMUNITY CONTACTS

- Local Media/Publications (Specific to Asian-Americans)
- Schools (P.E. and After-school Programs)
- Civic Organizations (i.e., YMCA, Girl Scouts, Boy Scouts, Boys & Girls Clubs)
- Government (City Council)
- Community Events/Festivals
- Religious Venues
- Iconic Local Cafés or Restaurants
- Local Tennis Coaching Professionals
- Private Club Owners and Operators

USTA CONTACTS

- Section Executive Directors
- District Executive Directors
- Section Diversity and Inclusion Representative
- Diversity and Inclusion Subcommittees
- CTA Donors
- CTA Staff and Volunteers
**THE OPPORTUNITY**

**THE PLAYERS: AFRICAN-AMERICANS**

As a group, African-Americans represent one of the biggest opportunities to grow the sport of tennis. African-Americans have a strong connection with sports; they’re also already big fans of the game — watching more tennis on average than the general population. There is an established African-American tennis association, the ATA, which has long supported tennis in the community. However, they are much less likely to play than other groups, and their participation numbers are on the decline. The following overview highlights some key reasons why African-Americans would be interested in tennis as well as some barriers they face.

**MAKING POINTS: WHY AFRICAN-AMERICANS?**

In general, African-Americans are experiencing a cultural expansion. More than ever, they feel empowered to make their own way, and are less concerned about old-fashioned notions of what it means to be African-American. They are increasingly more connected to global affairs and always on the cutting edge. With a total population of nearly 4.3 million and a strong presence in major cities, African-Americans are highly connected via new technology and social media. They are early adopters and trendsetters, which makes their influence in our culture profound. And they have a strong connection to sports — not only as entertainment, but also as a means to health and opportunity.

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**PARTNER UP**

Having a partner in the community is an important first step. Start internally and work your way out and you’ll be well on your way to becoming an important part of the community itself.

**PARTNER UP: REACH OUT TO THE COMMUNITY**

Religious venues are an important cultural gathering place and information sharing point for the African-American community; call the Religious venues administrator.

In African-American communities, look into after-school programs.

Partner up with the city or local council representatives who have large concentrations of African-Americans in their district.

Reach out to other African-American youth- or family-oriented nonprofits and community groups in your area.
THE OPPORTUNITY
THE PLAYERS: LGBT

The LGBT community — those who identify as lesbian, gay, bisexual or transgender — are a vibrant, diverse and influential segment of the American population. Approximately 3–6 percent of Americans openly identify themselves as LGBT. While precise population numbers are difficult to identify, what is becoming clear is that the LGBT community across the country reflect a breadth of races, ethnicities, and ages, as well as income and education levels. It also includes an important and often overlooked part of the community, the LGBT family. The number of LGBT parents has been growing steadily over the past decade and is expected to increase significantly in the coming generation.

While the community wields a significant buying power, estimated at nearly $790 billion, their effect on our culture and politics may be even more powerful. With advancements on high-profile equality issues like “Don’t Ask, Don’t Tell” and same-sex marriage, and an ever-increasing presence in television, advertising and media, the LGBT community is gaining momentum and making strides toward greater equality.

MAKING POINTS: WHY LGBT?

Similarly, the conversation around LGBT participation in sports is evolving and becoming more honest and open. Many recreational sports have local

DEVELOPING PLAYERS BY DEVELOPING A RELATIONSHIP

WIN:
Philadelphia Liberty Tennis Association
Philadelphia, Penn.
philadelphiaLibertytennis.com

CHALLENGE:
Find a way to build trust with LGBT community and to create a welcoming environment for them to play tennis.

APPROACH:
PLTA started first by building an authentic, consistent and close relationship with the LGBT community. Tennis was simply a by-product of that relationship. To get to know the LGBT community, PLTA created a presence through multiple LGBT touch points within the community — from LGBT-specific events to bars to media outlets.

RESULTS:
The tennis club now features an active and robust LGBT membership of approximately 80–90 members.
Citations

• Diversity Best Practices
• United States Tennis Association
THANK YOU

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