Latina Leadership in the Nonprofit Sector: What can organizations do to foster an equitable and inclusive workplace?

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NPA622

Spring 2020

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INTRODUCTION

LATÍNA
PURPOSE AND RESEARCH QUESTIONS

The purpose of this research is to identify strategies that can be implemented on an organizational level to create a culture that embraces Latina leadership.

RQ1. What obstacles do Latinas face in their leadership journey in the nonprofit sector?

RQ2. What are nonprofit organizations currently doing to advance Latinas in the workplace?

RQ3. What strategies can be implemented on an organizational level to create a culture that embraces Latina leadership?
METHODS AND APPROACHES

**Literature Review**
Secondary resources retrieved online from the Gleeson Library's online database

**Semi-Structured Interviews**
- Executive Director
- Interim Executive Director
- Chief Development Officer
- Director of HR
- Coordinator
- Counselor

**Methods**
Purposive Sampling
Snowball Sampling
ZOOM video conferencing
1 hr recorded interview

**Interviewees**
Northern California
Identified as Latinas
RQ1. What obstacles do Latinas face in their leadership journey in the nonprofit sector?

**Theme 1: White Supremacy Culture**
- Boards members and senior management staff are white
- White employees get promoted faster
- Professionalism is defined by white culture
- Latinas get paid less than their white colleagues

**Theme 2: Passed over or overlooked for job opportunities and promotions**
- Assumptions about the lack of qualifications and experience
- Latinas feel pressure to prove themselves in the workplace

**Theme 3: Lack of professional development opportunities**
- Latinas are on their own
- The organization's size and budget impacts the number of professional development opportunities that Latinas receive
RQ2. What are nonprofit organizations currently doing to advance Latinas in the workplace?

**Theme 1:**
They have an organizational culture that values professional development
- Supervisor investment matters
- Board members are engaged
- Invitation to key meetings and events

**Theme 2:**
They are committed to diversity, equity, and inclusion
- Ongoing anti-racism learning
- Culturally relevant professional support

**Theme 3:**
They have Latina representation on the board and senior management positions
- Latina representation matters
RQ3. What strategies can be implemented on an organizational level to create a culture that embraces Latina leadership?

**Theme 1:**
- Embrace Latina’s Differences
  - Recruit Latinas as board members
  - Employee affinity groups

**Theme 2:**
- No tolerance for microaggressions and implicit bias
  - Hold each other accountable
  - Be willing to have uncomfortable conversations

**Theme 3:**
- Create a leadership pipeline for Latinas
  - Holistic approach to hiring and promotions
  - Maximize 1:1 weekly check-ins
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<tr>
<th>RECOMMENDATIONS</th>
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<tr>
<td>Latinas in the US are paid 46% less than white men and 31% less than white women, no matter their education level and professional experiences.</td>
<td>Choose and maintain the right type of job evaluation method</td>
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<td>Build an externally and internally equitable salary structure</td>
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<td>Shared pay scales internally with all staff</td>
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<td>Monitor compensation data based on gender and race/ethnicity to expose any inequalities</td>
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<tr>
<td>Lack of Latina representation in governing boards in the nonprofit sector due to white supremacy culture and institutionalized racism.</td>
<td>Recruit Latinas and people of color as board members</td>
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<td>Attend the meet &amp; greet events of leadership board academies for Latinx and multicultural members</td>
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<td>Latinas are overlooked or passed over for promotions.</td>
<td>Create concrete systems for internal hiring and promotions</td>
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<td>Use hard data directly related to job performance</td>
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<td>Invite staff to key meetings and events. Ex. Board Meetings</td>
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REFERENCES


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