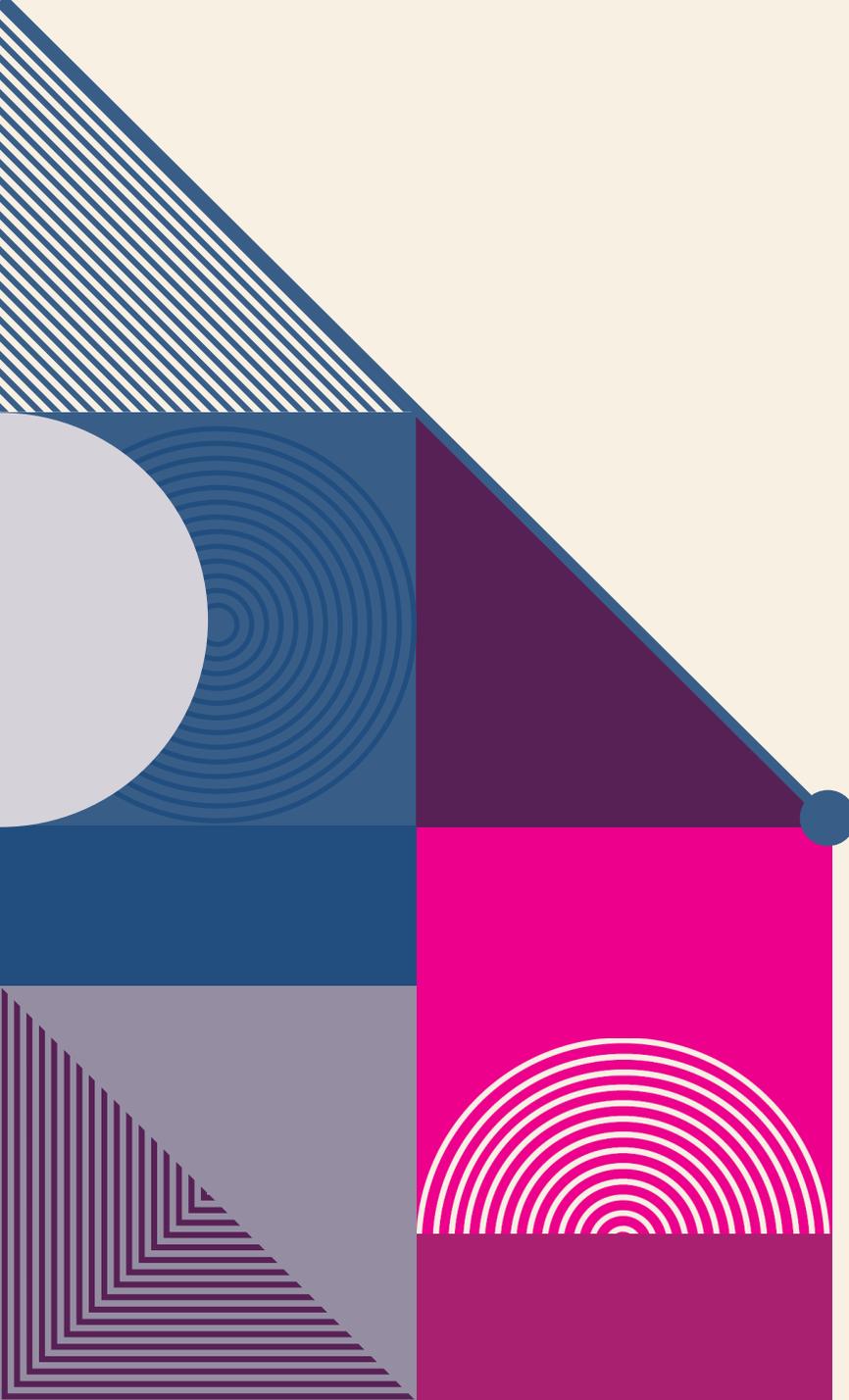


# DOCTOR OF SOCIAL WORK CAPSTONE RESEARCH

El Deseo de Florecer: Latina  
Leaders in Not-for-Profit  
Organizations

Deisy Haid, DSW, MSW, LCSW



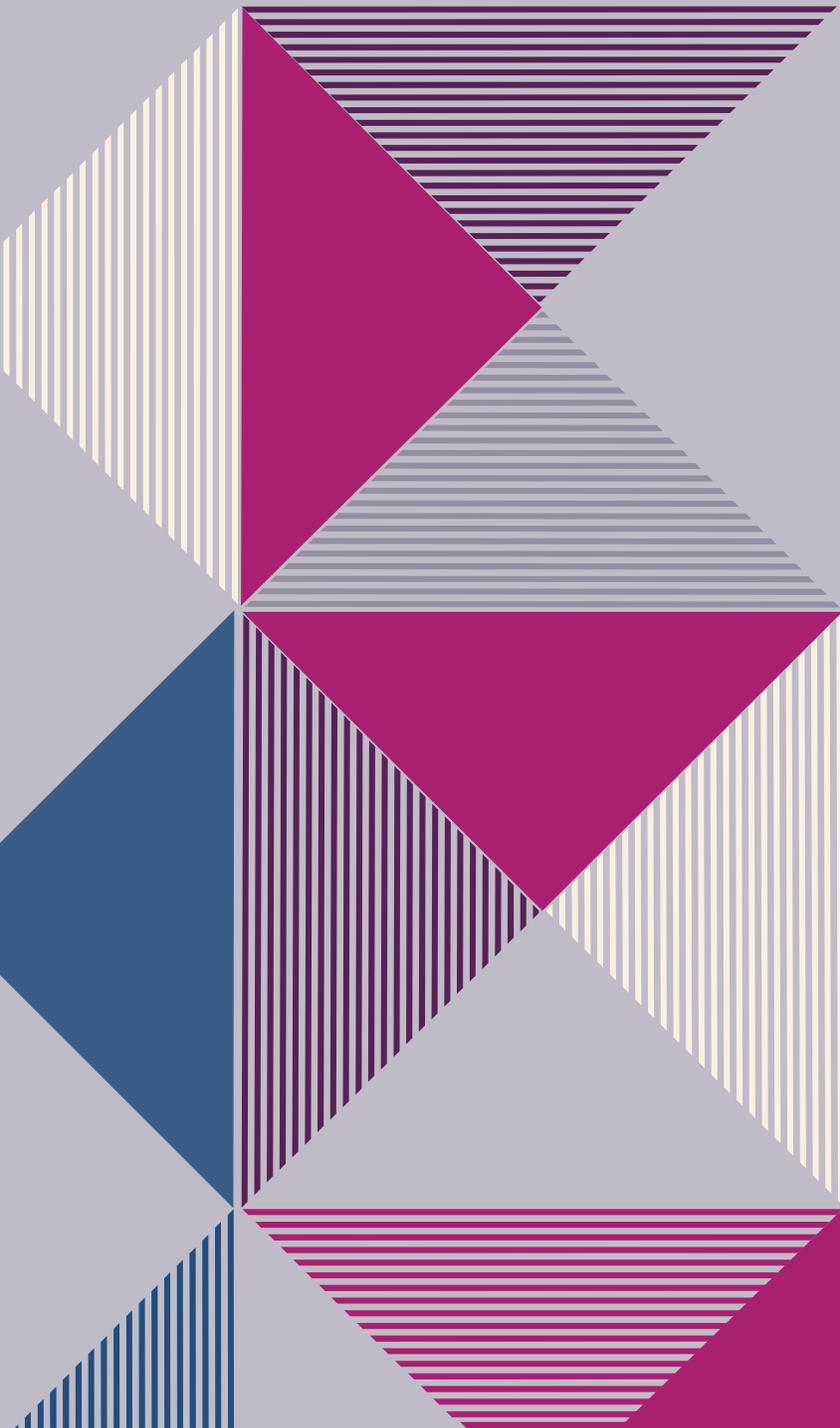
# ABOUT THIS STUDY

What are Latina's experiences in leadership roles in not-for-profit organizations in rural communities?

Identify cultural supports in their experiences that support Latina/o Acculturation-Enculturation Process for Latinx professionals.

The study's specific aims include:

- Identify supports and challenges Latina's experience in their leadership roles.
- Identify if cultural supports are acknowledged as supports in their leadership experiences.
- Identify actionable approaches leaders and organizations can use to recruit and retain Latinas in leadership roles.



# THEORETICAL FRAMEWORKS

## NOT-FOR-PROFIT

Includes *Nonprofit* and  
*Public Service Government  
Agencies*

## INTERSECTIONALITY

By Kimberle Crenshaw  
Intersecting identities.

## LEADERSHIP

*Leader and leadership* to  
reference an individual's  
position.

## LATINA/O ACCULTURATION- ENCULTURATION PROCESS

Cruz and Blancero propose that  
bicultural supports impact career  
success.

# LITERATURE REVIEW



## LEADERSHIP EMERGENCE

- Social confidence behavior rates between girls and boys.
- 39% decline in adolescent girls willing to take the lead role than adolescent boys.



## GENDER STEREOTYPES

- Women and men have different values in relationship building, influencing others, executing ideas, and strategic thinking.
- Reinforcing gender stereotypes.



## INSTITUTIONAL STRUCTURES

- Institutions contribute and create barriers for women leaders.
- Women change themselves and adapt to masculine environments that value competition, authority, and individualism.

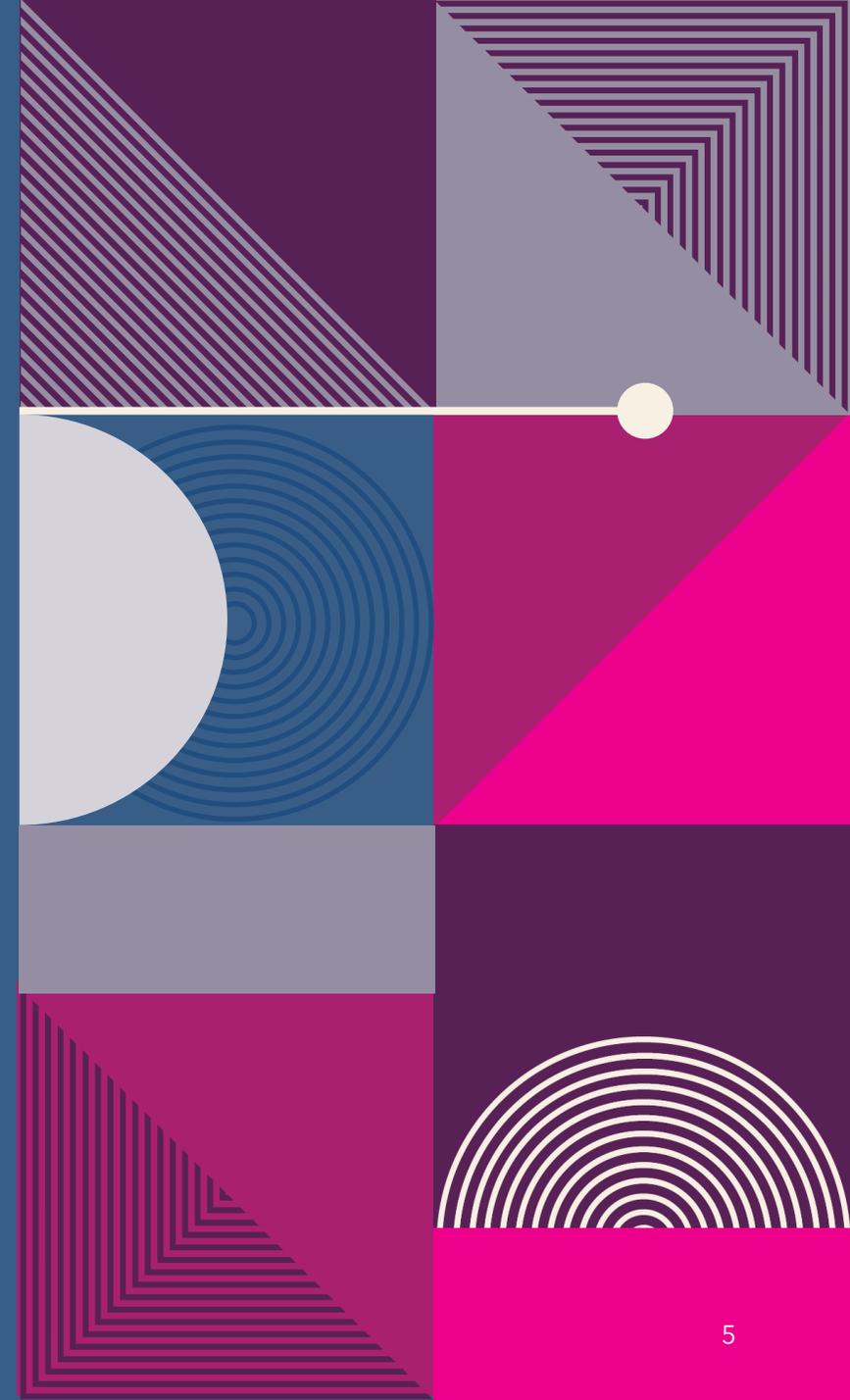
# LATINAS IN LEADERSHIP

Latinas are grouped in with studies on women of color in nonprofit leadership and several studies in K-12 and Higher Education.

Latinas face sexism and racism due to their group memberships with women and Latinx.

Only 2 studies that focused solely on Latina leaders in nonprofit organizations.

1. Mentorship in high level management
2. Inequitable pay, lack of representation and overlooked for promotions



The background is a complex composition of geometric shapes and patterns. It features a grid of squares and triangles in shades of blue, pink, and purple. Overlaid on these are various patterns: concentric circles, parallel lines, and a grid of small dots. A white horizontal line with a circular endcap extends from the left side of the image towards the center. The word 'METHODOLOGY' is written in a bold, white, sans-serif font on the right side of the image.

# METHODOLOGY

# RESEARCH DESIGN

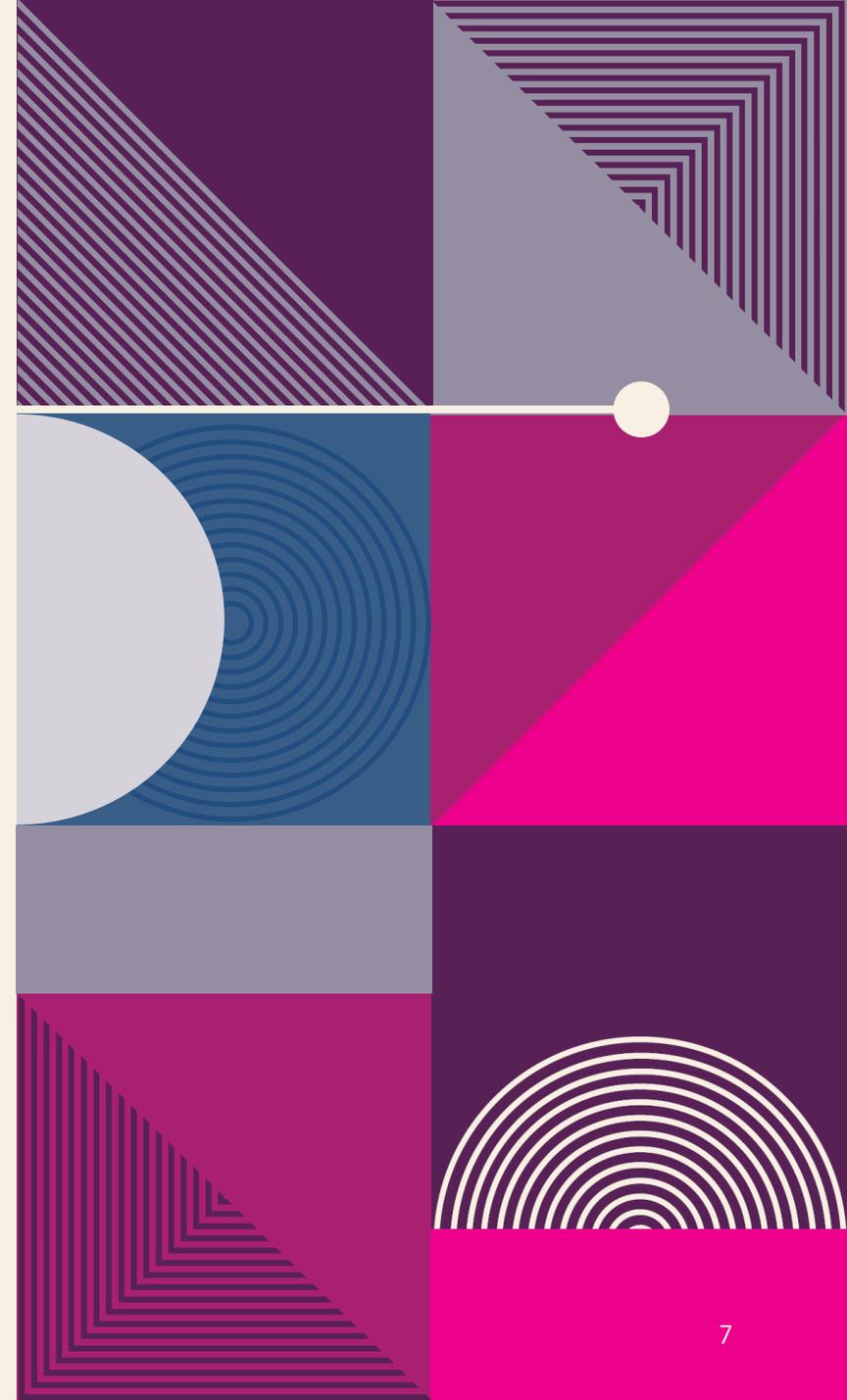
## PHENOMENOLOGICAL DESIGN

Pronounced: *Fe-naw-me-no-logical*

- Study of experience from the perspective of the individual.

## QUALITATIVE INTERVIEWS

- One-on-one in-depth interviews allowed participants to express their own experiences and reduce researcher bias
- Developed 9 questions to achieve the aims of the study with probing questions.



# RESEARCH SAMPLE

## PARTICIPANTS

- 10 self-identifying Latina women participants between 30-45+ years old.
- 9/10 were bilingual in Spanish

## NOT-FOR-PROFITS

- Behavioral and mental health, medical, public service organizations, and community resources.
- Systems included corrections, child welfare, and hospice.

## LEADERSHIP ROLES

- Leadership boards positions, executive directors, program managers and coordinators, crisis supervisors and lead social workers.

# DATA COLLECTION

- Purposeful and snowball sampling approach to recruit participants.
- Contacted via email and LinkedIn.
- Interviews were conducted face-to-face in the community or virtually due to the Covid-19 pandemic.
- Interviews were audio or video recorded via Teams and Zoom.
- Interviews were between 30-80 minutes.
- 25 prospective participants were contacted; 40% response rate.



# DATA ANALYSIS

## Step 1

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● Transcribed all interviews and imported into Excel.

## Step 2

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● Listened to interviews for accuracy and made corrections as needed.

## Step 3

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● Coding, coding, coding. (Ask me how I really feel!)

# FINDINGS

## CATEGORY 1 SUPPORTS/ POSITIVE EXPERIENCES

- Mentors
  - Past educators
  - Supervisors
- Colleagues
  - Shared responsibilities
  - Collaboration
  - Representation
- Supportive of them as an individual

## CATEGORY 2 BARRIERS/ NEGATIVE EXPERIENCES

- Family value conflicts
  - Family over education
  - Family over work
- Burnout
- Systemic Racism
  - Held back from promotions
  - Playing the game
  - Changing their authentic selves

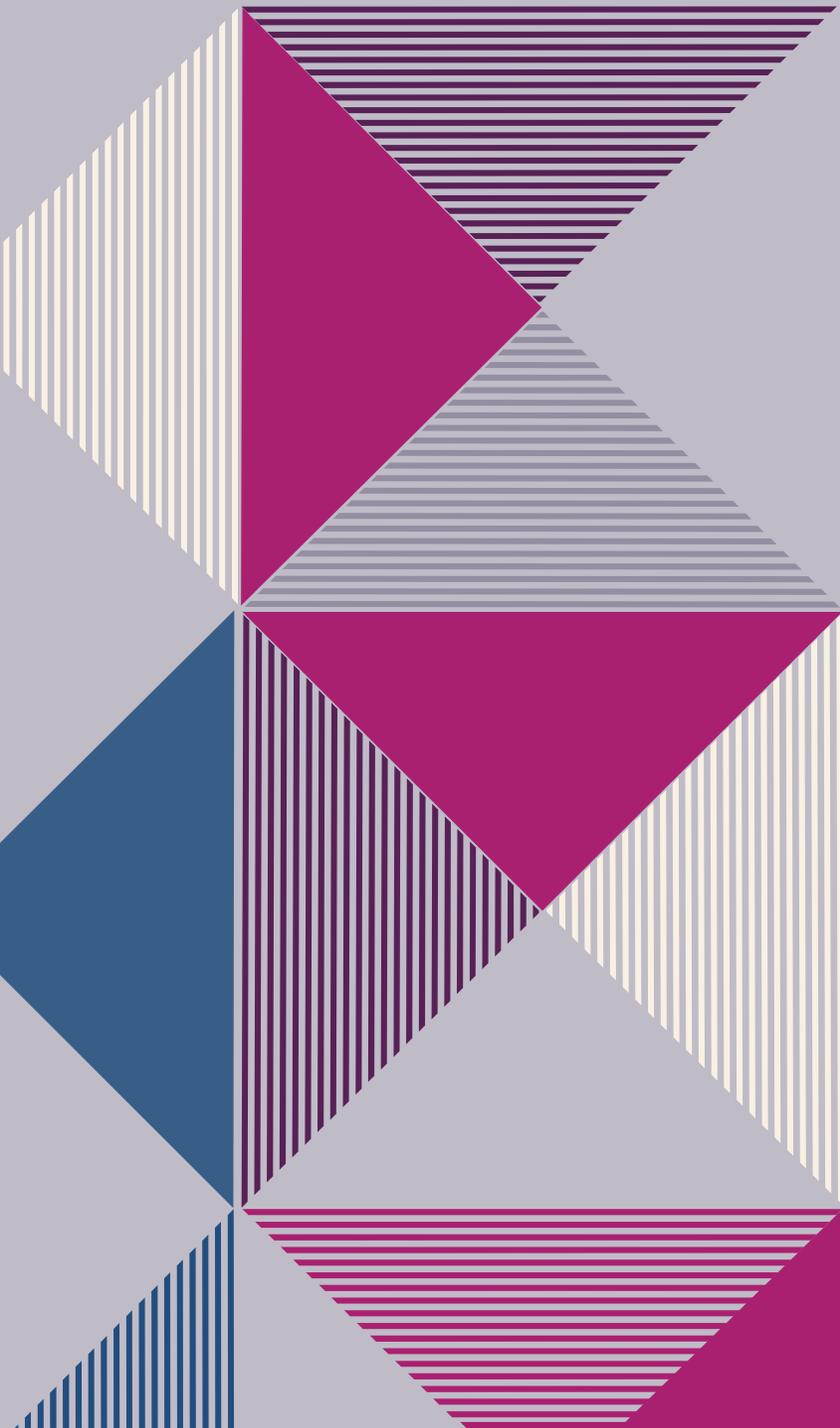
# FINDINGS

## CATEGORY 3 BICULTURAL SUPPORTS

- Bicultural identity
  - Embraced their bicultural identity
- Ethnic identity maintenance
  - Food, appearance and cultural practices outside of work
- Bilingual fluency
  - Using both Spanish and English
- Social connectedness
  - Welcoming and inclusive work environment that celebrate all cultures

## CATEGORY 4 RECOMMENDATIONS

- Giving opportunities
  - Stepping aside
  - Promoting from the outside
- Latinas to be vulnerable and be willing to step into leadership roles
- Recruitment in High Schools and Colleges
- Representation in recruitment efforts



# OUTLIERS

## LEADERSHIP DEVELOPMENT:

- Aspired to be a leader as a child
- Did not want to be in a leadership role

## LANGUAGE:

- Difficulties being a Latina and not knowing Spanish.
- Learning English as an adult and having a thick accent.

## CULTURAL CONNECTIONS

- Cultural isolation at work and in the community

# DISCUSSION

- Study adds to the limited research on Latinas in leadership.
  - Third study in Not-for-profit organizations
  - First on Latina leaders in rural communities
- Latinas created their supportive environments and are not provided for them.
- Supportive supervisors and colleagues offered a sense of belonging and influenced career success.
- Latinas experience work-family conflict, burnout and systemic racism.
- Proved bicultural supports exist and may support Latinas careers.
- There are concrete ways to recruit and retain Latina leaders.
  - Recruiting and representation
  - Creating opportunities and stepping aside

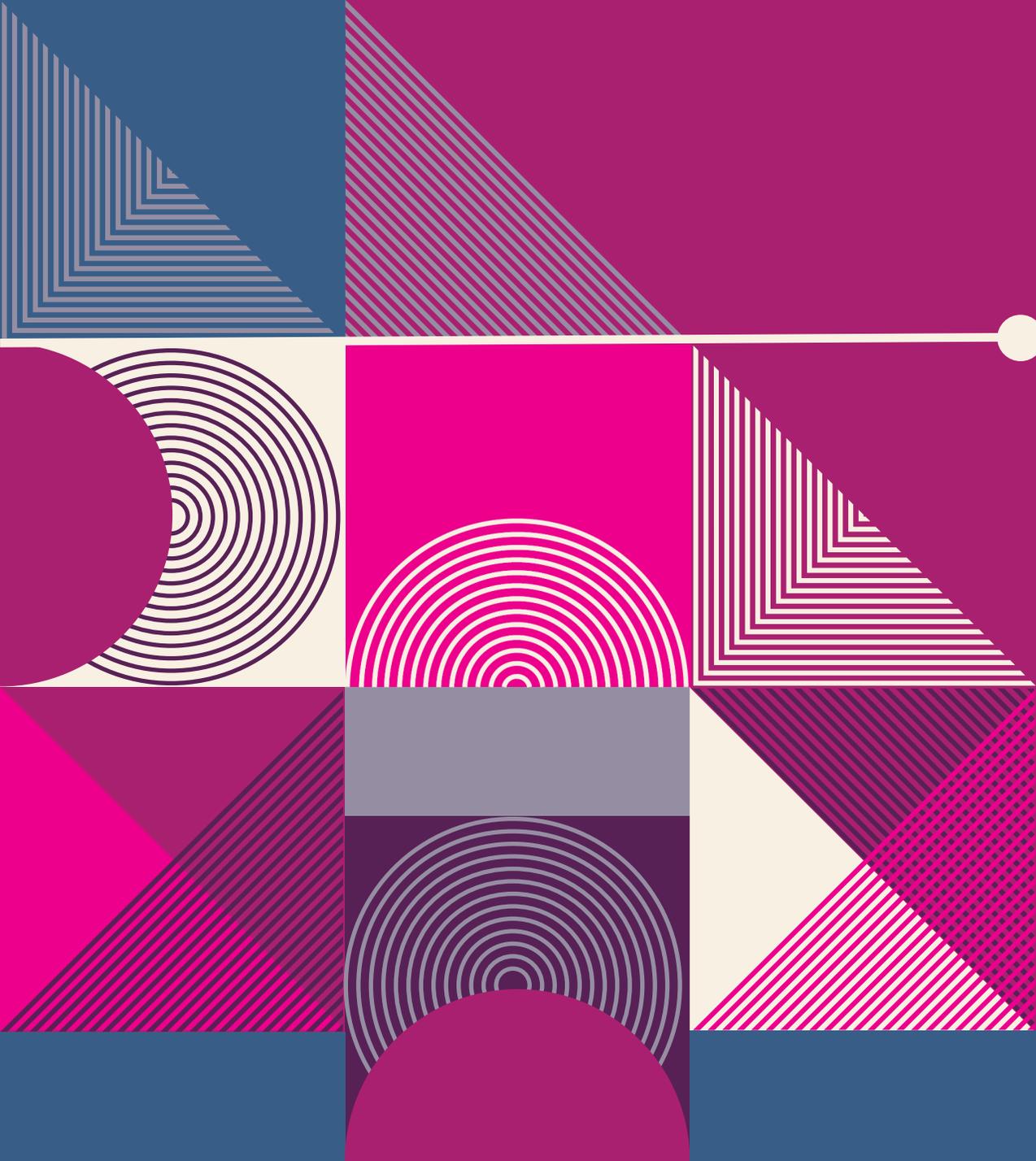
# CONCLUSION

## LIMITATIONS

- Limited number of Latinas working in nonprofits
- Limited social services in rural areas
- Research bias
- Covid-19 cramps in-person interviews

## IMPLICATIONS

- Future research of bicultural supports
- Pursuing quantitative or mixed method research for a larger scale study
- Standardized questionnaire
- Private sector



**THANK YOU**