

Hispanic Alliance Inc.

**HISPANIC LEADERSHIP DEVELOPMENT SYNOPSIS**

November, 2009

Prepared by

Souder, Betances and Associates, Inc

and

Gladys Santiago, Unitivity, LLC

## Table of Contents

Table of Contents .....	2
Executive Summary .....	3
Transformational Leadership .....	6
Socio-cultural Factors .....	10
Hispanic Leadership Profile.....	16
Best Practices and Strategies .....	23
Competencies for Leading the Hispanic Alliance.....	23
References and Bibliography .....	30

---

### Definitions:

- \* The terms “Latino” and “Hispanic” are used interchangeably by the U. S. Census Bureau and throughout this document to refer to persons of Mexican, Central and South American, the Caribbean (Cuban, Puerto Rican and Dominican), Spanish and other Hispanic descent; they may be of any race.
- \*\* These data do not include the 3.9 million residents of Puerto Rico, or the 3% undercount for Latinos reported by the U.S. Census Bureau for the last decennials Census (U.S. Census Bureau 2003, 2004).

## Executive Summary

By the year 2025, there will be over 60 million Latinos living in the United States. The Latino community will be one of the principal crucibles out of which leadership develops, emerges, and is held accountable. As workers, managers, voters, and leader/followers, Latinos will determine both the quality and quantity of effective and meaningful leadership across every sector of American life (NCLL, 2001).

*“The next generation of Latino Leaders will be the first to have total access to power. Until now we have had only a few individuals admitted to the decision making centers of America’s institutions. In the next decade we will be introduced to new leaders who will be wielding real power on our behalf. Access to the levers of American leadership will become the doorway through which millions of Latinos will pass en route to having the full range of opportunities that this great nation offers.”*

*Henry Cisneros  
Political/Business Leader*

Community collaboration and building coalitions around common issues requires leadership that can transcend differences, mitigate conflict, discern the talent and strengths that people and organizations bring to an endeavor, and bring factions together for the common good.

In addition to providing socio-factors, Hispanic profile/data and clear leadership development strategies, this synopsis also brings to light “transformational leadership” and why this leadership is important to communities such as Northeast, Ohio. The practice of transformational leadership allows for individuals with different leadership and communication styles across generations, gender, class, education, and levels of assimilation to work together toward a shared vision. A transformation leader is concerned and involved in the process of change, they are also focused on helping every member of the group succeed, and transformational leaders garner trust, respect and admiration from followers and are thereby able to influence their growth and positive engagement.

The challenges for transformational leadership are many in Cleveland’s Hispanic community; their voices cry out for transformational leadership! In Hispanic/Latino communities where organizations have had to compete for scarce resources and where “old-guard” or *personalismo* leadership styles are prevalent, collaboration is often derailed. Cultural traditions

can clash with a more modern, inclusive approach to exercising leadership. Now more than ever, transformation is needed and the Hispanic Alliance must take the leading role.

Nationally, Hispanic buying power will increase from \$212 billion in 1990 to \$1.3 trillion in 2013, an increase of 554.3%, which is higher than the growth rate for any other race or ethnicity. However, Hispanics only hold 3.1% of all board seats in Fortune 500 companies; entities who are benefitting the most from Latino consumerism (HACR, 2007).

A report released by **America's Voice Education Fund** (AVEF) shows that Latinos are helping to expand power in Congress for certain states, and to stem the tide of further losses in states experiencing population losses among other demographic groups. "Politicians who ignore or demonize the Latino population in their states will find the road to reelection perilous at best," said Frank Sharry, Executive Director of America's Voice. The AVEF study found:

- Latinos make up 77% of the total population growth in the eleven states projected to lose one or more House seats following the 2010 Census; Voter Registration increased 50% from 2000 to 2008 and Voter Turnout jumped 62% between 2000 and 2008. The average percentage growth in the Latino share of the overall electorate between 2000 and 2008 was nearly 71% in eleven states.
- In nine of the eleven states, Latinos contributed the majority of the state's population growth since 2000. *Ohio is highlighted as one of these nine states:* citing 64% Latino population growth, 81% increase in Latino Voter Registration and 72% Latino Voter Turnout.

In Ohio and in Northeast Ohio, while the overall population decreased the Latino population increased. Latinos comprise the fastest growing segment of Ohio's population growing between 1990 and 2000. In less than seven years, the Ohio Latino population grew another 30% to total 282,603 in 2007 (Ohio DOD/US Census Bureau, 2009).

According to 2006 Census data, while the County of Cuyahoga and City of Cleveland is projected to continue losing population over the next 25 years, the Hispanic community continues to grow. In the Cities of Cleveland-Elyria-Mentor, the Hispanic population grew by 54%, from 45,900 to 85,000. Latinos make up 8.3 % of the population in this area. Over 50% of

Hispanics in the Midwest are under age 25- not only the age range for K-12 and post-secondary education but the next cohorts to engage in civic matters (US Department of Commerce, 2009).

Important to note, Hispanics have not attained political power equal to its proportion of the population (reasons provide in the full synopsis). However, Latino voting power is gaining fast. More than ever, we must cultivate, through mentorship and civic engagement education, second generation and up and coming third generation Hispanics to leverage Latino voting power to earn local, state and national elected and appointed positions in proportion to the population.

Overall, population patterns, educational attainment, and political power are interconnected. Moreover, to ensure prosperity in Ohio and in the City of Cleveland it will take everyone – Latinos and Non-Latinos- working together to recreate Ohio! As history reveals, segmentation and seclusion have led to disintegration; all three are and will always be ineffective and unsustainable strategies.

## Transformational Leadership

### What is transformational leadership?

Transformational leadership is a type of leadership style that leads to positive changes in those who follow. Transformational leaders are generally energetic, well-informed, enthusiastic and passionate. Not only are these leaders concerned and involved in the process of change, they are also focused on helping every member of the group succeed as well. The term was coined by presidential biographer, James MacGregor Burns, who observed that “transformational leaders are able to inspire followers to change expectations, perceptions and motivations to work toward common goals.”

Bernard M. Bass, building on Burns’ ideas, developed what is now known as Bass’ Transformational Leadership Theory. He asserts that transformational leadership can best be defined by the impact that it has on followers. Transformational leaders garner trust, respect and admiration from followers and are thereby able to influence their growth and positive engagement.

Bass suggests that there are four major components of transformational leadership:

1. Intellectual Stimulation. Leaders not only challenge the status quo but also encourage new ways of doing things and new ways of thinking about issues.
2. Individualized Consideration. Leaders become involved in fostering supportive relationships and keeping lines of communication open for discussing ideas with followers on an individual basis.
3. Inspirational Motivation. Leaders have a clear vision that they are able to articulate, they also help followers to experience the same passion and motivation to fulfill organizational goals.
4. Idealized Influence. Leaders serve as a trusted role model for their followers who emulate the leader and his/her ideals.

Col. Mark A. Homrig, USAF (2001) describes the qualities of transformational leaders succinctly:

1. Leaders have high moral and ethical values.
2. Leaders express genuine interest in followers.
3. Leaders have an inspirational vision.

4. Genuine trust exists between leaders and led.
5. Followers share leader’s values and vision.
6. Leaders and followers perform beyond self-interest.
7. Participatory decision-making is the rule.
8. Innovative thinking and action is expected.
9. Motivation is to do the right thing.
10. Leaders mentor.

*“The next generation of Latino Leaders will be the first to have total access to power. Until now we have had only a few individuals admitted to the decision making centers of America’s institutions. In the next decade we will be introduced to new leaders who will be wielding real power on our behalf. Access to the levers of American leadership will become the doorway through which millions of Latinos will pass en route to having the full range of opportunities that this great nation offers.”*

*Henry Cisneros  
Political/Business Leader*

### **Why is transformational leadership essential for collaboration and community solution-building?**

Community collaboration and building coalitions around common issues requires leadership that can transcend differences, mitigate conflict, discern the talent and strengths that people and organizations bring to an endeavor, and bring factions together for the common good. Transformational leaders generate trust, operate transparently, value accountability, clearly express vision and goals, and have an intense commitment to diversity of talent and thought.

The challenges for transformational leadership are many. In Cleveland, the voices from community organizations who participated in the HCSC Assessment in 2007 shared their concerns thusly

#### **Voices from the Hispanic Community in Cleveland On Leadership Challenges (2007 Hispanic Community Assessment Report, Asi se Hace!)**

- Personality drives leadership relations in Hispanic Cleveland today.
- The problem with our community is that we all want to be chiefs. We are all

chiefs here. If I get the spotlight, I'll be there. Otherwise, why bother?

- There are too many leaders who have run boards forever and never let go. This is frustrating. They hamper new leadership and rule with an iron fist. This is not leadership, it is fiefdom and control.
- Envy is a problem. ... *Hay muchos que tienen mas espuelas que un gallo.* [There are many who have sharper spurs than a fighting rooster.]
- The “old guard” leadership is out of touch. It resists change and creates stagnation for the Latino community. We are using the same folks that we had since the 60's and 70's.
- The community is changing and people need to accept this—more leaders from other Latino groups and more undocumented.
- The problem with many organizations is that they are not inclusive.
- Hispanic organizations are seen as territorial—and without much fresh leadership.
- Latinos need to broaden their focus and they need to partner and reach out to other non-Latino-serving agencies. There are things Latinos and Blacks can do together to better serve the community.
- We need to stop competing with each other for resources.
- Latinos are inclined not be confrontational so either you withdraw or splinter, but no dialogue occurs.
- In order for collaboration to happen, you need leaders really equipped to attain unity and, more importantly, to truly want unity.
- These folks [Latino leadership] don't talk about unity. It's tiresome, pointless and destructive. CBOs are there for their services, not for the unity. “This is for us.” There are too many personal agendas.
- There is a growing interest in support of Latino leaders collaborating. This is necessary if we are to survive well and get out of our quagmire of dependency.

The odd thing is that we have created a dependency on an old leadership that is dysfunctional. No wonder we're in a pickle!

- Our younger talent is not valued here [in Cleveland]. There has to be more involvement of emerging young leaders.
- They [our young] get eaten in this town.
- They [Latino leadership toward young] see us as inferior and don't have confidence in us.
- Old leadership role—no mentorship program, no training, no succession plans.
- The old guys are hanging on who shouldn't be and the young rookies who have no experience and who could learn—if mentored—are being marginalized.

More than anything else, these voices cry out for transformational leadership! In Hispanic/Latino communities where organizations have had to compete for scarce resources and where “old-guard” or *personalismo* leadership styles are prevalent, collaboration is often derailed. Cultural traditions can clash with a more modern, inclusive approach to exercising leadership.

The practice of transformational leadership allows for individuals with different leadership and communication styles across generations, gender, class, education, and levels of assimilation to work together toward a shared vision. Such qualities are key to building solutions through community-based collaboration. If there was ever a need for the Hispanic Alliance with its mission and vision – that time is NOW!

*“When we look towards the future, the toughest thing is to have the right people in place to make sure that they are ready to take over when the times come.”*

*Richard Carrion  
President and CEO of Banco Popular, Inc*

## Socio-cultural Factors

**What socio-cultural factors frustrate leadership effectiveness among Hispanics in Cleveland?**

### Machismo and its Legacy

The *macho* code, lifestyle and behaviors have always had both positive and negative dimensions in the history and culture of all the subgroups under the Hispanic label. Critics of *machismo*, who for the most part are familiar with the negative aspects of the code, may criticize too harshly those traditional “old guard” leaders who may appear to be archaic and overdue for retirement. When speaking of the *macho* code, one must consider its historic roots and former role.

The old countries that provided migrants from Puerto Rico and immigrants from Mexico and Central America were and continue to be harsh places to survive, especially in hills that are far away from developed areas and where no police departments, telephones and social agencies exist.

In those under-developed regions, the reputation of a *macho* does matter. In the absence of courts and the enforcement of law and order, the *macho*-code serves to protect the family. Predators do not dare violate a child for fear that they would have to confront the parents or relatives with *macho* reputations. When a hurricane destroyed a simple house not built of concrete, it was macho behavior against nature that provided stability. The *macho* also gave his word “man to man” that he would pay so much for a domestic animal and his word was his bond. In the absence of lawyers and contracts, the *macho*-code provided for agreements that were honored.

On the negative side, double-standards prevailed. Men could have relationships with other women outside of their marriage. Women could not. The man could be domineering, at times abusive. Drinking and sexual promiscuity were tolerated. Those who point to the macho tradition in the culture of Hispanics and are quick to make sweeping generalizations should be cognizant of the fact that other working class immigrant groups brought similar beliefs and practices.

Much of the old leadership has been shaped by the *macho* code of behavior. As people transitioned from the old country to the new urban landscape, *macho* leaders survived the hard

times in the only way they knew. First-generation leaders created community agencies and helped build Hispanic Cleveland when there were limited opportunities to excel in the City. They worked hard as the code provided. They led through strong, personality-driven styles. They drank hard, fought with their fists, and were homophobic. That's how things got done in the old country. That's how things got done in Cleveland.

Today, new and inclusive models of leadership and collaboration must surely replace old ways. Younger women have to be prepared to lead as equals, along side men with new liberating values. There is no place for the double standard. Contradictory values and abuse were always wrong. However, before dismissing the keepers of the *macho* traditions, the movers and shakers of a better tomorrow must pause and thank those persons for the challenges that they were able to overcome with the strategies and traditions of the positive dimensions of the code.

It is revealing that in spite of the lingering behaviors associated with the *macho* code, Latinas in Cleveland today have distinguished themselves as leaders of nonprofits. Younger Latina professionals are eager to play a larger role in leadership positions and take a strong stand against sexist behavior which they perceive to limit their aspirations. In their zeal, they utilize White feminist criticisms of *machismo* which are often unbalanced and stereotypical.

Sexist behaviors and views have no place in today's society. They must be targeted, not just as Hispanic phenomena but in every instance with all groups.

### The Generational Divide

There are pronounced generational and gender differences that create disconnects between established and emerging leaders in the Hispanic Community. The lack of mentoring and role-modeling exacerbates the tension. The invisibility of young, Hispanic professionals in decision-making positions is of urgent concern.

Young professionals, who seek a greater role in leading, are hungry to matter. They seek mentoring but lament that established leaders don't always value their talents. These young Latinos are open to working effectively across ethnic, class, gender and racial lines. They see the need for developing cultural competencies to create coalitions of interest for a stronger Cleveland rather than coalitions of color and single-issue activism for chauvinistic reasons, self-glorification or ethnic primacy. They are eager to promote justice for immigrant workers who are caught in the middle between those who employ them and those who would have them deported.

They belong to an impatient generation and are quick to reject sexist assumptions and patronizing behavior.

Some of these young professionals have married across racial lines. When marriages are between Latinos and African-Americans, they often suffer stigma and rejection by members of the Latino community. Marriages with White ethnics do not suffer the same stigma.

The bilingual, bicultural leaders of 21<sup>st</sup> century Cleveland are men and women of purpose. They are sharp, articulate, educated and eager to assist with the transformation goals of coalition builders. They want to live, stay, and lead in a city where they seek to play a larger leadership role than the one they have been allowed to make. This is a generation that can exercise a different leadership for a different time. But, they need guidance, clarity of purpose, and a democratically-grounded world view so that they stay the course and do not become the “old guard” of tomorrow that they are so quick to criticize today.

There is a critical need for a leadership development process that seeks to develop young professionals, leverages the wisdom and experience of established leaders, and creates a visible pipeline of Hispanic leaders both from which the Hispanic community and the broader community in Northeast Ohio can draw. The Hispanic Alliance can play a major role in addressing this need through a robust, relevant and inclusive leadership development initiative.

### Problematic Leadership Styles

The most prominent leadership styles that have been identified with traditional Hispanic leaders are perceived to be personality-driven, authoritative, male-centered, hierarchical, inflexible, sexist and resistant to change. This tradition of *caudillo* leadership appears to operate in isolation and exclusive of others. It is not gender or age specific. It has more to do with a style of leadership that has outlived its usefulness in the 21<sup>st</sup> century. Much research on leadership focuses on the values and benefits of different leadership styles. Some are personality-driven, while other styles are characterized by either authoritarian or shared decision-making philosophies.

Some leaders engage in participative leadership, others practice a delegating style. All of these styles have been utilized by Hispanic leaders in various contexts. In view of the current leadership challenges facing Hispanic community organizers, however, transformational

leadership is most aligned with the competencies needed to bring about collaboration in the Hispanic community and meaningful social change in Cleveland.

#### Limited Experience in Coalition-Building with African-Americans

Race and color views across group lines in Cleveland are a hot topic that needs attention, especially in the context of coalition discussions between Hispanics and African Americans in the City. The disconnect between the way members of diverse identity group lines view the topic has to do, in part, with how African Americans have united around the racial identity of blackness as a way of struggling against oppressive systems of exclusion and discriminatory practices.

For members of the Black community, all descendants of enslaved Africans, no matter what shade or hue of blackness, belong to the African-American, racial-identity group. Their philosophy of unity holds that members of the community with very pronounced Negroid features must not be divided from those with European-like characteristics as being either inferior or superior. Efforts to divide and conquer the community along the lines of degree of physical features or color do not bode well with the leaders of the African-American community. The conscious sense of belonging to a proud, beautiful, black, racial-identity group drives the African-American community towards greater socio-economic success and inspires their collective effort to create a more just society.

Hispanics have a different tradition for establishing common ground. The unifying factors for community progress are based on an identity to their regions and nationality affiliations. The nature of the conquest by Spaniard colonialists created ambiguity about racial identity. Each nation state or region depended on racial mixing and the development of a consciousness around nationalism and national-cultural affiliation. In other words, people of many colors and origins from indigenous, African and European roots contributed to the inevitable mixing that occurred as result of conquest. Hence, we have the broad spectrum of color characteristics of people who fall under the Hispanic label. One can see how Hispanic Cleveland, for example, reflects diversity of color and racial characteristics. What unites them is their Island-state or national label.

Clearly, the topic can be confusing and can serve as a source of conflict for proponents of collaboration, especially when race is viewed from different perspectives. In addition, there is

evidence that some Hispanics may not be as forthcoming on the issue of racism among members of their own community. While it is important that the race issue is addressed and that progress can be measured, the challenge remains that the African-American formula for creating an identity group along racial lines cannot be the solution for Hispanic Cleveland.

There is a need for dialogue and a common respect for the formulas that hold groups together in order to make their numbers equal power. For African Americans, it could mean uniting around the issue of pride in being Black. For Hispanic Cleveland, it could mean coalescing around issues of a common cultural heritage, language and world view shaped by national identities that can include being both Black and White.

Different Communication Styles

Hispanics and other heritage groups have different cultural ways of communicating. The “context” people use when communicating has been coined by Edward T. Hall as ‘low context cultures’ (e.g. German, Scandinavian, American, English) and ‘high context cultures’ (e.g. Hispanics, African-American, Japanese, Chinese, Korean).

Jorge Estrada in an article, *Understanding Cultural Differences to Improve Your Management*, provides an excellent chart which compares and contrasts key differences between high and low context cultures.

Subject	Low Context Cultures	High Context Cultures
<b>Style</b>	Individual achievement stressed	Harmony in the group stressed
<b>Welfare</b>	Individual	Group (Family)
<b>Hierarchy</b>	Tend to see each other as equals	Tend to need a formal/established hierarchy
<b>Focus</b>	Business before relationships	Relationships and trust before business

He also illustrates specific communication differences between Anglo Americans and Hispanics.

Item	Anglo American	Hispanic
<b>Communication</b>	Exchange information	Build relationships
<b>Distance</b> (speaking)	2 ft.	Closer
<b>Touch</b>	No need, uncomfortable	Sign of friendship, hugs, shake hands
<b>Eye contact</b>	Expected	Not necessary, sometimes disrespectful
<b>Meaning</b>	Derived from words	Derived from context (setting, status, non- verbal)

There is much to be learned about the way different cultures view authority and resolve conflict. Hispanics, because of the cultural tradition of respecting authority, usually have a deep sense of respect for the senior leaders of the organization they work with. When conflicts arise the Latino employee might interject the announcement: “I quit!” The boss might be caught off guard by the comment and reluctantly accept the resignation. Therein lays the cultural rub. The boss, who accepts the resignation, is likely to operate from a “say what you mean” or low-context communication style. To the high context communicator, “quitting” is more about seeking affirmation than about terminating the relationship. The cultural context in which Latinos “resign” cannot always be treated at face value. Hispanics do not mean to quit –even when they announce it. The employee is seeking affirmation from the superior. Re-negotiating the relationship is what the quitting announcement tries to get at. The Latino may want to put an end to the conflict by having the boss explain why he or she is valuable to the mission and bottom-line of the organization. The culturally competent boss may discern this and respond thusly: “Please do not resign, let’s make sure that the behaviors or factors that led to this conflict do not happen again.” The Latino talent will be grateful for the affirmation, make adjustments to reduce conflict, and remain a loyal employee. In other words, “quitting is not always quitting!”

Chris Boleman, in his article, *Communicating across Cultures* is very much on target when he says:

“Leadership is so much more than just knowing your personal style, managing people, and motivating people to reach an intended goal. Leadership is about challenging people to get the most out of them. Your success is based on your ability to communicate. We often think of communication as just verbal communication. Hopefully, this lesson has helped you to determine that it is so much more. It is your non-verbal communication. This includes how you approach people, how you dress, how you listen, and how you reach out to others. Remember, you are always being evaluated as a leader. Make sure you are displaying appropriate communication tactics.”

Increasing the cultural competencies of Latino leaders to operate effectively in our heterogeneous and multicultural society is vital. Latino leaders must master the art of dealing with different styles of communication, some of which are culturally-based and to inform others about the meaning-making process from an Hispanic perspective. The goal is to know how to read situations that might lead to misunderstanding and conflict, so as to promote a healthy agenda for the Cleveland community.

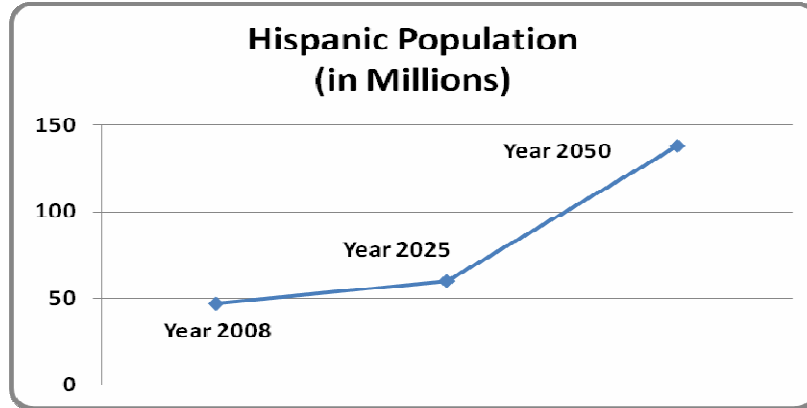
*“While there are plenty of successful Latino leaders in the American system today, the number is not growing as fast as it should, given the huge Latino population increase...For every Latino who decides to take the risk, face conflict, and grab the limelight, there are many others who, despite having all the necessary skills and motivation, decide to go for secondary roles...Again, the reluctance to lead can be traced to Latino culture. American universities put a lot of emphasis on teaching their students leadership skills. From early on, students get used to working in teams, preparing projects, and then presenting and defending their conclusion in public. Being a leader is something valued and encouraged. This is not the case with most universities in Latin America. In, general, the educational system is much more content-driven, and much of the work is done individually. There are team projects, but not to the extent you see in the American system. This emphasis on teams and team leadership continues into the American workplace, putting Latinos at a disadvantage over their American counterparts, who have experienced much more of this type of activity. If you did not study in the U.S., there is some catching up to do.”*

*Mariela Dabbah and Arturo Poiré  
Latino Advantage in the Workplace (p.112)*

## **Hispanic Leadership Profile**

By the year 2025, there will be over 60 million Latinos living in the United States. The Latino community will be one of the principal crucibles out of which leadership develops, emerges, and is held accountable. As workers, managers, voters, and leader/followers, Latinos will determine both the quality and quantity of effective and meaningful leadership across every sector of American life (National Community for Latino Leadership, 2001).

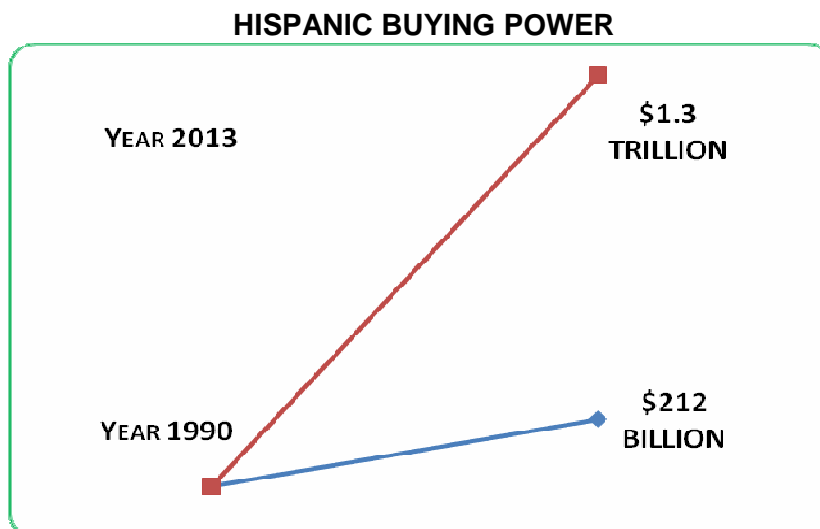
Hispanics comprised nearly 14% of the US workforce in 2007, or 22 million, making up one in three workers in the USA. Projections show that by 2050 the Hispanic population will grow to more than 138 million or 30% of the nation’s total population. Almost 34% of the Hispanic population is under age 18 compared with 25% of the total population, and one in five Latinos is under the age of 5. In 2007, Women comprised 51% of the US population (154.7 million), and Hispanic Women/Latinas made up about 15% of the female population in the US. (US Bureau of Census).



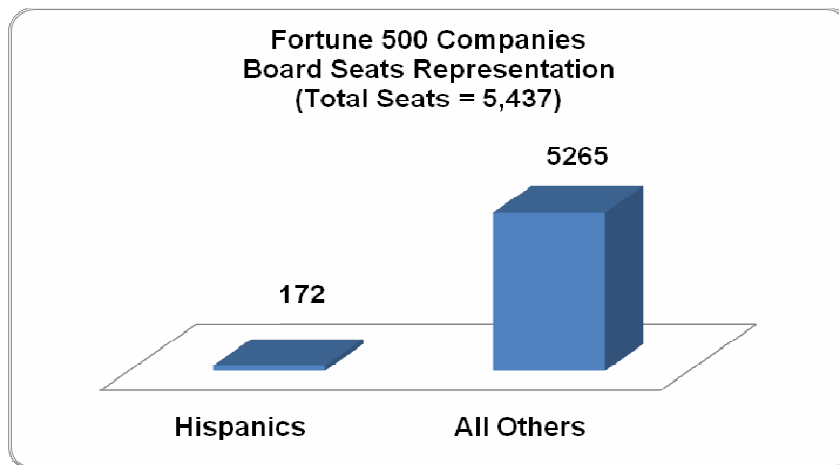
Barriers to achieving career success that were identified by Latinas included: finding the right mentor, “outsider status”, “lack of understanding of cultural status among managers,” and family commitments. (Catalyst Census of Women Board Directors of Fortune 500, 2006).

*“We are facing both opportunities and challenges. Latinas have a great responsibility to lead their communities in developing better political and socioeconomic futures. Latinas must learn to take calculated risks, build strong support groups, be comfortable with who they are, seek high visibility assignments, continue to educate themselves, work on balancing their professional and family life, and find a mentor along the way. As Latina leaders we must not forget to share the richness, the beauty, the history, and the diversity that we all bring to the American dream. We must share our culture and learn about our differences and similarities as Latinos. Our Hispanic culture has taught us to be ethical, loyal, and to express pride in who we are. These are qualities of strong leaders.”*

*Marisa Rivera-Albert, Former CEO  
National Hispana Leadership Institute (2000)*



Hispanic buying power will increase from \$212 billion in 1990 to \$1.3 trillion in 2013, and increase of 554.3%, which is higher than the growth rate for any other race or ethnicity. However, Hispanics only hold 3.1% of all board seats in Fortune 500 companies (172 of 5,437 seats); entities who are benefitting the most from Latino consumerism. At the current growth rate, it would take more than 100 years for Hispanics to reach parity in the corporate boardroom (Hispanic Association on Corporate Responsibility, 2007).



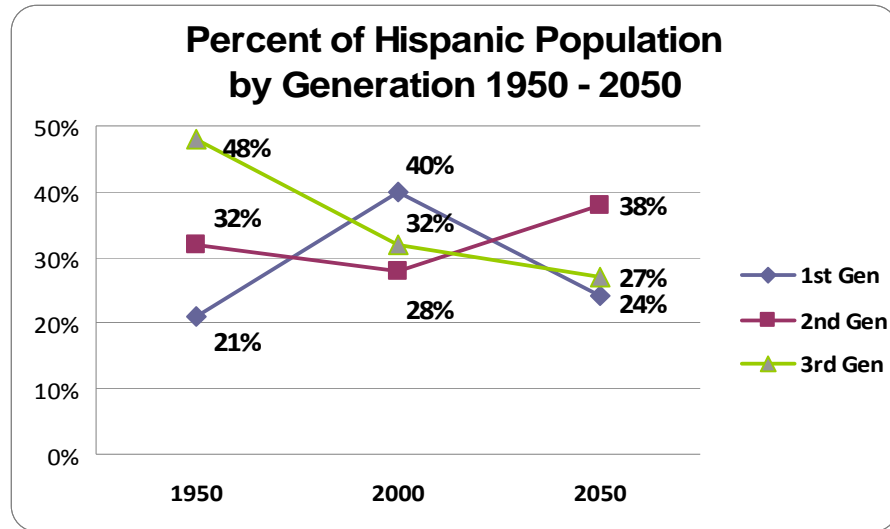
Source: HACR, 2007

Generational Patterns

Definitions:

- 1<sup>st</sup> Generation: Born outside of the US, its territories or possessions; can be naturalized US citizens, legal immigrants or undocumented immigrants.
- 2<sup>nd</sup> Generation: Born in the US with at least one foreign born parent; US citizens by birth.
- 3<sup>rd</sup> + Generations: Born in the US with both parents also born in the US; US citizens by birth.

Three distinct phases emerge in which each of the generational cohorts’ plays the leading role. Both the character and the impact of the Latino population differ in each phase. The children of immigrants or second generation Hispanics -all born in the USA- will become the largest cohort of the Hispanic population by 2050.



The “Generation Divide” mentioned above is a significant challenge in this context. Leaders from all segments of the city must pay attention to this issue. If young Latinos of this cohort are to remain in Cleveland, they must be mentored, coached and developed into effective leaders not only by Latinos, but by White and Black transformational leaders alike.

*“Latinos are not the kind of people who go out and do community service, and are community involved. That’s something we were not raised doing. I mean my mother and my father didn’t, so I didn’t do it – that was something that I learned as an adult.”*

*Daisy Maldonado (2000)*

*Grassroots Leadership Development Program*

### Civic Latino Leadership

A report released by **America’s Voice Education Fund (AVEF)**, *The New Constituents: How Latinos Will Shape Congressional Apportionment After the 2010 Census* shows that Latinos are helping to expand power in Congress for certain states, and to stem the tide of further losses in states experiencing population losses among other demographic groups. Evaluating these projections in light of Latino population growth in these states, the report makes it clear that Latino residents are a driving force behind increased political power in the states poised to gain representation in Congress, and are helping to stem further losses in states that are poised to lose seats following the 2010 Census. “Politicians who ignore or demonize the Latino population in their states will find the road to reelection perilous at best,” said Frank Sharry, Executive Director of America’s Voice.

Latinos are settling in diverse regions of the country, and have driven growth in the states poised to gain House seats following the 2010 Census. “The Latino electorate has been consistently increasing in both total voters and share of the electorate. This pattern is demonstrated not only in states along the southern border, but in states all across the country. As this trend continues, it will be increasingly difficult for any candidate to win a statewide or national election without the support of Latino voters,” said Andres Ramirez, Senior Vice President and Director of Hispanic Programs at NDN.

The AVEF study found the following:

- Not only is the overall Latino population growing, but the number of Latino voters is also increasing dramatically. As this demographic continues to grow, politicians who ignore or demonize the Latino population in their states will find the road to re-election much more difficult.
- Overall Latino voter registration increased 50% from 2000 to 2008 in the eleven states projected to lose representation in Congress.

Proposition 187 in California, which created a backlash among Latino voters that the state Republican Party is still trying to overcome, marked the beginning of a trend that has been repeated in national, state, and local elections over the last several years. This trend will only continue as the Latino electorate grows, if politicians continue to demonize Latinos and immigrants through harsh rhetoric and policies. For example, according to polling by Bendixen & Associates, 87% of Latino voters refuse to even consider voting for a candidate who advocates mass deportation of undocumented workers.

- Latinos make up 77% of the total population growth in the eleven states projected to lose one or more House seats following the 2010 Census.
- In nine of the eleven states, Latinos contributed the majority of the state’s population growth since 2000. Latinos made up at least half of the state’s population growth since 2000 in Illinois (91% of population growth), Massachusetts (86%), New York (74%), Ohio (64%), and Iowa (58%).

- Overall Latino voter registration increased 50% from 2000 to 2008 in the eleven states projected to lose representation in Congress. In six of the eleven states—Michigan, Minnesota, Missouri, New Jersey, Ohio, and Pennsylvania—Latino voter registration increased by at least 67%,
- Overall Latino voter turnout jumped 62% between 2000 and 2008 in the eleven states projected to lose a House seat. In the majority of these states—Massachusetts, Michigan, Minnesota, Missouri, New Jersey, Ohio, and Pennsylvania—Latino turnout increased by at least 51% from 2000 to 2008, with Minnesota’s 289% increase topping the list.
- In each of the eleven states projected to lose Congressional seats, the Latino share of the overall electorate increased between 2000 and 2008. The average percentage growth in the Latino share of the overall electorate between 2000 and 2008 was nearly 71% in these eleven states.

<b>Latinos have also demonstrated increased clout at the ballot box since 2000 in OHIO</b>						
State Latino Registered Voters, 2008	Latino Voter Turnout, 2008	% Growth Latino Registered Voters, 2000-2008	% Growth Latino Voter Turnout, 2000-2008	Latino % of Total State Voters, 2000	Latino % of Total State Voters, 2008	% Change in Latino Share of Overall Electorate, 2000-2008
<b>85,000</b>	<b>74,000</b>	<b>81%</b>	<b>72%</b>	<b>0.89%</b>	<b>1.35%</b>	<b>51.38%</b>

In Ohio and in Northeast Ohio, while the overall population decreased the Latino population increased. Latinos comprise the fastest growing segment of Ohio’s population growing 55.4 % between 1990 and 2000. In less than seven years, the Ohio Latino population grew another 30% to total 282,603 in 2007 (Ohio DOD/US Census Bureau, 2009).

According to 2006 Census data, while the County of Cuyahoga and City of Cleveland is projected to continue losing population over the next 25 years, the Hispanic community continues to grow. In the Cities of Cleveland-Elyria-Mentor, the Hispanic population grew by 54%, from 45,900 to 85,000. Latinos make up 8.3 % of the population in this area. Over 50% of Hispanics in the Midwest are under age 25- the age range for K-12 and post-secondary education (US Department of Commerce, 2009).

<b>Hispanic Public Elected Officials</b>			
Year	2000	2005	2007
<b>US Total</b>	5,019	4,853	4,954
<b>Ohio</b>	6	7	5

Source: US Census Bureau, 2009 Statistical Abstract

Important to note another study which examined reasons why Hispanic community has not attained political power equal to its proportion of the population, especially in Ohio. Two characteristics of Hispanic demography help to account for this. First, although the Hispanic voting-age population grew during the 1970s and 1980s, Hispanics have a young population, with many in the eighteen- to twenty-four-year-old category—the age group least likely to vote. In addition, a smaller proportion of Hispanics than of society as a whole are in the fifty-five and older category—the age group most likely to vote. The second and perhaps more important characteristic is the issue of U.S. citizenship. More than four in ten adult Hispanics living in the United States are not U.S. citizens, thus eliminating more than eleven million potential Hispanic voters.

However, as we saw in the 2008 election, Latino voting power is gaining fast. More than ever, we must cultivate, through mentorship and civic engagement education, second generation and up and coming third generation Hispanics to leverage Latino voting power to earn local, state and national elected and appointed positions in proportion to the population.

Overall, population patterns, educational attainment, and political power are interconnected. Moreover, to ensure prosperity in Ohio and in the City of Cleveland it will take everyone – Latinos and Non-Latinos- working together to recreate Ohio! As history reveals, segmentation and seclusion have led to disintegration; all three are and will always be ineffective and unsustainable strategies.

## Best Practices and Strategies

### GUIDING PRINCIPLES FOR LEADING EFFECTIVELY

1. Nurture relationships within the Hispanic community across class, professions, and identity group lines.
2. Dare to put the past (and its hurts) behind and prove cynics wrong.
3. Collaborate with organizations in different cities having similar visions to expand effectiveness through sharing best practices.
4. Join or initiate reading discussion groups on topics of interest related to the US Hispanic/Latino experience.
5. Leverage all your personal and professional networks to expand membership, inspire engagement and mobilize the community to help themselves.
6. Capitalize on every opportunity to convey the benefits and values of developing Hispanics for leadership.
7. Advocate assertively for diversity and inclusion.
8. Explore collaborative solution-building opportunities in your circles of influence.
9. Engage in “connecting the dots” so that people see how Hispanics fit in and can contribute.
10. Promote Hispanic talent and participation in all your engagements as a professional.

## Competencies for Leading the Hispanic Alliance

1. Transform from being service program managers to leading a community-wide collaborative enterprise.

Acquiring the leadership competencies needed to assure the success of the Hispanic Alliance in Cleveland is one of the most important things that you can do for the Hispanic community. First, imagine what you will have to stop doing. What agendas and “hats” will you have to park at the door to become a more effective and inclusive leader? Become like the Incredible Hulk. Change your leadership chemistry and know-how to become an awesome community-wide, transformational leader.

Consciously shift from being a service manager to a city wide force for the collective good of Hispanics in Cleveland. You need to know the diverse groups in the Latino community and the reasons why they came to Cleveland. Dig deep into the purposes and scope of member organizations and other clubs and agencies who are potential members. Become familiar with the needs of the diverse population that make up US Latinos in the region and attend events and become engaged in building the larger community-wide collaborative agendas. Let your colleagues become aware that you are wearing a different leadership hat. They will trust you as someone who is becoming transformed and transforming.

2. Become the best explainers of the Hispanic Alliance Advantage. Be a walking, talking HA billboard, a magnet that attracts interest, membership and engagement.

Together we can do more. That theme must define you. Every event you attend, every group you address, every significant leader, manager and decision-maker you interact with will know of your commitment to the Hispanic Alliance and the advantage it holds for a more inclusive and just Cleveland. Carry promotional material with you to meetings and conferences. Talk it up. Promote the vision. Legitimize the organizational presence.

Encourage potential members to join the Hispanic Alliance. There are different levels of engagement and you can explain the advantage of each type. Discover the feelings of accomplishment when the people that you recruit, join! You can make a difference one member at a time. Don't depend on big membership drives. You can be the best membership recruiter. Your personal commitment to a cause that is great and worth advocating for speaks volumes to those who may be interested. What have you done for the Hispanic Alliance lately? Don't just show up for meetings and consider mission accomplished. That is only the first step. Make sure that those meetings are larger and more inclusive because of your consistent support and advocacy for greater participation.

3. Engage in a transcending commitment and vision, become the change you want to see in the larger community.

Get out of your comfort zones and transcend as a leader who works to change the way others look at Hispanics in Cleveland. The stereotyping that suggests that we do not support voluntary associations has to be put to an end by you! The idea that we are afraid or uncaring to cross race and class lines to build coalitions of interest has to end. Enlarge the vision that our moment for exercising leadership in larger forums is here. We want our numbers to equal power –for that we need to become part of the larger Cleveland community. When invited to attend activities sponsored by non-Latino groups, be counted and observe best practices. In return, invite non-Latinos to the events of the Alliance. Transcend the limited scripts of the past, create a new reality. Let people know that are a transcending, informed change agent.

Visit the venues of other Hispanic groups in the city and region. Many Latino leaders are not familiar with what other Hispanic groups are doing. There is a tendency to go to the big events, galas, and fund raisers. Continue to do that. However, participate in equally important but less publicized events. If you hesitate to go to a place because someone rubbed you the wrong way – hey, go and visit. Make peace. Give the person an *abrazo* and let them know that you are sorry

for your part in the breakdown of the relationship. Leading is about changing, growing and maturing. The Hispanic Alliance is a symbol of maturity. Get with the program. Become the change you want to see in the larger community.

4. Galvanize community support and engagement through membership recruitment, fundraising, and visible participation in community events. (Networking and Community Mobilization)

Big events require that transformational leaders cash in on the great work that they have been doing by participating in the events of other Latino and non Latino groups. You can tap the commitment of colleagues and network partners to reciprocate and show up to Alliance events when you have visibly and financially contributed to their events by purchasing ads, providing in-kind contributions, buying tables at fund-raisers, and by giving them publicity at your high profile event. To galvanize community support you first need to be engaging in the larger community forums of Cleveland residents.

Networking must be a resource in your transformational leadership tool-kit. It's the way that people measure your veracity. People will trust your word on why they should invest their evening, money and influence to the degree that you trust their involvement in their enterprises. Networking leads to securing community support and mobilization, both essential for achieving mission excellence at the Alliance. For people to be visible in your events, you must reciprocate and be present in theirs. A stronger collaboration is the natural outcome of your leadership quest through visible participation in community events.

5. Learn about the different groups comprising the Hispanic community- promote a broad understanding of issues affecting Hispanics in the greater Cleveland community. If you don't read, you can't lead. (Information-sharing and Advocacy)

The best way to learn how to promote the redress of issues impacting the greater Hispanic community of Cleveland is to participate in reading/discussion groups on those issues. Google the literature about Hispanics/Latinos. You will be surprised at the number of books that will fire your curiosity. Choose areas of interest. The book **Latino Talent** by Dr. Robert Rodriguez and the **Latino Advantage** by Mariela Dabbah and Arturo Poire, provide insights about how to become successful in corporate America. Memoirs are fun to read and provide the social context that impacted the lives of story tellers. The book by Esmeralda Santiago: **When I was Puerto Rican** is a case in point. Books on hot topics like immigration and political involvement as well as Hispanics in the military will surface. Geraldo Rivera's book: **His Panic: Why Americans Fear Hispanics in the US**, is a hard hitting book that advocates for tolerance for Latinos. There are books on the church and Latinos, young Hispanics, as well as educating Latinos. The book: **Mi Voz, Mi Vida/My Voice, My life: Latino Collage Students tell their Life Stories**, by A. Garrod, R. Kilkenny and C. Gomez, reveal how first generation college students adapt to their quest to become educated and to fit in. Books about Hispanic subgroups as well as Hispanics and African-Americans are available for reading and discussion. Nicolas Vaca's book: **Presumed Alliance: The Unspoken Conflict Between Latinos and Blacks**, is worth reading, especially for leaders in Cleveland. The idea is that as a leader you must be informed.

The books on the larger issues of diversity cry out for Hispanic leaders to read. The memoir by Bill Strickland, **Making the Impossible, Possible** is a great choice. Reading any of the books by Malcolm Gladwell will do you good. **The Outliers** is particularly insightful. The books on great leaders of other groups and their journey in the USA will expand your horizons. Thomas Kochman's and Jean Mavreli's book on **Corporate Tribalism** is instructive and fun to learn about white men and white women and cultural diversity at work. Martha Langelan has written a book on how to put a stop to sexual harassment in the workplace called: **Back Off**. A very practical book on how to stop resisting the important things that you must accomplish is **The War of Art** by Pressfield. Read. Bill Cosby and Alvin Poussaint have written a great book. **Come on People: On the Path from Victims to Victors**, resonates with youth workers and parents of urban youth from poverty. Discuss. Apply lessons learned and lead in the Latino community as an informed, competent transformational leader.

6. Actively participate in internships and formal training to sharpen your leadership skills, become a mentor, seek, and partner with a coach, visit successful endeavors in other Hispanic communities. (Leadership Development and Organizational Capacity Building)

There is wisdom in getting out of your neighborhoods and expanding your horizons by sharpening your leadership saw. Join a couple of associations where each year you can increase your leadership competencies. Find which ones are worth spending *your* money on; if you can get sponsorship for attending well and good. However, if you believe in the mission of the group, you should be willing to pay your way there. Be weary of going out of town in the name of increasing your competencies and then playing, drinking and wasting your time in a far away city. It's known to have happened. Stay focused on the mission of your community. Return from those endeavors invigorated, full of great ideas and a lots of business cards and contact information of people worthy of inviting to Cleveland and with whom you can exchange best practices.

Be proud enough to become a mentor in the areas of your strength and humble enough to become mentored in the areas of your weaknesses. Find someone whom you admire as a transformational leader. Knock on their door. Explain to the person why you want to seek their counsel. Request a reading list of important books related to your quest to improve in areas of your personal and professional life. Seek their advice on how to answer some of the important questions in your journey. Write to them after the meeting on the three most important outcomes resulting from the developmental encounter. Share with your mentor what you will have to stop doing in order to improve. Then seek someone to mentor. Reverse the process. Don't stop learning, growing and making a difference in your community.

7. Take your role as a Board Member/ Executive Director seriously. Act passionately. Exceed everyone's expectations. Lead innovation and strategy formation by example.

The Board that governs the Hispanic Alliance in Cleveland is unique. You are part of a great new enterprise that seeks to advocate for the collaborative quest of various groups under the Latino label who seek to make their numbers equal power. Take that position seriously. Embrace the sacred responsibility of becoming a transformational leader. Attend the meetings. Do excellent

work in executing your committee responsibilities. Exceed your own expectations. There is no greater civic duty as an HA Board member than to strengthen the Latino community of Cleveland.

As Executive Director always lead with integrity. Keep the board informed. Delegate and keep employees accountable. Be transparent. Be a good steward of the Alliance’s resources. Don’t play favorites when it comes to advocating for different groups under the Hispanic label. Meet funder’s deadlines. Seek coaching and mentoring from senior leaders in the larger community. Share press releases with board members before they go out to the media. Love your work and be the best example of a transformational leader. Be less interested in becoming a legend than in leaving a legacy. Do great work and let others take the credit; you will be amazed as to how much you can do on behalf of Latinos in Cleveland and the region with that strategy.

*“Anytime you have an opportunity to make things better and you don’t, then you are wasting your time on this earth.”*

*Roberto Clemente  
Baseball Legend/Humanitarian*

**What steps can we take as members of the Hispanic Alliance to promote transformational leadership in the Hispanic community?**

- ✚ Create a Leadership Development Center or Institute which is specifically aimed at identifying, developing and growing Hispanics into key positions of leadership in all sectors of service: nonprofit, public and private.  
Such an entity should also help to develop management and board leadership and expand professional development of staff; expand visioning grounded on research and adoption of best practice; reduce isolation by connecting Latino- serving agencies to others (locally and nationally); and help agencies to avail themselves of data and research to inform their practice, planning and visioning.
- ✚ Re-establish the following three successful leadership development programs which cultivated the leadership found today in the Latino community of Cleveland: “Hispanic Leadership 2000” (make it HL2020), “Hispanic Management Leadership Development Program” and “Hispanic Youth Leadership Development program”.
- ✚ Create opportunities for leadership development among Latinos in Cleveland that build competencies in the practice of transformational leadership styles.
- ✚ Sponsor community dialogues or forums to engage in ongoing capacity-building which promotes collaboration, conflict resolution, openness in communication and team-building among Hispanic leaders.
- ✚ Introduce best practices for cross-generational collaboration; and, increase capacity for understanding and overcoming differences in age, gender and conflicting values for the purpose of growing talent across generational lines.
- ✚ Leverage existing opportunities such as the many Latino cultural events and expositions to engage in joint, mission-focused efforts that promote interdependency and trust across Hispanic subgroup identity lines.
- ✚ Encourage joint ecumenical activities that will minimize conflict and competition among faith-based communities.

- # Serve as a “united front” to support, develop and empower Latino-led groups through partnerships with mainstream Latino-serving organizations.
- # Launch strategic planning dialogues to clarify what role Latinos can play as a force in bringing about change in Cleveland; include Latinos in the burdens, responsibilities and rewards of mainstream organizations while addressing the needs of the Latino community.
- # Identify best practices and conduct community dialogues for understanding cultural competencies of Latino leadership styles in the area of communication, behavior and practices.
- # Support Convención Hispana 2008’s Community Resolution(s) by these Area Teams:
  - A) **Civic Involvement Area Team**
  - B) **The Hispanic Roundtable Team**
- # Subscribe to journals such as Latino Leaders and Latina Style and contribute the Cleveland story to these and other venues.
- # Take the lead in partnering with existing leadership development programs in Cleveland to create culturally relevant curriculum.
- # Establish and house a resource collection for HA members and non-members to have access to the latest research and information on the Hispanic experience.
- # Honor and recognize champions cultivating leadership of Hispanics that is sustainable and replicable.

## References and Bibliography

- Americas Voice Education Fund (2009). *The New Constituents: How Latino Population Growth Will Shape Congressional Apportionment After the 2010 Census*. Retrieved on 11-19-09 from [http://amvoice.3cdn.net/e16fc0bcc0faaa98d3\\_3ym6btct9.pdf](http://amvoice.3cdn.net/e16fc0bcc0faaa98d3_3ym6btct9.pdf)
- Casellas, J. , 2003-08-27 *Assessing the Conditions Under Which Latinos Are Elected to Legislatures and Congress: An Analysis of New Mexico, Arizona, and the U.S. House Paper* presented at the annual meeting of the American Political Science Association, Philadelphia Marriott Hotel, Philadelphia, PA Online <.PDF>. 2009-05-26 from [http://www.allacademic.com/meta/p62248\\_index.html](http://www.allacademic.com/meta/p62248_index.html)
- Dabbah, Mariela and Poire, Arturo (2006). *The Latino Advantage in the Workplace. Use Who You Are To Get Where You Want To Be*. Sphinx Publishing Naperville, Illinois
- Hispanic Association on Corporate Responsibility (2007). *Corporate Governance Study 2007*. Retrieved on 11-18-09 from [http://www.hacr.org/docLib/20070619\\_2007HACRGovernanceStudy.pdf](http://www.hacr.org/docLib/20070619_2007HACRGovernanceStudy.pdf)
- Homrig, Mark A. Col., (2001). *Transformational Leadership*. (Article dated 12-21-01) Retrieved on 11-19-09 from <http://leadership.au.af.mil/documents/homrig.htm>
- National Association of Latino Elected and Appointed Officials: *Press Release* 11-17-09. Latinos Re-Shaping the Political Map: Washington, DC – Experts on immigration, Latino voters, and the Census gathered today at NDN to discuss the findings of a new report from Americas Voices Education Fund Retrieved on 11-19-09 from [http://www.naleo.org/pr/Release\\_On\\_Latinos\\_Re-Shaping\\_the\\_Political\\_Map.pdf](http://www.naleo.org/pr/Release_On_Latinos_Re-Shaping_the_Political_Map.pdf)
- National Community for Latino Leadership (2001). *Report: Reflecting an American Vista: The Character and Impact of Latino Leadership*. Retrieved on 11-18-09 from <http://www.latinoleadership.org/research/reports/20010110.html>
- National Hispanic Leadership Agenda: *An Evaluation of OPM's Efforts to Improve Hispanic Representation in the Federal Workforce* (2006) Retrieved on 11-18-09 from [http://www.hacu.net/images/hacu/Newsrel/NHLA\\_rpt\\_web.pdf](http://www.hacu.net/images/hacu/Newsrel/NHLA_rpt_web.pdf)
- National Institute for Latino Policy (2009). “A Look at the Latino Population” *Spanish Journal* 11-16-09. New York, NY Retrieved on 11-18-09 from [www.latinopolicy.org](http://www.latinopolicy.org)

Ohio Department of Development: (Profile) *Ohio Hispanic Americans* (2000 US Census and 2006 American Community Survey). Retrieved on 10-19-09 from <http://www.development.ohio.gov/research/files/p0007.pdf>

US Department of Commerce/U.S. Census Bureau, (2009). *2009 Statistical Abstract of the United States*. The National Data Book. 128<sup>th</sup> Edition. Retrieved from <http://www.census.gov/compendia/statab/>. *Educational Attainment of the Population 2007*. Retrieved on 10-20-09 from <http://www.census.gov/prod/2009pubs/p.20-560.pdf> *Hispanic Public Elected Officials by Office, and State 1985 to 2007*. Retrieved on 11-19-09 from [http://www.census.gov/compendia/statab/cats/elections/elected\\_public\\_officials-characteristics.html](http://www.census.gov/compendia/statab/cats/elections/elected_public_officials-characteristics.html)