



BREAKING BARRIERS AND BUILDING A PIPELINE FOR WOMEN'S LEADERSHIP SUCCESS IN NONPROFIT ORGANIZATIONS

Kathryn Luna, MNA Candidate | Master of Nonprofit Administration - Capstone Project

SUMMARY

There are multiple factors and influences to prepare women for leadership positions. The path to leadership for minority women is even more complex than for white women or men, because minorities face additional barriers to obtaining professional leadership positions. These findings add to the literature on women in leadership, particularly minorities, and endorse the need for organizations to establish a pipeline model to include personal, internal, and external resources for women's advancement in the workplace. Embracing diversity, equity, and inclusion as part of an organization's values, practices, and policies is what must happen in order to build a sustainable future for the workplace. Organizations must take the first step and establish internal commitment towards change, and feel confident in their efforts to share them externally.

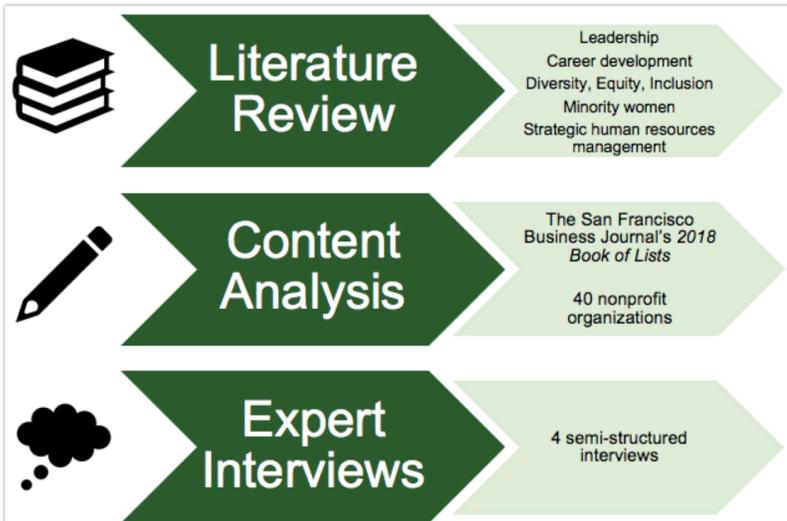
PURPOSE

Women in Leadership: This research addresses the pipeline problem for women leaders. This model will shift the focus towards inclusion, specifically how organizations can be more equitable for minority women and the advancement to leadership positions. This paradigm shift will be a fundamental change in approach, perspective, and thought to how nonprofits currently function. Inclusion of diverse women in leadership roles is an ongoing issue. Nonprofits must transition to become champions in this space, and it is important to establish grounds for how organizations can improve diversity, inclusion, and equity practices.

RESEARCH

1. Effective strategies to prepare minority women for leadership
2. Path to leadership for minority women compared to other women
3. Path to leadership for minority women compared to men
4. Barriers minority women face in obtaining leadership positions

METHODS



DATA AND ANALYSIS

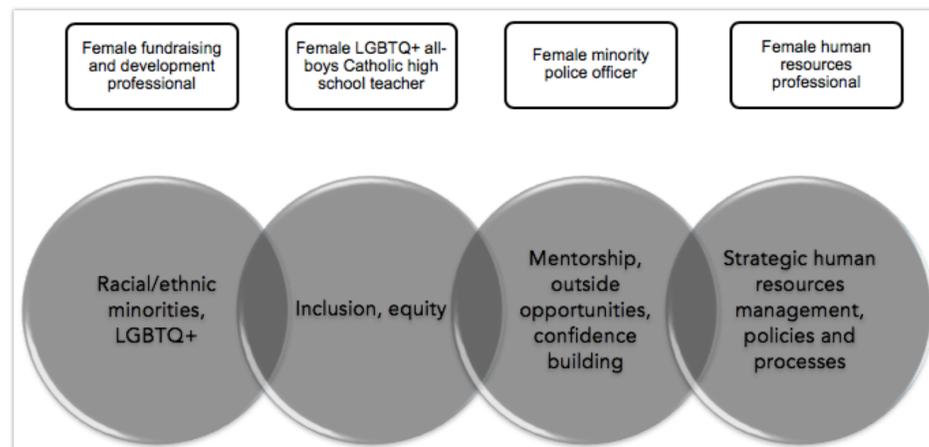
Literature Review



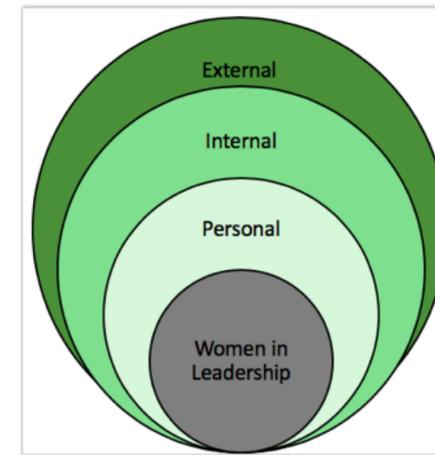
Content Analysis

Indicator	Question
Organizational	<ul style="list-style-type: none"> • What was the name of the organization? • What is the number of local staff?
Leadership	<ul style="list-style-type: none"> • Is the leadership staff reflective (over 50%) of its beneficiaries in regards to race/ethnicity for women? • Is the leadership staff reflective (over 50%) of its beneficiaries in regards to gender?
Diversity	<ul style="list-style-type: none"> • Is the leadership staff inclusive of women? • What is the % of women in leadership? • What is the percentage of men (regardless of race/ethnicity) in leadership? • Does the organization display diverse photos of beneficiaries/clients/participants? • Does the organization include diverse photos of staff together?
Inclusion	<ul style="list-style-type: none"> • Is the leadership staff inclusive of minority women? • What is the % of minority women in leadership? • Does the organization have mention of being inclusive/non-discriminatory in the hiring process (in any capacity)?
Strategic human resources management	<ul style="list-style-type: none"> • Does the organization have a staff directory to showcase current employees? • Do the women in leadership have photos or only names displayed? • Do the minority women in leadership have photos or only names displayed? • Is there a definitive Diversity, Equity, Inclusion (DEI) statement on the website? • What is the definitive DEI statement? • Where on the website is there mention of diversity, equity, and inclusion (in any capacity)? • Does the organization have mention of professional development opportunities for employees (in any capacity)?

Expert Interviews



RESULTS



Women in Leadership	
Personal	<ul style="list-style-type: none"> • Higher education, certification • Outside opportunities • Outside networking • Conferences, seminars • Ask questions, speak up • Confidence
Internal	<ul style="list-style-type: none"> • Acknowledge the problem • Create, or refine, a DEI statement • Embed DEI into the organizational culture • Create a safe space to speak up, ask questions • Provide employee benefits such as professional development, mentorship • Goals and policies for hiring • Standardizing the hiring, promotion, succession planning process
External	<ul style="list-style-type: none"> • Inclusive/nondiscriminatory statement • Highlight the DEI statement • Highlight breakdown of employees by gender, race/ethnicity, retention rates, etc. • Highlight employee benefits such as professional development, mentorship

RECOMMENDATIONS

1. **Leadership:** Acknowledge the problem. Understand a multi-layer approach.
2. **Diversity, Equity, and Inclusion:** Create a definitive DEI statement for public view. Embed DEI stance into organizational culture.
3. **Professional Development:** Outside opportunities, mentorship, networking, conferences, seminars. Highlight as employee benefits.
4. **Create a Safe and Encouraging Space:** Empower women to share their voice without judgement, welcome them to "the table," build confidence.
5. **Standardize Processes:** Retain current staff and promote within, create policies and quotas for hiring. Require implicit bias training.

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