

LINKING LEADERS LOGIC MODEL

ISSUE

Lack of racial/ethnic diversity in leadership* across sectors in the East Metro

**Leadership is defined as senior leadership (VP, CEO, etc) and Boards*

UNDERLYING CHALLENGES/ FRAMEWORKS AT PLAY

- 1) Power and privilege
- 2) White culture considered "the norm" for or synonymous with "work culture" ... leads to racism, discrimination, micro-aggressions
- 3) Pipelines and training for POC/AI to assimilate into white culture aka "professional work culture" is NOT the solution.

What is required is a paradigm shift in both how we define leadership and how we create intercultural work environments. We must think about this issue more broadly than just preparing POC/AI for a workplace that perpetuates the same issues and never changes.

CONTRIBUTING FACTORS TO THE ISSUE

A) Pipeline Issues

- Lack of pipelines
- Disconnected pipelines
- Ineffective pipelines/unsure of efficacy of current pipelines

B) Access to Networks

- Access to networks of influence or leadership roles; hiring practices

C) Retention

- Talent leaves organization or leaves Twin Cities due to lack of support
- Culture clash
- When white culture considered "the norm", it pushes people of color/American Indians (POC/AI) out

D) No consensus on how we define "leadership"

- Current definition is from a white lens/white mainstream model
- Even across mainstream orgs, no consensus on definition

E) Little value or understanding of the important role culturally-grounded orgs bring to the leadership ecosystem

- These orgs know how to develop leaders of color, have deep knowledge of cultural communities, but undervalued and under-resourced

STRENGTHS OF THE REGION/ECOSYSTEM

- 1) Many vibrant, culturally-grounded organizations who have been uplifting, engaging and supporting leadership within cultural/ethnic communities for a long time**
 - + Many different, rich strategies and models amongst the groups
 - + Rich knowledge grounded in indigenous knowledge, culture, history, trauma & resiliency
 - These orgs are undervalued, underpaid and underappreciated for what they do in their communities (which is often not seen, acknowledged or valued by funders)
 - Not taken as seriously or as critical to solving the issue as mainstream institutions
 - Intellectual property issues; their expertise is often expected to be given for free; what they share or produce is often taken and used by others (including funders) without acknowledging where it came from
- 2) Many leadership programs/initiatives in the region**
 - + Many people of all backgrounds who care about the issue
 - + Plethora of support around leadership (funders, curriculum, orgs, initiatives, etc)
 - Many use “white”/individualistic leadership model as foundation of program/curriculum
 - Lack of resources on how to shift culture and address power and privilege in leadership
 - Lack of collaboration amongst players
 - No pathways linking the various programs/initiatives to each other
 - No knowledge of where alumni go after completing programs

OPPORTUNITIES/ STRATEGIES

- 1) Invest in a culturally grounded, network leadership approach**
 - Invest in network leadership organizations within cultural communities and across mainstream institutions/sectors
 - Orgs focus on capacity building, peer-learning, and deepening what leadership development, pipelines, and networks must look like for POC/AI to be successful (this will inform #2 below)
 - Uplift these organizations so that their expertise is valued and invested in across sectors and by other institutions. These orgs than become a connector and catalyst for others.
- 2) Set a new standard for what is needed to create and sustain equitable and inclusive intercultural work environments (both supply & demand)**
 - This should be created and informed by a diverse group, centering the voices and experiences of people of color/American Indians (POC/AI)
 - Share what is created to get the support of the broader leadership ecosystem & demand side (workshops, trainings, etc...) to begin shifting the paradigm

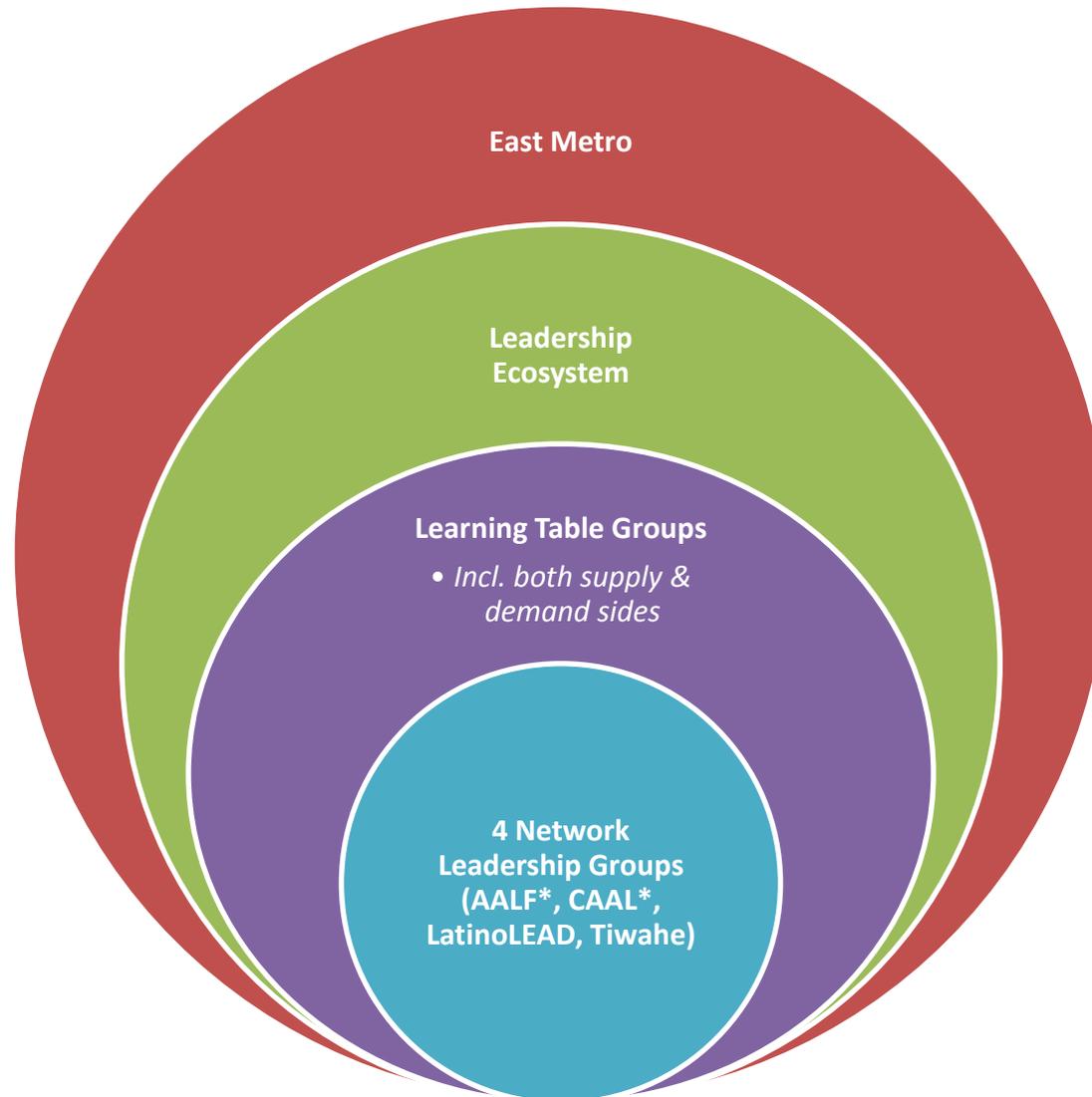
OUTPUTS

- 1) Culturally Grounded Leadership**
 - Invest in 4 culturally grounded network leadership organizations
 - Invest in the leadership strategies of other culturally grounded POC/AI organizations to advance the leadership of their communities
 - Year-end report on key learnings and impact
- 2) Equitable and Inclusive Work Environments**
 - Creation of leadership equity agenda for East Metro
 - Quarterly convenings of Learning Table to strengthen networks, discuss challenges and share best practices
 - Share diversity data across sectors for accountability & benchmarking
 - Workshops, webinars, trainings

OUTCOMES

- 1a) Stronger POC/AI leadership networks → Better support for POC/AI leaders → Increased number of POC/AI who enter into and stay in leadership roles in institutions in the East Metro across sectors**
- 1b) Network leadership orgs we support work with other agencies for consulting on leadership and diversity; these agencies demonstrate responsive shifts in practices, processes and patterns.**
- 2) 20 organizations sign onto leadership equity agenda, including a commitment to increase their number of POC/AI and assess and change their organizational work cultures**

Linking Leaders Initiative



* African American Leadership Forum
* Coalition of Asian American Leaders