

# Leadership Implications



### Table of Contents:

Leadership Implications Drawn from the *2020 Women of Color in Business: Cross-Generational Survey*©

Summary of #TeamUp Challenges

About Quadrant Strategies

- Research Methodology
- Quote by Quadrant Strategies Managing Partner Scott Siff

About the Executive Leadership Council

- Quote by ELC President Michael Hyter

Authors' Bios

## Leadership Implications Drawn From the 2020 Women of Color in Business: Cross-Generational Survey®

The central themes of “A Blessing: Women of Color Teaming Up to Lead, Empower and Thrive,” and its follow-up *2020 Survey* are “team-up,” “generational diversity,” reduce the number of “onlys” in professional settings by hiring women of color in multiples, support the ambition and innovations of “side-preneurs,” “40 allies and a stretch assignment,” and “Calculate Your Wealth.”

Some six months since the public phase of their work began, co-authors Bonita Stewart and Jacqueline Adams have identified another talent moonshot goal, “manager excellence.”

Manager variability is too well — variable. To reduce the variability of leadership capabilities across managers and supervisors, companies should actively engage in training modules informed by the new generational diversity trends.

Organizations can and should ensure that all new managers are trained before they assume people management responsibilities. Existing managers should be properly trained and retrained regularly to empower their teams, to recognize bias, and to reward great performers. More importantly, managers should be held accountable for their people management capabilities as, increasingly, these skill sets will have a direct correlation to the risks and the rewards of the workplace.

Organizations can also reach a significant goal by hiring women of color in multiples, thereby remedying the troubling reality that emerged in the *2019 Women of Color in Business: Cross-Generational Survey*®. 47%, nearly half, of Black female desk workers reported that they were always or frequently the “only” person of their race in a professional setting. In 2020, the figure went down by just one point to 46%. For LatinX women in 2020, 36%, more than a third said that they were always or frequently the only person of their race in a professional setting, an improvement over the 41% reported in 2019. Other surveys are beginning to echo the co-authors’ findings. [LinkedIn](#) reported in early 2021 that 46% of its respondents, Black professionals ages 18–34, have faced blatant discrimination and/or microaggressions at work.

The *2020 Women of Color in Business: Cross-Generational Survey*® has outlined actionable challenges at the end of each section. These are concrete ideas that senior leaders and managers can activate to nurture the highest level of productivity among all women of color, while creating a true sense of belonging in the workplace. Reduce the number of “onlys” to 25% by 2025 and to zero soon thereafter.

As the authors found in the 2020 data, white male managers now have a heightened sense of awareness around racial matters that was brought to the surface in 2020 as the world watched the harrowing death of George Floyd.

Let’s harness that data. The male managers want to succeed. Managers should be held accountable for their people management capabilities as, increasingly, these skill sets will have a direct correlation to the risks and the rewards of the workplace.

Given the ambition, creativity and confidence demonstrated especially by younger Gen Z and

Millennial women of color, the authors have been told, “Women of color are thirsty right now. And we all have an opportunity to bring them a glass of water.” Teaming up is the glass. Great managers can be the water.

The authors said it at the end of Section I of this Executive Summary. Great managers matter.

## Take the #TeamUp Challenges

After analyzing all of their data over two years, the authors have come up with a series of challenges for both managers and individual desk workers. These challenges are intended to help everyone “lead, empower, and thrive” in their workplaces.

### Challenge #1

#### For Senior Leaders and Managers:

Eradicate the “Onlys” on your team by hiring more of them! Look around and understand where “Onlys” reside within your company and track when critical mass is reached, particularly in teams of 20+. Hire in multiples and strive for overall workplace belonging.

#### Goal:

Reduce the 46% of Black women who have frequently or always been the only person of their race in a professional situation to 25% by 2025 and 0% soon thereafter.

### Challenge #2

#### For Senior Leaders and Managers:

After you’ve mastered IQ, EQ and CQ the authors have another one for you: GD-- Generational Diversity----which they highlight in their surveys as the nuance and complexity managers will face as the workplace converges across generations who hold different expectations.

#### Goals:

- 1) Start to understand the differences across the generations;
- 2) Create a sense of belonging that the younger workers are demanding; and
- 3) Activate the full breadth of talent across the generations to fuel workers’ innovation, creativity, and ROI.

### Challenge #3

#### For Managers:

Track “stretch assignments” among women of color. Ensure that intentional “nudges” or formal programs are developed to provide greater opportunity for those with potential.

#### Goal:

100% of top identified women of color receive stretch assignments within the next year.

#### **Challenge #4** **For Women of Color:**

Identify and activate your 40 allies: 10 people on your team---10 other managers —10 “sisters” — 10 people on your personal board of directors (family, friends, clergy, etc.).

#### **Goal:**

Seek at least one “stretch” assignment in the next 12 months.

#### **Challenge #5** **For Corporations:**

Harness the innovation within your employee ranks. Remember, ideas come from everywhere. Don't curb the side-preneurship enthusiasm.

#### **Goal:**

Figure out how you can create meaningful, exciting stretch assignments to activate your existing talent.

#### **Challenge #6** **For Venture Capital Funds:**

You have Women of Color budding entrepreneurs in plain sight. Understand that because of their lack of external funding, WoC are using their existing employment to bootstrap their opportunities.

#### **Goal:**

Look broadly as you consider the next era of entrepreneurs. Remember, if Women of Color entrepreneurs and side-preneurs had funding, they might pursue alternative paths which could provide major boosts to the U.S. economy

#### **Challenge #7** **For Women of Color:**

Financial literacy, saving and investing wisely, and achieving the American dream go hand-in-hand. A place to start to calculate how much to save is the wealth calculator tool on the Calculate My Wealth website: [www.calculatemywealth.com/wealth-calculator/](http://www.calculatemywealth.com/wealth-calculator/)

(In the interest of full transparency, this tool and website are the work of Bonita's husband, Kevin Stewart.)

#### **Goals:**

- 1) Conduct your own experiment. Using the Wealth Calculator tool, see how much you could earn by the time you want to retire if you invest in equities, bank savings or half in savings and half in stocks.
- 2) Treat financial literacy as lifelong learning.

## **Challenge #8**

### **For Senior Leaders and Managers:**

Many senior leaders and their managers have mastered IQ (intelligence) and EQ (emotional intelligence). We challenge both leaders and managers to develop greater awareness of CQ (cultural intelligence, as defined by [Deloitte](#)). CQ involves understanding the reality of someone who's different, by gender or race or socio-economic upbringing, from the manager. Discomfort is necessary when you're building physical muscles. The same is true with leadership muscles.

### **Goal:**

In your annual performance appraisal, demonstrate that you have improved your cultural intelligence by recording in your self-assessment what you have done to enhance belonging in the workplace. Be honest and be specific with your personal impact.

## **Challenge #9**

### **For Senior Leaders:**

Flatten the wave of manager variability and inclusive inconsistency. Reward the managers who hold themselves accountable for improving the outcomes for their women of color employees.

### **Goal:**

Rank managers based on self-assessment and other quantitative factors. Commit to an inclusive leaderboard that tracks underrepresented minority performers, including any bottom performers. Eliminate the 10% of managers and leaders who do not improve their "manager excellence" indicators based on the inclusiveness and well-being of their team.