Fostering Leadership
with **Black, Indigenous**
& People of Color

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Objectives

- Understand *the impact* of work trauma on BIPOC employees

- Learn how trauma impacts an employees ability to excel in the workplace

- Discuss how we can create and maintain safer and healthier work environments

- Learn best practices for promoting leadership with your BIPOC employees

Addressing Trauma & Building Resilience

Why is it important?

Overview

- BIPOC Employees in the workplace
- Leadership in the Workplace
- Taking Action

Informed Consent

- We want to create emotional safety during our time together

- If there is something that is potentially triggering, I may pause and check in with the group

- If you are triggered, please feel free to step away and take time for yourself, but please come back

SHARE ONE WORD TO DESCRIBE A POSITIVE WORK ENVIRONMENT

What is the reality?

Most Black Americans, regardless of education, socioeconomic status, or job title, experience one or more forms of racism daily.

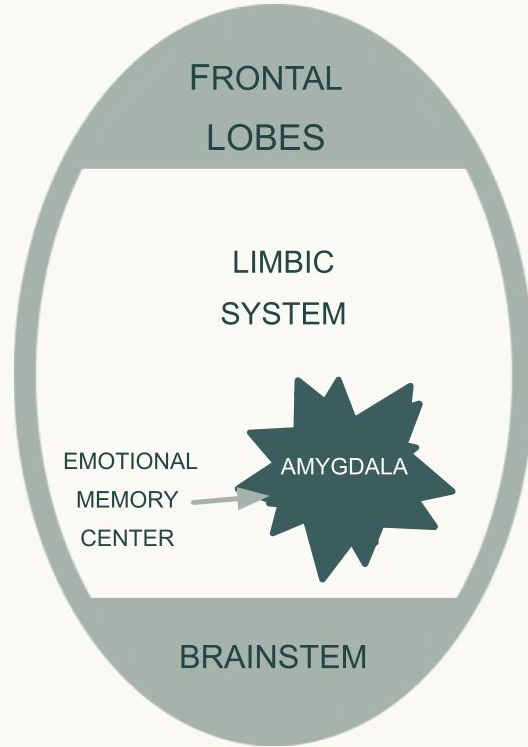**Racism** is associated with several

mental health consequences…

Harvard Business Review

42% *of US employees experience racism*

Women of Color only make up **4%** of C-Suite Executives

HOW DO WE DEFINE TRAUMA?

FRONTAL LOBES

LIMBIC SYSTEM

EMOTIONAL MEMORY CENTER

AMYGDALA

BRAINSTEM

BIPOC individuals experience trauma at higher rates than the general population, and this is largely due to systemic and structural factors.

Check-in

- What did you notice, feelings, thoughts and physical sensations?

- What felt familiar or what felt new?

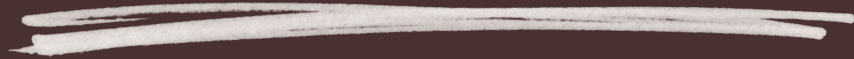- What would you have done differently in this exchange?

Challenges and Barriers for BIPOC Employees

- Racism and Discrimination
- Historical Trauma
- Lack of Access to Resources
- Marginalization and Isolation
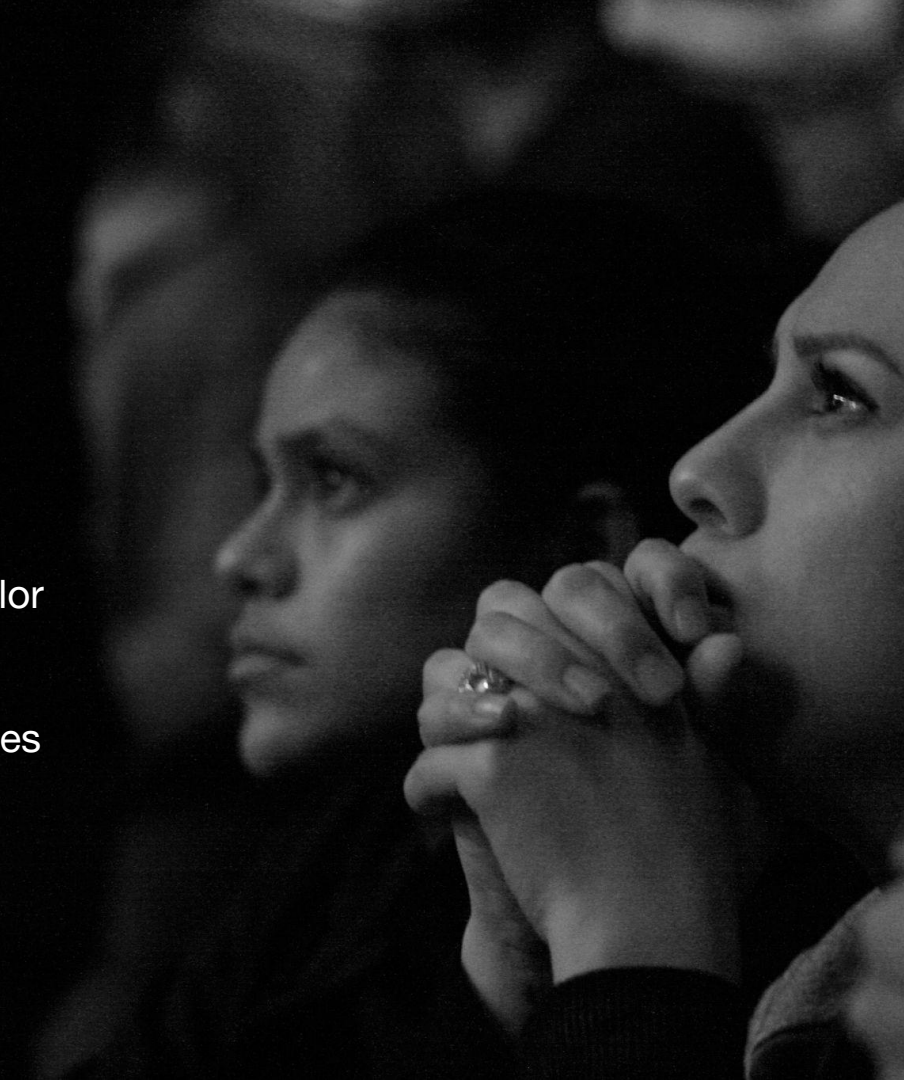- Cultural Mistrust

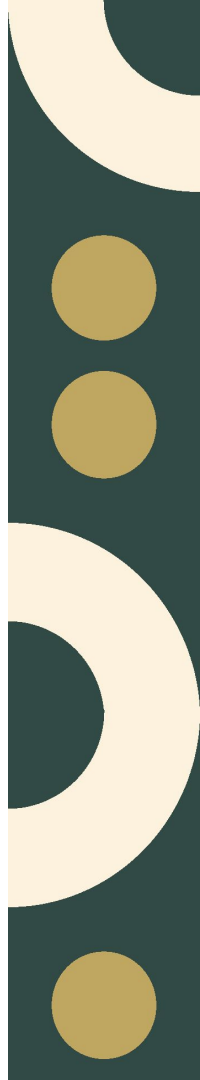# WHAT IS A MICROAGGRESSION?

CODE SWITCHING

CULTIVATING A TRAUMA-INFORMED WORKPLACE

- Acknowledge the validity of systemic racism

- Listen to concerns and ideas of employees of Color

- Encourage employees to talk about race

- Support employees so that they can be themselves

- Encourage Self-Care

LEADERSHIP AND WORK HEALTH

Audrey   **Beth**

The Intersection of Leadership and Work Health

Creating a diverse workforce that genuinely supports a thriving, healthy and inclusive workplace and community.

Creating a Healthy and Diverse Workforce

Set diversity goals and hold leadership accountable for achieving them

- ○ Set realistic and measurable goals to do the following
    - ■ Expand diversity and inclusion
    - ■ Improve emotional and social safety in the workplace
- ○ Make sure your goals are SMART - specific, measurable, achievable, relevant and time based.

Creating a Healthy and Diverse Workforce

Provide training and resources

Assess your programs current strengths and weaknesses

Provide training and resources to improve your weaknesses

Highlight and encourage the strengths

Meet yourself, your team and you community where they are at, without shame and blame, and focus on where you want to go.

Creating a Healthy and Diverse Workforce

Build a diverse pipeline through recruitment and development programs.

- This will not just happen. Leaders must make a concerted and consistent effort to create and build a diverse workforce.
- Utilize resources around you - city and county agencies, education program, major foundations and grant programs - are now focused on DEI. How can you leverage these programs?

Creating a Healthy and Diverse Workforce

Create an inclusive culture that values and respects everyone

Improve self awareness re: unconscious bias and structural barriers to inclusion.

As leaders, we must take the first step and be vulnerable when we see people struggling. Seeing transparency from those in positions of power can be transformative. It is a chance to see leaders as humans with flaws and challenges they have had to overcome. Vulnerability is the foundation on which safe spaces are built, and safe spaces are key to making BIPOC employees feel seen, heard, and cared for. We have all heard the old saying that closed mouths don't get fed. I'm also a firm believer that closed mouths can't feed either. For those of us who are in positions of power, we can't just be silent and expect people to follow us.

Model being vulnerable as a safe thing to be. We don't need to be perfect, but we do need to stretch ourselves and be open.

Creating a Healthy and Diverse Workforce

Provide a mentorship program for employees from marginalized communities

Leaders must be visible and accessible.

Create formal and informal mentorship programs that fit your community and enhance diversity and inclusion.

Creating a Healthy and Diverse Workforce

Regularly assess and adjust policies and procedures to eliminate barriers to diversity and inclusion.

Build in regular reviews to assess what's working and what isn't.

Give things time, but don't let things stagnate or move off your radar

Accept you will never reach 'completion'. This is a process that requires consistent, earnest attention and will include steps backwards as well as steps forward. It is easy to get discouraged. Celebrate wins! Embrace all forward momentum! Acknowledge missteps and adjust for improvement.

Challenges and Barriers

- Leadership
  - Access to Resources
  - Mentorship

WHAT DOES THE DIRECT CARE WORKFORCE LOOK LIKE?

According the the AMA Journal of Ethics (Sept, 2022) These jobs are overwhelmingly held by women, who, in 2019, made up

- 91% of nursing assistants
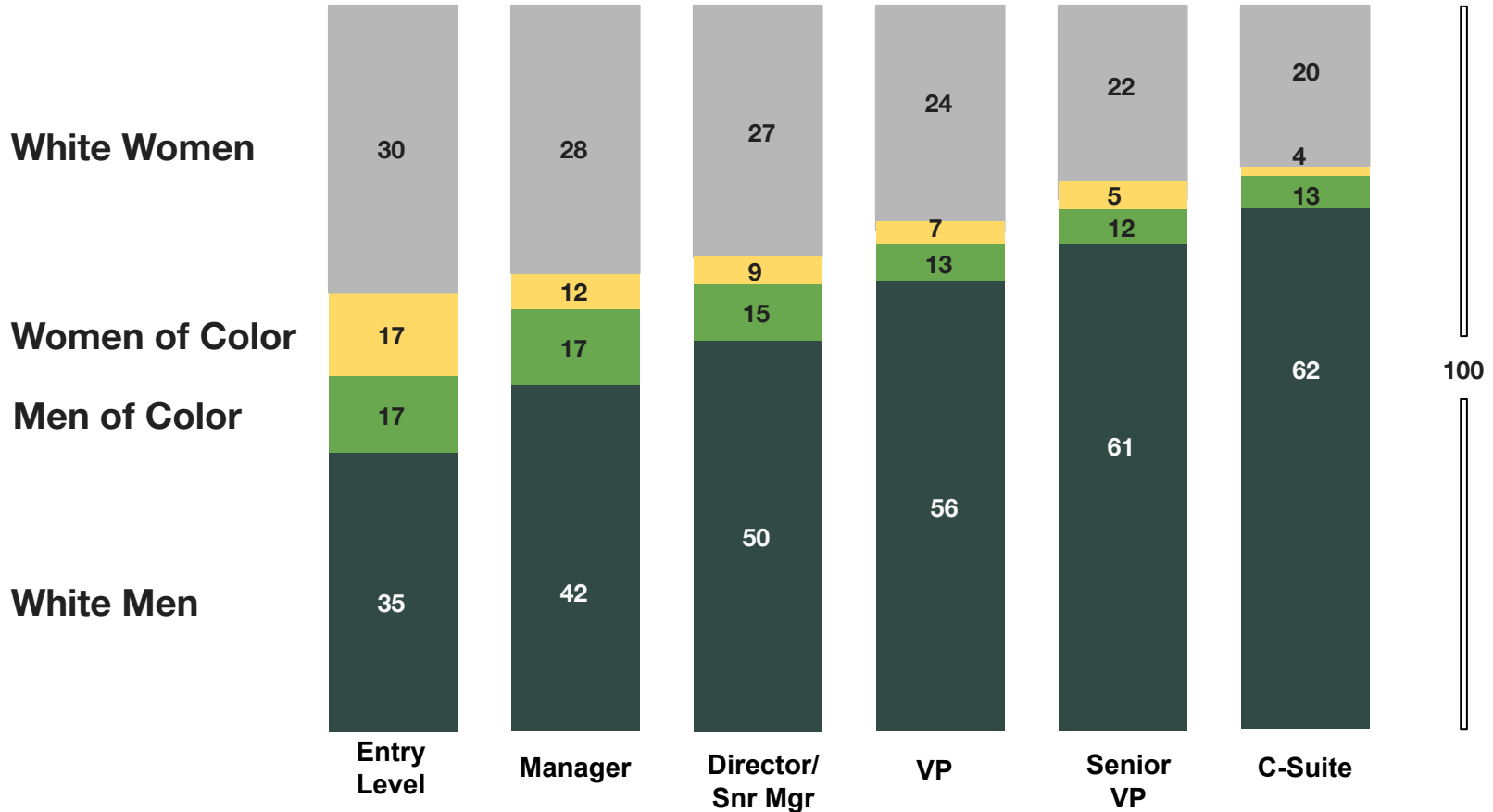- 86% of home health aides
- 81% of residential care aides

People of color, who make up 39% of the labor force in the United States, are heavily concentrated in direct care occupations: in 2019:

- 58% of nursing assistants
- 63% of home health aides
- 52% of residential care aides were identified in US Census Bureau data as Black/African American, Hispanic/Latino, Asian/Pacific Islander, or other.

Immigrant workers are also overrepresented, constituting:

- 31% of home health aides
- 21% of nursing assistants and residential care aides but only
- 17% of the total labor force in 2019.

Representation of Health Care Leadership By Gender and Race 2021

	Entry Level	Manager	Director/ Snr Mgr	VP	Senior VP	C-Suite
White Women	30	28	27	24	22	20
Women of Color	17	12	9	7	5	4
Men of Color	17	17	15	13	12	13
White Men	35	42	50	56	61	62

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8 EVERYDAY CHALLENGES

1. Code-switching to be taken seriously

2. Mentally preparing for discrimination

3. Facing systemic exclusion of opportunities

4. Dealing with microaggressions and biases
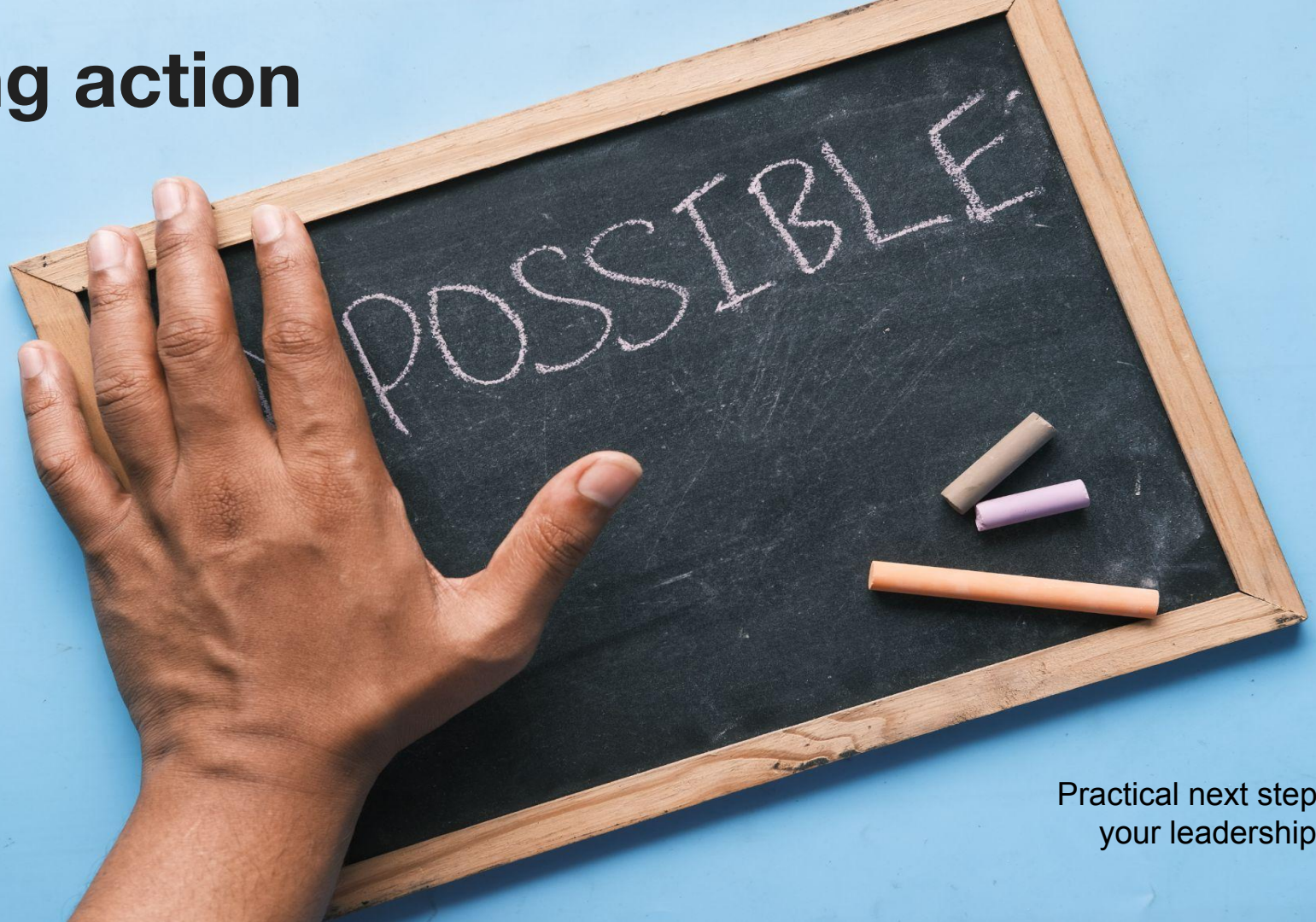
5.   Their authority is disputed more often

6.   Inclusion policies don't meet their needs

7.   Expected to be a voice for an entire community

8.   Facing unrealistic expectations

Taking action

Practical next steps in your leadership.

UNDERSTANDING BRIDGING

1. **When did you feel included at work?**

2. **When did you not feel included at work?**

3. **What makes you feel vulnerable at work?**

4. **What would you like others to know and appreciate about you?**

5. **Whom do you know that is skilled at modeling inclusion? What do they do?**

UNDERSTANDING BONDING
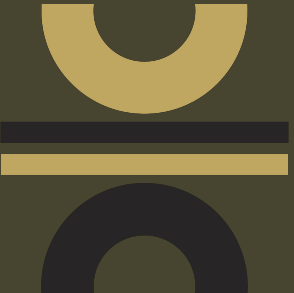
Meaningful relationships allow BIPOC employees to see themselves in your role.

Not enough contact with upper leadership means no bonds and no ability to see themselves in leadership or experience mentorship or understanding in leadership.

PUTTING INTO PRACTICE

MULTI-USE PERFORMANCE ASSESSMENT

Builds diverse, equitable, and inclusive teams

Constructs teams where most employees are homogenous with similar backgrounds

→

Partners with talent acquisition to build teams with employees from marginalized groups for 60% of job openings

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→

Makes intentional efforts to partner with talent acquisition and DEI to build diverse, equitable, and inclusive teams..

- Setting realistic goals and timelines

- Assigning Responsibilities and Accountability

- Identifying Resources and Support Systems

GROUP WORK

SHARE OUT

CONCLUSION

CONTINUE THE CONVERSATION