



LATINO LEADERSHIP SERIES

TRAINING & DEVELOPMENT



CTR FACTOR IS A LEADERSHIP, DIVERSITY AND INCLUSION (D&I) FIRM

Our proprietary research at CTR Factor, Inc. indicates that there is one thing that all great leaders do masterfully. Great leaders have figured out how to lead and get others to want to follow them. They do so by earning 3 Currencies of Influence from their followers (Credibility, Trust & Respect), building 3 Assets of Impact (Results, Relationships & Resources), and making Investments of Intention (Capabilities, Character & Competence). In doing so, they exhibit Thought Leadership, People Leadership and Results Leadership. This is the CTR Factor Leadership Model (CTR) and is the foundation for learning programs for Latino Leadership developed by CTR Factor for large organizations wanting to develop their Latino talent, employees wanting to understand their Latino constituency and nonprofits with the goal of developing their members.

CTR Factor Latino Leadership Solutions are designed to provide Latino leaders with a holistic program that addresses how an understanding and application of the CTR Factor Model and Latino strengths and weaknesses can accelerate their elevation to senior roles within their organizations.

SESSION TOPIC # 1

Cultural Dexterity: Latino Leadership Model (LLM)

Objective

- Education about how Latino cultural norms match up to organizational requirements, and inherent alignments and conflicts. Exposure to fundamental pitfalls like soft-pedaling on accomplishments, communicating team successes versus individual achievements, being too laidback under pressure, and not balancing results and relationships effectively. Experience the importance of promoting self-achievements, having a sense of urgency, owning our development, and being a subject matter expert.

Approach

- Facilitators will conduct a self-discovery approach using our proprietary Global Moderating Variables (GMV) model assessment, from a Latino viewpoint. The GMV model examines cultural difference on seven fronts:
 - Hierarchical Perspective - “Authoritarian” versus “Egalitarian”
 - Group focus - “Me” versus “We”
 - Relationship Orientation - “Professional” versus “Personal”
 - Communication Indirectness - “Explicit” versus “Implicit”
 - Time Control - “Fixed” versus “Fluid”
 - Change Tolerance - “Evolutionary” versus “Revolutionary”
 - Work Importance - “Vocation” versus “Vacation”

This dynamic evaluation will uncover key Latino perspectives and values on these seven dimensions that may affect employee performance and brand, as well as written and verbal communication styles. Understanding and embracing the undercurrents of these culturally driven behaviors enable Latinos to leverage their strengths, maximize their performance, and highlight their accomplishments more effectively, leading to better organizational performance.

Outcome

- Audience will learn about top fundamentals of Latino traits and how these traits can add value to or hinder performance, branding and communication.



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SESSION TOPIC # 2

Latina Leadership: Lessons Learned and Shared

Objective

- Latina women have unique strengths as part of 4 natural archetypes that they grow up with – they are connected with others as Amigas (Friends), they are centered internally as Malabaristas (Jugglers), they are courageous in the face of adversity as Exploradoras (Explorers), and they are confident in their capabilities as Reinas (Queens). These archetypes bring with them some great natural advantages for Latina women when it comes to earning the Currencies of Influence, building the Assets of Impact, and making the Investments of Intention needed to get people to voluntarily follow them. In doing so, they exhibit Thought Leadership, People Leadership and Results Leadership (CTR Factor). At the same time, they also bring with them some hidden opportunities to do better. Through the combination of Latina's 4 natural archetypes, and the CTR's Currencies of Influence, CTR Factor has developed the Latina Leadership Model (LLM). Through this model, participants will gain an increased knowledge and understanding of the characteristics, positive influences and challenges associated with leveraging and cultivating Latina leadership. Diving deep into these elements, participants will gain an appreciation for the advancement of Latinas in the workplace.

Approach

- Facilitators will share key elements of the CTR Factor's research regarding Latinas in leadership positions. This unique self-discovery and powerful story sharing approach will focus on how Latinas can leverage natural characteristics such as creativity, listening skills, optimism and passion in the four essential categories of the Latina Leadership Model:
 - Connected (EQ)
 - Centered (XQ)
 - Courageous (IQ)
 - Confident (LQ)

While leveraging key factors of positive influence for successful Latinas, we will also talk about perceived obstacles like lack of mentors, opportunities for advancement, and balancing cultural and family obligations.

Outcome

- Participant self-discovery, recognition of personal strengths, learning how to leverage those strengths to achieve a leadership advantage, and exploring insights from other Latina women in leadership.



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SESSION TOPIC # 3
Talent Management:
Best Practices in Latino **Recruitment**

SESSION TOPIC # 4
Talent Management:
Best Practices in Latino **Retention**

SESSION TOPIC # 5
Talent Management:
Best Practices in Latino **Development**

Objective

- By 2025, one-fourth of the U.S. will be Latino. But the implications for the Latino population are already hitting economic, educational, marketplace and workforce agendas. Growing at three times the rate of the rest of the population, Latinos accounted for half of the U.S. population rise in the past decade. The United States is already the second largest Spanish-speaking country in the world. The U.S. Census Bureau indicates by 2020, 20 percent of the workforce will be Latino. Diversity executives must work with their human resource and business peers to reconsider the philosophies that inform their HR programs and business strategies through the lens of their own culturally influenced preferences and understand how these may be similar and different for Latinos. As we explore key talent management strategies for recruitment, retention and development, many executives will find some of the current practices are the opposite of what would attract, hire, engage and advance Latino talent. Organizations need to understand the diversity underneath the Latino umbrella. For example, is the organization's talent market mostly Caribbean, Mexican, Central or South American? Are your employees mostly first, second, third or fourth generation? Depending on the answer, talent strategies and business tactics need to be nuanced differently. But there are still broad strokes that create a common experience and worldview for many Latinos. In this program, the audience will be learn best practices, acquire key tactics and understand the true dynamics of their prospective and current Latino workforce.

Approach

- Facilitators will share key elements of the CTR Factor's research regarding recruitment, retention and development for Latinos in the workplace. Using an exciting, fun, exploratory and interactive approach, we will review core Latino values and link them to specific recruitment, retention and development strategies that work and that do not work with the general Latino workforce.

Outcome

- Audience will enhance ability to effectively recruit, retain and develop the Latino talent pipeline and workforce.