



# NATIONAL LCA™ LATINO CAREER PROGRESSION STUDY

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Addressing the Latino Career Chasm through data-driven insights.

2023

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# A Letter from Career Management Partners, CEO

The growing economic contribution of Latinos in the United States cannot be denied. This community is becoming increasingly important to the country's workforce and economy. However, there is still a significant gap in the career progression of Latino talent. This is why the LCA™ Latino Career Progression Study is a groundbreaking resource that offers organizations the tools and knowledge they need to support their Latino talent and help narrow the Latino Career Chasm. With the right support and guidance, Latinos can continue to thrive in their careers and make an even greater impact on the economy.

As a Latina entrepreneur, I have always been a strong believer in the power of assessment and prediction when it comes to talent development. Having worked closely with organizations and employees, I know firsthand the importance of identifying key strengths and areas for improvement. That's why I was inspired to create the Latino Career Assessment™ (LCA™)—the first validated assessment developed to support the advancement of Latino professionals—and conduct the first National LCA™ Latino Career Progression Study.

I believe that by gaining a deeper understanding of the unique challenges facing Latino professionals in today's workplace, we can take meaningful steps to bridge the career chasm that exists in the United States. By embracing the science of prediction, we can empower Latino individuals and organizations to move forward, achieve greater success, and unlock their full potential.

CMP is committed to providing data-driven insights that inform organizations and create a sustainable and equitable path for all professionals, irrespective of their background. Our data-driven insights and strategies provide a roadmap to achieving successful Latino career progression.

Special thanks to ALPFA National, corporate organizations, and individuals for collaborating on this historic national study for our Latino community.

It's exciting to see this study being introduced and know it will help shape the future of our workforce.

w/ Unity & Love,  
Maryanne Piña  
CEO, Career Management Partners

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# Executive Summary

The United States is undergoing a major demographic shift, with the Latino community emerging as a critical and rapidly growing segment. From 2010 to 2019, Latinos accounted for more than half of the country's population growth, making them a significant segment of the labor force.

Despite their growing presence, Latinos are severely underrepresented in corporate leadership. Only 4% of executive officer positions in Fortune 500 companies are held by Latinos. This lack of inclusion not only limits career opportunities for Latinos but also hampers the competitiveness of companies.

Additionally, Latino employees are leaving the corporate world at a high rate. In 2016, the average annual attrition for Latino employees was 20%. This loss of talented individuals poses a widespread problem for many companies.

The combination of high attrition rates and limited career progression presents a significant challenge for both Latinos and organizations. As the Latino labor force grows, companies that fail to effectively attract and engage this talent pool will face a shrinking talent pipeline. The United States is on the verge of a widening talent divide in the corporate world when it comes to Latinos.

In this context, the LCA™ Latino Career Progression Study has identified 14 Career Predictors that contribute to sustained career success. Emphasizing the order in which these predictors are developed is crucial.

According to the study, Personal Victory is the initial focus, followed by Interpersonal Investment, then Organizational Navigation. These predictors are critical to developing the beliefs and abilities that are core to career effectiveness, generating opportunities and advocacy, and expanding influence and impact.

The LCA™ Study also found significant variations in job satisfaction and beliefs depending on the individual's career level, gender, and age bracket. Understanding these factors is essential to unlocking the full potential of Latinos in the workplace and ensuring their success in today's rapidly evolving economy.

Overall, the LCA™ Study insights into Latino identity and career success offer valuable guidance for anyone looking to empower Latino talent in today's rapidly changing economy and workforce.

# National LCA™ Latino Career Progression Study

The LCA™ Latino Career Progression Study is a comprehensive and innovative resource aimed at uncovering the overall strengths and gaps of the Latino workforce. By understanding the Latino cultural scripts, identifying the 14 Career Predictor traits, and exploring the differences by demographics and attitudinal questions, the LCA™ Study is designed to provide tools and knowledge for organizations to attract, develop, and retain their Latino talent.

## Latino Cultural Scripts

Cultural scripts are the pervasive set of beliefs used to navigate the world and our career; in other words, what we assume to be true and what we expect from others we interact with. These play an integral role in shaping the behavior and interactions of individuals within a given culture. Latino cultural scripts, including professional behavior, are deeply ingrained in every aspect of life. They shape how we approach our careers and interact with others. These scripts are often passed down from generation to generation, shaping our values, beliefs, and work ethic. Knowing and adhering to these scripts can pave the way for career progression and success for Latinos. Understanding the nuances of their culture and how it influences their interactions with others can help them navigate the complex professional world.

According to research, the following have been identified as Latino cultural scripts:

**Respeto** — Or respect, meaning the recognition and acknowledgment of those in positions of authority or higher hierarchical roles, is highly valued within the Latino community (Santiago-Rivera et al., 2002). In Latino culture, respect is not just a concept but a way of life. It is emphasized from the beginning of a person's life and instilled in them from a young age. This cultural script shapes not only the behavior of individuals but also their relationships with others and their perception of themselves.

**Simpatía** — Meaning friendliness, or the importance of being polite and pleasant, even in the face of stress and adversity (The Workgroup on Adapting Latino Services, 2008). While simpatía is valued in all aspects of life, it can especially impact career progression.

**Familismo** — The preference for maintaining a close connection to the family (Marin & Triandis, 1985). For many individuals, familismo is an important cultural script that shapes their career choices. In tight-knit communities that emphasize family values, it is not uncommon for individuals to prioritize familial relationships and obligations above all else. This can significantly impact career progression, as some may opt for professions that offer more flexibility or allow them to remain close to their loved ones.

**Collectivism** — An emphasis on the needs of the group before the individual (Holvino, E., 2008). Latinos have a strong emphasis on collectivism. While this cultural norm encourages stronger relationships, teamwork, and collaboration, it can also present barriers to career progression for individuals.

Personalismo — Valuing, building, and encouraging the development of warm and friendly relationships (Santiago-Rivera, Arredondo, & Gallardo-Cooper, 2002). This cultural script can sometimes clash with career progression, where individual success and competition are highly valued. Despite these potential drawbacks, the importance of personal relationships cannot be discounted, and finding a balance between personalismo and individual success ultimately leads to a more fulfilling and successful career.

Machismo/Marianismo — Machismo refers to a man’s responsibility to provide for, protect, and defend his family. Marianismo refers to feminine virtues like interpersonal harmony, inner strength, and self-sacrifice (Santiago-Rivera et al., 2002).

In today's culturally diverse workplace, it's important to acknowledge and understand the impact of cultural scripts like machismo and marianismo on career progression. While machismo may encourage men to be providers for and protectors of their families, it can also perpetuate toxic masculinity that harms both men and women in the workplace. Conversely, marianismo's emphasis on feminine virtues like self-sacrifice and interpersonal harmony can create a challenging work environment for women who may feel pressure to put the needs of others before their own career advancement.

Present-time Orientation — The belief that the future is uncertain and not under one's control (Holvino, E., 2008). This "god willing" mentality is deeply ingrained in the cultural scripts of many Latinos. Although this mindset certainly has its benefits, it can present challenges when it comes to career progression.

Latino Cultural Scripts	
<i>Respeto</i>	Respect; the recognition and acknowledgement of those in positions of authority or higher hierarchical roles, is highly valued within the Latino community (Santiago-Rivera et al., 2002).
<i>Simpatía</i>	Importance of being polite and pleasant, even in the face of stress and adversity (The Workgroup on Adapting Latino Services, 2008).
<i>Familismo</i>	Family; the preference for maintaining a close connection to the family (Marin & Triandis, 1985).
Collectivism	An emphasis on the needs of the group before the individual (Holvino, E., 2008).
<i>Machismo/ Marianismo</i>	<i>Machismo</i> refers to a man’s responsibility to provide for, protect, and defend his family. <i>Marianismo</i> refers to feminine virtues like interpersonal harmony, inner strength, and self-sacrifice (Santiago-Rivera et al., 2002).
<i>Personalismo</i>	Valuing, building, and encouraging the development of warm and friendly relationships (Santiago-Rivera, Arredondo, & Gallardo-Cooper, 2002).
Present-time Orientation	The belief that the future is uncertain and not under one's control (Holvino, E., 2008).

People's daily behaviors are often heavily influenced by cultural scripts, and this is especially true for Latinos. Whether it's the emphasis on family ties or the importance of respect, these ingrained beliefs can impact decisions and actions without individuals realizing it. When it comes to career progression, it's important to be aware of these predispositions and cognitive biases. By understanding the predictive behaviors that support Latino talent, organizations can work towards creating a workplace culture that cultivates inclusion, fosters growth, and provides opportunities for career progression.

## Navigating Cultural Mismatch in American Companies

Navigating the corporate culture can be challenging for anyone. However, it can be especially daunting for Latino professionals who may find themselves struggling to align with key indicators of success that are promoted and rewarded in American companies. The Latino Career Chasm and the cultural mismatch that often exists is a reality that many Latinos face in the United States.

**American Company Cultural Scripts:** In American companies, certain cultural scripts are strongly promoted and rewarded. These include assertiveness, a focus on objective viewpoints, the generation of ideas, individual drive, and key relationships. While these traits are generally valuable in the workplace, they can create a mismatch for Latino professionals who may come from cultures that value collaboration, loyalty, and relationships over individual achievements. This mismatch can be exacerbated by a lack of awareness and empathy among colleagues and management.

To overcome the barriers of the Latino Career Chasm, Latino professionals need to develop a deep understanding of the corporate culture and expectations. The LCA™ was founded to empower Latino professionals by providing them with the tools and resources they need to navigate the culture and successfully leverage their strengths.

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# LCA™ Latino Career Progression Study

## Top Line Findings:

### 14 Career Predictors for Latino Career Success

In today's competitive job market, having the right career tools is essential for sustained career success. That's why the Latino Career Assessment™ was developed. The Latino Career Assessment (LCA™) is the only validated assessment designed to provide Latinos with the insights and development needed to build a successful career.

The LCA™ is comprised of 14 Career Predictors that are essential in setting the foundation for Latino career progression. The following are the LCA™ 14 Career Predictors.

LCA™ 14 Career Predictors	
1. Being Optimistic	8. Thinking Outside the Box
2. Career Alignment with Purpose & Values	9. Taking Initiative
3. Dealing with Prejudice and Discrimination	10. Leveraging Diversity
4. Practicing Determination and Grit	11. Networking and Advocacy
5. Taking Calculated Risk	12. Extending Influence
6. Speaking Up	13. Learning Continuously
7. Investing in Relationships	14. Increasing Self-Awareness

By leveraging these predictors, organizations can enhance their career and leadership development programs, and individuals can gain valuable insights that can set them apart from the competition and help them take control of their goals and careers.

Furthermore, through factor analysis, researchers identified these 14 traits and grouped them into three overarching factors that shed light on the behaviors for career progression. These factors are: Personal Victory, Interpersonal Investment, and Organizational Navigation. Understanding these three factors can provide insight into what drives and motivates Latino professionals, ultimately guiding their trajectory in the workforce. By delving deeper into these predictors of success, individuals and organizations can work towards creating more supportive environments for career advancement.

# The 3 Key Development Factors for Latino Professionals: PIO Career Progression Model™

In this study, researchers condensed the 14 Career Predictors into three factors: Personal Victory, Interpersonal Investment, and Organizational Navigation, or the PIO Career Progression Model™, unveiling the behaviors that truly impact how Latino professionals take control of their careers. The PIO Career Progression Model™: A Roadmap to Success is tailored specifically for Latino professionals.

## **Personal Victory**

Personal Victory is associated with the initial focus on beliefs and abilities that are core to career effectiveness. This encompasses a few factors. First and foremost is career alignment with purpose and values, as it sets the foundation for taking steps toward success. Another key aspect is being optimistic, which helps one maintain a positive mindset and stay motivated in facing challenges. Additionally, dealing with prejudice and discrimination is an obstacle many face, but employing certain behaviors can aid in overcoming these barriers. This may include practicing determination and grit, which allows one to persevere in the face of adversity and come out on top. These factors combined contribute to Personal Victory and pave the way to a successful and fulfilling career.

## **Interpersonal Investment**

Interpersonal Investment requires intentional behaviors that generate opportunities and advocacy for oneself and others. These behaviors include networking and advocacy, extending influence, learning continuously, and increasing self-awareness and impact. These behaviors are important for personal growth and creating positive impacts on the people and environment around us. Networking and advocacy, for example, are crucial for building connections and leveraging them for the benefit of the organization and its goals. Extending influence is another key component, requiring a deep understanding of the organization's landscape and the ability to influence key decision makers. Learning continuously is essential for staying up-to-date on emerging trends and best practices, while increasing self-awareness and impact provides a solid foundation for leadership and effective decision-making. By focusing on these behaviors, individuals can successfully navigate even the most complex of organizational ecosystems, achieving greater success and impact along the way.

By consciously implementing these behaviors daily, one can establish authentic connections and build a strong support system that will benefit everyone in the long run. In the end, it all boils down to the willingness to invest in oneself and in those around us.

## **Organizational Navigation**

Organizational Navigation is another key factor in career advancement, and mastering the right behaviors can make a big impact on your overall success in the workplace. Some of the most important behaviors to understand include taking calculated risks, speaking up when necessary, investing in relationships with colleagues, thinking outside of the box to come up with innovative solutions, taking initiative to get things done, and leveraging diversity to bring different perspectives and ideas to the table.

By honing these behaviors, Latino professionals can greatly expand their influence and impact within their organizations, ultimately paving the way for greater career advancement opportunities.

By utilizing the PIO Career Progression Model™, Latino professionals can successfully navigate the complexities of the career world, empowering themselves to achieve their professional goals. Organizations can also take initiative to empower and untap Latino potential, employ the right strategies, and continue to move from commitment to action and see the undeniable impact Latino career progression can have in their organization.

Personal Victory	Interpersonal Investment	Organizational Navigation
<p>Being Optimistic</p> <p>Practicing Determination and Grit</p> <p>Dealing with Prejudice and Discrimination</p> <p>Career Alignment with Purpose and Values</p>	<p>Extending Influence</p> <p>Learning Continuously</p> <p>Networking and Advocacy</p> <p>Increasing Self-Awareness and Impact</p>	<p>Speaking Up</p> <p>Taking Initiative</p> <p>Leveraging Diversity</p> <p>Taking Calculated Risk</p> <p>Thinking Outside the Box</p> <p>Investing in Relationships</p>

## Results

As more companies strive to prioritize inclusion and belonging in their workforce, it's becoming increasingly important to address the unique needs and challenges of Latino professionals. The LCA™ Latino Career Progression study shows that for Latino professionals to feel satisfied with their careers and ultimately achieve success, two key factors must be in place: a sense of personal satisfaction with career progression, and a supportive company culture that actively develops and promotes talent.



The LCA™ Study provides valuable insights into the variation between demographic groups, emphasizing the need for personalized career plans. Analyzing the cross-tabulation, researchers discovered demographic differences in age, gender, and career level, highlighting the importance of tailoring talent development and career advancement plans to individual needs. The power of individualized career plans cannot be overstated, and the data only reinforces this fact. With focused career plans, Latino professionals can achieve their full potential, regardless of their demographic background. This is a significant step forward in career development for Latino professionals.

The following will address the findings based on the 3 Key Factors of Latino Career Progression:

## **Personal Victory Behaviors**

Personal Victory is associated with the initial focus on beliefs and abilities that are core to career effectiveness. According to the LCA™ Study, career alignment with purpose and values, dealing with prejudice and discrimination, being optimistic, and practicing determination and grit are behaviors attributed to Personal Victory.

### **Career Alignment with Purpose and Values**

Alignment between an individual and their company's core values yields meaning, engagement, and a sense of happiness and fulfillment in one's work life. A misalignment of values with an organization's mission will bring dissatisfaction, disengagement, and a lack of career success.

According to the LCA™ Study, a mere 27% of Latino employees aged 18-23 find true career alignment with their purpose and values. Shockingly, this drops to an average of just 19% for Latino employees aged 24-40. Surprisingly, it's not until the age of 51 or more that significant progress is seen. These statistics shed light on the unique challenges faced by Latino professionals, resulting in gaps in career happiness and progression, and highlights the importance of starting with a structured process to help Latinos align with their career goals from the inside-out.

### **Being Optimistic**

Being optimistic can be defined as having hope for better things to come, seeing the world in a positive light, and rebounding quickly from difficult situations. It is the attitude of looking at your glass as half-full instead of half-empty. According to the LCA™ Study, Latinas lag behind Latinos in Personal Victory traits, with a notable gap in optimism and career alignment with purpose and values. This study reveals that 78% of Latinas lack optimism compared to 66% of Latino professionals. Moreover, only 16% of Latina participants have a strong foundation in career alignment, while the figure stands at 25% for Latinos. These findings offer a chance to empower Latina leaders through customized career and leadership development programs.

## Dealing with Prejudice and Discrimination

Prejudice is a preconceived opinion and discrimination is the unfair treatment of others. The LCA™ Study shows that 83% of Latinos 24-50 years old feel limited by prejudice and discrimination. Overcoming adversity can be a personal victory that requires a lot of resilience and perseverance. This is especially true for Latina and Latino professionals who, according to a recent study, face significant challenges when dealing with unfair treatment and prejudice.

The LCA™ Study shows that as many as 44% of professionals from this community struggle with these issues, which can cause feelings of frustration, anxiety, and hopelessness. However, despite these challenges, many Latinas and Latinos have developed Personal Victory behaviors to rise above inequality and discrimination. These behaviors include seeking out supportive networks, advocating for themselves and others, and staying true to their values and beliefs. By practicing these behaviors, they can not only overcome obstacles but also inspire others to do the same.

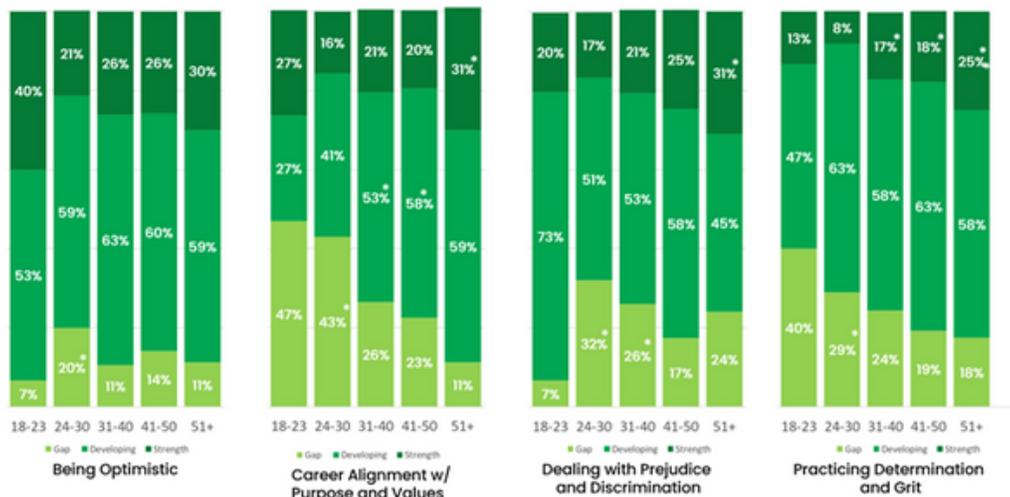
## Practicing Determination and Grit

Practicing determination and grit can be defined as handling and persevering through pressure, obstacles, and demanding situations without losing your focus or composure. It is sticking with your commitments after the initial excitement is gone, working hard, and bouncing back from the inevitable challenges and surprises of any career journey. The LCA™ Study found that 13% of Latino/a professionals between the ages of 24 and 40 display practicing determination and grit as a behavioral strength. This number increases significantly to 22% for those 41 and older. The correlation between grit and Personal Victory behaviors is not coincidental—for those with grit, challenges are viewed as opportunities for growth and improvement, rather than roadblocks. Individuals with grit focus on long-term goals and persevere through difficult times, ultimately leading to a greater sense of self-fulfillment and accomplishment. And for Latino professionals, it seems that the older they get, the more determined and resolute they become.

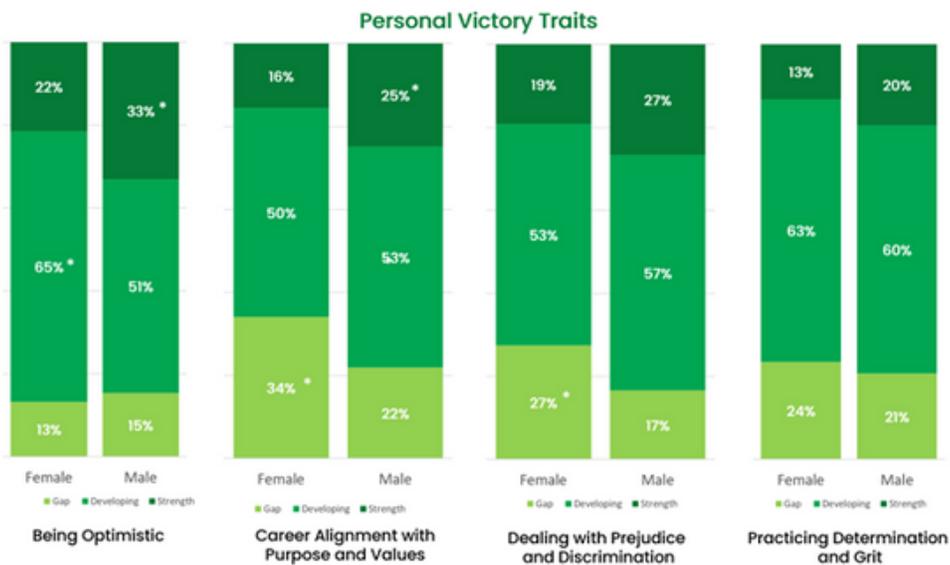
By promoting optimism, finding career alignment with purpose and values, learning to deal with prejudices and discrimination, and practicing determination and grit, we can help bridge the Latino Career Chasm.

## Age Differences

### Personal Victory Traits



# Gender Differences



## Interpersonal Investment Behaviors

Interpersonal Investment is associated with behaviors that generate opportunities and advocacy. The LCA™ Study reveals that these key behaviors include networking and advocacy, extending influence, learning continuously, and increasing self-awareness and impact. The LCA™ Study brought to light that 57% of Latino professionals aged between 24-40 lack essential Interpersonal Investment behaviors. These behaviors include the ability to communicate confidently, actively listen for complete understanding, read both content and emotion, and adapt communication styles accordingly.

### Networking & Advocacy

Building and maintaining a network takes time and effort but is a crucial interpersonal investment behavior for career success. Networking can provide valuable connections that can open new doors to professional opportunities and positive exposure to decision-makers. And once a network is established, it can lead to advocacy, where others speak up on one's behalf. The LCA™ Study revealed that Latino professionals are still developing in these areas.

This is particularly relevant for those aged 24-40 and those aged 41+, as 83% of Latino professionals in these age groups are struggling to establish relationships and advocate for themselves. The study sheds light on the Interpersonal Investment behaviors of Latina and Latino professionals in the workplace. Only 19% of participants reported having a strong understanding of how to effectively connect with key people, actively listen, and build relationships with decision-makers. These essential skills are crucial for success in any organization, and underscore the importance of promoting mentorship, networking, and leadership development programs that foster these skills among minority professionals to improve their representation in upper management and beyond.

## **Extending Influence**

It can be defined as having an interpersonal impact through effective and engaging communication. As your ability to communicate and engage people increases, your influence extends, as does your opportunity to impact every aspect of your (and other people's) life.

The LCA™ Study showed some interesting insights into the Interpersonal Investment behaviors of Latino professionals. The study found that there were some minor differences between Latinos and Latinas when it comes to extending influence, with 46% of male participants demonstrating strong and consistent behaviors compared to 41% of female participants. Gender differences have long been a topic of discussion and debate. According to researchers, societal pressures play a significant role in contributing to gender differences in personality traits. Men are often viewed as being more assertive and dominant, while women are perceived as communal, cooperative, and nurturing. As a result, men tend to be more active in participating and voicing their opinions during group discussions, thus being seen as natural leaders and influential. This gender gap is one that can be addressed through efforts to promote gender equality and reduce societal pressures. This highlights the importance of Interpersonal Investment behaviors in building influence and achieving success in the workplace. By investing in building strong relationships with colleagues and peers, professionals can enhance their ability to influence and navigate complex organizational dynamics. These findings provide valuable insights into the factors that contribute to success in today's competitive workplace.

## **Learning Continuously**

Learning continuously is the action you take to stay updated on any new information regarding your career discipline and other related topics of importance and interest. This includes formal courses, degrees, certifications, and less formal engagement with experts, books, and online resources.

The LCA™ Study has recently shown impressive results highlighting Latino professionals' dedication to continuing their education. It's notable that 36% of those aged 24-40 place a high value on education within the community—a display of Interpersonal Investment behaviors that foster growth. This is a great step forward for all Latino professionals out there who know that investing in their education is critical for achieving success. Interestingly, the study revealed that the percentage of those who place value on education increased to 44% for those aged 41 and beyond, further emphasizing the importance of lifelong learning in the Latino professional world. Additionally, Latinas have proven to be committed to continuous learning, as evidenced by recent analysis. With over 300,000 degrees earned at Hispanic-Serving Institutions in 2020, Latina students surpassed their Latino counterparts in degree attainment. This drive for education also extends to the professional world, with 65% of Latina professionals placing a high value on continuous learning. This impressive commitment to learning showcases the Interpersonal Investment behaviors of Latinas, who strive to better themselves and their communities through education and professional development. By continuously learning and growing, Latinas set an example for others to follow and inspire future generations to invest in their own education and personal growth.

## Increasing Self-Awareness and Impact

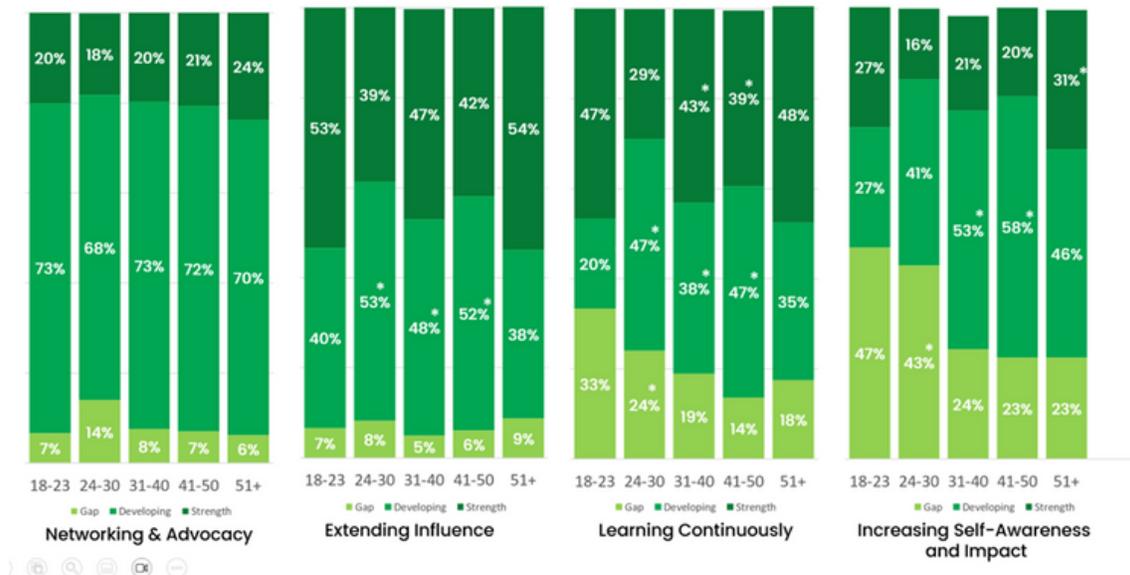
Self-awareness is how much you know yourself. Since each of us is a rich and complex human being, there are endless angles of analysis to know oneself—it is a lifelong process. However, within the context of your career and work success, it is important to build self-awareness in some specific areas.

Self-awareness is an indispensable characteristic essential to personal and professional growth. However, according to LCA™ Study, 43% of Latino professionals between 24-30 years of age lack self-awareness. These individuals tend to exhibit behaviors such as masking their emotions and lacking empathy. Moreover, they rarely embrace critical feedback and believe their opinions are always right. This tendency creates challenges in their relationships, and they struggle to understand their role in creating the problem.

The LCA™ Study's findings also reveal that nearly a quarter of Latinos 31 years of age and older struggle to gain self-awareness and make a positive impact on those around them. It's evident that self-awareness helps in interpersonal investment behaviors, such as reading people, tailoring messages, and understanding personal values, needs, and desires. To foster self-awareness, individuals need to take proactive steps towards understanding themselves in-depth, listening to feedback, and being open to change. The benefits of such heightened self-awareness extend beyond personal relationships, as it can also lead to more upward mobility in one's career. Building self-awareness takes effort and dedication, but the rewards are worth the investment.

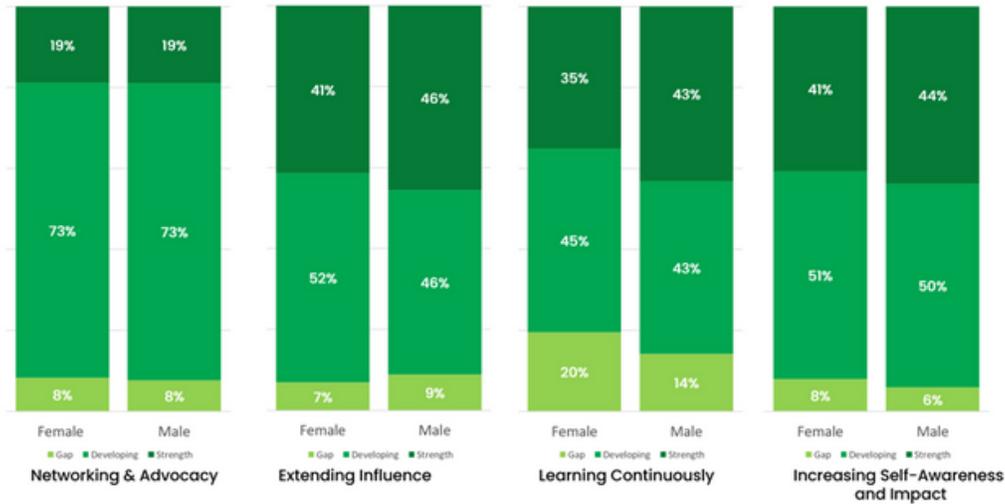
## Age Differences

### Interpersonal Investment



# Gender Differences

## Interpersonal Investment



## Organizational Navigation Behaviors

Organizational Navigation is associated with behaviors that expand influence and impact. According to the LCA™ Study, speaking up, taking calculated risk, investing in relationships, thinking outside the box, taking initiative, and leveraging diversity are behaviors attributed to Organizational Navigation.

### Speaking Up

Speaking up is taking a risk by inserting yourself into a discussion, openly expressing your ideas, opinions, and perspectives, and sharing your unique point of view. Speaking up and sharing an unpopular opinion (or differing with a leader) can be difficult. This is especially true when individuals have been taught that respecting “elders” or respecting a boss means you must be compliant, grateful, and do what they say. We often call this the “Yes-Man Syndrome.”

Navigating a complex organization can be challenging for anyone, but a recent LCA™ Study highlights just how difficult it can be for Latino professionals. The data shows that only 24% of Latino professionals feel confident enough to express their opinions openly and freely in the workplace, which can make career advancement and success much harder to achieve. Successful Organizational Navigation behaviors require confidence, initiative, and the ability to engage with others in an assertive but compassionate way. It's clear that there's a lot of work to be done to support Latino professionals and help them feel empowered to share their thoughts and perspectives. With greater support and resources, Latino professionals can thrive in their careers and bring new ideas and perspectives to the organizations they work for.

Navigating the corporate world can be challenging for anyone, and it seems that Latina professionals face even more hurdles. The recent LCA™ Study revealed that cultural expectations, such as marianismo, can prevent Latinas from speaking up and asserting themselves in the workplace. This contributes to the low figure of only 19% of Latinas feeling confident in expressing their opinions and ideas. However, the study also found that Latino men face similar struggles, with only 25% feeling confident to speak up. These Organizational Navigation behaviors can hinder career advancement for both Latinas and Latinos. It's essential for workplaces to recognize and address these issues to ensure that everyone has equal opportunities for career growth and success.

### **Taking Calculated Risks**

Calculated risks can be defined as pursuing an unfamiliar or unproven direction that carries with it a certain level of risk. It requires a tolerance for uncertainty and unpredictable circumstances. Successful careers are not predictable. There are times when career decisions will require you to take a risk or act when the outcome is unclear or even when failure is a possibility.

Risk-taking is about getting out of your comfort zone to experience something that runs counter to your need for safety. For you to achieve a specific goal, you might need to take a risk. You might have to courageously face your fear of uncertainty without confirmation of a positive outcome. This is part of continuous learning—an optimistic risk-taker will always look at failure as an opportunity to learn and grow.

In the world of career advancement, taking calculated risks can be the key to success. However, according to the LCA™ Study, Latino professionals from 24-40 years of age may be lacking in this important area. The study revealed that a significant 75% of this demographic are either in the process of developing their risk-taking abilities or demonstrate a gap between their willingness to take risks and what is necessary for success in the business world. This may have an impact on Organizational Navigation behaviors and, ultimately, career advancement.

The LCA™ Study's findings on Organizational Navigation behaviors and career advancement reveal an additional layer of complexity when it comes to Latinas in the workplace. According to Latina participants, they are less likely to feel comfortable with taking risks. The data shows that only 26% of Latina women exhibit this behavioral strength, while Latino men clock in at 36%. This disparity underscores the importance of advocating for cultural competence career and leadership development in the workplace to ensure that women, particularly Latinas, have opportunities for career success.



## **Investing in Relationships**

As humans, we are wired to socialize. We need relationships to thrive and find success in our career. It is investing in your relationships with time and attention that will give you knowledge, support, and opportunities that can come in no other way. We call this your Return on Relationships (ROR).

According to the LCA™ Study, more than a quarter of Latino professionals recognize the importance of investing in relationships as a means of career advancement. The study found that while 29% of those between 24-30 demonstrate this behavioral strength, it significantly increases with age. For example, an average of 36% of participants between 31-50 years of age show this strength, and it grows even stronger, with 53% of participants over 51+ years of age demonstrating strong networking behaviors. This emphasis on building relationships not only enhances professional development but also aligns with the values Latinos hold dear. The cultural value of personalismo is a key aspect of Latino culture that encourages individuals to develop strong interpersonal relationships.

## **Thinking Outside the Box**

Thinking outside the box means applying a creative lens to issues to find novel and valuable ideas. It often includes challenging assumptions and the status quo, reframing issues to see them from a new angle, and seeking insights through original thinking.

For Latinos in the workforce, thinking outside the box can serve as a powerful tool for navigating the challenges of organizational dynamics and driving career advancement. According to the LCA™ Study, over half of all Latinos possess a creative lens to issues and seek out novel solutions. This ability to challenge assumptions and reframe problems can be especially beneficial when it comes to navigating complex workplace cultures and actively seeking out opportunities for growth and advancement. By harnessing their natural creativity and original thinking, Latino professionals can carve out unique paths toward success and drive innovation within their organizations.

## **Taking Initiative**

Taking initiative can be defined as being self-starting, proactive, and persistent in overcoming difficulties that arise in completing work or achieving a goal. When you show initiative at work, you act instead of reacting. You do things without being told; you keep going when things get tough; you spot and take advantage of opportunities.

The LCA™ Study results shed light on the advantage that Latino professionals possess when it comes to taking initiative. Perhaps their strong work ethic has helped them navigate this Organizational Navigation behavior successfully. According to the LCA™ Study, 33% of Latinos between the ages of 24-30 years old value taking initiative, but this strength becomes even more leveraged with age. The research reveals that an impressive 67% of participants aged 41 years and older have developed strong organizational navigation behaviors that have helped them excel in their careers. It's clear that Latino professionals have the drive, determination, and skills needed to succeed in the competitive world of corporate America and that their valuable work ethic is a significant factor in their success.

## Taking Initiative

Taking initiative can be defined as being self-starting, proactive, and persistent in overcoming difficulties that arise in completing work or achieving a goal. When you show initiative at work, you act instead of reacting. You do things without being told; you keep going when things get tough; you spot and take advantage of opportunities.

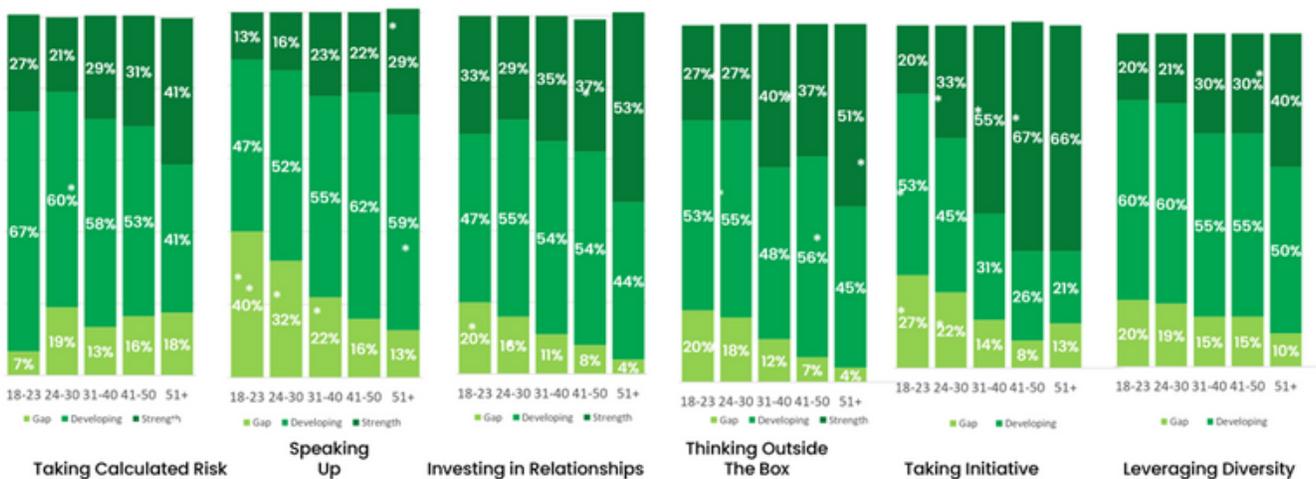
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## Leveraging Diversity

At its core, leveraging diversity includes seeking for different opinions, perspectives, and approaches to produce more profound insights and better solutions to problems. It is also about recognizing that a truly inclusive approach to Organizational Navigation and problem solving means leveraging the unique perspective and insights of others. By inviting multiple viewpoints and approaches to the table, we can cultivate a deeper understanding of the issues and complexities facing our world today. However, the LCA™ Study shows that 70% of Latino professionals between the ages of 24-50+ struggle with leveraging diversity. This is where Organizational Navigation behaviors and career advancement come into play. It's crucial for not only the individual but also the organization to prioritize inclusion. By fostering an environment that embraces and celebrates a culture of belonging, employees can learn from each other and grow both personally and professionally.

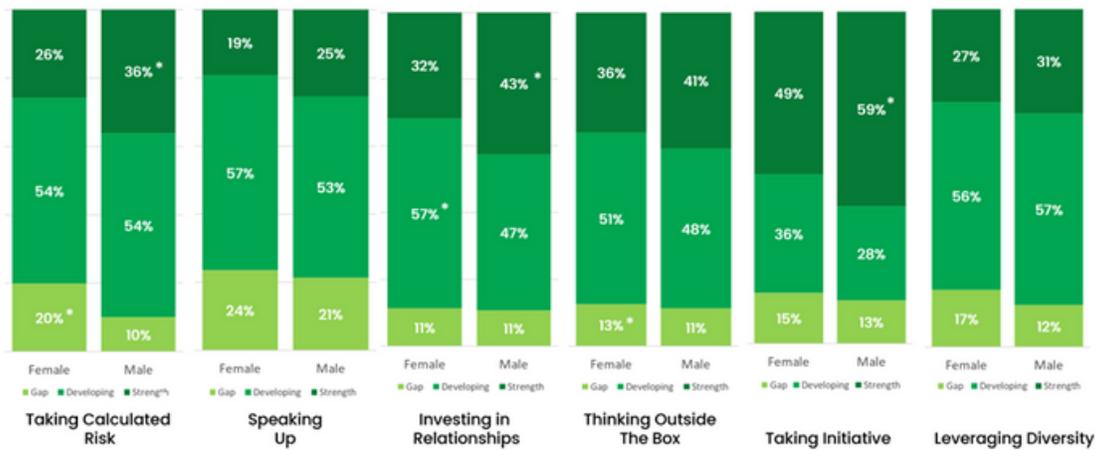
# Age Differences

## Organization Navigation



# Gender Differences

## Organization Navigation



# Career Level Differences

According to the Eta correlation, significant differences exist between job satisfaction and Personal Victory traits across career levels. Executives and Directors score highest on these attributes, while frontline workers (hourly or salaried), and supervisors score lowest. Managers tend to score in the middle.

Two of the six agree/disagree career satisfaction statements were determined to best represent career success: "I am satisfied with my career progression" and "My Company supports my career progression."

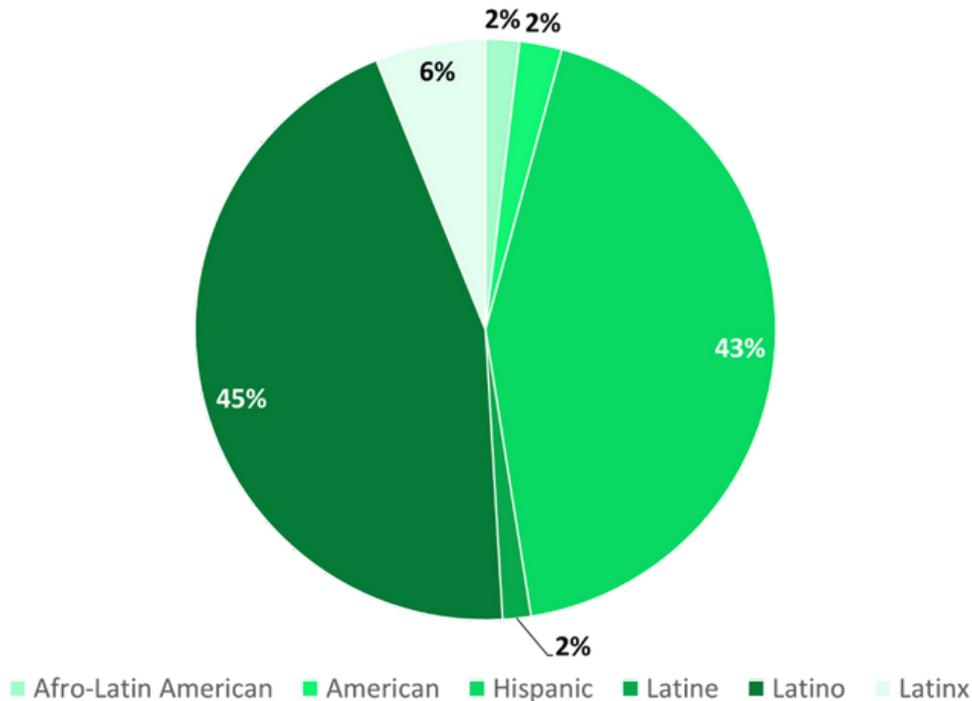
The correlation analyses and RWA run on these variables revealed interesting relationships with job progression. LCA™ attributes associated with Personal Victory/Beliefs have the strongest relationship.

In the Johnson's RWA of "I am satisfied with my career progression," "Being Optimistic" and "Career Alignment with Purpose and Values" contribute 66% of the weight of the 14 categories (model r-square 0.299). In the Johnson's RWA of "my company supports my career progression," "Being Optimistic" and "Career Alignment with Purpose and Values" contribute the most weight (50%), followed by "Networking & Advocacy" and "Dealing with Prejudice and Discrimination."

Career level as it relates to:	Nominal to Interval correlation via Eta
<b>Job Satisfaction</b>	0.284
<b>Beliefs (Factor)</b>	
Being Optimistic	0.223
Career Alignment with Purpose and Values	0.245
Dealing with Prejudice and Discrimination	0.0161
Practicing Determination and Grit	0.223

## Latino Self-Identification

Throughout the last half-century in the U.S., defining Americans who can trace their roots to Latin America and Spain has changed significantly. As part of providing demographic information, people taking the LCA™ were asked to self-identify their ethnic background. Interestingly, newer descriptors such as “Latinx” or “Latine” were less favored among participants. Traditional descriptions like “Latino” and “Hispanic” received more support. A generational gap could explain this trend, as the data shows an increase in older participants aged 31+. Future studies will explore younger Americans' perspectives on pan-ethnic terms. This trend replicates research by the Pew Research Centers, which found that 61% of respondents preferred Hispanic, while 29% favored Latino. Only 4% mentioned Latinx as their preferred term.



# Methodology

CMP provided the raw data collected as of July 2023. Researchers compiled the data by merging demographic information, agree/disagree career satisfaction statements, and other survey responses while retaining unique records.

Cross-tabulation was performed to identify patterns, trends, and probabilities within the raw data. The objective was to examine the relationship between demographic and attitudinal data and the 14 LCA™ traits. For the LCA™ traits, researchers assigned a score of Gap = 1, Developing = 2, and Strength = 3 by calculating the percentage for each category. The x-axis grouped the data based on age, gender, self-identity label, region of origin, primary language, education level, parents' completion of college (yes/no), current job level, job function, and the six current opinions about jobs (categorized as agree/strongly agree vs. neutral/disagree).

The y-axis included the 14 Career Progression traits categorized as Gap = 1, Developing = 2, and Strength = 3, as well as the agree/disagree career satisfaction data. Correlation analysis was conducted between LCA™ trait scores and demographic information, as well as the six agree/disagree opinion statements. Additionally, Johnson's relative weight analysis was performed to determine the relative importance.

A factor analysis was carried out on the 14 LCA™ trait scores. Factor analysis is a statistical method used to group correlated variables into a smaller number of unobserved variables called factors. In this case, the 14 traits were reduced into three factors to capture common themes for trait groupings. Finally, the association between career level and job satisfaction, as well as the association between career level and the Personal Victory traits and its subcomponent inputs, were explored through correlation analysis. The strength of the relationship was measured using the Eta correlation coefficient.

## Participation

The current analysis represents LCA™ surveys administered between May and July 2023. The analysis is comprised of 703 records, which is a valid sample for the present analysis. However, we expect to discover more nuances when data is collected over a longer period of time.

The demographic breakout is as follows:

- Gender
  - 64% Female
  - 36% Male
- Age Range
  - 2% 18-23
  - 18% 24-30
  - 36% 31-40
  - 32% 41-50
  - 12% 50+
- Language
  - 52% Bilingual
  - 36% English dominant
  - 10% Spanish dominant
  - 2% Other
- Career Level
  - 11% Executive
  - 17% Director
  - 4% Manager
  - 7% Supervisor
  - 22% Frontline salary
  - 8% Frontline hourly
  - 1% Student

# Conclusion

As the world becomes more diverse, organizations must prioritize cultivating a culture of inclusivity and providing talent development opportunities for their Latino employees. This benefits not only the employees themselves but also improves representation and fosters a more successful workforce.

The LCA™ Study highlighted the benefits of prioritizing talent development opportunities for Latino employees and introduces the PIO Career Progression Model™. This model focuses on three key behaviors for success: Personal Victory, Interpersonal Investment, and Organizational Navigation. Personal Victory emphasizes taking ownership of one's success, while Interpersonal Investment highlights the importance of building relationships and networking. Finally, Organizational Navigation emphasizes developing a deep understanding of the company's culture, norms, and rules. By following this model, Latino professionals can develop the skills needed to advance their careers and become successful leaders.

Attracting, developing, and retaining talent from diverse backgrounds is not only a moral imperative but a strategic business move. Latino employees, in particular, often face what is known as the "Latino Career Chasm," where they struggle to advance in their careers despite having the necessary skills and experience. Companies that prioritize creating a supportive work environment providing training and development programs, and implementing a roadmap to success like the PIO Career Progression Model™ can help bridge this gap. Leadership commitment and support are vital to the success of these programs, but the benefits are widespread and long-lasting. Empowering Latino employees not only improves representation, but also fosters a successful and diverse workforce ready to tackle the challenges of the future.

## Where Do We Go From Here

The success and prosperity of the nation is dependent upon the development and contribution of the Latino population. The underutilization of Latino talent is among the largest inequalities and opportunities to enhance our competitiveness as a nation. The good news is that there is now a scientifically constructed tool that can help us do just that - the Latino Career Assessment™.

The LCA™ provides every Latino professional with the personal insights and focused actions they need to find greater career success and mobility. And, as the LCA™ database grows, we have data-driven insights into the macro issues inhibiting and enabling Latino Career success. This will result in focused programs in support of our Community.

You can help make this happen. Please encourage those in the community who want to develop as professionals to take 20 minutes to complete the LCA™. The insights and development they will gain can change their careers and lives.

Let's stay connected. To access the LCA™ and many complimentary career resources, visit us at [www.LatinoCareerSuccess.com](http://www.LatinoCareerSuccess.com)