



2019-2021 Women of ALPFA Framework

Journeys: Past, Present & Future of Latinas in the U.S.

In 2022 Women of ALPFA will celebrate its 20th year anniversary. We are proud to be paving the way for a better, stronger future for Latina Power in the U.S. For the next three years we will focus our attention on preparing Latinas to acquire the knowledge and skills necessary to grow and sustain Power to continue to advance personally and professionally.

WOMEN OF ALPFA MISSION

Women of ALPFA (WOA) is dedicated to the success of Latinas through leadership development, networking, mentoring, and sponsorship opportunities. Our goal is to empower and encourage Latinas to reach their full potential and become trailblazers in their industry, by aligning with ALPFA's LEAD Value Circle 6 pillars:

- Domain Competency
- Social Engagement
- Wealth Creation
- Health and Wellness
- Community Engagement
- Entrepreneurship/Intrapreneurship

BACKGROUND

Our nation will continue to be increasingly more diverse, and Latinos will be one of the key forces driving this demographic change. There are roughly 58.9 million Hispanics representing nearly 18.1% of the US population.¹ By 2060, the Latino population is expected to be \$111 million, or 28% of the US population.² How will this growth in the Latino population impact the role of the Latina? Let's look at the statistics for Latinas the US:

- The Latina population accounts for 17% of the total US female population³
- By 2060, Latinas will represent 27% of the total US female population⁴
- Between 2016-2026, the projected increase of the Latinas in the labor force is expected to be 33.2%⁵

¹ <https://www.cnn.com/2013/09/20/us/hispanics-in-the-u-s-/index.html>

² <https://www.census.gov/library/visualizations/2018/comm/hispanic-projected-pop.html>

³ <https://www.catalyst.org/research/women-of-color-in-the-united-states/>

⁴ <https://www.catalyst.org/research/women-of-color-in-the-united-states/>

⁵ <https://www.catalyst.org/research/women-of-color-in-the-united-states/>



While it is true that most women still earn less than men, they are far less likely to be in the highest-salaried executive positions and suffer a prohibitive motherhood penalty, about a third of married women out-earn their husbands.

- Latinas working full-time earned only 53 cents for every dollar white, non-Hispanic men earned.⁶
- In 2015 women of color made up 5.0% of executive/senior-level officials and managers in the S&P 500⁷
- In 2017, Black and Hispanic women made up a smaller percentage of total women employed in management, business, and financial operations occupations than white or Asian women.⁸
- Latinas only make up 10.5% of the total US employees in 2015⁹

It is still true that in boardrooms and many professions women are not well represented. Yet women want many of the same things than men do: they are just as ambitious, they want to be empowered, and they want leadership positions. Positions of power enable women to fulfill their goals and aspirations by providing greater flexibility and autonomy to create.

⁶ <https://www.catalyst.org/research/women-of-color-in-the-united-states/>

⁷ <https://www.catalyst.org/research/women-of-color-in-the-united-states/>

⁸ <https://www.catalyst.org/research/women-of-color-in-the-united-states/>

⁹ <https://www.catalyst.org/research/women-of-color-in-the-united-states/>



THE WOA 2019-2021 FRAMEWORK

The WOA Three Year Framework for 2019-2021 will focus on providing Latinas strategies for navigating the digital and social media landscape, developing tactical competencies for leadership, improving communication and presentation skills, and developing their financial empowerment. Continuing to advance these skills will enable professionals to advance their development, their business and to leverage relationships to build networks & sponsorship to propel them to the next level.

The Framework is comprised of four tracks:

- I. **Financial Empowerment**
- II. **Power of Community**
- III. **Cultivating and Advancing Impactful Leaders**
- IV. **Healthy Body, Healthy Mind – “Mente Sana, Cuerpo Sano”**

The program will be relevant to all female ALPFA members at any level in their career: Students, Entry-level, Mid-level, and Senior Executives. Each track will build on specific leadership competencies to enable participants to harness their personal power, build relationships and networks to achieve personal and professional growth.

The Framework will be implemented through a variety of methods including, chapter events and summits, webinars, webcasts, group-live instruction, speaker forums, discussion panels, publications, etc. While all tracks and topics will be valuable to participants at all levels in their careers, each topic has been designated for ST (Students), EC (Early Career), MC (Mid-Career), and SE (Senior Executive), to provide clarity and enable consistent execution across all chapters.

Track I – Financial Empowerment

- **Start Smart with Your Credit** (ST/EC)– Starting early in understanding and building credit is an important component of building/managing finances and growing wealth. Learning how to manage credit for big purchases, credit decisions and optimal debt structure are core competencies for managing and growing wealth

Key credit concepts include managing one’s credit score, credit card debt and leveraging credit as a student and early professional.

- **Student Loans: Last Resort** (ST)- Did you know that there is free money out there waiting to be invested in education? Well there is, this comes in the form of scholarships and they may not necessarily be tied to a specific school. Different options for financial aid, including grants, and scholarships, as well as different types of student loans provide better options to minimize student loans and maximize post-education gains in investments.



- **Financial Goal Setting Early & Often** (ST/EC)— As a student transitioning to a young professional, requires making important decisions that impact finances throughout one’s career including managing student loan debt, renting vs. buying a home, etc. Outlining financial goals and understanding the opportunity costs of different options will help Latinas make optimal decisions.
- **The Art of Budgeting & Saving for the Future** (EC)— With a paycheck come many responsibilities, like paying bills, rent, groceries, etc.; but early professionals should also be thinking about what to do with the left-over money (discretionary income). Strategies for budgeting and saving provide a mechanism for investing for the long-term.
- **401-Qué?** (EC)— Get familiar with the unfamiliar concept of 401-k, IRA, and other savings alternatives for retirement. Building the discipline to invest annually to build retirement assets throughout your career will provide financial freedom and choices.
- **Financial Freedom: What is YOUR Why?** (MC)— It’s important to control one’s finances. Knowing and understanding the WHY will assist early professionals in making financial decisions that will ultimately lead to financial independence. The path to financial freedom is not a get-rich quick strategy. Outlining specific goals is an important priority through every life-stage.
- **Overcoming the Gender Investment Gap** (MC)— For female investors, financial freedom means peace of mind, yet many rely on a partner, spouse or other individuals to plan on their behalf. The main problem for women is simply not investing at all. Of all the assets controlled by women, a whopping 71 percent of that is just sitting there in cash (by comparison, men keep about 60 percent of their assets in cash). Not only is that money missing out on the potential return from market gains, but it’s effectively shrinking in value as a result of inflation. The focus is learning strategies to start investing early based on one’s risk profile and time horizon. Understanding key financial concepts will assist with building confidence to take the first step.
- **Leading Economic Empowerment Participation/ Leaving a Legacy: Philanthropic Strategies** (SE) - Although the number of women entering the workforce is on the rise, significant opportunity continues to exist in cultivating growth for local, national and global economies. What strategies can be developed to support and sustain this growth? Join us for a discussion on how women and Latinas are investing in causes that matter to them and changing local economies because of it.

"For example, women are more likely than men to invest a large portion of their household income in their children’s education—and so, as those children grow up, their improved status benefits society and the economy. Women are also 14% more likely than men to participate in job-related savings plans, and they save at higher rates up and down the income ladder, according to a 2015 study by mutual-fund giant Vanguard."¹ As women achieve financial



independence they have greater choices to align their investment choices with the causes they care about to drive social impact.

Track II – Power of Community

- **Speed Mentoring: Growing a network and a community** (ST) - This Speed Mentoring session offers attendees the opportunity to meet, network and discuss pressing career questions with women working across different industries. During several 10 to 15-minute rounds, attendees will receive professional advice and make connections to build their networks.
- **Networking for Introverts - A guide to building a personal network** (ST)- Networking is an imperative part of building careers and being successful. However, for some, it isn't always the easiest or most natural activity. There are skills and activities that assist introverts with making connecting and building networks that align to their style and preferences for building relationships.
- **The Power of your Networking Community: What's in it for YOU** (EC)- This session will focus on the important role informal networks play in developing personal communities, places where women may learn from one another, create new ideas, cultivate innovation, and remain engaged in a personal growth journey with common purpose. Join us for a discussion on networking and how powerful networks are impacting communities.
- **Let's Talk About It: A playbook on maximizing influence** (EC) - As women navigate through their careers, they learn that clear communication is not enough to get results. To maximize impact, Latinas must both communicate clearly and connect with stakeholders. The focus is on communicating with impact to drive productivity, engagement and collaboration while helping foster relationships and instilling followership.
- **Strategic Partnerships for Career Advancement** (MC) – Leveraging networks to build strategic partnerships and alliances that support Latinas in their careers.

What is a strategic partner? A strategic partner is someone that may assist Latinas achieve mutual success. Understanding how to identify organizations that ALPFA partners with to develop collaborative relationships. These organizations provide leadership opportunities for Latinas, members of ALPFA.

- **Women in Technology - Connect, Collaborate and Brand** (SE) - Latinas are impacting digital communities. Learning strategies for building and sustaining a digital brand are key competencies for women at all levels.
- **Plant yourself on a Board, watch yourself Grow – Giving Back and Board Readiness** (SE)- Nonprofit board service is a great way to contribute to the communities and provides value,



while organizations benefit from the diverse insights Latinas bring to the table. Through Board experience Latinas will gain skills in negotiation, leadership, and communication skills. Latinas need to focus to best prepare for board service, non-for-profit and corporate boards.

Track III – Cultivating and Advancing Impactful Leaders

- ***Cultivating your leadership skills*** (ST) – It's never too early to start developing leadership skills. There are many ways to hone key leadership skills:
 1. Volunteering in organizations provide a safe space to practice leadership
 2. Creating a leadership roadmap to learn new skills
 3. Establishing a personal board of directors
 4. Build and develop networks
- ***The Power of Why*** (EC) – Understanding what drives Latinas will help them achieve success in every aspect of their lives. By defining one's personal "why" provides a clear picture of the mission. This will also help Latinas become a great leader. This workshop will include a tool to help you define your why. (The friends exercise...Refer to Friends-Exercise pdf)
- ***Becoming a High Performing Employee*** (EC) - The first ten years of work sets the trajectory for the rest of your career, so knowing the secrets of high performers early will help you become irreplaceable, promotion-ready and raise-worthy. We will discuss strategies for standing out and making an impact early in your career.
- ***The importance of cultivating our Networks*** (EC) – Leaders must find new ways of defining themselves and develop new relationships to anchor and feed their emerging personas. They must also accept that networking is one of the most important requirements of their new leadership roles and continue to allocate enough time and effort to see it pay off.
- ***The Shift from Manager to Leader*** (MC) - This workshop focuses on the importance of the behavioral shift that needs to happen when moving up the organization into positions of leadership. Four key tenets are critical to Lead: Communication Delegation, Vision and Innovation to assist managers with leading and motivating teams.
- ***Being an Effective Communicator*** (MC) - Communication is key as professionals move up the corporate ladder. Not just interpersonal communication but also the ability to present and communicate with impact across different audiences. For many Latinas, English is their second language. Learn strategies for becoming a confident and effective communicator.
- ***The Impact of Inclusion on Innovation*** (SE) - Being an impactful leader requires much more than just technical knowledge; it requires humility, equality and inclusion. Understanding diversity of thought and being an inclusive leader drives innovation and greater returns.



- **Lean leadership - how to transform the organizational culture** (SE) - More senior roles require transformational efforts. Join us for a discussion on key strategies for transforming organizations successfully.

Track IV – Healthy Body, Healthy Mind – “Mente Sana, Cuerpo Sano”

- **Working Latina Professional Mother** (ALL) – The balancing act of Latina women as daughters, sisters, wives, mothers, students, and working professionals. Latinas share their personal stories, struggles and best practices for managing two integrated priorities – work and family.
- **Life Happens! The Power of Knowing** (ALL) - A Life Stage is a significant and distinct period of time. It is often sufficiently potent to transform an individual’s identity—for example, transitioning into a parent or a guardian. A life stage also represents a complex journey as one encounters and adapts to changes in emotional, practical and financial aspects of life. While the journey through a life stage is unique to the individual by examining some of the key life stages, we reveal opportunities to help those seeking advice, guidance and solutions tailored to their needs at significant junctures.
- **Physical Wellness - Be Kind to Your Body. You only have one!** (ALL) – Wouldn’t it be great if we could order up good health as easily as we order fast food? Keeping your body in good working order requires education and effort. Exercise is a critical part of overall good health. Not only is it good for lowering the risk of obesity and other diseases but it also helps clear the mind. Adults should get at least 2.5 hours of moderate activity a week and children should do one hour or more daily! Learn how to take small steps to live a healthier more fulfilling life.

#ALPFAMUEVETE #ALPFAmoves!

- **Fuel Your Body, Fuel Your Work** (ALL) – Nutrition- Food is the fuel for the body and it is important to eat a balanced and healthy diet including vegetables, fruits, whole grains, lean proteins and low-fat dairy products. Nutrition is a powerful tool that impacts productivity levels at work and at home. Learn strategies for healthier eating and optimal sources of energy.
- **To Our Health! Latinas** (ALL) – Which health factors are riskiest to Latina women which ultimately impact careers and family? Learn how to develop better habits into daily life.
- **Avoid Being on the Edge** (ALL) - Many Latina women are affected by stress and anxiety. Meditation, sleeping, yoga can help to cope with stressful moments at school or workplace. This workshop will provide awareness to seek support.



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	Operational network	Personal network	Strategic network
Network's purpose	Getting work done efficiently	Develop professional skills through coaching and mentoring; exchange important referrals and needed outside information.	Figure out future priorities and challenges; get stakeholder support for them.
How to find network members	Identify individuals who can block or support a project.	Participate in professional associations, alumni groups, clubs, and personal-interest communities.	Identify lateral and vertical relationships with other functional and business-unit managers—people outside your immediate control—who can help you determine how your role and contribution fit into the overall picture.

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Three fundamental behavior shifts are essential for leaders.



McKinsey&Company

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