



What Kind of Leaders Can Move Bradley Toward Greater Equity?

***Dr. Doragnes Rivera Bradshaw, SHRM-SCP
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Who am I?

Hispanic, first-generation

Wife and mother of four

Caregiver for elderly parent(s)

Lived and worked abroad

20 years in corporate world and 7 years in higher education

Lifelong Learner

My Motivation

- Passionate about leadership and how it impacts organizational outcomes.
- Driven to make a difference in diversity, equity, and inclusion to achieve gender equality and empower all women, especially women of color.
- Bring awareness to the United Nations Sustainable Development Goals (SDGs) and contribute to solutions toward Gender Equality.
- Curious about the impact of COVID on gender pay equity for working mothers.
- Believe in the purpose of nonprofits as an economic driver of positive change.



Global Goals

- End Poverty
- Protect the Planet
- Peace and Prosperity for All

Defining DEI

diversity, equity and inclusion noun

variants *or less commonly* diversity, equity, and inclusion

1 : a set of values and related policies and practices focused on establishing a group culture of equitable and inclusive treatment and on attracting and retaining a diverse group of participants, including people who have historically been excluded or discriminated against



DIVERSITY

- The presence of different characteristics that make up individual and collective identities, such as race, gender, age, religion, sexual orientation, and more.

EQUITY

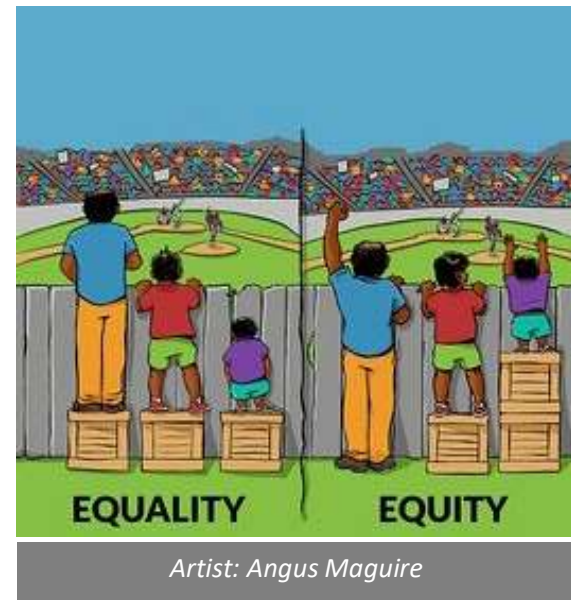
- The process of identifying and removing barriers that create disparities in access to resources and opportunities.

INCLUSION

- Creating environments where individuals and groups can feel welcomed, respected, and supported.

Equality vs. Equity

- **Equality:** Treating everyone the same with equal support, regardless of their needs or circumstances.
- **Equity:** Providing the resources and opportunities that each person needs to be successful, based on their individual circumstances.
- Studies show that 81% of organizations around the world are committed to advancing gender equity in the workplace; however, most organizations (42%) do not have a plan to remove equity barriers, such as bias in hiring or limited opportunities to advance positions (Ammerman & Groysberg, 2021).



My Research

- “It’s not what you say, it’s what you do: leaders’ attitudes and intentions toward reducing the gender pay gap in **non-profit organizations**.”
- Investigate the relationship between leadership behaviors and measures of organizational pay equality, and leader’s intention to reduce the gender pay gap.
- How do leadership styles impact the behaviors and intentions to enact change in the workforce?

The World of Non-Profits



- Nonprofits are a fast-growing economic sector!
- Growing faster than for-profit sectors at a rate of 20% over the last 10 years (501ctrust.org, 2016).
- Represent approximately 10.2% of the total U.S. private sector employment and comprises the third-largest workforce behind food and retail (Forbes, 2019).
- Women represent 75% of the 12.4 million jobs indicating it is a women-dominated industry, where research shows low and unequal pay. (Faulk et al., 2013; Bureau of Labor Statistics, 2022).

Gender Equality Impacts Economic Development

- The U.S. Gender Pay Gap is 84%, which means women earn 84 cents for every dollar earned by men.
- In 2019, U.S. women's annual consumer spending was \$6.4 trillion, which represents 20% of \$31.8 trillion global expenditures.



Sources: U.S. Department of Labor and Catalyst

Social Role Theories

Advances the idea that individuals use implicit theories about what is **generally expected in a work role to determine whether men or women are better suited for that particular role** (Eagly, 1987; Eagly & Karau, 2002).

- Women are expected to care for personal and emotional needs of others within the family and friendships.
- Women are seen as communal (Kind, friendly, unselfish) vs. agentic (dominant, independent, competitive) (Eagly & Crowley, 1986).
- Society has seen a shift in female gender expectations as women have entered the workforce and challenged the societal norms (Kamal & Blacklow, 2022).
- Egalitarian view, defined as minimizing gender role differences while promoting gender equality, result in **more positive relationships between leaders and employees because of the leaders' care and concern** (Li et al., 2021).

What is Leadership?

Leadership is a set of **mindsets** and **behaviors** that aligns people in a **collective direction**, enables them to work together and accomplish **shared goals**, and helps them **adjust to changing environments**.



Source: McKinsey & Company, 2024

Leadership Styles Influence Outcomes

- A leader's effectiveness can be attributed, in part, to a pattern of behaviors exhibited by the individual, which is known as their leadership style (*Eagly et al., 2003*).
- Abundantly researched in conjunction with varying attributes such as employee engagement, job satisfaction, turnover (*Judge & Piccolo, 2004; Hunter et al., 2013; Hutchinson & Verhoeven, 2015; Huning et al., 2019; Jaramillo et al., 2022*).
- Evidence suggests a positive effect of leadership styles, such as servant leadership, on ethical climates and attitudes (*Jaramillo et al., 2022*).



Leadership Styles



Servant Leadership

Seeks first and foremost to develop followers on the basis of leaders' altruistic and ethical orientations; and a servant-leader is servant first. Prioritizes the growth and well-being of others. (Greenleaf, 1977; van Dierendonck & Nuijten, 2010)



Transformational Leadership

Contains four key dimensions or central characteristics: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration; this leadership style is viewed as exhibiting positive attributes. (Judge & Piccolo, 2004; Bass & Avolio, 2004; Quintana et al., 2015)



Transactional Leadership

Exchanges contingent rewards based on an exchange for delivering expected performance outcomes. (Burns, 1978; Bass 1985)

Transactional Leadership

Contingent
Reward



Active
Management by
Exception



Passive
Management by
Exception



Transformational Leadership

Idealized
Influence

Intellectual
Stimulation

Inspirational
Motivation

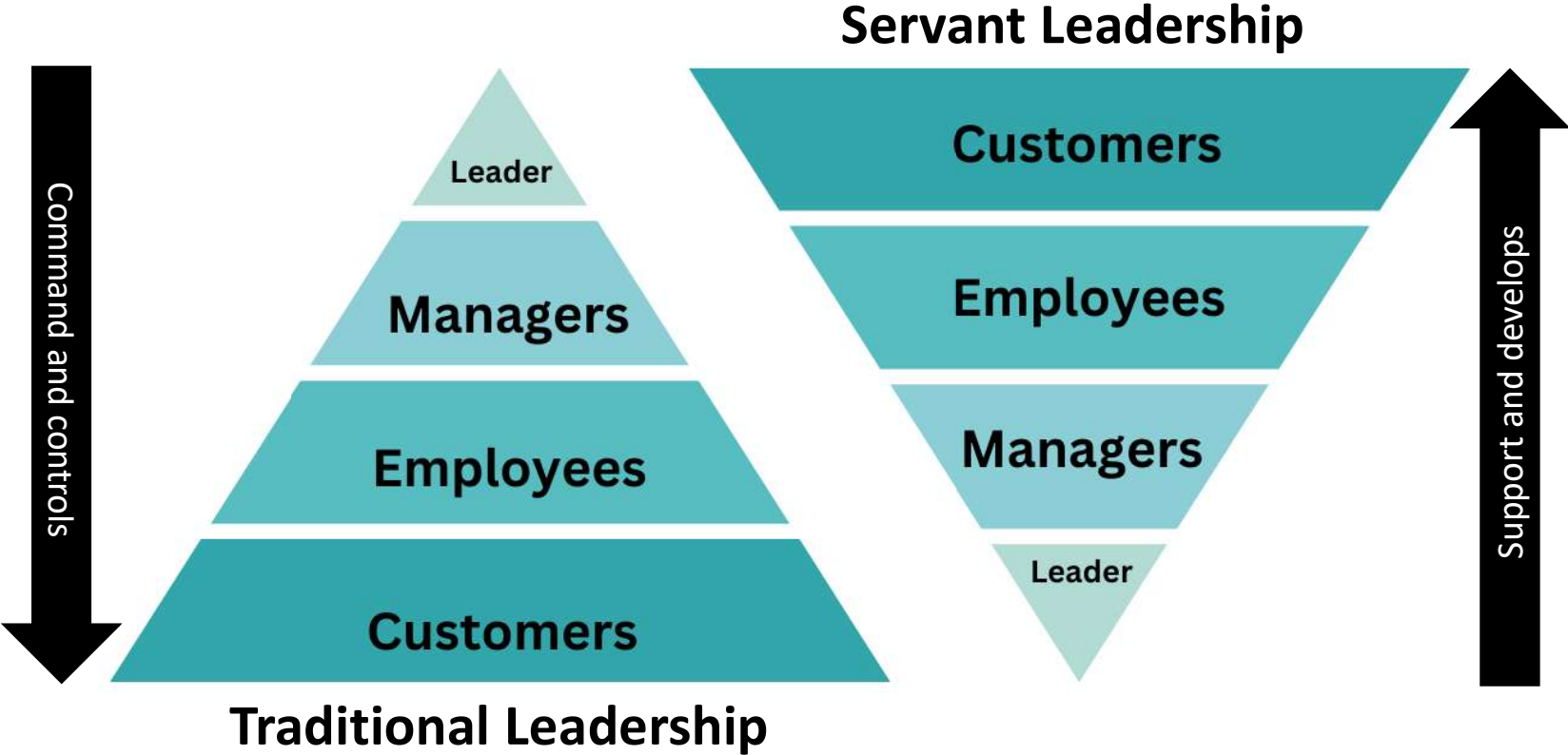
Individualized
Consideration

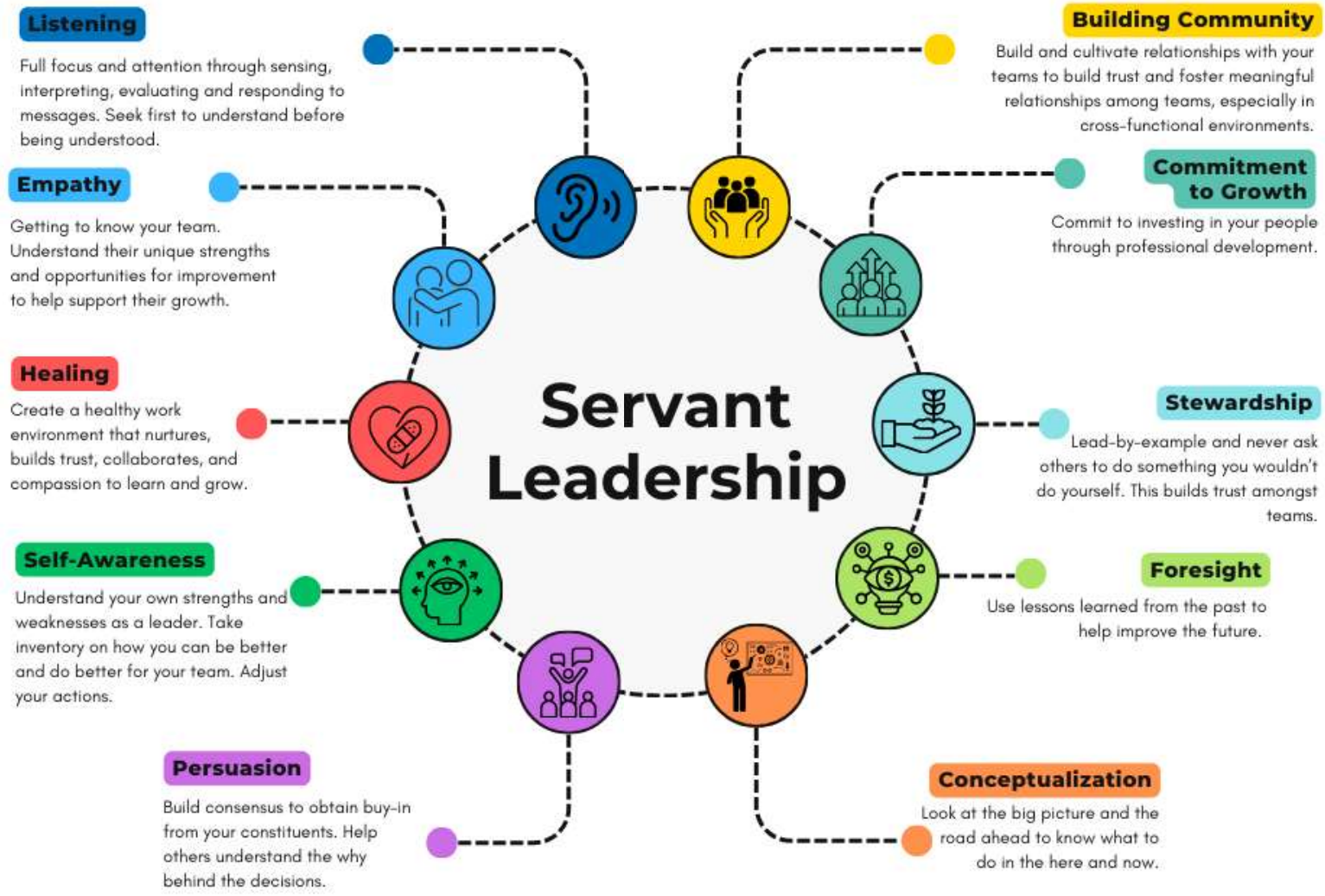


Transformational vs. Transactional Leadership

Feature	Transformational	Transactional
Meaning	Uses charisma and enthusiasm to inspire others	Uses rewards and punishments to motivate others
Self-Motivation	Intrinsic	Extrinsic
Motivation	Inspiration	Incentive
Management	Autonomy/Delegates	Micro-manager
Communication	Engage	Exchange
Focus	Ideas/Vision	Process/Goals
Style	Charismatic	Bureaucratic
Nature	Active	Responsive
Oversight	Empowerment	Control
Time Frame	Long term	Short term

Servant Leadership: The Upside-Down Pyramid





Source: Doragnes Rivera Bradshaw, DBA

Inclusive Leadership Practices

- Communicating more effectively about diversity.
- Develop fluency in facilitating open, respectful and constructive dialogues about diversity to build trust and understanding.
- Recognizing how social identities influence behavior.
- Addressing and reducing systemic biases ensures that talent and hard work are the primary criteria for advancement, leading to a fairer and more inclusive organization.

Source: Forbes



Importance of Inclusive Policies

- Top Talent attracts Top Talent
- Drives Employee Engagement → Productivity → Motivation → Retention
- Diversity of Thought
- Inclusive Culture



Actions to Lead Inclusively

- Practice Workplace Civility
- Equality does not equal Equity
 - Be Fair and Transparent for Equality of Opportunity
- Inclusive Collaboration
- Be Transparent
- Be an Ally or Champion



INCLUSIVE LEADERSHIP IS ABOUT MORE THAN JUST POLICIES AND QUOTAS; IT'S ABOUT FOSTERING A CULTURE WHERE DIVERSITY IS VALUED, EQUITY IS SOUGHT, AND INCLUSION IS PRACTICED.

(WWW.SHARONGILL.COM)

Let's Connect!

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