

# Insight on Coaching

## *Coaching for Hispanic/Latino Teams and Audiences Transcript*

Prepared for:  
Insight Educational Consulting (IEC)

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Time	Speaker	Transcript
0:29	Tom Floyd	<p>Hello everyone, and welcome to Insight on Coaching.</p> <p>Insight on Coaching explores the many facets, flavors and sides of the emerging professional coaching field.</p> <p>I'm Tom Floyd, I'm the CEO of Insight Educational Consulting and your host for today's show.</p> <p>This week our topic is Coaching Hispanic and Latino Teams and Audiences.</p> <p>We'll set the stage in terms of providing an overview of this diverse group, we'll discuss the challenges Latinos and Latinas experience in the workplace today, and of course, we'll discuss the work coaches are doing with Latinos and Latinas in the workplace also.</p>
0:59	Tom Floyd	<p>With me to explore this topic are four guests and let me give you a quick overview of who we have with us today.</p> <p>Our first guest, Dr. Donna Maria Blancero, PhD, is the Vice President of Research for the National Society of Hispanic MBAs and nationally regarded expert on Latinos in Corporate America.</p> <p>She's also the founding editor of the <i>Business Journal of Hispanic Research</i>, a peer-reviewed research journal focusing on Hispanic professionals, managers, and executives.</p> <p>She's been researching Hispanics in business for more that 10 years with an expertise in mentoring, networking and fairness perceptions.</p> <p>Welcome to the show, Donna.</p>
1:35	Donna Maria Blancero	<p>Thanks so much.</p>
1:36	Tom Floyd	<p>Our second guest, Rosemary Bombela-Tobias is a coach and principal of Global Diversity Solutions Group, a diversity-inclusion and multi-cultural career management consultancy, and co-author of <i>Baron's: The Complete Job Search Guide for Latinos</i>.</p> <p>A nationally recognized executive and management consult, Rosemary was the first Latino in Illinois history to be appointed to the governor's cabinet as Director of the Department of Human Rights.</p> <p>Welcome to the show, Rosemary.</p>
2:04	Rosemary Bombela-Tobias	<p>Good Morning.</p>

Time	Speaker	Transcript
2:05	Tom Floyd	<p>Our next guest, Deborah Deras is a coach and co-founder of Synergy Unlimited, a self-mastery company that uses the power of the mind to get at the root cause of productivity challenges.</p> <p>Deborah co-founded the first ever Latina Business and Entrepreneur Network and has coordinated the Cinco de Mayo Career Expo in Southern California, the largest in the country, during the last 10 years.</p> <p>She is also featured regularly as an expert coach and speaker in <i>Latina</i> and <i>Catalina</i> magazines.</p> <p>Welcome to the show, Deborah.</p>
2:34	Deborah Deras	Thank you.
2:36	Tom Floyd	<p>And our fourth guest, Dr. Lea Ibarra is co-author of the book <i>Americanos: Latino Life in the U.S.</i>, written with Edward James Olmos and M. Monterrey, and an executive producer of the HBO Film, "Americanos."</p> <p>She has been a university professor and administrator for more than 25 years, and currently serves as Executive Director of the Johns Hopkins University Center for Talented Youth, which works annually with more than 80,000 highly-gifted students from more than 90 countries.</p> <p>Her work has focused on educational equity issues and implementing diversity in the classroom and workplace.</p> <p>Welcome to the show, Lea.</p>
3:12	Lea Ibarra	Thank you, Tom.
3:13	Tom Floyd	<p>As we view each show, I'd like to share some data that a research team pulled together to set the stage. It's initial data from the U.S. Census Bureau to start us out.</p> <ul style="list-style-type: none"> <li> <span style="color: #4F81BD;">◆</span> According to the U.S. Census Bureau, the Hispanic-Latino population in the United States grew 38.8% to more than 31 million and has a median income of \$28,330 in the year 2000.           </li> <li> <span style="color: #A52A2A;">◆</span> The number of Hispanics is expected to reach 44 million by 2010, and the Hispanic-Latino segment is a young group with more than half in the prime spending years between 18 and 49.           </li> </ul>

Time	Speaker	Transcript
3:50	Tom Floyd	<p>Some additional data for our folks out there:</p> <ul style="list-style-type: none"> <li>● According to Hispanic Research Inc., an associated content media group, the words "Hispanic" and "Latino" are often used interchangeably.</li> <li>● The term "Hispanic" is often used when talking about the group as a potential business market, while the word "Latino" is often used when referring to people.</li> <li>● Further, "Latino," is actually a word in Spanish whereas "Hispanic" would need to be translated.</li> <li>● The Hispanic market is composed of people that come from as many as 20 different countries.</li> <li>● Hispanic is not a race. There are many races within the Latino community, including: White, Black, Native Indian, and even Asian.</li> <li>● The U.S. Census Bureau established U.S. racial classifications to be American Indian, Alaskan Native, Asian or Pacific Islander, African-American, and Caucasian, and added ethnic classifications of "Hispanic origin" and "not of Hispanic origin."</li> </ul>
4:48	Tom Floyd	<p>One last bit of data before we jump in.</p> <ul style="list-style-type: none"> <li>● According to the U.S. Department of Commerce, this is data from this past year, from 2007, 7 out of 10 Hispanics reside in these four states: California, Texas, Florida, and New York.</li> <li>● These four states alone accounted for 73% of the firms owned by Hispanics in the U.S, and the largest number of Hispanic-owned firms -- approximately 1 million -- were sole proprietorships or unincorporated businesses owned by individuals.</li> </ul>
5:22	Tom Floyd	<p>Lea, I'd like to start with you with a general question.</p> <p>How is this information so far landing on you?</p> <p>And also, can you speak to us in terms of how to distinguish Hispanic and Latino audiences?</p>

Time	Speaker	Transcript
5:38	Lea Ibarra	<p>Actually, I was going to complement you I think it was an excellent introduction, looking at the statistics, and I think, pointing out that it is a tremendously fast-growing population.</p> <p>I think that rather than dealing with whether -- I think what you said about the Hispanic in terms of business and so forth, I then choose Latino and I think a lot of us do in referring, as you stated, to the population in general.</p> <p>And I think that the major thing that we need to keep in focus is that we have already gone beyond the ideas that there are not enough qualified individuals among the Latino population for the many jobs that are now open, because as you stated, there are over 30 million.</p> <p>And I think that now we just have to take the statistics and work with the many qualified individuals that are in there, and also mentor individuals that are coming up into the job market.</p>
6:28	Tom Floyd	<p>What are some of the reasons?</p> <p>You mentioned that there's not enough, it sounds like there are more opportunities out there than there are people who can fill them.</p> <p>What are some of the reasons for that?</p>
6:41	Lea Ibarra	<p>Well, I actually think that there are individuals that are there.</p> <p>I had a situation for example, we have offices in many different parts in addition to here at Hopkins where we're at, and there was an office in California where they said, "Well, there are not enough qualified people," because there were no Latinos in that office.</p> <p>I said, "Excuse me. You cannot tell me that in California where there's millions of Latinos, there's not a qualified person. You will find one."</p> <p>And in essence, I think what I have really stressed is that we often don't recruit in those communities.</p> <p>We expect that people are going to come and find the jobs in the same places that everybody else finds them, and sometimes you do have to do targeted recruiting.</p>

Time	Speaker	Transcript
7:19	Lea Ibarra	<p>So I have always believed that there are qualified individuals.</p> <p>Now perhaps someone may not have the years of experience that somebody wants in a particular firm.</p> <p>I think in that case then, I have always gone for individuals that have high energy, motivation, commitment, and you know that they have the skills that can be developed.</p> <p>So I think we can make certain that we are willing to compete for the very best individuals that do have the qualifications and the skills that we want.</p> <p>But if we don't have the years of experience, as I stated, then we're willing to take that extra step and to make sure that we mentor them, and that we bring them in as interns in many different positions within our companies and universities, and ensure that they do get the mentoring that they need to develop those skill levels.</p>
8:06	Tom Floyd	<p>I have to say too, coming from somebody who lives in San Jose, California, which is where I live, my jaw is just hanging open at some of the information that you shared there too.</p> <p>I just can't believe it.</p>
8:19	Lea Ibarra	<p>That's right.</p> <p>I think that often times we've fallen back on the excuses that used to be used a while back saying there are not enough.</p> <p>But now you have thousands of Latinos at universities and colleges across the country. You have thousands of them in different professional levels across the country.</p> <p>I think the statistics that you mention in terms of just the businesses alone is amazing.</p> <p>So again, I think that while it may be more difficult and people have to make that effort to find individuals, they are there, and I know that we have found them throughout the country.</p>
8:52	Tom Floyd	<p>I heard somebody else start to make a comment as well.</p>
8:54	Rosemary Bombela-Tobias	<p>Yes. I'm sorry, this is Rosemary.</p> <p>I was just going to throw something in that statistics also show that 70% of all new hires will be minorities and women in the year 2008.</p>

Time	Speaker	Transcript
9:07	Tom Floyd	Wow.
9:07	Rosemary Bombela-Tobias	So I think one of the things that we have to look at is the job that recruiters are doing in reaching out to these populations that are not really new, but new to them.
9:20	Tom Floyd	This brings up an interesting point so a question for you, Rosemary, on that note. How does the role of recruiting change in that situation? So if 70% of new hires, was it 2010 the year that mentioned?
9:36	Rosemary Bombela-Tobias	In 2008.
9:38	Tom Floyd	Oh, 2008.
9:38	Rosemary Bombela-Tobias	And by 2010, 34% of the workforce will be people of color.
9:43	Tom Floyd	I literally just wrote that down. How does the role of recruiting then change?
9:50	Rosemary Bombela-Tobias	Well, I think what we have to -- and what we've been working with, with my company -- is working with recruiters to teach them how to reach out to Latinos in particular to make sure that they are knowledgeable of the culture and the cultural differences that they need to be aware of when they do recruit in these communities.  The cultural values, the issues of trust, the issues of the importance of building relationships when you go out and recruit.  It's not just going to the top-ranked schools: Harvard and the others.  Latinos very often have to go to community colleges or to lesser-known colleges and that doesn't mean that they're less smart, that just means they didn't have the money for the tuition.

Time	Speaker	Transcript
10:37	Rosemary Bombela-Tobias	<p>So you need to reach out to different marketplaces, you need to, again as I've said, understand the importance of trust in relationships in working with Latino communities.</p> <p>That you're sincere and that you're interested in getting involved with the student organizations that might be on campus.</p> <p>And also to understand some of the different values that we have in terms of the work ethic and our view of work.</p> <p>Sometimes also the perception of power: how Latinos have a great respect for authority figures, and how we want our leadership to be, which is a leadership that is directly interested in the Latino community and not just the dollar.</p>
11:27	Tom Floyd	<p>This is kind of a natural segue way into another question that I wanted to ask you as well.</p> <p>As an author yourself, most notably of <i>Baron's The Complete Job Search Guide for Latinos</i>, what made you realize that a book on Latino career and job search strategy was so badly needed?</p> <p>It sounds like from what you've shared already that it was just very cut and dry that, "Oh my gosh, we have to get some resources out there that are like that."</p> <p>But what are some of the other things that you saw?</p>
11:58	Rosemary Bombela-Tobias	<p>I think one of the things that in my career, because I had a long career in human services before this and always working with youth, is that we as Latinos did not always have the resources that other people may have in learning how to advance in the workplace.</p> <p>And that's why this book was so important, because we needed to give our youth the opportunity to learn on a step-by-step basis what it is they need to move forward in the marketplace.</p>
12:32	Tom Floyd	<p>And is this a book, in your opinion, that just applies within the U.S. or is it global?</p> <p>Is this a book that could be used by any Latino or Latina professional anywhere in the world?</p>

Time	Speaker	Transcript
12:45	Rosemary Bombela-Tobias	<p>I think it can be used by any Latino or Latina anywhere in the world because of the cultural issues that are involved.</p> <p>Obviously there are different issues that might come up in the marketplace and in the way you do your résumé in Latin America versus the U.S., but in terms of the cultural values and the things that we suggest, particularly one of the things that came up very often in our research was the issue of not being able to promote yourself.</p>
13:12	Rosemary Bombela-Tobias	<p>As Latinos, we are taught not to brag.</p> <p>I remember my aunt telling me, "Don't look in the mirror too long or the devil will pop up behind you."</p> <p>These kinds of things to make sure that we don't take ourselves too seriously.</p> <p>But on the other hand, that can be a handicap in the workplace.</p>
13:30	Donna Maria Blanco	<p>This is Donna.</p> <p>I certainly echo everything that Rosemary is saying and I'm sitting here nodding my head as it really converges with my research as well.</p> <p>But one of the things that I think is a really interesting question that I don't have the answer for, but I'm currently researching is: is there going to be a generational difference?</p> <p>A lot of the cultural values we certainly see first generation, second generation, clearly with immigrants, but what I find interesting right now is I'm doing research that deals with National Society of Hispanic MBAs, between 7,000 and 8,000 members, professionals as well as current MBA students.</p> <p>And when we look at that younger group who may be third and fourth generation, I'm curious as to whether there are going to be differences.</p> <p>And I am starting to see with some of the analysis that I'm doing that there are some differences that I'm starting to see.</p>
14:19	Donna Maria Blanco	<p>I don't think that the values change, but I think that those of us born and raised in the continental U.S. may start to be a little different.</p> <p>And in particular, I'm thinking about the marketing oneself.</p>
14:35	Tom Floyd	<p>Hmm.</p>

Time	Speaker	Transcript
14:35	Deborah Deras	Can I address that?
14:36	Donna Maria Blancero	Sure.
14:37	Tom Floyd	Absolutely.
14:37	Deborah Deras	<p>This is Deborah, and just myself, my father is an immigrant from Columbia. My mother is an immigrant from Lithuania, so I kind of joke sometimes I get both the Catholic and the Jewish guilt going on.</p> <p>But in regards to myself and how I was raised, I was raised to really be marketing myself.</p> <p>I know in traditional Latino cultures you're not supposed to boast and you're not supposed to brag.</p> <p>But my grandmother had told me, "If you don't say something good about yourself, no one else will."</p> <p>So from a very young age, I was going to different networking meetings and toastmaster meetings and I saw that I was one of the only brown faces there.</p>
15:18	Deborah Deras	<p>And it occurred to me that the way that I was marketing myself wasn't the traditional way, and that was one of the reasons I started the Cinco de Mayo Career Expo.</p> <p>Because as a vocational counselor for the State of California, I saw that Latinos were very much under represented.</p> <p>And I was working in the city of Lennox, California, that was 98% Latino, yet we were only serving about 5%.</p> <p>We attempted to increase that number by having the Cinco de Mayo Career Expo, but unfortunately, Cinco de Mayo is really more of an American-celebrated event than a Latino one.</p> <p>So we really did not get that much of a response from the Latino community going out.</p>

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15:59	Deborah Deras	<p>Whereas when we would have a weekend event, where there was family invited and everybody involved, we would get a much larger turnout.</p> <p>So we really had to change our strategy when we were marketing to recruit more Latinos and to take into consideration the different generations, because second- and third-generation job seekers are not searching the same way as the other ones are.</p> <p>So that was something that we learned after years of doing it.</p>
16:27	Tom Floyd	<p>There are so many points here. Wow. All sorts of things I want to come back to.</p> <p>So first initial question, so I'm really glad that you brought up the topic of the distinction between the impact of different generations on the issue, as well as gender.</p> <p>One thing on some of the shows we've done in the past, that regardless of race, and I want to use the example of really being able to talk about your success and promoting yourself and things like that, that on some of our guests on previous shows have talked about, from a gender perspective alone, that that tends to be an easier task for men in a lot of situations than it does women, based on gender.</p>
17:07	Tom Floyd	<p>When we take in a factor and add that in, like race in this case, and Deborah, I'll direct this question at you, do you see some of those same things?</p> <p>Particularly in some of your experience founding the first Latina Business and Entrepreneur Network?</p> <p>Is it something that you see Latinas struggle with even more than Latino men, or does it seem to be pretty even?</p>
17:31	Deborah Deras	<p>Oh definitely.</p> <p>With the Latin Business Association, one of the things that I was asked to do was to start this Latina group because a lot of the Latinas that were networking just in the general mix felt that they weren't taken as seriously, because of how they looked or because of how young they were, so they felt more comfortable in networking in a setting that was all women, where they could really express themselves.</p> <p>And part of one of the things that I did was I was speaking and empowering them to be able to speak up and to be able to share what their strengths are and not feel that it was somehow being rude or boastful to be able to do that.</p>

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18:12	Deborah Deras	<p>Toastmasters is something, when I started, I started a bilingual group for both English and Spanish speakers, and to really empowering women in particular to be able to speak and really have those communication skills.</p> <p>So when they're involved in networking settings, they're able to clearly communicate their skills and abilities because a lot of Latinas have wonderful résumés but unless they're able to express that and feel really confident and express that to a potential employer, they're not going to be able to get that job that they really deserve.</p>
18:44	Tom Floyd	Any thoughts from—
18:44	Donna Marie Blancero	This is Donna. Isn't it interesting that there's four women on this panel?
18:48	Deborah Deras	I know.
18:49	Donna Maria Blancero	<p>To me it always seems, like in my case, we research or our careers are often in areas that we feel really passionate about.</p> <p>So I do think it says something about the gender issue with the four of us on this panel today.</p>
19:02	Rosemary Bombela-Tobias	<p>Tom, I was going to just throw in something that if we're talking about a coaching perspective, something that we've done that I think has kind of helped, and that is talking about when you're working with Latino clients, is giving ourselves the permission to be outspoken and to self-promote. And we use something called The Power of Respect.</p> <p>Understanding that respect means if you self-promote and if you're able to advance in your career, you are helping by having respect not only for yourself and your skills and your talents—and also for the potential employer, because you can then tell them how good you are and what you can add to the company— but also it's respectful to your family because if you move up in your career, then you can reach back and help your family better.</p> <p>So that's one of the techniques that we've been using.</p>

Time	Speaker	Transcript
19:59	Lea Ibarra	<p>Tom, one of the things that I'd like to add to this issue on gender is, and that's just the way the workplace is structured. This is Lea.</p> <p>I know some of the things that I've approached some other women for example, there's even simple things like having meetings at 7:00 in the morning when you could meet at 8:00 and still get your children to school on time, as opposed to feeling guilty that you're not making the 7:00 o'clock meeting or having out-of-town retreats for three or four days where you could do the work in town and still get home to your children at night.</p>
20:26	Lea Ibarra	<p>And at first, when I was in that situation, I thought, "Well, this administration is not for me."</p> <p>But then I thought, "Well, if we don't say something, it's never going to change."</p> <p>And I found out that when I spoke up and said, "I can't be there at 7:00 because I've got to get my children to school," or "I can't be out of town for three or four days."</p> <p>And this was on a regular basis.</p> <p>It's fine every now and then, but they wanted to do this on a monthly basis.</p> <p>I said, "It's too difficult for my children for me to do that."</p>
20:52	Lea Ibarra	<p>And when I spoke up and it doesn't get you we'll we're women wanting special treatment, because when I spoke up, the majority of people that were in the senior administrative team were men, and they all said thank you, because they didn't want to do those things either.</p> <p>So sometimes I think that when we look at not just Latinos or look at the gender issue, is sometimes the things that are important to us in terms of maintaining the family and that kind of contact is also important for other individuals in the workplace.</p> <p>So we shouldn't be afraid to say those things and to try to restructure the workplace when it comes to those kinds of issues.</p>
21:25	Tom Floyd	Especially from a work-life balance perspective alone.
21:25	Lea Ibarra	Exactly.

Time	Speaker	Transcript
21:28	Tom Floyd	<p>You're absolutely right. That's something that's a recurring theme I hear constantly.</p> <p>My company did a program called Beyond the Boardroom with one of the candidates from "The Apprentice," and it's a professional development program for women only.</p> <p>It was fascinating sitting in, I was the only male in the sessions, and I sat and observed, and the issue of work-life balance and family was definitely something that I would say 70-80% of women there expressed from a variety of races.</p> <p>I think that you're absolutely correct</p>
21:59	Lea Ibarra	<p>And I think men also feel a lot of that same, but it's not as acceptable for men to say it.</p> <p>So when women come into the workplace and create some changes, the work still gets done.</p> <p>You're not asking for lesser hours or anything else, just a bit of a restructuring, and I think it also helps men as well.</p> <p>But it's not as acceptable for them to say something as it is for women, sometimes.</p>
22:20	Tom Floyd	<p>Well, it's almost like for women, it seems like there's more of a respect that 's felt when that's said.</p> <p>And for me, it's like you would almost get hazing from other men.</p>
22:28	Lea Ibarra	That's right.
22:29	Tom Floyd	It would be, like, "Oh come on, you can do it. Chin up."
22:33	Lea Ibarra	So I guess my point is that when you do have a diverse workplace and you have those diverse ideas coming in, that everybody benefits from it.
22:41	Tom Floyd	<p>Absolutely. I'm hearing the music for our first commercial break.</p> <p>Let's go ahead and go on pause.</p> <p>Stay tuned, everyone. More from Insight on Coaching when we return.</p>

Time	Speaker	Transcript
25:18	Tom Floyd	<p>Welcome back to Insight on Coaching, I'm Tom Floyd.</p> <p>Today the topic is Coaching Hispanic and Latino Teams and Audiences.</p> <p>With me are Dr. Donna Maria Blancero, Vice President of the Research Division of the National Society of Hispanic MBAs; Rosemary Bombela-Tobias, Principal of the Global Diversity Solutions Group and co-author of <i>Barons: The Complete Job Search Guide for Latinos</i>; Deborah Deras, co-founder of Synergy Unlimited; and Dr. Lea Ibarra, co-author of the book <i>Americanos, Latino Life in the U.S.</i>, and Executive Director of the Center for Talented Youth at Johns Hopkins University.</p>
25:51	Tom Floyd	<p>In this segment of the show, I'd like to focus on challenges that Latino and Latina professionals may experience in the workplace.</p> <p>Here's some more data to set the stage.</p> <ul style="list-style-type: none"> <li>• Now according to 2007 estimates, by market research firm Hispantelligence, the Hispanic-Latino population is projected to spend \$1 trillion by 2010.</li> <li>• The Hispanic Association on Corporate Responsibility, HACR, unveiled the findings of its 2007 corporate governance study as well. The study measured Hispanic inclusion on the boards of Fortune 500 companies and concluded that 71% of top U.S. companies lack Hispanic representation on their boards.</li> </ul>
26:33	Tom Floyd	<p>Some more points from that same study:</p> <ul style="list-style-type: none"> <li>• In general, Latinos and Latinas held just 3.1% of all Fortune 500 board seats in 2006. Latinas held just 0.8% of all Fortune 500 seats in 2006.</li> <li>• Just two companies in the Fortune 500 had three or more Hispanic board members, and only 1% of executive officer positions were held by Latinos or Latinas.</li> </ul>
27:03	Tom Floyd	<p>Some more data:</p> <ul style="list-style-type: none"> <li>• The IRS predicts that by 2007, one of every 10 businesses will be Latino or Latina-owned compared with one of 13 today.</li> <li>• Also coming back to Hispantelligence, the number of Hispanic-owned businesses in the U.S. is expected to grow 55% in the next six years, to 3.2 million, with total revenues surging 70% to more than \$465 billion.</li> </ul>

Time	Speaker	Transcript
27:31	Tom Floyd	<p>One last piece of data:</p> <ul style="list-style-type: none"> <li>• For the study by Small Business Resources, women own more than one-third of all Hispanic firms.</li> <li>• These firms employ 18.5% of the workers in all Hispanic-owned firms, and generate 16.3% of sales.</li> </ul> <p>Lots of interesting stuff there.</p>
27:52	Tom Floyd	<p>We highlighted this a little bit in our first segment. I want to come back to focus on it a little bit more, and Donna, I'll start with you.</p> <p>Big picture question first.</p> <p>Is the Latino audience represented as much as it could be in the corporate world today?</p>
28:09	Donna Maria Blancero	<p>Clearly not, no question.</p> <p>I love the figure that you gave us, a trillion, in terms of consumers by 2010, but if you look at the difference between how we are as consumers and how we are represented, in particular, in the higher ranks of Corporate America, there's really a huge difference.</p> <p>So we can quibble about the specific numbers, but generally speaking, we're about 14.5% of the population and about 13% of the workforce.</p> <p>But once we go from there, we really go down considerably, meaning that we're less than 7% of professional positions.</p> <p>So therefore, we're clearly not seeing ourselves represented at the top.</p>

Time	Speaker	Transcript
28:54	Donna Maria Blancero	<p>Now some of the data you gave us earlier is clearly the case as well, and that is we're a young community.</p> <p>I think it's 40% of us are younger than 24, so we certainly can't expect that 24% to be in high-level positions.</p> <p>So there are some factors that I think will clearly change just by the nature of the number of us and the aging.</p> <p>But there are some other factors that I think are more systemic in Corporate America, and one in particular, I think, is that we're not in positions of influence generally speaking.</p> <p>Those who are in positions of influence, tend to -- like all people -- surround themselves with people who are like them.</p> <p>And very often, who's like you is based on race, ethnicity, or gender, although certainly not always.</p>
29:46	Donna Maria Blancero	<p>I always use the example, I'm a Puerto-Rican from Brooklyn and when I was living in Arizona—I lived in Arizona for 11 years—people who liked me were people from New York. It didn't matter their race, ethnicity, age, gender.</p> <p>Another New Yorker stepped in the picture and we were best friends.</p> <p>So not only based on those demographics, but it often is.</p> <p>So I think part of the challenge is really breaking in to the circle of influence and for the most part, I think that's through networking, mentoring, coaching, etc.</p>
30:19	Donna Maria Blancero	<p>So I think there's really a lot of opportunity on both the part of the Hispanic employee to make sure that he or she is tapping into that structure, but then I think there's also a responsibility on the part of Corporate America and those who have the influence to essentially open those door.</p>
30:39	Tom Floyd	<p>I'm just reeling from, and I definitely didn't anticipate hearing this and I'm just in shock.</p> <p>You said the statistic around, and this came up in the other segment as well, around the Latino and Latina community, in the corporate workforce at least, being a relatively young community.</p> <p>Can you share that statistic again? You said about 40%?</p>
31:00	Donna Maria Blancero	<p>About 40% of us are under the age of 24.</p>

Time	Speaker	Transcript
31:04	Tom Floyd	That just amazes me. Why is that? What are some of the reasons why there's such a large portion of this number?
31:10	Dona Maria Blancero	I have not contributed to the baby boom thing, but there's certainly a lot of babies being born. I think I saw on the HACR page (Hispanic Association of Corporate Responsibility), I think I noticed on their page that they cited something like 5,000 new Latinos every day. Now clearly, that's not just new births, that's also immigration. But I think it's, we see more and more of us moving to this country, so there's just more and more with younger children.
31:38	Dona Maria Blancero	So I think, when I look back on my childhood for example, I did not know people who went to college. I just didn't know anyone. And so I think that's certainly the case, and so people who are in that younger age group, are just not getting that right exposure. But the point is, as you underscored, there's no question that we're a young community. My goal, however, is to make sure that this upcoming generation has the right entrée into Corporate America, because I still see some challenges of those people who are already in corporate America not getting into positions of influence.
32:23	Dona Maria Blancero	So I think we have to really make sure that the younger generation is fully prepared, and I'm not talking just technical skills, but I'm talking about some of those values issues that we touched on earlier, to make sure that they are in the right place at the right time and making the right connections.
32:40	Tom Floyd	So it's really just making sure they have the resources, the tools, the interpersonal skills? All of those things?
32:46	Donna Maria Blancero	Right. And sometimes that goes a little bit against our culture. As Rosemary was saying earlier, I know that when I started working, my parents would say to me, "Put your head down, work hard, don't rock the boat, and you'll get noticed by working hard." The truth of the matter is working hard isn't all you need to do.

Time	Speaker	Transcript
33:05	Rosemary Bombela-Tobias	<p>I think one of the other things that I see for Corporate America is that they also have to make some changes too.</p> <p>As we hope that they make changes for women, that they also make some recognition of the need and the strengths that would attract Latinos.</p> <p>Because what I've seen is that a lot of times very talented young Hispanics may leave the corporate world and start their own business because they're not willing to put up with or change to fit the corporate structure.</p>
33:39	Lea Ibarra	<p>You know, Tom, one of the things too, that I'd like to caution is that while we are a young population, you said 40%.</p> <p>Well, 60% are not young, and so I don't want any employers thinking, "Oh gee, I guess we just have to wait a few years for them to grow up and get older."</p> <p>Because we need to realize that yes, there are still plenty of people now that are qualified and that are in the age groups where individuals can be recruited for all the positions.</p> <p>And not just in Corporate America, but also every other institution within society. Educational institutions are no better.</p>
34:10	Lea Ibarra	<p>I think 5% of all university presidents are Latino throughout the country, so it really is on every level to understand that there are individuals out there.</p> <p>They just need to be recruited and reached at higher levels than they are now.</p>
34:23	Tom Floyd	<p>Understood. It's interesting to hear.</p> <p>We've done a lot of shows on the various generations in the workplace and coaches who specialize in that.</p> <p>And some of the things that you both just shared as well are very atypical of what I've heard about the Millennial generation just in general, that working hard, pay your dues, get in the corporate structure and all that, it's not working.</p> <p>It's like those values aren't consistent with all of the races in that segment.</p>
34:51	Tom Floyd	<p>I'm a Gen Xer. I don't have the exact-same lens, but it became really clear to me in hearing that that's just not the generational values that people in that generation have.</p> <p>And then bringing in other factors like race and culture and things like that can really impact that also.</p>

Time	Speaker	Transcript
35:14	Tom Floyd	<p>A big-picture question. I'll pose this question to everybody.</p> <p>What are some of the typical challenges or issues that Latino or Latina executives typically face in moving up the career ladder?</p> <p>Are they the same types of issues that other executives from other races face as they're climbing the corporate ladder, or are there some that are more unique?</p>
35:36	Lea Ibarra	<p>I think there are some unique.</p> <p>I went from a professor to a senior administrator and even being a professor I remember my secretary one time saying, "Oh, so and so thought that you were really smart and he was really surprised to know you were smart."</p> <p>And she thought it was a compliment. I said, "Well, why would he be surprised?"</p> <p>I told him if you can -- I'll be sort of frank about this, but I said, "White professors come in, they assume that they're smart unless they prove they're stupid."</p> <p>I said, "We come in as minorities as professors and they assume we're dumb and we have to prove that we're smart."</p>
36:10	Lea Ibarra	<p>So I guess when we think that there's an issue of race that comes into play as we go up into the ladders, and people will assume it's affirmative action, even if the company or the university doesn't even employ that.</p> <p>And so I think that there's definitely issues in terms of race that come into play, certainly gender.</p> <p>And you always feel that you're having to prove yourself.</p>
36:30	Lea Ibarra	<p>I also think that part of the thing that makes it a little bit tougher is that I know that myself and other colleagues, I have [unintelligible] that are Latinos is that we're not only representing ourselves when we're in these positions, but we feel we have a responsibility to represent all the other Latinos too.</p> <p>Because we know that if we screw up, the next one that will come up will be looked at differently and not in a positive light.</p> <p>And that's a heavy responsibility when you think about it.</p>
36:55	Tom Floyd	<p>It's a lot of pressure.</p>

Time	Speaker	Transcript
36:55	Lea Ibarra	<p>Because most people that are not dealing with the issue of race just represent themselves, and if they do badly, then it's just them.</p> <p>But we really represent, we really feel we're representing our whole people when we're in these positions.</p>
37:08	Tom Floyd	This is the second time my jaw has been hanging on the floor during this show. I can't believe the comment from the professor.
37:15	Lea Ibarra	Oh, absolutely.
37:15	Tom Floyd	Just blows my mind.
37:17	Lea Ibarra	If we had a month, I could give you a lot more and I'm sure everybody else on the phone could do the same thing.
37:23	Donna Maria Blancero	<p>Yes. This is Donna and I would just, again, confirm that.</p> <p>Fifteen years as a professor, there was probably not a semester that didn't go by where someone echoed surprise over the fact that I was actually a professor and maybe even sort of smart.</p>
37:38	Tom Floyd	Sort of smart?
37:39	Donna Maria Blancero	Right.
37:40	Tom Floyd	Oh, gosh.

Time	Speaker	Transcript
37:41	Donna Maria Blancero	<p>You have to develop thick skin.</p> <p>But what I want to say in terms of your question, there's two things really.</p> <p>One is that I do think there's the big issue of that added responsibility of being the representative for your community. And while sometimes we want to, like any other community, sometimes we want to say, "Hey, make sure you remember this or remember that."</p> <p>Other times, personally, I can speak for myself, I feel inadequate.</p> <p>I can't speak for the entire, let's say, Puerto Rican community. I can't.</p> <p>I can certainly talk about some of it.</p>
38:17	Donna Maria Blancero	<p>But the other comment that I want to make is a recently published article that I had with two colleagues: Rob del Campo and George Marin, was called "Hired for diversity, rewarded for conformity."</p> <p>And I think that really summarizes many of the challenges, at least in Corporate America, that there's a lot of excitement right now.</p> <p>It's kind of a sexy thing to be concerned about the Hispanic business community, but what many people are finding is that once they're there, a lot is not being done to keep them there.</p>
38:47	Donna Maria Blancero	<p>So another recent study that I did looked at some of those things that keep people -- and I'll just tell you very quickly, because I know others need to speak.</p> <p>A couple of the really big things that keep people there are flexibility which was talked about earlier, in terms of family work policies, in terms of telecommuting, in terms of flex time.</p> <p>And interestingly enough, the Generation X group felt the strongest about those.</p> <p>And the most interesting in that for me was Generation X felt stronger about elder care than even the Baby Boomers.</p>
39:20	Donna Maria Blancero	<p>So I think it's really the kinds of issues that are affecting different generations is really coming true.</p>

Time	Speaker	Transcript
39:28	Tom Floyd	<p>And just to kind of recap, I know our next commercial is going to pop up soon, but just to kind of recap for our listeners.</p> <p>I've heard a lot of things in terms of cultural factors that come into play in the workplace for Latinos and Latinas, and I just want to repeat some of those back.</p> <p>Tell me as a group if I've missed anything.</p> <p>It sounds like the importance of family is definitely very important and highly valued; trust, emphasis on relationships; the perception around power that I've heard, certainly very interesting as well—something that I didn't know.</p>
39:58	Tom Floyd	<p>Anything else in terms of cultural factors that are really important for businesses to keep in mind when working with Latinos and Latinas?</p>
40:06	Deborah Deras	<p>This is Deborah.</p> <p>My husband, being an immigrant from El Salvador, one of the things that was really concerning to him in regards to promotion and to relocation was he did not want to move within five miles away from his family.</p> <p>So I think generally speaking, the Latino culture is much more of a collective-based, value-based culture rather than the individualistic mainstream culture.</p> <p>So when thinking about promotion, there's other factors to consider rather than just would this be good for my career?</p> <p>There's the nuclear family and then there's the extended family that they want to be sure that they're able to support and be there for.</p>
40:48	Tom Floyd	<p>Interesting.</p> <p>Sounds similar to some of the values that come out in some Asian cultures as well.</p>
40:42	Deborah Deras	<p>Yes. Definitely.</p>
40:54	Tom Floyd	<p>Anything else?</p>

Time	Speaker	Transcript
40:56	Lea Ibarra	<p>I think one of the positives is the strong work ethic.</p> <p>I think when you look at the immigrant population, they get the hardest jobs, they work.</p> <p>I looked at the statistics where it said that in male employees in this country, Latinos as a group have the highest employment rate.</p> <p>They may be in poor-paying jobs, but the highest percentage of men working is in the Latino group.</p> <p>So again, there is a very strong work ethic.</p>
41:25	Lea Ibarra	<p>So I think that employees have to keep that in mind as well, that they're going to get a worker that for the most part is there to earn money to support his family, like most other men.</p> <p>But often times you have so many stereotypes that are still out there about being lazy, about being all these things, and that just really is not the truth.</p>
41:44	Tom Floyd	<p>Understood. I'm hearing the music for our next commercial break.</p> <p>Let's go ahead and go on pause.</p> <p>Stay tuned, more from Insight on Coaching when we return.</p>
44:17	Tom Floyd	<p>Hello everyone. Welcome back to Insight on Coaching, I'm Tom Floyd.</p> <p>Today the topic is Coaching Hispanic and Latino Teams and Audiences, and with me are Dr. Donna Maria Blancero, Rosemary Bombela-Tobias, Deborah Deras, and Dr. Lea Ibarra.</p> <p>In this segment, I'd really like to focus on the role that coaching is playing in guiding Latinos and Latinas in the workforce today.</p> <p>And I believe I could just jump straight into the conversation here.</p>
44:42	Tom Floyd	<p>Deborah, I'd like to start with you first with a general question to kick us off.</p> <p>How is coaching Latino and Latina professionals distinctive from other groups that you've worked with?</p>

Time	Speaker	Transcript
44:54	Deborah Deras	<p>Well, what I've found, and for the majority I've been coaching Latina entrepreneurs which we've been talking about—the largest growing small business owners.</p> <p>And many of them, because of seeing their family have challenges and struggles, decided that they were going to have a better life for their families, and started their own businesses in various different avenues.</p> <p>And one of the challenges that they have come to me with is a feeling of guilt for making more money than their family.</p>
45:23	Deborah Deras	<p>We've talked about logically speaking, of course you want to make more money, you want to provide and have a better life for the future, but I work with people in my coaching practice at the subconscious level.</p> <p>So there are things that we're not aware of, but somehow we sabotage our success.</p> <p>And so many of my clients, because as an entrepreneur, there are sales involved, so they would get to a certain plateau and find themselves not being able to overcome it.</p> <p>And through coaching and through dialog and getting to the deep root of it, finding out that there was some limiting beliefs about being able to be abundant and prosperous and not feeling that it was taking away or being greedy to have all of what life has to offer.</p>
46:07	Deborah Deras	<p>So a lot of the work that I've done with Latinas is on releasing any of those limiting beliefs and also really empowering them to be able to network.</p> <p>I myself have gone to a lot of the Nashemba meetings and to really get those corporate contracts and to partner and have strategic alliances with corporations, and not just do business Latina to Latina.</p> <p>Because a lot of times there is the vision of the company to be on a small business level, whereas for Latinas, to be really successful entrepreneurs, to go beyond the million-dollar mark to really partner big with corporations.</p>
46:44	Tom Floyd	<p>And just in general too, the question around people's acceptance of coaching has come up on some of our other shows.</p> <p>Some people, being more like myself, an advocate who absolutely loves coaching.</p> <p>I have two coaches myself, and others who kind of have this perception of it as corrective, like, no, you don't need a coach. A coach is only when you have something going wrong.</p> <p>Is coaching in general, as a professional medium, something that from your perspective you've seen that's typically embraced by Latino or Latina professionals?</p>

Time	Speaker	Transcript
47:14	Deborah Deras	<p>To be honest with you, I've had to do a lot more education when Identity Management' marketing to the Latina market on coaching, because there's not as much awareness of it.</p> <p>But the fact that coaching is something to help you move forward and to progress in personal development, has been more accepted than someone going to, say, a therapist or a counselor, which I am a vocational counselor.</p> <p>But as a life coach, I've been able to work with a lot more Latinos because of the stigma that it's not seen as therapy or counseling, as coaching is seen as progressive and moving in a personal development arena.</p> <p>But I've had to really educate a lot of the population about what is coaching and how it can really help.</p>
48:03	Tom Floyd	Understood.
48:04	Rosemary Bombela-Tobias	<p>Tom, this is Rosemary.</p> <p>I was going to say that I think also what we've seen is that coaching community also has not awakened to the fact that there are a lot of Latinos out there who are professionals and who probably could benefit from the services, and the coaching community also has not reached out to this population.</p>
48:24	Tom Floyd	<p>So again, it kind of sounds like the same type of behavior we're seeing with the recruiters for example, could be impacting coaches as well.</p> <p>Not maybe understanding or proactively reaching out.</p>
48:35	Rosemary Bombela-Tobias	<p>Right. We've invited coaches to come.</p> <p>We've done some events for Nashemba in their résumé and critique and have invited coaches to come in to the events, and they go, "Wow. I didn't know there was such really good candidates here. Look, they're so talented."</p> <p>Yet they just needed some coaching so that they could reach out better.</p> <p>And I'm saying, "Yes," there is a whole world of opportunity, at least for coaches.</p> <p>And I think that as Latinos, because we do lack some of these role models in the corporate and business world, etc., I think that the service is needed.</p>

Time	Speaker	Transcript
49:16	Donna Maria Blancero	<p>This is Donna.</p> <p>This is another area that I think there may be some generational differences.</p> <p>I don't have any hard data, mostly anecdotal data, but I just know even with my own students that 10 years ago, I didn't have graduating MBA students talking to be about getting mentored or coached, because I think then there was more of a sense of this is almost remedial.</p> <p>Whereas now it's one of the first things day one, they're looking for a mentor or a coach. And this really goes beyond any ethnicity or gender.</p> <p>So I do think that there's a difference.</p>
49:51	Lea Ibarra	<p>I agree with that in terms of I think that if they knew more about the issue of coaching, they'd be very open to it because what they do know is about mentors.</p> <p>I've had women, Latinas have come to me with they first get employed with us and say, "Can I meet with you on a once-a-month basis, and can we talk about your mentoring me and look into some of the issues?"</p> <p>So I think they are strongly aware that it's important to connect with somebody that can help them—sort of guide them through the process.</p> <p>And there's a lot that we can do informally.</p>
50:22	Lea Ibarra	<p>When I go to lunches or I'm invited to different things, I certainly take the young Latina women that work for us with me.</p> <p>We just had a breakfast, for example, on leadership, that I took five of them with me to that breakfast.</p> <p>So I think they're very open to the issue of mentoring because they're familiar with that.</p> <p>And because they're open to that, I think that as they become more familiar with what coaching is, they will certainly be open to that as well.</p>
50:47	Tom Floyd	<p>If we use the term coaching more broadly, and I'll put all four of you in the role of coach, as women who do guide a lot of people out there in terms of their career path and things like that as well.</p> <p>As general coaches, do any of you ever find situations or occurrences where you're working with other races in the workplace to help understand and embrace Latino or Latina professionals within the workplace, where it's more of an education process for everybody else?</p>

Time	Speaker	Transcript
51:22	Donna Maria Blanco	<p>This is Donna. Yes. I'm an executive coach for many Latinos or people of color but on the other side working with organizations, absolutely that's the case.</p> <p>People just want more information about are they doing the right thing?</p> <p>What kinds of things should they be sensitive to?</p> <p>And I really welcome that because so much of what we all do in terms of mistakes is usually just based on ignorance.</p> <p>And sometimes when you're bringing something up to someone's attention, they realize that they were, in fact speaking in a very uninformed manner.</p> <p>So I do that and again, I think it's really positive to be able to.</p>
51:56	Donna Maria Blanco	<p>I also find that things such as committee groups inside an organization, employee resource groups, or professional organizations, I think that those are really helpful to have peer coaching or peer mentoring as well as inviting in executives where I think it's really based on reciprocity.</p> <p>The executives certainly bring something to the table, no question, but very often, I think the executive gets more of an insight into some cultural issues.</p> <p>So I think it's a win-win.</p>
52:28	Lea Ibarra	<p>And here at Hopkins, and here at the Center, we don't assume people know these things, so we actually have trainers and professionals that come in and talk about diversity and sexual harassment, and civility and respect for other cultures.</p> <p>And we do it both in terms of educational sessions as well as when we have our holiday parties that we mix in the different traditions and the different cultures, then celebrations are all showcased.</p>
52:55	Tom Floyd	<p>Deborah, I'll direct this question back at you.</p> <p>In the process of coaching, as all of us know, we all go through a process of self-realization.</p> <p>What are some of the typical aha's that many Latino or Latina professionals have?</p>

Time	Speaker	Transcript
53:10	Deborah Deras	<p>Well, and I think this is across the board.</p> <p>I think one of the biggest limiting beliefs that people have is not believing that they're worthy—worthy of living their dreams.</p> <p>My coaching company is called Passionate Living Now, and I talk to many people, and they say, "I'm going to enjoy my life when I retire."</p> <p>Or they think it's selfish to pursue something that they're really passionate about.</p> <p>So really the aha's are that we Latinas can pursue whatever we desire, whatever we want.</p> <p>And that success leaves clues, we just need to find those mentors and find those coaches that have gone the road before us, and can show us the step by steps on how to get there.</p>
53:49	Deborah Deras	<p>And I think once people release the fear, the worries, the doubts about being able to fulfill their dreams, that the doors just open up and they find the resources that they need.</p> <p>But it's about believing in themselves: self-esteem and self-worth is the core of everything.</p>
54:04	Donna Maria Blancero	<p>I love that what you just said, I have to tell you.</p> <p>And what I've found and maybe it's because I'm getting older like I guess everybody is, but I think that the older you get, the more you realize truly that you have to take care of yourself before you can take care of others.</p> <p>And I think so often in our excitement of helping others, whether its' a family member or a colleague, we hurt ourselves, we don't take care of ourselves.</p> <p>And I am really learning that the more I take care of myself, the more that I can help others.</p>
54:35	Tom Floyd	<p>Well huge thank you to the four of you for being on the show today.</p> <p>And as always, a huge thank you for our listeners as well.</p> <p>For more information about our show, don't forget to visit our website: <a href="http://www.ieconsulting.biz">www.ieconsulting.biz</a>, and also don't forget you can download the podcast version of our show through Apple iTunes.</p> <p>Thanks everyone! We'll see you next week.</p>