

WHO LEADS IN MINNESOTA?



A cross-sector look at who leads Minnesota's institutions.

A PROJECT OF



BUSH
FOUNDATION

Minnesota
Compass



IN PARTNERSHIP WITH

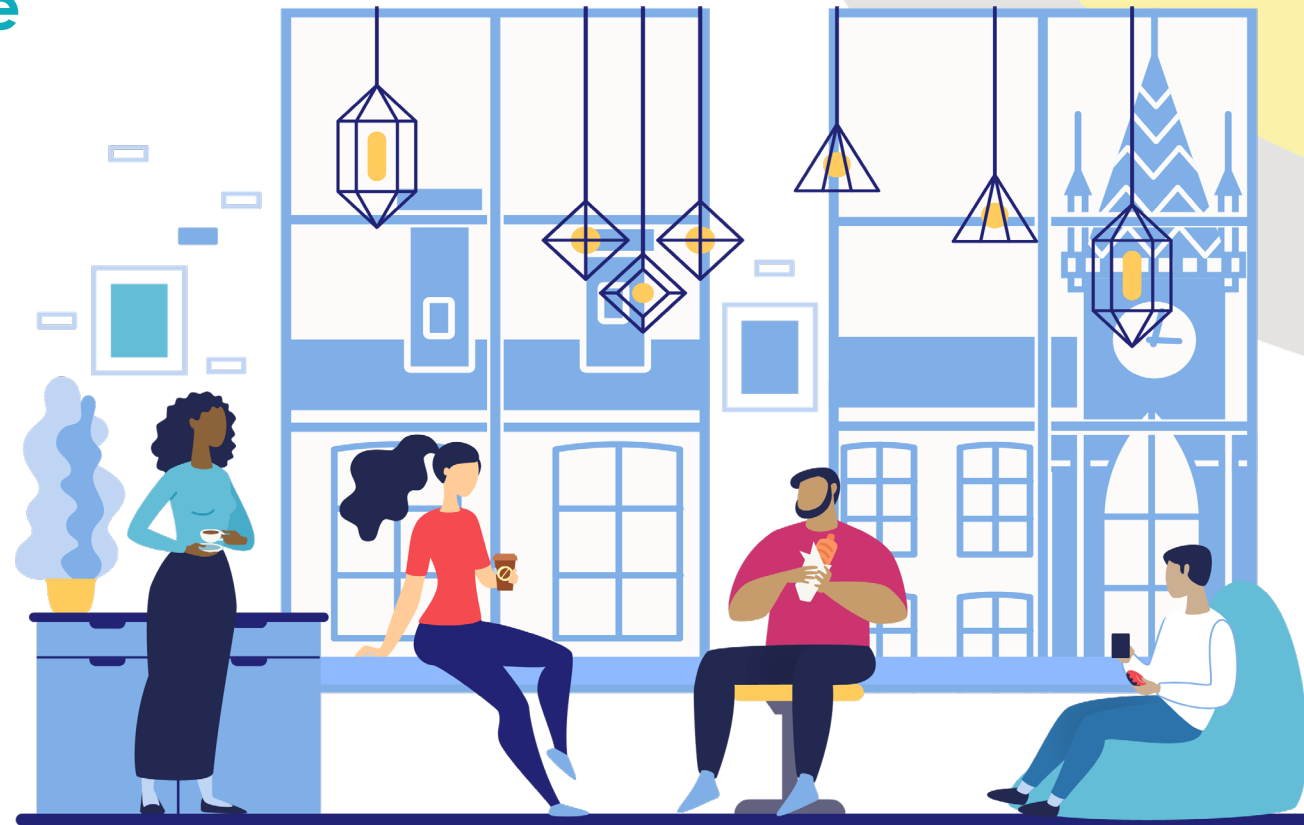


For Minnesota to be its best, we need talented leaders from all backgrounds to make sure our institutions work well for all.



**WHO
LEADS**
MINNESOTA?

Leaders shape our institutions.
They define organizational
culture, and make
decisions that have
long-lasting and
wide-ranging
impact on
people and
communities.



**WHO
LEADS**
MINNESOTA?

It matters that leaders are reflective of and responsive to the diversity of those they employ and serve.



**WHO
LEADS**
MINNESOTA?

Cross-sector demographic data on who holds leadership positions in business, government, and nonprofits in Minnesota have not been readily available or easily accessible, nor has information about what is helping foster more equitable and inclusive leadership.



Minnesota Compass and the Bush Foundation teamed up to provide a picture of institutional leadership in our state and how our institutions are developing the talent Minnesota needs.



Wilder Research and Bush Foundation
partnered with the Minnesota Chamber of
Commerce to survey business leaders and
partnered with the League of Minnesota
Cities to survey government leaders.



**WHO
LEADS**
MINNESOTA?

WHAT WE HAVE LEARNED SO FAR

On dimensions of race, ethnicity, and gender, institutional leaders look very different from Minnesota's overall population.





WHAT WE HAVE LEARNED SO FAR

Even as our state has become increasingly racially and ethnically diverse, the share of institutional leaders who identify as people of color has remained flat.


Adults of color are underrepresented among those holding leadership positions in Minnesota.

All adults



Leaders



 Adults of color

Minnesota, 2016-2020

Sources: Integrated Public Use Microdata Series from the U.S. Census Bureau, American Community Survey



WHAT WE HAVE LEARNED SO FAR

While 49% of Minnesota's adults identify as women, only 24% of institutional leaders across Minnesota do. Across sectors, women's representation in business leadership lags behind their representation in nonprofit and government leadership.

Women are underrepresented among those holding leadership positions in Minnesota.



Sources: Integrated Public Use Microdata Series from the U.S. Census Bureau, American Community Survey



WHAT WE HAVE LEARNED SO FAR

Young adults represent 26% of Minnesota's institutional leaders, but 46% of all adults in the state. Young adults are not only underrepresented in leadership roles. The share of young adults who are institutional leaders is also declining.


Young adults are underrepresented among those holding leadership positions in Minnesota.

All adults



Leaders



 Young adults

Minnesota, 2016-2020



Sources: Integrated Public Use Microdata Series from the U.S. Census Bureau, American Community Survey

WHAT WE HAVE LEARNED SO FAR

Hiring practices may keep qualified adults of color from institutional leadership positions. Barriers inherent in the hiring process may decrease perceptions of an open diversity climate, lessen retention of diverse leaders, and reduce anticipated self-efficacy among talent with promising leadership potential.

Government leaders of color are more likely to be elected to their positions than to be hired, compared to their counterparts who are White.

Government
leaders of color



Government
leaders who are
White



Source: Wilder Research and Bush Foundation leadership survey



WHAT WE HAVE LEARNED SO FAR

Government and business leaders surveyed who identify as people of color, and/or identify as women, nonbinary, or transgender commonly suggested that organizations dedicate time and energy to outreach and engagement of marginalized communities to encourage individuals to apply, run for office, or somehow engage in these sectors.

However....

Source: Wilder Research and Bush Foundation leadership survey



WHAT WE HAVE LEARNED SO FAR

Some government and business leaders who identify as White (including those who identify as women) pushed back against the idea that lack of DEI in the workplace was a problem, believing that:

- Their community does not have a problem with DEI;
- Organizations are already doing too much work in this area;
- The responsibility for increasing DEI in the workplaces rests on those from marginalized communities.

Source: Wilder Research and Bush Foundation leadership survey



WHAT WE HAVE LEARNED SO FAR

A review of research and studies of DEI in the workplace uncovered many ways leadership can create an environment of diversity, equity, and inclusion, including:

- Bias and cultural competence training
- Workplace policies
- Hiring and promotions
- Staff programming
- Workplace culture
- Oversight and assessing impact



Source: Wilder Research "Who Leads in Minnesota?" literature review

For discussion:

1. Institutional leaders across Minnesota don't reflect the communities they serve, in terms of race, ethnicity, gender, and many other dimensions. Why do you think this is the case?
2. As Minnesota's population grows older AND becomes more diverse, what changes in leadership do we want to see, and how can those changes impact decisions, investments, and priorities?
3. What will it take for changes in leadership to catch up to and keep pace with the demographic change in our adult population?



For discussion:

4. What is one step you can take to support more diversity in institutional leadership?
5. Why do you think that some respondents believe there is no problem with DEI in the workplace? What are some ways to respond to this belief?
6. What additional data are needed to understand diversity, equity, and inclusion in institutional leadership across sectors?



Resources:

See the data: mncompass.org/who-leads-mn

Leadership program directory:

mncompass.org/projects/leadership-program-directory

DEI toolkit for leaders: mncompass.org/leadership-toolkit

More about Minnesota's leadership demographic data:

Justin Hollis, justin.hollis@wilder.org

More about Minnesota leadership survey data:

Bunchung Li, bunchung.li@wilder.org

Caitlin Hamrock, caitlin.hamrock@wilder.org

Share your ideas and inspiring stories: sheri.holm@wilder.org

