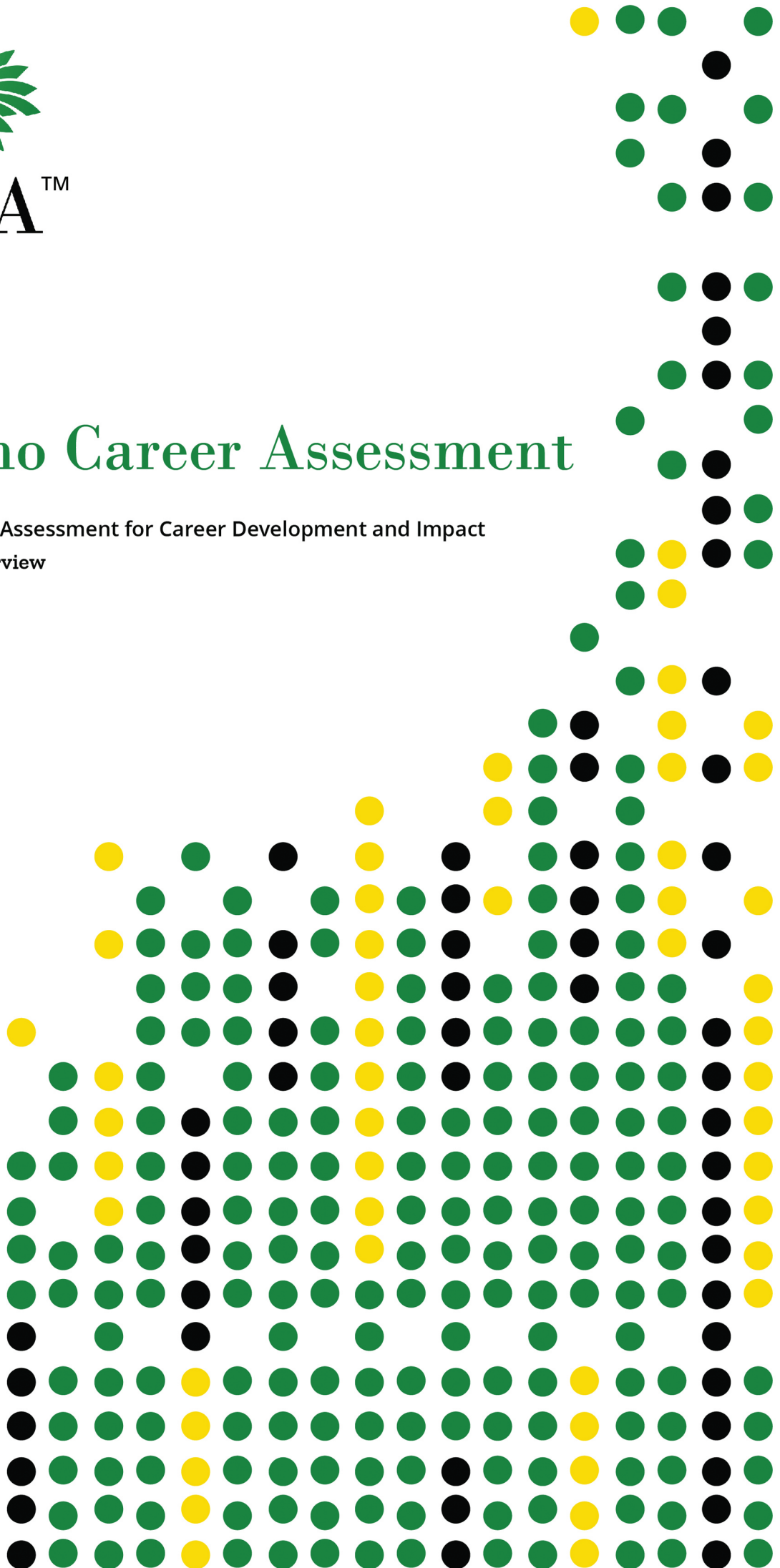




# Latino Career Assessment

A Self-Insight Assessment for Career Development and Impact  
Research Overview



# The Latino Career Divide

The demographic landscape of the United States is changing in favor of a critical and growing segment—the Latino community. Latinos accounted for over half (52%) of all the population growth in the United States from 2010 to 2019 (Pew Research, 2020). This pervasive trend has resulted in millions of Latino professionals entering the labor force.

Latinos are now the largest ethnic minority group at 17% of the country's population and comprise 21% of the Millennial generation. However, Latinos are nearly invisible in corporate leadership. Only 4 percent of executive officer positions in Fortune 500 firms were held by Hispanics, according to the 2016 Corporate Inclusion Index published by the Hispanic Association on Corporate Responsibility (HACR).

Along with a lack of career progression, Latinos are leaving corporate America. According to HACR, the average annual attrition for Hispanic employees in 2016 was 20%. Losing talented Latino employees is a widespread problem for most companies.

Minimal career progression and high attrition hurt both Latinos and companies, as it makes the latter less competitive. As Latinos become a more significant percentage of the available labor force, companies who are unsuccessful at sourcing, attracting, and engaging this talent pool will see their talent pipeline shrivel up. Corporations sit at the edge of a widening talent divide when it comes to Latinos in the United States.

Why are Latinos, as a whole, not as successful in corporate America?

As a firm, we have spent years researching this question. At a high level, it is an issue of inclusion and adaptation. Companies need to be more aware and inclusive of the needs of their Latino talent. And it is an issue of awareness and focused development as Latinos work in companies.

Latinos need to learn the behaviors and skills required to successfully navigate a corporate environment without letting go of their culture, values, or identity.



## Only 4%

of executive positions in Fortune 500 firms are held by Latinos.





# Why a Latino Career Assessment?

The focus of the Latino Career Assessment (LCA™) is to provide Latinos the insight and actions they can immediately apply to be successful in their career and navigate the organizations they chose to be in.

The LCA™ is the culmination of years of research into the barriers Latinos consistently face as they move into corporate America. This included an extensive review of previous research, structured focus groups with Latino professionals, and consultations with leaders in the Latino community. Finally, we applied accepted methodology to develop the first-ever validated career assessment and development tool focused on the Latino professional.

Our vision was realized with the Latino Career Assessment (LCA™). This research overview will further outline the LCA's construction process, including emerging theme identification, final career predictor development, and item and rating scale construction. We also outline best practices for correctly and consistently utilizing the LCA™ for its specific and intended purpose: as a self-guided, practical, and culturally aligned developmental experience for Latinos at any stage of their educational and career journey.



# LCA Assessment Design

## Emerging Theme Identification

As trends and patterns became clear in our research, themes began to emerge. Trends were classified as issues, characteristics, behaviors, cultural phenomenon, educational and professional experiences, and other matters affecting the Latino community that repeatedly occurred in various research avenues. These sources included articles, books, blogs, researched-based podcasts and videos, and structured focus groups with Latino professionals. We recognized during our research that these trends are likely present with other populations, but our focus was on the Latino career experience.

Our research yielded an initial list of 20 Emerging Themes. They are as follows:

- Demonstrating respect and honesty
- Giving back through service and generosity
- Succeeding through determination and grit
- Overcoming a lack of role models
- Pursuing higher education, sometimes against all odds
- Desiring corporate professional development opportunities
- Demonstrating collectivism and collaboration
- Building and leading coalitions
- Developing and nurturing deep community connections
- Optimism for the future
- Valuing personal, genuine, and caring relationships
- Self-awareness through reflection and self-examination
- Understanding and embracing roots and heritage
- Living in alignment with core values
- Having a life path in sync with destiny
- Being a bridge to diversity
- Being socially active and family-focused
- Effectively dealing with prejudice and discrimination
- Contributing novel ideas
- Taking risks, such as running small businesses and other entrepreneurial pursuits



# Final Career Predictor Development

We further reduced and refined the themes into 14 definable and actionable career predictors during our subsequent LCA™ development process. Our goal was accomplished, which was to craft a final set of LCA™ Career Predictors that:

- Uniquely derive their meaning from the emerging themes.
- Are written and defined in clearly actionable terms.
- Are manageable and practical in number.

These predictors are tightly aligned with the research we conducted with Latino professionals, leaders and executives—they are the behaviors that were consistently utilized in their successful career journeys (see Table 1).



## Table 1: Final LCA™ Career Predictors and Definitions

LCA™ Career Predictors	Career Predictor Definitions
Building Advocacy and Networks	Establishing beneficial connections and relationships between your stakeholders. Creating meaningful partnerships and alliances that generate mutual value.
Career Alignment with Purpose and Values	Making your purpose and values core to your work life. Any environment you are in must be aligned with them.
Learning Continuously	Leveraging available personal, educational, and professional opportunities to expand your capabilities, learn, and grow.
Dealing with Prejudice and Discrimination	Thoughtfully handling situations where unjustified attitudes and behaviors , impact you, a colleague, friend or family member.
Practicing Determination and Grit	Handling and persevering through pressure, obstacles, and difficult situations without losing your focus or composure.
Extending Influence	Utilizing effective communication to engage others, broadening the scope and depth of your interpersonal impact on others, and making others feel important, valued, and connected to a cause or purpose.
Taking Initiative	Putting yourself in motion to make things happen and participating in accountable activities without being told.
Investing in Relationships	Making an intentional effort to build your connections and bond with others. Creating relevant and meaningful cohorts through diversity in relationships.
Leveraging Diversity	Using your and others' individual and unique qualities and differences—demographic and personal—to encourage alternative perspectives, viewpoints, and approaches.
Being Optimistic	Having hope for better things to come, seeing the world in a positive light, and rebounding quickly from difficult situations. Your glass is “half-full” vs. “half-empty.”
Taking Calculated Risk	Pursuing an unfamiliar or unproven direction that carries with it a certain level of risk and having a tolerance for uncertainty and unpredictable circumstances.
Increasing Self-Awareness and Impact	Regularly seeking feedback and applying new insights to improve performance. Soliciting input from others to develop skills and influence.
Speaking Up	Taking an interpersonal risk by inserting yourself into the discussion, openly expressing your ideas, opinions, and perspectives, and sharing your unique point of view through confident communications.
Thinking Out of the Box	Applying a creative lens to issues to find novel and valuable ideas. Turning an idea into a solution and implementing a new idea that generates value.



# Item and Rating Scale Construction Process

Our intent in constructing items for the LCA™ was ease of understanding, content alignment with the career predictors, and length of assessment administration time. Upon administering the LCA™ to an initial benchmarking sample of 103 Latino professionals, items were further refined to promote more significant scoring differentiation (see Benchmarking Process for more information). A total of 70 questions were included in the final version of the LCA™.

A 5-point Likert rating scale, shown below in Table 2, was chosen as the LCA™ response structure. The research literature supports the use of multiple and clear rating choices for behavioral and leadership-style assessments (Assessments 2013: Finding the Perfect Match, Aberdeen Study, 2013). There is some debate as to a 5-point vs. 7-point rating scheme to further “space out” the choices for an individual assessment taker (see 15 Common Rating Scales Explained, Jeff Sauro, Ph.D., Aug. 14, 2018), but we chose simplicity and user-friendliness in selecting the 5-point Likert rating scale.

**Table 2: Item Rating Scale**

Numerical Rating	Rating Level
1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree
5	Strongly Agree



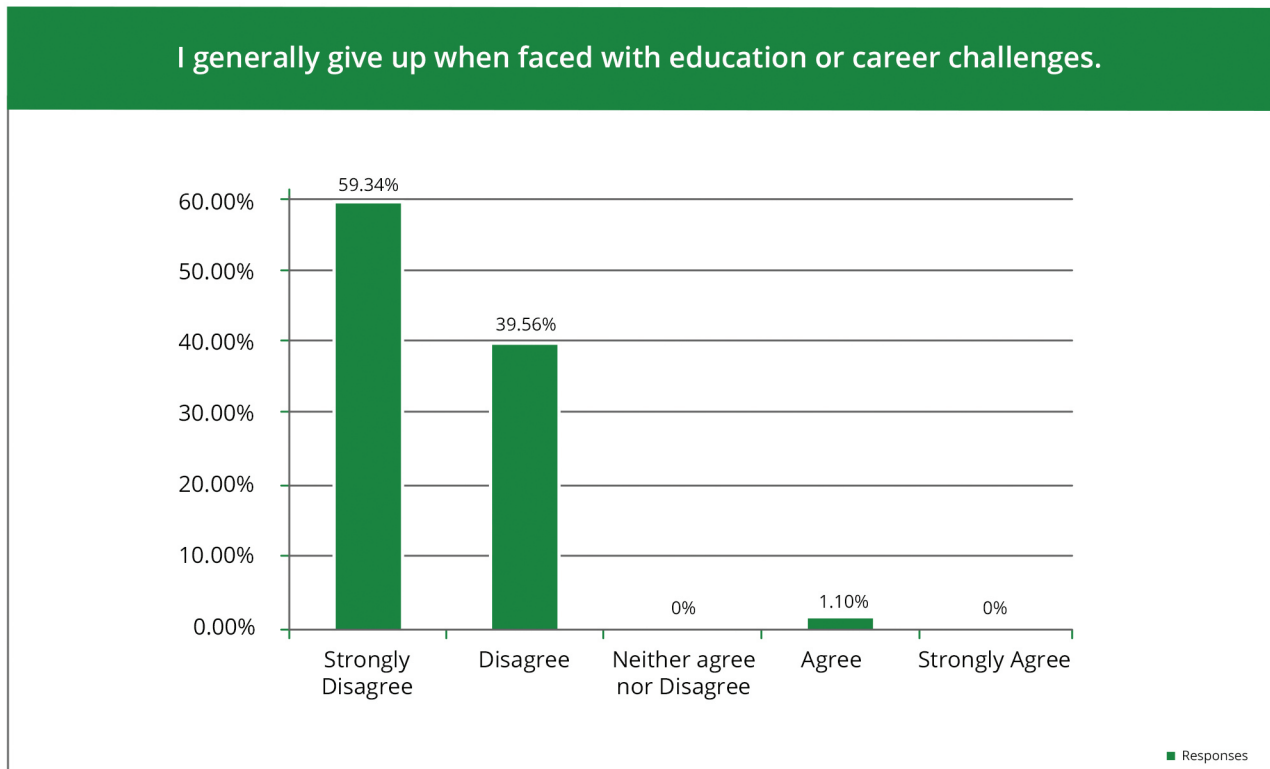
# Benchmarking Process

The LCA™ Version I (before making any Item modifications) was administered to a group of Latino professionals (N = 103) to establish Item and Career Predictor benchmarks. Each item's distribution pattern was studied to determine if item refinements could potentially achieve greater differentiation. In some cases, item responses were grouped too heavily on the "Agreement" end of the rating scale (see Item Example A) and, in other cases, too much on the "Disagreement" end (Example B). Examples A and B are original LCA™ items that were modified in the final LCA™ Assessment based on this methodology. A total of 15 out of 70 Items were modified by the end of our research. Example C illustrates an Item retained in the final LCA™ where no modification was necessary based on the normalcy of the curve.

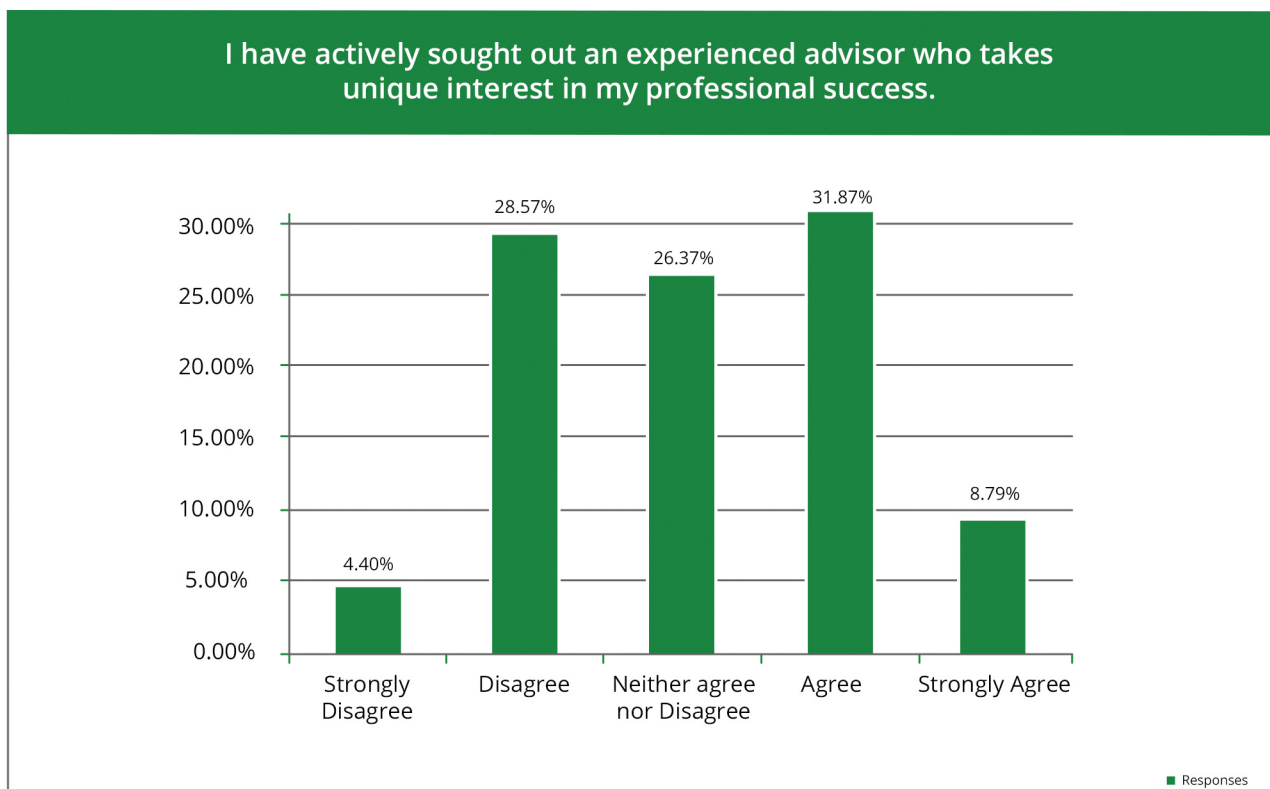
## Example A: "Agreement" End of Scale (Positively Skewed)



## Example B: "Disagreement" End of Scale (Negatively Skewed)



## Example C: "Normal" Distribution





# Reporting

A dual-reporting structure was chosen to enable a personalized developmental experience for the assessment taker. First, a unique “profile” for each individual, based on their responses and scores, provides a tailored “lens” from which to view the results. We call this report the LCA™ Profile Report, which is customized to reflect the individual’s benchmarked results on each Career Predictor (see Table 3 below).

**Table 3: Career Predictor Scoring Ranges**

Scoring Range	Interpretation	Developmental Path
Green	Strength; compares favorably with the benchmark.	Behaviors and preferences to leverage for continued success.
Yellow	Solid; compares near the center range of the benchmark.	Behaviors and preferences are supportive and complimentary.
Red	Gap; compares with less alignment to the benchmark.	Behaviors and preferences to develop and coach.

Second, a development resource that is adapted to each LCA™ participant’s “profile” is a flexible and practical way to facilitate a meaningful and personal experience. The resulting LCA™ Development Guide is a comprehensive set of behavioral indicators, actionable insights, and real-life business scenarios defined uniquely for each of the 14 LCA™ Career Predictors. This guide is intended to be a practical tool that will facilitate the personalized development of each person who completes the LCA™.





# Best Practices

The LCA™ was created with a specific purpose: To support the professional development of Latino professionals at any stage of their career journey. To ensure the application of LCA™ insights, the assessment taker receives the following two reports:

- 1 A unique LCA™ Profile Report which provides the individual results on each career predictor.
- 2 A targeted LCA™ Development Report with extensive content on the three lowest rated Career Predictors. This supports the learning and focused development needed to enable more successful career outcomes.

The following best practices are recommended to ensure effective and consistent use of the LCA™ for successful career development.

Best Practice	
1	Remember, the LCA™ is not intended to be used for a pre-employment assessment, employment placement, or promotion decisions.
2	Individuals with Latino heritage should complete the LCA™ to identify potential Gaps to develop and Strengths to leverage for their career success.
3	We encourage each individual to complete the LCA™ periodically. We promote this method to gauge development progress.
4	Connecting the results of the LCA™ with other data points can often yield a fuller profile perspective. Other evaluative ratings-based events, such as performance appraisals, can surface deeper development insights.
5	Participants should consider sharing their LCA™ results with people in their circle of influence who know them well and can share valuable feedback and insights.
6	The LCA™ results support the creation of an individual development plan. Resources for moving the LCA™ results into actionable change are included in the LCA™ Development Guide.

# About The Assessment (LCA™)

The Latino Career Assessment is the culmination of years of research into the barriers Latinos consistently face as they move into corporate America. This platform aims to provide Latinos the insight and actions they can immediately apply to successfully navigate their career and their organizations. The LCA™ serves as a self-guided, practical, and culturally - aligned developmental experience for Latinos at any stage of their educational and career journey.

We combine the best research with deep experience to provide career assessment, coaching, and training for Latino professionals.



Science  
Based



Inspired



United & ready for  
opportunities

We support careers and change lives.

To learn more, visit [www.latinocareerassessment.com](http://www.latinocareerassessment.com)

**CMP** | **Powered By CMP**

CMP is a Latina-owned firm in the business of developing people and organizations for optimal performance. We are committed to Latino empowerment and the development of our community. As a firm, CMP will continue to work with organizations to build awareness, break down barriers and bias, and encourage greater inclusion so they can leverage their Latino talent. To learn more about CMP, visit [www.careermp.com](http://www.careermp.com).