Fostering Diverse & Emerging Leadership in the Anti-Violence Against Women Movement

– By Angela K. Sutton, JD

The anti-violence against women (VAW) movement continues to be confronted with old and new challenges including severe funding cuts and social norms that condone violence. Now more than ever, there is a need for the anti-VAW movement to reach out and embrace young women of color leadership. Young women of color are change agents and instrumental in providing fresh and innovative perspectives, approaches, and strategies to address new and varied issues facing the anti-VAW movement.

Many young women of color identify, are informed, and can speak of violence against women because they may either have experienced or witnessed some form of intimate partner violence in their own relationship(s), school, home, peer group, community, or in the media. Statistics report that young women may be at the greatest risk of experiencing violence. Women age 20 to 24 have a higher likelihood of experiencing nonfatal intimate partner violence compared to other age groups.¹ This age group is also more likely to experience rape and sexual assault, followed by those 16 to 19.² Additionally, women of color may be at higher risk of experiencing victims of intimate partner violence and homicide than white females.³

As the anti-VAW movement broadens its scope to respond to various audiences and issues, the movement and organizations need to reflect the diverse communities they serve. This will mean promoting meaningful participation, active engagement, and leadership from groups and communities that can help develop specific and relevant responses. This requires embracing new and emerging leadership and those identifying from diverse backgrounds, countries of origin, ethnicities, and spiritualities. By promoting young women of color leadership, the anti-VAW movement will help foster diversity, viability, and continuity.

Where Are the New and Emerging Leaders?

The nonprofit sector is facing a leadership deficit that threatens to impact the anti-VAW movement. A study by The Bridgespan Group (2006) revealed that by 2016 nonprofit organizations would need almost 80,000 new senior managers per year.⁴ This is a looming concern because skilled management is considered the single most important determinant of organizational success.⁵ To change the dismal direction the nonprofit sector is steered towards, the sector must critically address the lack of effective pipelines into the nonprofit sector and need to create leadership pipelines within the sector.⁶

Despite this troublesome outlook, reports show the sector is comprised of many young people who are educated, talented, committed, and willing to lead. However, young (potential) leaders repeatedly cited organizational structure, the executive position, and leadership recognition as underlying reasons many young and emerging leaders are turning away from jobs in the nonprofit arena.⁷ In general, organizations lack the infrastructure to support and develop staff. Limited opportunities for career advancement are causing younger leaders to look outside of their organizations or nonprofit sector in order to pursue more viable career paths.
Another problem is emerging leaders are cautious to assume positions of leadership. They are observing their executive director encumbered with fundraising responsibilities, low salaries, sacrificing their personal life for work, and experiencing burnout. These young leaders are hesitant to take on the pressures they see their executive director encountering.

Additionally, a common view among emerging leaders is feeling invisible within their organizations. Reports indicated that younger (potential) leaders believe their skills and ideas are overlooked or dismissed because of their age. They are often relied upon for their technical expertise (finance, accounting, technology, etc.) but are excluded from more comprehensive responsibilities or important discussions. Among people of color, race, and the lack of racial diversity also appeared to play a role in creating barriers for visibility.

**What Generational Profile Are You?**

Generation is defined as:

>a group of individuals born and living around the same time or of approximately the same age.

Generations have distinctions that are influenced by certain world events and developments. Generational profiles provide insight about our self and how we interact with others. Understanding generational expectations, values, work and communication styles helps facilitate better working relationships and promote an inclusive working environment. Similarly, it is essential to understand how factors such as ethnicity, sexuality, economic status, ability, and religion may also impact and influence individuals’ values, expectations, and perspectives.

Below are the most common generational classifications:

**The Builders (b. 1922-1942)**

- Raised during the Depression, the New Deal, World War II, Korean War, and FDR Administration
- Believe in value of hard work, loyalty, and sacrifice and have respect for rules
- More formal communication style
- Expect and respect hierarchy and are accustomed to a command and control style of leadership
- Like to be acknowledged for their expertise
- May be perceived as rigid, distant, judgmental, and set in their ways

**The Boomers (b. 1942-1962)**

- Influenced by the Civil Rights Movement, the Cold War, space travel, the Vietnam War, social unrest, Roe v. Wade, Nixon/Watergate, and television
- Respect hierarchy and prefer consensual leadership style
- Value personal growth and social movement
- Are career-focused, status conscience, and wary of authority
- Like to be rewarded with raises and promotions
- May be perceived as self-absorbed, workaholics, hypocritical, and fickle
Chapter Five: Fostering Diverse & Emerging Leadership in the Anti-Violence Against Women Movement

The Busters (b. 1962-1982)
- Impacted by the Challenger disaster, the fall of the Berlin Wall, AIDS, diversity, Desert Storm, and the Reagan/Bush Administration
- Are self-reliant, pragmatic, value fun and informality, and are technologically engaged
- Value flexibility in their job and work/life balance
- Like to be openly recognized and given rewards that they can use in their off hours
- Distrust authority, are egalitarian, and opt for collaborative leadership style
- May be perceived as cynical, ungrateful, overly casual, and not team players

The Bridgers (b. 1982-2002)
- Shaped by global events and social change: Internet, violence in schools, the Clinton/Lewinsky affair, 9/11, and the Iraqi War
- Believe work should be meaningful and view work as a means to an end
- Expect to be viewed as peers, allowed to work in a casual style, and participate in work teams in a diverse environment
- Are confident, assertive, achievement orientated, and techno-driven
- Prefer self-leadership and believe that learning is a two-way conversation
- May be perceived as inexperienced, impatient, overly confident, and lazy

Overcoming generational differences begins with engaging in intergenerational dialogues. This provides opportunities for younger and older leaders in the anti-VAW movement to discuss generational assumptions, acknowledge commonalities, address power dynamics, and promote multigenerational movement-building strategies. Creating spaces to have these conversations also cultivates a greater awareness and appreciation of other generations. Older generations in the anti-VAW movement can pass on important information, wisdom and teachings to younger generations that will help develop their analysis and approaches.11 Younger anti-VAW advocates can help older generations gain insight on the changing worldviews and conceptualize innovative solutions and methodologies. Taking time to talk and listen to one another helps to dismantle assumptions, build trust, comity, and forge a shared vision.

Who are the Next Generation Leaders?
According to the national survey, Ready to Lead? Next Generation Leaders Speak Out (2008), next generation leaders are defined as individuals under the age of 40 who can be tapped to lead nonprofit organizations in the years to come. They also demonstrate a commitment to the nonprofit sector and are actively developing their skills and leadership capabilities to hold management positions of all kinds.

After surveying close to 6,000 people who either work in or are interested in working in the nonprofit sector and have not held the position of executive director, the results indicated:
- 33% of survey respondents said they aspire to be a nonprofit ED
47% say their ideal next job is in the nonprofit sector
69% of survey respondents feel underpaid in their current positions
64% have financial concerns about committing to a career in the nonprofit sector
55% believe that they need to leave their organizations in order to advance their career

Although 87% of emerging leaders indicated they are learning and growing in their work, a number of young leaders revealed they experienced a lack of leadership recognition for their growth, skills, and expertise. Additionally, burnout, low salary, lack of career advancement, and job related stress were identified as the top reasons for young people leaving the nonprofit sector.

People of Color and the Nonprofit Sector

The Ready to Lead? Survey revealed that people of color were more likely to want to be an executive director compared to whites. People of color also indicated a greater need for various types of preparation than their white colleagues. Approximately 75% of respondents reported that their organizations pay enough attention to cultural diversity when recruiting, hiring, and promoting staff (this attitude was prevalent among both people of color and whites).

Yet, despite the large percentage of respondents who held this perception, the percentage of executive directors of color has remained at 17% even among new and younger leaders. What is the explanation for this disparity? In the anti-VAW movement the answer may lie with the lack of mentoring younger people are exposed to and the insufficient number of women of color in leadership positions to meet the demand in the number of young women of color who want mentors. Young women of color working at mainstream organizations may have older leaders who are less accepting of having people in leadership who do not look like them or who they think don’t share their same values, practices, and perspectives. Often, young women of color at anti-VAW organizations become perplexed and dejected when their organization claims to be dedicated to diversity but then stops short of embodying those principles in actual work practices like hiring, promotions, important decision-making, outreach, and service provision.

What Challenges Are Young Women of Color Facing in the Nonprofit Sector?

- Stereotypes (e.g., inexperienced, non-committal, demanding, arrogant, etc.)
- Feeling invisible or older individuals being dismissive of younger generations’ ideas and approaches
- Lack of diversity or women of color in leadership positions to look to as role models
- Struggle to take on power and keep identity
- Do not have a shared history or experiences that older generation have cultivated with each other
- Lack of trust, older generations being overly protective of their work, or micro-managing younger staff
- Older generations being the gate keeper of information or unwilling to share information, including why certain groups refuse to work together, what strategies were failures, and what happened within the movement that contributed to the dismantling of the older generations’ progress
Older generation may be rigid, skeptical, or inflexible to new approaches or ideas

Job titles or roles that restrict young leaders’ participation in larger discussions or decision-making processes

Non-competitive salaries

Lack of opportunities to increase skills (i.e., managerial) and leadership

Organizational structures that are small in size and have flat hierarchies, which stifle career advancement

History tells us that from the outset of the anti-VAW movement, women of color have been deeply involved and have played significant roles in grassroots organizing, policy advocacy, and program development. The anti-VAW movement is the result of the women’s movement, which grew out of the Civil Rights and Gay movements. From the beginning, women of color have been involved in the anti-VAW movement. Whether it was the National Coalition Against Domestic Violence (NCADV) Women of Color Task Force (founded in 1980), or the countless women of color grassroots organizing and developing programs and shelters to respond to the needs of communities of color that may have been overlooked by mainstream programs. Over time, women of color helped to develop and advocated for the passage of the Violence Against Women Act (1994), as well as push for the anti-VAW movement to broaden it narrow mainstream perspective and incorporate frameworks and perspectives that addressed the intersections of race, class, and gender.

As a new crop of young women of color joins the anti-VAW movement, like their predecessors, they are dedicated to shaping a more inclusive, collaborative, and responsive movement. These young women not only bring diverse backgrounds, experiences, and education; they come with innovative ideas and approaches. However, young women of color may feel stifled and discouraged by older leaders that are firmly attached to traditional philosophies and practices that have become outdated or insular. This makes it difficult for young women of color to gain support when attempting to introduce new research, ideas, or technology. Instead they are being met with reluctance or distrust because older generations may not understand new approaches or believe it will challenge the status quo - for example, ideas that attempt to modify the anti-VAW movement messaging or enhance community engagement and collaborations. At the same times, younger staff shouldn’t be designated as the technology “go-to person” or only included in important meetings because they are looked at as offering a “younger” or a “person of color” perspective. These acts only serve to marginalize and undermine the abilities younger staff have and do not foster their professional growth. Older leaders should validate and respect the contributions that younger staff can bring to the organization and promote their meaningful participation in broader activities and discussions.

It is incumbent upon anti-VAW organizations to be fully committed to diversity and having young women of color represented at all levels of the movement. Also, as more anti-VAW founders and leaders begin to vacate their positions, it is becoming more apparent that a generational shift in leadership is inevitable and organizations will need to seriously consider who will fill those leadership roles. Organizations desiring to engage young women of color need to have people in leadership positions that young women of color can relate to in age and who resemble them. Providing meaningful opportunities for skills and leadership development will attract and retain new and emerging leadership and move beyond tokenization and marginalization of young women of color.
The Four R’s: Rethink, Reformulate, Responsiveness, and Recommendations

Rethink

Organizations need to reconsider how they can create effective pipelines for new and emerging leaders into their organization as well as pipelines within their organization for younger staff to step into leadership positions. For example, researching bona fide strategies to recruit (and retain) diverse candidates who represent the community, as well as strengthen connections with institutions of higher education to promote nonprofit careers.

Young and older leaders need to rethink their assumptions and stereotypes they have of different generations and start honest conversations with each other to resolve differences. Older leaders should appreciate and be open to the ideas and skills younger staff brings to the organization, and be willing to share valuable information with them. Younger leaders should recognize the contributions of their predecessors and be receptive to understanding the accomplishments, challenges, mistakes made, and lessons learned by older generations.

Reformulate

The current organizational structure of nonprofits is unattractive and problematic for many young leaders. Organizations and boards need to explore new ways and models of leadership, organizing, and advocacy that will encourage full participation from people of all ages and diversities. This may involve job restructuring and thoughtful examination of how job descriptions and titles are conceived, including co-leadership and job sharing. Further, nonprofit organizations need to be deliberate and forward thinking when it comes to creating succession plans and an infrastructure so that older leaders can ease out of leadership positions and prepared younger leaders can assume their place.

Responsiveness

Organizations need to move beyond mere words and take concrete action steps. For example, providing opportunities for instruction and training on topics such as financial literacy, proposal writing, executive director modeling, and public speaking. Workplaces that promote and support mentoring of younger staff can be beneficial (short and long term) not only for the mentor and mentee, but also increase employee onboarding, satisfaction, retention, and productivity.

Nonprofit organizations, boards and funders must initiate these conversations and work in tandem to respond to the constraints (e.g., infrastructure, financial and human capacity) that are impeding the creation of spaces for new and diverse leadership. These entities can also look to other nonprofit movements and organizations, and the for-profit sector for best/promising practices to model themselves after on areas such as recruitment, succession planning, leadership development, and mentoring.

Recommendations

- Organizational
  - Create multi-generational leadership teams among staff.
  - Provide tools and resources for staff on how to work across generations, support young leadership, and mentoring.
Invest in human capital and organizational success by providing opportunities so younger leaders can build their skills capacity and networking.

Develop succession plans that allow older staff to transition out of leadership positions (e.g., benefit packages, saving plans, reasonable salaries).

Explore different ways to support mentoring (e.g., informal, formal, and cross-cultural). This will build a culture and good rapport that will last even after the person leaves the organization.

Explore different organizational and leadership models including co-directorships, flattened hierarchies, and participatory.

Engage with funders on how to retain and sustain young leadership.

Provide a working environment and culture that is inclusive, positive, and pleasant to work at.

Develop pipelines into the organization for new and emerging leaders by offering internships, volunteer opportunities, outreach to colleges, graduate programs and career centers.

Foster good role model behavior. Exemplify and support policies that reflect your organizations values, principles, and objectives.

Redefine what leadership is and how it looks in your organization.

Support young professional networks and intergenerational networks.

Develop young leaders with honest feedback and constructive criticism about their work, potential, and areas to build on.

Create opportunities for promotion and career advancement. For example, simply changing job titles can make a big difference. (i.e., Office Manager or Administrative Director versus Executive Assistant) and including a pay raise, even if it’s small.21

Boards of Directors

- Consider adding young leaders on boards or creating a board adjunct body.
- Hold the executive director accountable for hiring and supporting new and emerging leadership.
- Pay competitive salaries or at least a living wage, and provide benefits. For example, you may have to consider hiring one really qualified person at a reasonable salary rather than two people and paying them low salaries.22

Funders

- Begin dialogue with grantees around recruitment and leadership development of young people of color.
- Fund technology resources so that organizations can be competitive to current funders and job candidates.
- Support leadership development and mentoring programs for young (potential) leaders.
- Support the development of organizations led by young leaders.
What Can Young (Potential) Leaders Do?23

- Be proactive in seeking leadership positions and involvement in meaningful projects.
  Don’t wait to be asked. Participate and lead staff development efforts, personnel
  policy changes, facilitate a staff meeting, or request to present a body of work to the
  board of directors.

- Make suggestions as to solutions to barriers to leadership development

- Develop broad management expertise.

- Understand your leadership and communication style.

- Recognize and respect generational differences.

- Join a board.

- Don’t be afraid to ask someone to be your mentor or professional coach.

- Take care of yourself to avoid burnout.

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Endnotes


5 Id.


9 Id. at 12, 116-117.

10 Ballone, S. *Leading & Motivating a Multi-Generational Workforce*. Website: http://www.leadstar.us/pdfs/leading_motivating_a_multi.pdf


19 Mentor Scout. *Benefits of Having an Organizational Mentoring Program*. Website: http://www.mentorscout.com/about/mentor-benefits.cfm


21 *Fighting the War for Talent: Retaining Generation Y Employees in the Nonprofit Sector*. Website: http://w4npdev.searcheasy.com/Media/Articles/Fighting.pdf

22 Id.

Resources

Online:


Books:

PowerPoint Presentation

Fostering Diverse & Emerging Leadership in the Anti-Violence Against Women Movement
Chapter Five: Fostering Diverse & Emerging Leadership in the Anti-Violence Against Women Movement

Why Support Young Women of Color Leadership?

- Many young women of color identify, are informed, and can relate to violence against women because they may either have experienced or witnessed some form of intimate partner violence in their own relationships, school, home, peer group, community, or in the media.
- Young individuals and activists of color represent a large percentage of individuals injured significantly to intimate partner violence.
- Gender is linked to other aspects such as generation and parenting. Young people of color tend to see more people that they can relate to who are also women in the anti-violence movement, but are also in leadership roles.

Why Support Young Women of Color Leadership?

- National research shows that young women are at the greatest risk of experiencing intimate partner violence.
- Women aged 15 to 24 have a higher incidence of intimate partner violence compared to other age groups. This group is also more likely to experience rape and sexual assault. According to those 10 to 19.
- Women of color may be at higher risk of witnessing intimate partner violence and tolerate that violence than other racial groups. Women of color have a higher incidence of intimate partner violence compared to other age groups.
Women of Color Network – 2009

Cultural Competency, Sensitivities & Allies in the Anti-Violence Against Women Movement

What Generational Profile Are You?

The Builders (b. 1928-1945)
- Born during the Depression, the New Deal, World War II, Korean War, and IMF Administration
- Believe in value of hard work, loyalty, and sacrifice
- More focused communication style
- Expect and respect hierarchy and are accustomed to a command and control style of leadership
- Like to be acknowledged for their expertise
- May be perceived as rigid, distant, judgmental and set in their ways.

What Generational Profile Are You? (Cont.)

The Boomers (b. 1945-1965)
- Influenced by the Civil Rights Movement, the Cold War, Vietnam War, the space race, and the environmental movement
- Resent hierarchy and believe consensus leadership
- Value personal growth and social involvement
- Are believed to have a status consciousness and need of authority
- Like to be rewarded with praise and promotions
- May be perceived as self-absorbed, workaholic, independent, and bossy.

What Generational Profile Are You? (Cont.)

The Busters (b. 1960-1980)
- Influenced by the Challenger disaster, the AIDS epidemic, the Iran-Contra affair, and the Reagan-Bush Administration
- Are self-reliant, pragmatic, value self-reliance and independence
- Value success in their job and work-life balance
- Like to be openly recognized and given jobs that they can use in their off hours
- Clinical acumen, are pragmatic, and opt for a collaborative leadership style
- May be perceived as cynical, ungrateful, overly critical, and not truth tellers.

Cultural Competency, Sensitivities & Allies in the Anti-Violence Against Women Movement
Chapter Five: Fostering Diverse & Emerging Leadership in the Anti-Violence Against Women Movement

What Generational Profile Are You? (Cont.)

The Bridgers (Ch. 1993-2003):
- Shaped by global events and social change
- Enraged, active in social change, like Civil Rights
- Values: live to contribute, die to live
- Believes work should be meaningful and make work a means to an end
- Expect to be moved as peers, allowed to work in a team
- Engage in community work and participate in social justice initiatives
- They are achievement-oriented, and driven
- Prefer self-leadership and believe that leadership is a two-way conversation

Question: Why Is This Relevant?

**Answer:** Understanding your generational expectations, values, work and communication styles help facilitate better working relationships.

Question: Who Are Next Generation Leaders?

**Answer:** They are defined as individuals under the age of 40 who can be tapped to lead nonprofit organizations in the years to come. They also demonstrate a commitment to the non-profit sector and are actively developing their skills and leadership capabilities to hold management positions of all kinds.
Cultural Competency, Sensitivities & Allies in the Anti-Violence Against Women Movement

Ready to Lead? Next Generation Leaders Speak Out

- In a 2007 nationwide survey of more than 1,000 people who work with women who are survivors of domestic violence, 12% of respondents said they were in a position of executive director.
- 47% say their ideal next position is in the nonprofit sector.
- 53% of survey respondents feel undervalued in their current position.
- 80% believe that they need to take their organizations to the next level in order to continue to build the infrastructure necessary to achieve their goals.
- 60% of respondents fear that their role will be replaced by someone less qualified.
- 60% of respondents fear that they will be replaced by someone less qualified.

Why Is It Important to Promote Young Women of Color Leadership?

- Encourages institutional diversity.
- Provides organizational and movement sustainability.
- Emerging leaders provide innovative and innovative perspectives and approaches to address new and critical issues.
- Emerging leaders help civilize the movement and are committed to being advocates for change.
- Emerging leaders should mirror the diverse communities they serve (e.g., race/ethnicity, gender, and sexual orientation).

Race/Ethnicity Statistics: Ready to Lead? Next Generation Leaders Speak Out

- 20% of respondents reported that their organization pays enough attention to cultural diversity when recruiting, hiring, and advancing staff. How do we explain the percentage of executive directors of color who are women at 17%, even among new and younger leaders?
- People of color indicated a greater need for various types of representation than their white colleagues.
- 52% of people of color believe they need to leave their organization in order to advance compared to 85% for whites.
Chapter Five: Fostering Diverse & Emerging Leadership in the Anti-Violence Against Women Movement

Race/Ethnicity Statistics

Ready to Lead? Next Generation Leaders Speak Out

- 70% of people of color and 64% of whites reported that they would be surprised if they were not employed at their current organizations in five years.
- 60% of people of color were almost 27% of whites were actively seeking a job outside their organizations right now.
- People of color earn more student loan debt than whites.
- People of color are more concerned with continuously rising salaries than whites.
- People of color are more likely to desire to be an executive director than whites.

Problem In A Nutshell

Young leaders are helping their organization to grow but the organization fails to provide adequate opportunities for young leaders to grow along with the organization.

What do the statistics reveal?
- 87% of emerging leaders are learning and growing in their work.

What Is a Possible Explanation For This?
Emerging leaders are not being acknowledged (i.e. promotion, recognition, etc.) that reflect their growth, skills, and expertise.

What are the Results?

Young leaders may become:
- Skeptical or have a sense of loss of belief in the movement or organization.
- Believe there is an unequal balance of power and leadership.
- Feel they are tokenized or marginalized.
- Low morale or job dissatisfaction.
- Leaves organization or non-profit sector.

Women of Color Network – 2009
Four Top Reasons Young People Leave the Nonprofit Sector

1. Burnout
2. Low salary and wages
3. Lack of career advancement
4. Job-related stress

What Challenges Are Facing Young Women of Color?
- Stereotypes (e.g., independent, non-emotional, demanding, attention-seeking, etc.)
- Feeling invisible or other individuals being dismissive of younger generations' ideas or approaches
- Race-related or lack of women of color in leadership positions, leading to isolated models
- Struggle to take on proven and keep identity
- Do not have a shared history or experiences that older generation has commuted with each other

What Challenges Are Facing Young Women of Color? (cont.)
- Lack of trust or older generations being overly protective of their work
- Older generations being the gate keepers of information or unwilling to share information including why certain groups refuse to work together, what strategies work and fail, and what happened within the movement that contributed to the dismantling of the older generation's progress to change the world
- Older generation may be rigid, emotional, or inflexible in new approaches or ideas
What Challenges Are Facing Young Women of Color? (cont.)
- Job titles or roles that restrict young leaders' participation in larger discussions or decision-making processes
- Non-competitive salaries
- Lack of opportunities to increase skills (e.g., managerial and leadership)
- Organizational structures that are small in size and have flat hierarchies, which stifles career advancement

Recommendations
ORGANIZATIONAL
- Invest in human capital by elevating resources that promote spaces, ongoing development, external networking, and leadership opportunities. This will build a culture and good support that will last even after the person leaves the organization.
- Create multi-generational leadership teams among staff.
- Provide tools and resources for staff on how to work across generations, support young leadership, and mentoring.
- Consider adding mentoring leaders on boards or creating a formal support body.

Recommendations (cont.)
- Offer opportunities so younger leaders can build their skills, resiliency, and managerial skills (e.g., how to respond to a budget, grant writing, public speaking, etc.)
- Develop succession plans that allow older staff to transition out of leadership positions (e.g., benefit packages, earnings plan, reasonable salaries, etc.)
- Explore different ways to mentor (e.g., informal, formal, and virtual – online).
- Explore different organizational and leadership models, including co-leaderships, anchored leaderships, and participatory approaches.
- Get buy-in from the executive director, board, and funders.
Cultural Competency, Sensitivities & Allies in the Anti-Violence Against Women Movement

Recommendations (cont.)
- Engage with funders on how to retain and sustain young leadership.
- Provide a working environment that is inclusive, healthy and pleasant to go to.
- Promote intergenerational dialogues.
- Develop pipelines into the organization by hiring internships, volunteer opportunities, outreach to colleges and graduates programs, etc.
- Fund technology resources so that organizations can be competitive and current in technology, job conditions, etc.
- Redefine what leadership is within your organization.

Recommendations (cont.)
- Support the development of organizations led by young leaders.
- Support young professional networks and intergenerational networks.
- Sponsor young leaders at national conferences.
- Create a mentoring campaign and buddy for working in the movement.

Recommendations
- Individually
  - Be a good role model, exemplify and support policies that reflect your organization's values, principles, and objectives.
  - Create promotion opportunities. For example, simply changing job titles can make a big difference (e.g., Office Manager or Administrator vs. Director or Assistant Director) and including a pay raise (even a small raise).
  - Offer competitive salaries or at least a living wage. For example, you may want to consider hiring one well-qualified person at a reasonable salary rather than two people and paying them less overall.
**Chapter Five: Fostering Diverse & Emerging Leadership in the Anti-Violence Against Women Movement**

**Recommendations (cont.)**

- Acknowledge that there may be generational differences, perspectives, and leadership styles, and then more focused to address these you may have to adjust your style of communication, leadership, beliefs, etc., and work collaboratively.
- Make sure to provide young leaders with honest feedback and constructive criticism.

**What Can Young Leaders Do?**

- Be proactive in seeking leadership positions and small-event organizational projects to grow your leadership skills and development efforts, personnel policy change, facilitate staff recruiting, or ask to present at a body of work to the board of directors.
- Develop leadership management expertise.
- Understand your leadership and communication style.
- Recognize and respect generational differences.
- Join a board.
- Don’t be afraid to ask someone to be your mentor or professional coach.
- Take care of yourself to avoid burnout.