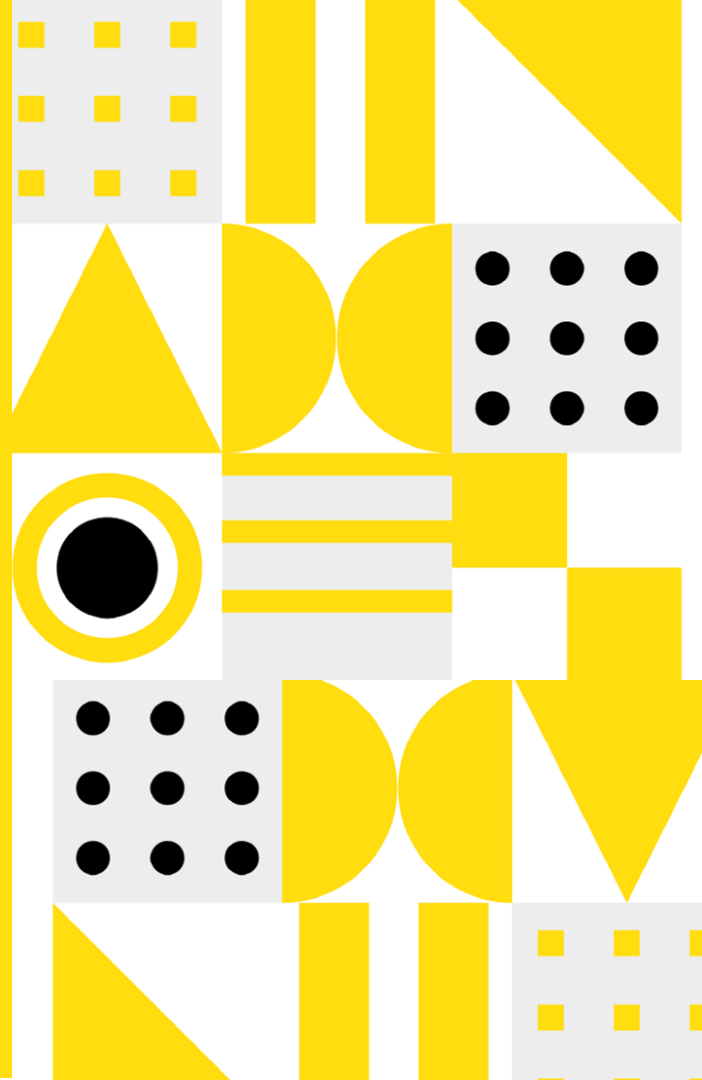


**BLACK LEADERSHIP & CULTURE IN
CREATIVE INDUSTRY:
ORGANIZATIONAL PRACTICES &
WORKER SATISFACTION IN A
CHARLOTTE, NC SOCIAL ENTERPRISE**

**Alexandra Arrington, LCMHCA, NCC, BC-TMH,
Ed.D. Candidate**

Wednesday, November 2, 2022

**Gardner-Webb University, DEOL
Program**



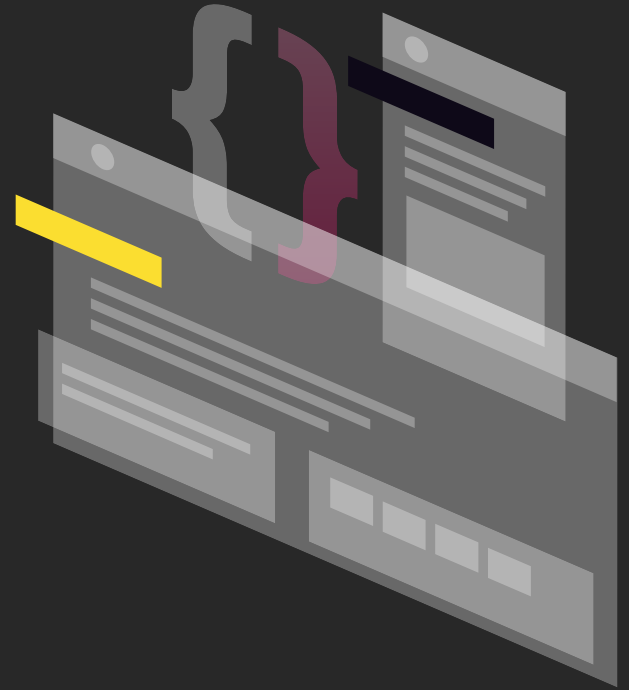
CONTEXT & ORGANIZATION BACKGROUND

- 2012-2020 & **Black, Indigenous People of Color.**
- National discourse on **equity, economic resources & opportunity.**
- **Hue House, a Black-owned creative agency,** advocates for creatives.



ORGANIZATIONAL CHALLENGE

The fledgling organization needed to **know** what they did not know, **assess** whether they were accomplishing what they were attempting, and **explore** ways to **create sustainable practices**.



RESEARCH QUESTIONS

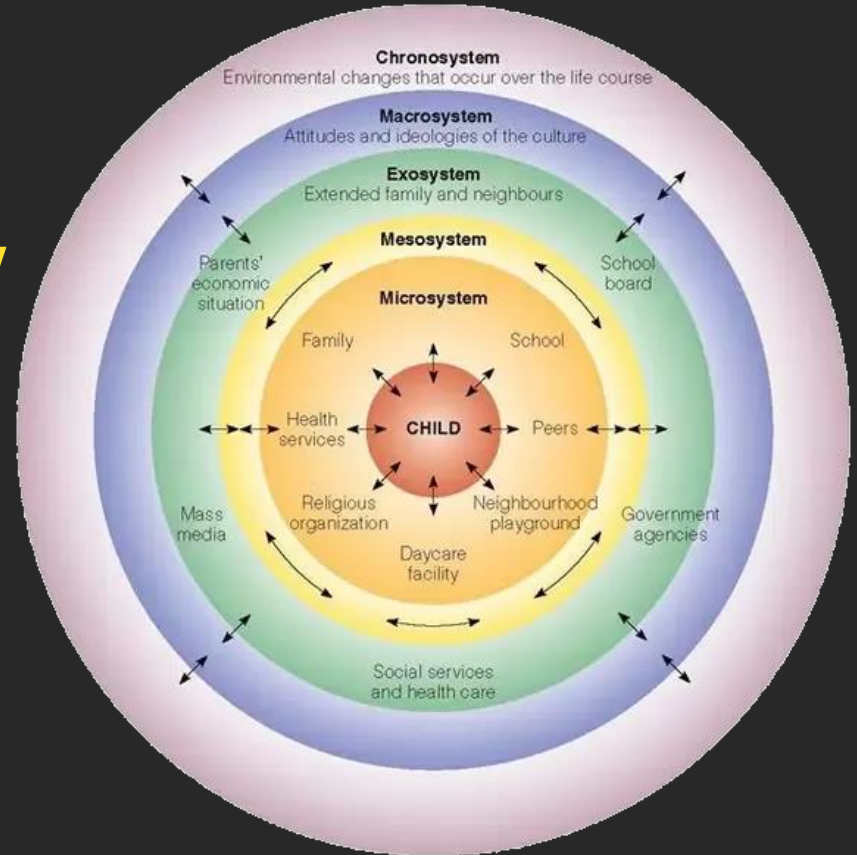
- Does the premise of Hue House's formation affect **adoption of traditional organizational practices**?
- Do Hue House founders' **racial identities** have a bearing on **workers' experience** of the organization's **culture/practices**?



THEORETICAL FRAMEWORKS

1. Ecological Systems Theory (Social Systems Theory)

2. Herzberg's Two Factor Theory of Motivation



SOLUTIONS IN THE LITERATURE

1. Balance **cultural innovation** with **cultural maintenance** (Trice & Beyer, 1991)
2. Lean into **cultural experiences** as a tool to **contribute to personal fulfillment** (Lichtenstein, 2019)
3. Adopt **data- and policy-driven approaches** that **center historically marginalized people** i.e. racial equity (Race Forward, 2021)



METHODOLOGY

Quantitative

- Denison Culture Survey
- Worker Satisfaction Survey

Qualitative - One-on-One Interviews



FINDINGS & RECOMMENDATIONS

1. Denison

- ✓ Involvement
- ↑ Adaptability & Consistency

2. Worker Satisfaction - 90%+

3. Interviews - P.O.E.

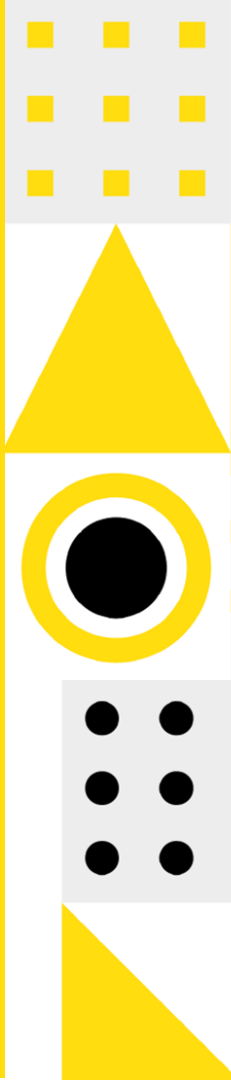
4. Overall Insight - Race Matters

1. Full Audits - Tech/HR, etc.

2. Strengthen Relationships - Team-Building

3. Equip Workers - Change

4. Further Study - Annual Assessment

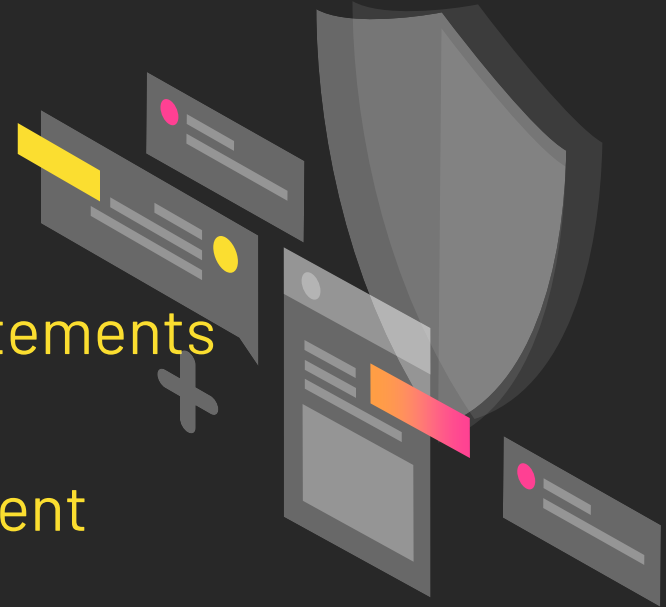


ACTION PLAN & DELIVERABLES

1. Organizational Analysis

2. Development of Organizational Documents

- a. Mission, vision, and values statements
- b. Orientation curriculum guide
- c. Leadership philosophy statement
- d. Code of ethics
- e. Diversity philosophy/statement



REFERENCES

Alshmemri, M., Shahwan-Akl, L. & Maude P. (2017) Herzberg's Two Factor Theory. Life Science Journal, 14(5)12-16, <https://doi.org/10.7537/marslsj140517.03>.

Denison Consulting. (2021, October 25). Organizational culture survey: Denison Consulting: Ann Arbor. Denison Consulting. Retrieved November 12, 2021, from https://www.denisonconsulting.com/work_culture/survey.

Guy-Evans, O. (2020, November 9). Bronfenbrenner's ecological systems theory. Bronfenbrenner's Ecological Systems Theory. Retrieved September 4, 2021, from <https://www.simplypsychology.org/Bronfenbrenner.html>.

Hue House. (n.d.). Hue House. Retrieved December 1, 2020, from <https://www.itshuehouse.com/>.

Race Forward. (2021, October 5). What is racial equity? Retrieved December 1, 2021, from <https://www.raceforward.org/about/what-is-racial-equity-key-concepts>.

Trice, H. M., & Beyer, J. M. (1991). Cultural leadership in organizations. Organization Science, 2(2), 149-169. <https://doi.org/10.1287/orsc.2.2.149>

Wallace, S. L. (1999). Social entrepreneurship: The role of social purpose entrepreneurship in facilitating community economic development . Journal of Developmental Entrepreneurship; 4(2), 153-174.

White, D. Steven, Gunasekaran, A., & H. Roy, M. (2014). Performance measures and metrics for the creative economy. Benchmarking: An International Journal, 21(1), 46-61. <https://doi.org/10.1108/bij-03-2012-0017>

