Inclusive Leadership

WELCOME!
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Director DE&I | Discover Financial Services
Agenda & Session Description

Agenda

• Welcome & Opening
  - About Discover

• Unpacking Leadership
  - How our brain works

• Unpacking Race
  - How race became a class

• Inclusive practices, discussion prompts for lunch, & close
Our Vision
To be the leading direct bank and payments partner.

Our Mission
To help people spend smarter, manage debt better, and save more, so they can achieve a brighter financial future.

Our Values
Doing the right thing, Innovation, Simplicity, Collaboration, Openness, Volunteerism, Enthusiasm and Respect.
Our DE&I Belief Statement

We believe that our diverse perspectives and experiences make us stronger and better able to help our customers, employees and communities achieve brighter financial futures.

And we believe that all – regardless of class, race, ethnicity and gender identity, sexual orientation, disability, veteran status, religion or age – should feel valued, have a sense of belonging and be treated equitably and enjoy the freedom to be themselves.
Our DE&I North Star Goals

Increase representation at all management levels by 2025:
- Increase Women to 50%
- Increase POC to 40%
- Increase Black and Hispanic to 15%

Establish and monitor equity measures to identify and address potential biases, which will improve recruiting, retention and internal mobility

Achieve and maintain equally strong employee inclusion across all identity groups by 2024
What our employees are saying

88% recommend their managers to others!

87% recommend Discover® as a great place to work.
Inclusive LEADERSHIP

What’s the one thing you need to be a leader?
Visualization Exercise

What We’ll Cover

• Concepts around race and human dynamics that can cause tension and conflict between groups

• Opportunities to start new inclusive practices that will raise your leadership effectiveness
Has the US become more diverse in the past two decades?
Most believe their country has become more diverse in the past two decades

69%

Favor more diversity

23%

Oppose more diversity

27 Countries

Sources:
• https://www.pewresearch.org/fact-tank/2019/06/17/worlds-population-is-projected-to-nearly-stop-growing-by-the-end-of-the-century/
For the first time in modern history, the world’s population is expected to virtually stop growing by the end of this century.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>2.6 billion</td>
</tr>
<tr>
<td>Today</td>
<td>7.7 billion</td>
</tr>
<tr>
<td>2050</td>
<td>9.7 billion</td>
</tr>
<tr>
<td>2100</td>
<td>10.9 billion</td>
</tr>
</tbody>
</table>

- Africa is the only world region projected to have strong population growth
- India is the world’s most populous country
- 90 countries are expected to lose population
- **Global migration is expected to be the primary driver for population growth for many countries**

Sources:
By 2032, POC (People of Color) will be a majority of the American working class

Sources:
- https://www.brookings.edu/research/new-census-data-shows-the-nation-is-diversifying-even-faster-than-predicted/
Spectrum of Diversity

Source:
• Adapted from "Diverse Teams at Work: Capitalizing on the Power of Diversity," by Lee Gardenswartz and Anita Rowe
By 2030, demand for skilled workers will outstrip supply

Talent shortage of skilled workers by 2030

85.2 million

$8.452 Trillion (usd) in unrealized revenue by 2030

Source:
• Korn Ferry. The Global Talent Crunch. 2018
• https://focus.kornferry.com/the-global-talent-crunch-downloads/
Source:
- Korn Ferry. The Global Talent Crunch. 2018
How do I know if it’s safe for me to be my authentic self?
How do I know if I will be accepted or belong?
How do I know that I will be treated fairly and will thrive?
Let’s talk about race
What is race?
What is race?

• Race is a modern construct; it’s a social invention.

• Race has no genetic basis (human subspecies don’t exist).

• Ancient societies did not divide people according to physical differences but according to religion, status, class, and language.

• Beginning with slavery, we used race to explain why some people could be denied the rights and freedom that others were granted.

The invention of iron **cannons** and **ship sails** enabled the ruling class of Western European states to conquer the world between 1400 – 1700.

The war ship was central to colonialism and the rise of capitalism

Seizing of land and people as property
Rise of long-distant commerce
Global expansion of agriculture
Increased mining of gold and silver
Increased cultivation of tobacco, sugar and cotton
Europe accumulated power, wealth and capital beyond anything the world had ever witnessed.

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**HUMAN LABOR**

The Transatlantic slave trade was the largest involuntary deportation of human beings in history.

For nearly four centuries European slavers traveled to Africa to capture or buy African slaves in exchange for textiles, arms, and other goods.

The profits of the slave trade helped develop the economies of Denmark, France, Great Britain, the Netherlands, Portugal, Spain and the United States.

We used race to explain why some could be denied the rights and freedom that others were granted.

Self Reflection
Personal Relationships

- Mother, father, siblings
- Best friends in grade school, high school, and college
- Your immediate family
- Close friends/family
- Close colleagues
- Favorite bosses

Source:
- Adapted from "Diverse Teams at Work: Capitalizing on the Power of Diversity, by Lee Gardenswartz and Anita Rowe"
Self Reflection

Influencers

10-15 people outside of your personal circle who influence you

• Leaders
• Musicians
• Artists
• Authors
• Teachers
• Actors
• Philosophers
• Religious Leaders
• Sports Figures
• Fictional Characters

Source:
• Adapted from "Diverse Teams at Work: Capitalizing on the Power of Diversity, by Lee Gardenswartz and Anita Rowe"
Self Reflection

Where do you have more diversity?

- Personal relationships
- Influencers
- About the same

Source:
- Adapted from "Diverse Teams at Work: Capitalizing on the Power of Diversity, by Lee Gardenswartz and Anita Rowe"
We are tribal by nature; we don’t like difference!
Think of a time when you felt like an outsider
Emotional pain = Physical pain
Think of a time when you felt included.
What is TRUST?
95%

Source: P.Zak. Trust Factor, 2017
What produces oxytocin?

Source: P.Zak. Trust Factor, 2017
What inhibits oxytocin?

Stress

Testosterone

Source: P.Zak. Trust Factor, 2017
over 90%

Source: J. Gottman, The Neuroscience of Trust, 2012
5:1

Source: J. Gottman, The Neuroscience of Trust, 2012
TURNING TOWARDS

- Listening
- Present
- Affection
- Humor
- Inquiry
- Advocacy
- Support
- Empathy

Source: J. Gottman, *The Neuroscience of Trust*, 2012
TURNING AWAY

• Fire with fire
• Focus on being right vs moving forward
• Ignoring a peace offering
• Stop trying
• Negative label

Source: J. Gottman, The Neuroscience of Trust, 2012
Conflict is a part of life
Leaders bring people together
Thank you!
INTRODUCTIONS
Share your name and **answer one of the following questions**

- Who are you named after and why?
- Where does your name originate from?
- Who named you?
- What special meaning does your name hold?
- What stories are associated with your name?

DISCUSSION PROMPTS

- What are some ways you have expanded your personal and professional networks?
- Why is it important that we focus on DE&I, what are the benefits? What happens if we don’t?
- How can we create more oxytocin moments?