

KAHILLA's Step Up, Reach Down, & Innovate Forum

LEADERSHIP DEVELOPMENT AS PART OF A DE&I STRATEGY

What is leadership development and why is it a critical component to DE&I strategy?

Leadership development is tapping into & recognizing that **everyone has potential to develop their skills**. Because underrepresented groups have not had the same access to leadership development opportunities, it is one of the many levers to implement in an organization's overall DEI strategy to retain talent.



It's making sure that we're providing opportunities at every level to build the leadership bench. **If we wait until someone is promoted, we're too late.**



We all have hard & technical skills, but there are leadership skills & soft skills needed to succeed as well, and **these can be developed through mentorship and sponsorship.**



Tactical strategies & best practices for DE&I today:



Understand who is being promoted, who is getting development opportunities, & **who is being left behind.**



Listen first. **Listen not to react, but to understand so you can make strategic decisions on what's next.** Build in regular regimens of listening and accountability. How do the organization's actions measure against the feedback it is receiving?



Use a systems view recognizing that the individual is at the heart of it. DE&I is not a function by itself and cannot solve all of an organization's problems - instead, it is an influence, and an organization should embed it into all aspects. Broaden your definition of DE&I. **Inclusion is for everyone, not just for underrepresented groups.**



ABOUT THE PANELISTS

Ive Peña Gonzalez: Vice President, Diversity, Equity & Inclusion Program Manager at Eastern Bank. In this newly created role, Ive is responsible for leading & driving the execution of the Company's DE&I strategy in partnership with executive leadership, Human Resources, & key internal & external stakeholders. In this capacity, she provides strategic direction for DE&I programming & initiatives to advance the company's strategic goals to foster greater inclusion and equity across the organization.

Sharhea Wade: Head of Global Inclusion, Diversity & Equity (GIDE) Programs at State Street Corporation. Reporting directly to the Chief Diversity Officer, she is responsible for developing & implementing GIDE programs that promote State Street's strategic goals of being a destination for top talent with a diverse workforce & inclusive culture. In partnership with Human Resources colleagues, she manages a team who drives delivery of IDE programs & services across the enterprise. She also oversees State Street's approach to GIDE consulting with internal clients, engaging leaders with insights from qualitative & quantitative diversity data.

Dr. Rajinder (Raj) Kaur Narang: Vice President, Enterprise D&I Talent Strategy, Fidelity Investments. In this role, she reports to the global head of Diversity and Inclusion, where she drives talent acquisition, retention and development outcomes for underrepresented associate populations. In this capacity, Raj leverages internal and external partnerships to bridge mentorship, sponsorship and learning opportunities with career mobility and vitality strategies. Raj sits on the boards of the International Leadership Association (ILA) and Artswave. She has a doctoral degree in Organizational and Leadership Development from Xavier University, an MBA from the University of Louisville and a bachelor's degree in Economics from the University of Bangalore.