

Letting DEI Lead Your Recruiting and Hiring Programs

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SUMMARY KEYWORDS

people, diversity, organizations, companies, hire, talent, goals, resume, bias, important, talk, qualified, reality, employees, leaders, leadership, kodak, managers, candidates, studies

SPEAKERS

Randal Pinkett, Paul Falcone, Leah Wallace, Chaka Booker

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Randal Pinkett 00:10
Thanks for joining. In this session, we'll be talking about diversity, equity and inclusion efforts specific to your workforce. We'll be talking with managing director at the broad center shaaka. Booker, best selling Human Resources author Paul foul cone, and vice president of workforce development, diversity and inclusion at Citi group, Leah Wallace.
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Chaka Booker 00:33
So I'm talking Booker, I started out in recruitment and selection, identifying talent, and what it takes to be a really strong leader. And I've taken on many roles. Since then, a big part of my day is talking to leaders on the phone. I'm almost on the phone every day with someone who's working through some issue in their organization, and trying to figure out how to get better and how they solve it. A lot of that is around issues around diversity, equity inclusion, that is really an important topic in this moment, but it's always been an important topic. My name is Paul fel
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Paul Falcone 01:01
Cohn, and I'm a human resources practitioner. I'm currently the Chief Human Resources officer for the Motion Picture and Television Fund, which is a healthcare nonprofit that

services the entertainment industry. Prior roles I was head of HR for Nickelodeon had an international HR for Paramount Pictures. And I've also worked in healthcare, biotech as well as financial services. But I guess, Randall, my claim to fame is I'm a writer. So I've written 10 books with Harper Collins leadership in the American Management Association. So that's pretty much what keeps me busy

R Randal Pinkett 01:35
these days. So,

L Leah Wallace 01:36
I mean, this Leah Wallace, and I work for city retail services. And I am vice president of workforce development, diversity and inclusion. And my role, my main focus is to really build an inclusive culture here at City retail services, by focusing on workforce development, professional development, and learning and development skills for our employees,

R Randal Pinkett 02:09
what a company is not doing differently, that they should be doing differently to diversify their workforce.

L Leah Wallace 02:16
First of all, I think companies really need to start looking in unusual places for talent, not looking at the same places, they need to get beyond the HPC us and Ivy League named schools. And don't get me wrong, I love HBCUs. But by only focusing strictly on HBCUs, you run the risk of missing out on a big geography of diverse talent, because not necessarily everybody is going to an HBCU have a lot of diverse talent that are going to your local state schools, and your liberal arts colleges across the country. And you don't want to miss out on that. And you know, it's the same when you only focus on the Ivy League brands. What you don't want to do is not have a good bring in a good diversity of thought and diverse perspectives when you hire your new talent into the organizations. Additionally, companies need to expand their partnerships with outside external organizations. Because one of the things when you bring in new expand that partnership, you're bringing in talent, say for instance, in your junior levels, when you work with groups like management leadership for tomorrow, SEO cup, and different organizations like that, those organizations are preparing those students for the workforce. And that's very important. Same thing, we should develop partnerships with college professors, and

educate those college professors on how to prepare those students, for our workplaces. Additional organizations would be Alumni Associations, especially for your mid level management and your executive positions. You want to connect with those type of organizations that focus on that career set. So like your National Black MBA is society for Black Engineers, your national Bar Association, those types of organizations, developing relationships with them can help you to build that diverse workforce that you're looking at. And one of the main things I'll close out with is trying to not fit your hires into a mold, you know, into a, you know, square box. Really look you don't want to talk about checking To make sure that somebody is 100%, the right candidate, or do you want to do is just consider potential, as well as experience?

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Randal Pinkett 05:09

In what ways can bias become an impediment to seeking talent, that is where you look, but also seeing talent who is considered qualified.

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Paul Falcone 05:20

On the human side to me, it's almost like, if you remember that in like, it was 2003, I think was University of Chicago and MIT did like this joint study on white sounding names on a resume versus diverse sounding names on a resume and the people that had the white sounding names got like 50% more callbacks, right? Then these studies have been replicated. And that's when you talk about this idea of, you know, that implicit bias that exists and everything else. There's also bias, though, that comes not just on the human side, but on the procedural side. And what I mean by that is, there's, there could be a sourcing bias, if you're only relying on the same job boards, you're only relying on the same social media, I only post on indeed only look on LinkedIn, those are great sources, the 800 pound gorilla in the room, there's nothing wrong with that. But you have to look to the diversity, you know, niche websites, too, there's so much out there that can augment what you're doing is application bias. When they do the studies of who's got

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Randal Pinkett 06:25

what do

P

Paul Falcone 06:26

I want to call that, that broadband at home, and they do the studies, and it's like 80% of white Americans have broadband, 65% of African Americans have broadband. But the reality becomes digital phones, everybody's got a digital phone these days, it evens the

playing field, make your application so that people can apply digitally via their phone, you're going to open it up just from that spigot alone, because it opens up the funnel. Um, there's this idea of a qualification bias, I only hire people who go to the top 10, you know, Ivy League schools, there's the reference bias, one of the things that you'll see is they've done the studies that say, when companies write resumes, on males, they tend to write about hardcore technical qualities. When they write resumes on females, those same letters focus on soft skills, and focus on personal attributes. It is so funny, but as human beings, we just kind of follow the same block thinking many times. And it takes people like yourself writing the books that you're writing, to kind of pop those stereotypes and say, wait a second, we need to reinvent the way we're doing these things here. And it's not that hard. It just misses awareness. And I think it misses awareness, because people are so busy trying to, quote unquote, make payroll these days. And it's and like I say, it's not just since COVID, you can go back to 2008. And say it was since the mortgage crisis, or you can go back to 2000. And you can say, Oh, it's been since the .com crisis. The reality is, we're busy and in business moves very, very quickly. So how do you take a step backwards, and I'm not saying this is gonna cost you any money. This is not a matter of budget, you don't need additional headcount as an employer, you just need to kind of refocus what your priorities are, and set a little bit of time aside and take one of your junior associates who's, you know, kind of have an analytical bent, and set them on this. And you'll see that you can move the whole country, that whole company in a whole different direction. So it's cool stuff, it is fascinating. And it reveals itself very, very quickly. The reward is very quick, once you kind of lift it up, and you look under and you're like, Whoa, one other thing, random, one of the most important things, exit interviews, you know, companies oftentimes don't do them. Or if they do them, they do them in person. And it's Randall, how did you like working here? Is there anything we could have done to keep you? Okay? Just use something like Survey Monkey, and push out those questions to people when they're leaving voluntarily. Right? Not saying I would do this when I terminate someone, but if they're leaving voluntarily, and ask them questions about, tell us how you would grade our organizations level of awareness regarding diversity and inclusion, and have two or three questions on that for the people who were leaving the company. And then what you can do is you can take that information and segment it, do it male versus female, do it you know, based on who works in which department or which division or whatever, it's very easy to pull that data and start to get a narrative. And the narrative tells you what part of the organization is doing this right? What part of this organization doesn't even know what they don't even know? And what part of this organization is really doing it downright wrong. And then you can step in as a leadership team and you can rebuild that muscle.

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Randal Pinkett 09:56

Research has found that diverse teams make better decisions. And many don't argue the findings of that research, like, you know, we want diverse teams, but to them, why is it that some certain companies don't seem to make it a priority to diversify their teams? Why is that?

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Chaka Booker 10:15

Yeah, I mean, that is that is the million dollar question, right? Because the evidence is pretty clear. It's there. And I, I have I haven't I have opinions on it, right? Because I'm sure there's research out there somewhere. But so this is research based as well on what I've read. So one thing is, is none of us as individuals think we are the problem. So none of us believe majority of us, I'll say, Don't walk around thinking, you know, I, my decisions are driven by sexism, or I am really uncomfortable with people with disabilities or so. Right? It's so in this kind of situation, it's easy to shift the blame, right? And say, Well, you know, the organization has to solve that. So that's one of the things. Another thing is a lot of organizations and a lot of people want to believe in meritocracy. So organizations will say we only hire the most qualified people. It is a meritocratic organization. What's interesting with that is research shows that when you tell people like who is the most qualified, they almost always end up hiring a white male, you can pose back to societal beliefs, particularly in corporate America, right? The definition of qualified the standard for what is qualified is a white male. So therefore, even within this idea of meritocracy, if you talk about who is most qualified, you still have societal beliefs creeping away into that. But we want to believe in meritocracy, so it's really hard to break through that we all want to believe I made it here on my own because of who I am. Yep, I had problems too. So it's hard to get over the way people think. Um, another thing that that I see is that unless you have senior leadership buy in, it is really hard to do this work. It has to be role modeled, it is hard to change, no one volunteers to change if they see it. And they're like, oh, our CEO, Ward's people in our cabinet are talking about this, they are much more likely to change. So if that change that I'm talking about has to happen, it doesn't have to, but it is much more effective. If it happens. From the top. What

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Randal Pinkett 12:20

do you hope to see happen as a result of the moment within which we find ourselves?

P

Paul Falcone 12:26

You ask very, very big questions, I think that there's a human solution to this, right. There's this idea of raising awareness of existing managers and leaders, and how to make sure you're strengthening that sense of diversity awareness, emotional intelligence, selfless

leadership, because that's what I've always written about this idea of selfless leadership, putting other people's needs ahead of your own, and expecting them to respond in kind. That's kind of my zone. That's what I'm comfortable with. Because I've always practiced that. And it's worked well for me. And when I teach it, I find it works well for other people, too. But then you've got this analytical component, right? Where you're talking about, are you quantifying the results at each step of the process? Are you taking a look at this analytically, because the low hanging fruit is right there. Just look at your exit interviews. And if you're not doing exit interviews, do exit interviews, do employ polls, hold smaller sub group meetings with your employees and ask these questions. Knowing particularly that if you hire members of the Gen Y millennials, or the Gen Z, this is important to them, sit around the table, talk about it, let's hear where they're coming from, let's hear what ideas they have. If you make it a priority, they'll make it a priority. Because if you don't talk about it, they're not going to talk about it because they're busy doing their jobs. But this is an imperative that you have as a manager and as a senior executive, to make sure that your company remains relevant. The third part of it is we've got the artificial intelligence, which I think is going to move us forward in a lot of ways, because it's not just a matter of well has Paul Falco done this before at a competitor company, and if he has screened them in and if he hasn't, well, sorry, click on for some other resume. With that, they convey it the data gathering they do from such large diverse sources of you know, when you will get millions of resumes, they know that if you do a certain thing in a certain company, it means that you have a certain skill, and it can pull that data together for you. So it can it can pull candidates and put candidates in front of a hiring manager that are not necessarily an exact match in terms of title, but have the same types of abilities and skills and a lot of times that's really what you're hired for. Plus it can make the data invisible. Where it can it can look at the data and not look at the schools they went to or not look at the you know the names is it male or female that the the AI can can fix that. For you can can blind that process and make it fairer. And again, the final thing I would say random to me is I do think the solution, and I don't mean to sound like every other generation before me like, oh,



Chaka Booker 15:11

listen to the old guy.



Paul Falcone 15:12

The reality is, the kids are going to change this, the newer generation is blind to this, the newer generation values this, the new generation wants to be a part of this. Any company that doesn't incorporate this strategy into their highest level, business imperatives and priorities is really missing the boat. And they can do so at their own imperative. Well, you

know, you know, the stories of everything was going digital, and Kodak kept making its, you know, Kodachrome, whatever they called it, you know, they always tell the story that Kodak was continuing to make film film, when everything else was moving digital, and Kodak, one of the biggest companies growing up for me, when it declared bankruptcy, I was like, Wait, what? And the reality was, but they had never made the move to the digital revolution, and it was in front of everyone's nose? And wouldn't you think that a company like Kodak would have seen that and would have been at the forefront. And instead, they resisted that change, they didn't want to look at it. And before you know it, they had no more sales. So they had to declare bankruptcy. The reality is, it's the same thing here, demographics is destiny, this is not going anywhere, the chances are, you know, depending on what you read by the 90s, but by 2030, by 2040. And definitely by 2050, you know, what had been a white minority majority will become the minority. And when we talk about minorities in this country, when you take them as the whole, they are the majority. And with that change comes conflict. And we understand that I get it, I'm not naive. But at the same time, you have to embrace the change, your best days are always ahead of you. But you've got to stay on top of that, you know, look at the nose in front of your face. Look at what the kids are telling you. Pretty soon baby boomers are going to be outnumbered by millennials, that the youngest ones only have about 10 years left, until they hit retirement. And then it's all millennial 90 million of them, that are going to be coming your managers, your directors and your vice presidents.

R Randal Pinkett 17:15
If you're a smart

P Paul Falcone 17:15
business leader, you're listening to that cohort, you're listening to that demographic, meet their needs, it's the right thing to do. It's it protects you legally. But most importantly, it gives you the business development that you need. Because your employees can relate to your more and more diverse customer base.

R Randal Pinkett 17:34
What do you see as the major issues and challenges that companies face in creating a diverse workforce these

C Chaka Booker 17:40
days? Yeah, again, the list could be long. I mean, a couple of things I'd focus on is I think

organizations, particularly this moment, are putting out diversity statements and commitments to diversity, which I think is really important. But if we're not careful, those just live on paper. Like we've seen many diversity statements, many mission statements, and they are, you know, on a wall in a hallway somewhere, you have to take whatever that document is, and attach it to action, every single bullet on that list. What does that actually look like in organization? How do we live and breathe that so that's one thing is to take your diversity statement and actually make it a living document. Here's what this looks like, um, honor people who are living up to that diversity statement, you know, during meetings, or whenever retreats, but highlight what this looks like, because again, it's a muscle, people don't know what it looks like, they don't see it, you're not gonna learn it from reading a piece of paper. So that's, that's the that's one thing. The other thing is, is these are complicated ones, but setting explicit diversity goals. That's a very complicated conversation, because no one wants to feel like a quota isn't feelings about affirmative action of any sort. But if you don't set a goal, I mean, we all know this work for anything. If you don't set a goal, the odds of you getting there are very low. Just start creating a culture where this diversity is really important. Here's why it's important. It's as important as anything else. And here are our goals. This is where senior leadership is important, because people will resist that people get a little bit uncomfortable with that. Be willing to say we have some very specific goals. And the other thing I'd say is is data, use data. And not just on who you recruiting. But you know, we talked a little bit earlier about retention, are they stay? Do they make less than others? And again, when I say they, I'm referencing whatever your definition of diversity is, I obviously right now, races is a big topic. But there are many other definitions. Do women make less people with disabilities make less or more than others? Do they take longer to get promoted? What type of work are they asked to do? Is it outward facing? Is it only inward facing? Do they interact with leadership or not? But look at that type of data as well because then you'll start to see reasons why people don't stay or don't feel as comfortable and opportunities for you to really see For the diversity that you have. So those are the key things, I think that are that are issues people face organizations face in ways.

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Randal Pinkett 20:07

What are possible solutions, including Best practices and promising practices that people should be aware of,

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Leah Wallace 20:14

we see a lot of companies that are writing press releases and donating large dollar amounts to social justice causes. And that's all great. And I'm very, very happy for that, because I think that's going to go a long, long way. However, companies need to do more

to take care of their employees within their own house, they need to understand the experiences and the needs, specifically of their black employees. You know, so I feel that companies are going to have to be it should be deliberate about examining their own organizations, to uncover all those processes that are there with embedded issues of systemic racism, you know, once they uncover them, address the actions to eliminate it. And be sure to make sure that you know, cultural engagement exercises and training are incorporated into your plan. And another thing is all senior level managers down to the first level managers that manage people need to have diversity goals with metrics, just like they have PnL goals, they need to have diversity goals, and they basically need to be held accountable. All managers need to be held accountable to goals from start to finish, the recruiting, they need to have metrics around the applicants, number of applicants interview number of hires, candidates, slates, interview panels, retention goals around talent movement, whether it's promotions or lateral moves, especially for black talent compared to their white counterparts. Lastly, onboarding success criteria, you know, making sure that when folks come in, they have access to leaders, mentors, advocates, special projects, and all of that will go a long way toward retention.

Making DEI a Part of Your Company Culture

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SPEAKERS

Randal Pinkett, Aisha Washington, Rhonda Jordan, David Cote

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Randal Pinkett 00:10
Thanks for joining. In this session we are talking about diversity, equity and inclusion efforts specific to your workplace. We'll be talking with former Honeywell CEO David Cody, US diversity and inclusion transformation leader at PwC Ayesha Washington, and Chief Human Resources officer at Virtua health, Rhonda Jordan. Hi, I'm
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David Cote 00:34
Dave Cody, formerly with Honeywell for 16 years as CEO and or Chairman over that 16 year period, ended up writing a book called winning now winning later. And I'm also now the executive chairman of a company called vertiv holdings. So all of that keeps me pretty busy.
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Aisha Washington 00:54
I'm I used to Washington, I am the DNI, upskilling, leader for PricewaterhouseCoopers. I spend most of my time focused on data and also looking at what that data means in the organization. And how do we upskill our people based on some of the insights that we have from the data.



Rhonda Jordan 01:10

I am Rhonda Jordan, I am the Senior Vice President and Chief Human Resources officer in virtual health.



Randal Pinkett 01:17

When I think about bias, I think about a blind spot like something you've just forgot, and weren't aware of. So in what ways can bias become an impediment to people's performance evaluations? Were their advancement within organizations.



David Cote 01:35

bias is real. Everybody tends to think of it as nowadays anyway as a racial bias or a gender bias or sexual orientation bias. But there's really all kinds of biases out there. And it's important for everybody to recognize what their own whether somebody has an MBA or not, did they go to the right school, or whatever the background was? Is it a blue collar background, white collar background, who knows everybody has a biases. And it's really something that's important to overcome, not just for people who are trying to come up. But for people who are doing the hiring. Because as a hiring manager, the thing you should be most concerned about is, is my organization going to perform better with this person, or these four other people? And if you have a tendency to just say, Well, you know, I'm not somebody that's like me, because I think that's what's important, what you ended up missing some really important aspects of what can cause an organization to perform. And I mean, to take it kinda out of will say the racial or gender side of it, which can be just a little too fraught with tension, sometimes, something as simple as, if you have a decisive leader. Most people would say, well, that's a good thing, you know, decide you want leaders decisive, it can be on little stuff. It might not be on big stuff, where consequences are big and irreversible. Well, if you pair a decisive leader, with a bunch of decisive people, on his or her staff, and that leaders bias will be decisiveness is what we got to have, I can promise you, they will go off the cliff at 150 miles an hour. Because they're so decisive, they have blinders on. And that's as much an indication of bias as it is when you start thinking about, okay, I'm white. I'm interviewing somebody who's black, do I bring something to the discussion that I don't even know is there in terms of how they talk, how they act? what they have to say about something? They might concern, they're too aggressive when if an Asian or a white person said it, I wouldn't feel that way. These are all things all of us have to overcome as hiring managers, if we are really going to drive an organization for performance, because if you just hire a bunch of people like you, going back to the simple example, if you're decisive and hire a bunch of decisive people, you go off the cliff at 150 miles an hour. If you tend to be the type of leader who ponders things, and you hire a bunch of ponders around you, you will never make a good decision. And it's

one of the things that I focused on as a CEO. For example, if I had a very decisive leader in a business I made sure that we hired only functional managers around that person, who were the type who would say, Hey, boss, could you just give me 24 hours, give me 48 hours to think about this a little bit more and be able to come back to you. Because you end up again making better decisions, which is what's important as leader,

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Randal Pinkett 05:20

well said, Well said, I have a friend who often says that the way people sometimes make decisions about talent, is that they look in the mirror and say, now there goes a qualified candidate.

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David Cote 05:35

That's exactly what I'm looking for.

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Randal Pinkett 05:42

Absolutely. What are some of the best approaches and programs you've seen, that are geared toward developing diverse talent?

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Aisha Washington 05:50

So for us, one of the things that we have noted over the years, we posted different leadership development programs for some of our different minority groups. And one of the fundamental keys is helping them develop relationships. So helping them get connected across the firm for us, but helping get connected across your organization, building relationships with key stakeholders, key decision makers, making sure that they have relationships with individuals that are really in key decision making roles. So when you think about the dynamics of power, it's really making sure that they have those relationships that are not only with individuals on their team that they work with directly, but also making sure that they have relationships with people that are at even higher levels. And so for us at the firm, and we'll talk about it a little bit more when we talk about ally ship, but for us, we start that relationship building during the recruiting process where everyone has an opportunity to build a relationship, have a firm partner that is actually assigned to them, and spend time with them throughout the entire recruiting process. And that actually continues throughout the firm, you know, but we've also really understood that the first 18 to 24 months is really a critical period of time. And so we're also really focusing on developing programming that is going to address the first 18 to 24 months for some of our key demographics as well. So I think early on, really getting to them, helping

them understand specifically, what are the dynamics of your organization? What does it take to be successful at that organization, and also helping them develop relationships are all very critical in the type of programming that we built to address that,

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Randal Pinkett 07:27

companies continue to struggle with diversifying their executive ranks? Naturally, the lack of mentorship and sponsorship are key factors, what can be done to achieve more significant progress?

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Rhonda Jordan 07:40

Well, I am very pleased to be able to talk about the work that we've done here at Virtua health. And it started two board chairs ago, I'm going to start there, where the board chair said, we only have old white men sitting around the table and wanted to diversify the board and established a Diversity Committee. And our role was to identify diverse people of color for the board positions that were vacant. And we were able to do that. Secondly, it started with our board chair saying, as we went to search for a new CEO, we wanted a firm that understood our commitment to diversity, and that we were not going to accept anyone who did not bring us a diverse slate of candidates. And we did that and we were successful in hiring a diverse candidate for that top role. Third thing is it does start at the top with your CEO and your board. They have to have the commitment to ensuring that no matter what we do at the executive level, that we are diversifying the talent in the organization. Now in healthcare, we're fortunate because 90% of women already in the organization. And then when you look at women and leadership roles, you definitely see that you don't see people of color, which is where we have to continue to focus.

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Randal Pinkett 09:29

How do we shift organizational cultures from being racist or even non racist to being anti racist?

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Aisha Washington 09:36

Yeah, and that's very important right now. And you hear a lot of messages out there around anti racism and making sure that organizations are focusing on that. And so for us, you know, it started with us, way back when, you know, years ago, talking about diversity and elements associated with diversity. But even more importantly, it's been the work that we've done around addressing unconscious biases. It's also for us, engaging The white

majority to help set the tone. It's about fostering that ally ship to really break some of the barriers and build that culture of inclusion and that culture of belonging, those things are all really, really critical for organizations to focus on. And I think it's also about making sure that you've got the right mix of these type of programs that are more formal, and then some of the things that actually create some of the small individual acts. So some of the things like having candid conversations are incredibly important, because it really helps our allies to build empathy and really understand better, but more importantly, engaging the white majority helping set the tone, making sure you are addressing unconscious biases. The other piece is really around the DNI data, like I mentioned before, so it's making sure that you're looking at that DNI data and you're holding yourself, you're holding the organization accountable to progress, and informing the strategic intervention. So if you think about for PwC, we recently released our Transparency Report, that transparency report had a number of different KPIs in it a lot more KPIs, quite frankly, than some of our other competitors. And one of the things there is all about making sure that we are holding ourselves accountable, when we start putting that information out there. You know, our clients, ourselves individually, ourselves, collectively, as an organization, we really hold ourselves accountable. But I think those are all the things that are really helping to address some of that, I think it's also critical, you know, to make sure that you understand with each ethnic group, that it's not a monolithic group. So understanding different dynamics within that demographic is incredibly important as well. So for us, it's about making sure that those unconscious biases are addressed, it's making sure that we are engaging our white majority, we're asking them to help set the tone fostering ally ship, looking at the data, and also just understanding the different demographics through some of your self ID program.

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Randal Pinkett 11:57

What is some of the best approaches and programs you've seen for whites and men as allies?

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David Cote 12:03

I always say that there's two things that need to get done at the same time. Sometimes they appear conflicting, but in reality they're not. I would say when it comes to white males, the first thing we need to recognize is that we don't know at all. We don't know what it's like to grow up. Black, we don't know what it's like to grow up Hispanic, and talking to area directly about it can make us look like we don't know what we're talking about, because we don't. So I would say kind of starting with that understanding and understanding your own biases are important. But I'd like to flip the question a little bit and say that when it comes to people of color, and women, that one of the things that

could be helpful there is to recognize that most of the white males that I've run into in my life, and especially white CEOs are not intentionally racist, they're not trying to be they're not trying to be discriminatory. In fact, they're trying to do just the opposite. Now, it doesn't mean we get it all right. And I would say, based on a lot of what we're seeing now, there's a number of things we've gone wrong. But it hasn't been because it's conscious. And I think sometimes being given the benefit of the doubt, so that it doesn't come across like this is an adversarial thing. And you guys, me being one of those guys don't get it. That's probably entirely true. But it's not on purpose. Sometimes I think it would be easier, for we'll say, white men to become allies, if they were given the benefit of the doubt, and said, Okay, I'm going to assume you're not a discriminator. And instead, I'm going to assume that you really do have good intentions about all this. And I'm going to proceed on that basis until proven otherwise. And I think being able to do both of those things would do a lot to try to make it easier for both. Yeah,

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Randal Pinkett 14:27

that's a good point. You know, I often talk about there's two sides of the coin that are needed. One side is courage. We need anyone who feels like they're not being given a fair shot or given opportunity to have the courage to speak up. But then the other side, we need grace. We need to give people grace that they have benefit of the doubt that even if they what they say doesn't quite come out the right way that they're that they have good intentions behind their words and their actions. If we can give people that Grace in that space and people can have the courage to speak up, we can find middle ground, we can all then work together. So

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David Cote 15:06

I like the way you put it really well. And a phrase I use with a lot of people is I will measure you by your actions, I would prefer you measure me by my intentions,

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Randal Pinkett 15:18

because I might use that one.

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David Cote 15:28

But we all have a tendency to do that. There's an old saying that we measure others by their actions, we measure ourselves by our intentions. That's so and as result. Yeah. And as a result of that, we can end up with some real differences in perception. When there was nothing untoward going on it just came across that way just because other people

interact.



Randal Pinkett 15:54

Yeah, I think you I think those lessons are brought particularly home. When you talk about, you know, your spouse or significant other. If you've been with someone long enough, you you you get to know their intent, but you start out by judging their actions.



16:13

Very good. Yeah, that's



Randal Pinkett 16:16

good.



David Cote 16:16

That's good day.



Randal Pinkett 16:17

What do you hope to see happen, as a result of the moment within which we find ourselves



Rhonda Jordan 16:24

definitely want to see action taken? I want to see change occurring. And change can be as little as people speaking up. It can be when you say those things that are not right, that you are comfortable with saying something about it. I was also listening to Grandma, and I'm going to mess up her name is Jane. She's an 86 year old white woman who speaks out against diversity. And she was speaking to a group of individuals, and she said, If any of you and this was a group of about 500 people in the audience Hmm. cinelli. Yeah. Yep. You're in the audience want to be treated like a black person stand up. Ask the question. Again. Maybe you didn't hear me. If anyone wants to be treated like a black person, stand up. Folks, if none of you have stood, why is it acceptable that we continue to treat them in the manner in which we do. So if that's the case, speak up. And as you have said, Dr. Pinkett, we can't remain neutral any longer. We have to speak up. So I want people to feel empowered. I want them not to be neutral. And I want them to speak out for change.

Improving Your Marketing Strategy Based on DEI

📅 Thu, 1/21 9:54AM ⌚ 19:18

SUMMARY KEYWORDS

people, company, data, diverse, understand, employees, african americans, groupe, ballot box, culture, differences, algorithms, reality, individual, called, world, money, person, protests, result

SPEAKERS

Randal Pinkett, Rishad Tobaccowala

R

Randal Pinkett 00:11

I am the author of a book called restoring the soul of business, state human in the age of data. I am also a speaker and advisor. I also advise a company called the Publicis groupe, which is a 80,000% communication and marketing firm, where I spent 38 years of my career, most recently as the chief strategist and chief growth officer.

R

Rishad Tobaccowala 00:38

So first up, how well do you think most companies understand their diverse customers and stakeholders?

R

Randal Pinkett 00:45

I think companies go from being poorly understanding to pretty well, it's a gamut across the range. And part of the reason is, many companies for a long time, didn't really care about people at all, because they learned how to sell through the force of either spending power, or distribution power, or Locking our competitors, if you actually think about it in the past, but as individuals have grown more powerful, now they're paying a lot of attention to the individuals. And as they pay attention to people, they're beginning to realize that the people are far more diverse. And there isn't someone called the consumer

who loves to just define themselves by the brand managers brand.

R

Rishad Tobaccowala 01:38

In what ways can data be leveraged to the benefit of diverse people.

R

Randal Pinkett 01:44

So data can be leveraged for the benefit of diverse people in three different ways. The first is simply the math, which basically reveals to people as has been recently done after Black Lives Matter, including in my own industry, the advertising business, how few people of diverse nature we have in senior and middle management. So we tend to basically have quite a few younger people, not exactly enough, but very few in senior and other management. So first is just to understand what your makeup of your personnel look like across different ways ethnicity, gender, sexual bias, country, etc. So what is data basically, simply says, Hey, listen, if you have a company that is operating in the United States, where senior management is, let's say, of African Americans, and senior management isn't 1% or 2%, or does not exist, and Hispanic is two or 3%. And you really don't have that much diversity, then it's a wake up call, it says we need to do better, and you can then use that as a way to measure so that's one. The second with regard to data is data has proven again, and again, if you are open minded enough to look that companies that have diverse cultures tend to innovate more, they tend to attract and retain talent more, and they eventually end up with higher share prices, and stockholding prices. So in addition to the fact that having a diverse culture is both morally and politically right, it is also strategically and financially absolutely necessary. So it's not like you are doing something to because it's helping someone, it's helping yourself, you food, it's helping yourself.

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Rishad Tobaccowala 03:45

That's right. It's a if, if doing good is not a motivator doing for yourself should be a motivator?

R

Randal Pinkett 03:53

Yes,

R

Rishad Tobaccowala 03:53

I guess.



Randal Pinkett 03:54

So. That's the second way of data. The third really of data is to be aware of how data could be used in bad ways. So, for instance, you know, an algorithm is nothing accepting a person's bias embedded in code. And many research algorithms in the United States have been written by 30 year old Caucasian men. So if you actually think about what fixates them, one of the big things is home delivery, if you look at all the companies that just do nothing but deliver stuff right now, delivery, obviously is a big issue now in the world of COVID-19. But it wasn't something that besotted you anyway younger. So, what is to understand that every kind of that you should look at data to make sure that the codes, the algorithms, the facial profiling algorithms, right do not have bias built into it. So the third thing really is data that can help us being aware of how data is being used. Mm hmm.



Rishad Tobaccowala 05:07

That's a perfect segue, you may want to elaborate, in what ways is data being misused to the detriment of diverse people, you touched on this.



Randal Pinkett 05:16

So because of data, and if you're allowed to use data in any way possible, you can until most recently, find ways not to advertise real estate to African Americans or Hispanic on Facebook, if you wanted, okay, they just now stop that. So in effect, data can be used to red line in ways nobody even sees a red line. So that is, that is sort of another issue, data can be manipulated to tell you something that actually doesn't exist. So you could actually show progress and show benefits, and you can play with the numbers. And you can play with the numbers and basically say that, you know, this group of people are actually much more advantaged. But if you manipulate the data, you can try to do certain things. And that can be used in you know, you know, very strange in different ways. And so one has to be sort of aware of that. And that one of the key things I say in my book is we sometimes have too much math and too little meaning,



Rishad Tobaccowala 06:25

well said, Well said, we could use more meaning. layered on top of all the math, what is an example of a company that launched an effort focused on a specific demographic group or community and successfully achieved results, what led to their success.

So I pointed you to two companies, which I hold recently as big successes. So what is PayPal, and PayPal decided to do something very extraordinary, which is they did some research to try to understand how their employees were being paid broadly. And they realized that about two thirds of their employees worried about money at the end of every month. Now many of them happen to be minorities and women, but not all right. And they didn't basically go and ask, just, you know, the Asians or just the African Americans, or just the women, they did a full survey. So the CEO basically said, I cannot look, I don't believe in a company where people are basically worrying about how to make ends meet 65% of them, whether they really are going to have the time to focus on their jobs. So I've got to figure out how to basically pay them better. So what he did is he went to his board, and he said, If I pay my people better, I will attract and retain talent, I will get them to focus more on their job. And as a result, if I have happy employees, I can attract retain talent, and I could get better work done and better experiences. And the board said Are you sure he said yes, this is what I need to do. So on average, I think they increase people's total compensation by about 20%, which is pretty extraordinary. But he did three other things. He not only gave them more money, but he wanted to make sure that they felt included. So every single person got equity in the company, right? So it wasn't like, Okay, if you're a warehouse worker, and Amazon, you don't have any equity. But now you have equity in PayPal. The third thing he basically did was he enhanced health care benefits, so you don't have to work. So he, he paid for more. And he offered better programs. And the last thing is he gave everybody financial counseling, or access to financial counseling on how to care for and look after this incremental money that they were getting into shares they were getting, so that they could have expertise. As a result, every single internal and external measure of Pay Pal improved and their share price continued to go up. And my basic belief is if you look after your people, all of them, you actually look after the ones who are most disadvantaged to, because in effect, it's no longer saying, hey, because you're a parent, you get more leave than if you're not a parent, which is what some companies are grappling with. If you embrace it from I'm doing the right thing by humans, right, you do the right thing by everybody. So that's sort of one aspect of companies that get right. And another company that is starting to, at least on paper put together. The best program that I know of post Black Lives Matter is Microsoft and Microsoft is has put it down everything into their trading program into the incentive programs. But they're also going to basically force their partners to be more savvy because they said we have so much money we can figure out out how to put pressure on our own suppliers. And Satya Nadella wrote this fantastic note after black lives matter to the entire company as to what he was doing. And it's very practical, very tangible, across the level up and down the company through their suppliers, everything.

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Rishad Tobaccowala 10:18

What is an example of a company that launched an effort focused on a specific demographic group or community and failed to achieve results, what led to their failure.

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Randal Pinkett 10:28

So a company that has had a big issue in many ways, including, including actually with African Americans and blacks is basically Wells Fargo Bank. And part of it is I try to explain it's the reason is Wells Fargo's culture sucks, they only run they only use numbers to justify what they did. And as a result, for many years, they opened up fake accounts, right? You are a person walking in trying to check something if they thought you didn't know enough, they make you open two, three accounts. And you didn't even know they would open accounts for dead people. Right? They would open accounts for marginal people. And at the same time, they treated their own employees who are African American worse, they just have just settled another eight \$9 billion suit. And they're the issue with Wells Fargo, it wasn't as much as the problem that they already are having with African Americans and everything else. It's where they culture is not a culture that respects diversity. When you have a culture that is completely about data, and not about people, and when you have a culture where people are not allowed to speak up freely, you basically have a culture called Wells Fargo, which has now won its fourth CEO in five years.

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Rishad Tobaccowala 11:45

So what are the major issues and challenges as it relates to companies understanding and being responsive to a diverse marketplace?

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Randal Pinkett 11:54

So I was I wrote a podcast for my old company, which is Publicis groupe. And I was interviewing last week, our chief, one of the chief strategy officers of Leo Burnett, and he had this line. And he's, you know, he had the slide, he says, Hey, we should, you know, instead of just trying to curate the tweets, we need to understand the streets. Okay. And what he meant is, you need to basically interact with people both understand the culture go where they are, understand what makes them people worse is based on what makes them human. And then you basically find that what connects us and makes us more similar, is not seven or eight times greater than what makes us different. And by the way, those differences make life exciting and interesting, too. So there is a lot of common humanity that we all share, you know, the dealing with love, and learning and loss all are

similar, but at the same time, we come from different backgrounds, different Heritage's and different cultures. And it's in that mixing and connecting that the future really is because we're living in a connected world. Despite the fact that today most of our media has become polarized, the reality of it is innovation and the future and the world is actually

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Rishad Tobaccowala 13:32

connected. What do you hope to see happen as a result of the moment within which we find ourselves now?

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Randal Pinkett 13:40

So I'm anticipating that there are three key things that I think I hope will happen, one is going to happen, whether anybody cares or not, okay? And that is that the country is getting more racially diverse. And sometime in 2021, under 18 years old in America will be Caucasian minority, which means will actually not be Caucasian minority will be a multicultural society, no one has been already, no one has majority were studying to become multicultural as the United States. Right. And you saw that in the protests, most of which, by the way, were completely peaceful, despite what the press and everything says that, you know, integrated stem, you saw those protests. So many of the people were actually a multicultural, in fact, you know, everything from Obama, and everybody pointed out, they said, Wait, this is not when we were protesting. So there's a generational shift, right and, and that's going to happen. So as I tell people, if you don't like the way I look, right, you have to kill everybody under 21 tweeting won't do. Okay, and those are the reality which is reality is we are going to be a multicultural connected world and a multicultural country. So that's one But there are two other things that we can hasten This one is that corporate america takes this more seriously. And they now have taken this much more seriously because it started with something that I've heard a lot. A lot of the reasons why many companies at least temporarily did not advertise on Facebook was because their employees went to management and said, We better take a stab. So, in effect, corporate America and the boardroom now have this as a major issue. So I hopefully it'll stay there, and nothing works as, obviously, if you're the right side of history, that's the most important, but money also helps. So, you know, so that's the sort of second buddy. The third, I think, is if there's a way that we can figure out, you know, not necessarily even at the political level, but at the individual level, which is, why can't we appreciate the differences, why versus painting the differences as threats? Right. And to me, what basically happens is we have more in common, including in polarized groups, then we have a differences. However, media and headlines try to enrage the differences, but there is much more commonality. So there's much more individual learning individual

tolerance and individual compassion,



Rishad Tobaccowala 16:26

and love that answer. Last question, what are possible solutions, including Best practices and promising practices that people should be aware of



Randal Pinkett 16:35

the most promising solutions are the following. The first is make sure you vote, right? Doesn't matter who you vote for. But you vote, because the reality of it is if you that you the loudest voice you carry is the word at the ballot box, you can yell and scream and fire machine guns on the air, but nothing is as powerful as the ballot box. So the first is to vote. The second is to be kind to yourself, and also be kind to others. No person is the equivalent of the single worst thing they've ever done in their life. Mm hmm. Right. And to a great extent, we have to recognize that sometimes people might misspeak, Miss word, and there is either a pattern, which you can underline or you can find once in a while someone goes off character, right? That's it. If someone goes off character, you say like, what the hell is wrong with you and get back into character was telling the person you are a doomed individual. And you are now rotten for life? Right? The reason for that is because I'm a little bit concerned that if everybody basically both is, is intensely sensitive of every word that is spoken, no one will speak words. And we will basically go into silence. And in silence breeds a lot of problems.



Rishad Tobaccowala 18:03

It's ironic that as our world is becoming more diverse, we're creating more and more barriers to having conversation and dialogue across the things that to your earlier point, make the world a beautiful place, when it's like we're nullifying the benefits of diversity by not interacting across the lines that that make us different and therefore different, and therefore make the world a better place.



Randal Pinkett 18:30

Yes, yes. Because, you know, it's, as someone basically said, it's in the differences where meanings lie.



18:37

Yeah.



Randal Pinkett 18:39

And the reality of it is, by the way, the only reason we were born is because two different people came together. And often if you look at those two different people, which is our parents, they're very different people.



Rishad Tobaccowala 18:54

And thank goodness, they came together. Well, Richard, thank you so much, for your time, for your voice for your willingness to be a part of this conversation.



Randal Pinkett 19:08

Doing this and I hope hopefully this was helpful.

Developing a Brand Reputation for Promoting DEI

📅 Thu, 1/21 9:59AM ⌚ 15:28

SUMMARY KEYWORDS

people, work, company, understand, unconditional positive regard, business, diversity, happen, rooted, leader, leadership, inequities, create, dni, individuals, ultimately, assets, supplier diversity, workplace, impacted

SPEAKERS

Randal Pinkett, Elizabeth Williams-Riley

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- R** Randal Pinkett 00:09
Thanks for joining. In this session, we'll be talking about diversity, equity and inclusion efforts specific to the community. We'll be talking with former president and CEO of the American conference on diversity, and current president and CEO of dash consulting, Elizabeth Williams Riley.
- E** Elizabeth Williams-Riley 00:29
I'm Elizabeth Williams Riley, I'm the founder of dash consulting. Dash stands for development assets for successful habits. And I have been in the space of diversity, equity, inclusion and asset building. For now about 25 years I started when I was two, that's my story. I'm sticking to it. What does
- R** Randal Pinkett 00:49
authentic community engagement look like for a company in 2020? And how has that shifted over the past few months?

E

Elizabeth Williams-Riley 00:59

I think authentic community and communication right now. And this particular climate means that you have courageous and brave spaces, that you make sure that you are providing space for individuals to be truthful and honest about their lived and learned experiences. And understanding that in a climate that we have, whether it's racial uprising and justice, where there are a lot of illness, sickness, death, COVID is a pandemic is influencing what people think how they feel, how they live, that you have spaces that people can show up, and understand that there's intersections between what's happening on the outside and what's going on in the workplace, without feeling as if they have to hide one mask one, or not allow it to be present. And I think that is a different way of thinking because people tend to say, leave your other stuff in your baggage at the door, leave who you are at the door, it doesn't matter who you are, and what you represent, we just need to get a job done. And in today's climate, all of who you are, and your ability to do the job is rooted in all of your identities and all of your lived and learned experiences,

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Randal Pinkett 02:17

how can or how should companies balanced this double bottom line between doing well making a profit and doing good making a difference?

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Elizabeth Williams-Riley 02:28

I think that the underlining understanding of doing good and doing well, when it comes to the bottom line is that they are intricately intertwined, they're not different, that they have a kind of woven nest, it's like a fabric. And if you dare pull one strip, it can weaken the whole thing. So the idea that they work together in a way that they aren't, aren't really inseparable, because when you are on a pathway of challenging with care, and putting people with this unconditional positive regard, in terms of what they can produce for you, their talents, their skills, their commitment to the company, all of those things, feed into the prosperity of the company, whether or not you can come up with the most innovative creative ideas and their value, that the person can invest in the company in ways that they know the return on their investment will be the bottom line, whether it's the leadership, or the person that is in the direct report, everybody is investing in some way. And ultimately, when you're in the business of making money, that investment is in the human capital, as well as in the product line that you create.

R

Randal Pinkett 03:46

So there's a survey sponsored by the Millennium poll, they found that the primary factor

influencing the reputation of a company among consumers is the social responsibility displayed by the company. So what do you see the relationship today, between a company stance on social justice and racial equity and its reputation?

E

Elizabeth Williams-Riley 04:10

Well, you know, quite frankly, we have our intersections of differences happening in three places, in my opinion, it's our home, our school and our workplace. And so when we have a fertile ground for the intersections of differences, and we know that we are rooted in the soil of inequities, if you are a company in America, you rooted in the soul of America. And that soil that were rooted in requires some uprooting. And when we have to uproot and unmask the inequities, it makes it a powerful way of managing and dealing with the future. I always tell folks, you never know how much your past will affect your future and to the shows up in your present and for many companies, the history Thorkil, legend of what money has done and how money is gained and wealth attained is impacted about the way you do business, the way you do business and how you engage with your clients and your consumers and the market and your understanding of the market. And even purchasing power, if you don't understand the purchasing power of the global majority, which are people of color, and marginalized group, you you lose out on opportunities. And so when disenfranchised groups are not valued and respected and for their value and worth and purchase power, you lose out. So social justice influences all of that. It's not an either or. And when we have policies and practices that are made by individuals, they impact the how we operate, any institution is only as good as those who make it up. And any policy is only as good as those who enforce it. And understanding that and having people that are well informed, that have an understanding of that, it makes a difference. And companies have to pay attention to that. And if you're not paying attention to that it shows, because what happens is you reinforce in your way of practice all the things you don't know and haven't learned. And for those who are experiencing the hardships of inequities, they see it first. Those who don't, and have some privileges around it. And it's not on their radar, they have these blind spots, or less likely to see it, but are more likely to be in conflict with the groups that they want to serve and want to reach. And if those are not aligned with the same core values, they don't work well. And people know it and people tell the truth. People are getting called out that we live in in some of a kancil culture. But the challenge is how do we do that to call people in and to challenge with care. Because we all have to move forward. And we all have to survive through this not had this end. And when we talk about training and development, that's only the starting point is not the finish line.

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Randal Pinkett 07:09

See job knowledge, job knowledge, not column out column in your future and your past and up in your present. Girl you are broken down. broken down. piggybacking off your comments a moment ago about purchasing power. There's a lot of talk about workforce and workplace diversity. But what about supplier diversity? Why is that sometimes an afterthought rather than a forethought?

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Elizabeth Williams-Riley 07:42

I think when we talk about the pert the actual supplier diversity, there is this inherent bias that exists in our culture that says I can't even imagine that a smaller company or company run by someone who is a part of a marginalized group, underrepresented groups can serve me well. And that creates that hesitance to engage and do business with companies that are well equipped, that have done their homework that understands what it takes to do business. And they are successful in their businesses. But they're overlooked, because there is this ideal type of business people want to look for. And they often don't understand that when you have smaller companies you work with the quality of service gets heightened, because they want to do business, they want to continue to relationship, they have a different angle and an interest and vantage point for serving you. And sometimes when companies are big, they just go about doing their business like they do with everyone else, and you don't get specialized services. But to understand that is to believe that this can happen, that they are well equipped. And if they're not, by you contributing and supporting and aligning with them, it places them in a place in gains greater access, and they can enhance your business and ultimately do things that you didn't even know you could have done, because they bring in a different perspective. When you run a small shop, and you're the butcher, the baker, the candlestick maker, you tend to be very resourceful. And they can create new opportunities where you don't think about or you don't quite understand. But I think that that that overlining assumption and belief that small businesses can't deliver is what gets in the way.

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Randal Pinkett 09:41

What are some of the possible solutions, including Best practices and promising practices you're seeing from companies that people should be aware of

E

Elizabeth Williams-Riley 09:51

right now, as we are dealing with so much I think that a part of what needs to have happen is this more intense work with individual leaders. And I think that we can no longer afford to do huge catcalls to get people to align, or to understand or to be in a space for 90 minutes or 30 minutes or 45 minutes to have a aha moment that ultimately transforms

the rest of their life. We can't rely on those types of experiences, I believe, and that's one of the reasons why I'm transitioning to the work that I'm doing to be more of a coach to leadership's and executive leadership and teams. Because individuals need their own work. When they do their work, that is around self discovery and exploring and coming to your own resolutions, around the challenges you deal with, you have a certain investment in that quality of life that you value and appreciate that will show up wherever you show up. And tone setting amongst leaders makes a difference. We've seen it play out in the political scene, we see it play out in the boardrooms, we see it play out in meetings all the time. If the leadership executive leadership sets a tone for equity and inclusion, it happens. There also, I believe, is this way that we have to shift from deficit thinking. We have to not be so concerned about what we don't have in attaining that, um, that we forget what we do have. And I believe that we have to think about what what assets do we already have, that we can leverage. Because usually you can find within yourself something that transforms the way that you think, or you make a decision or choice to do that, you come to the table with a willingness versus an obligation. And when you do that, the way that you operate, the kind of quality of work that you do, and the atmosphere that you create, as a leader is not about your skill sets, it's about a way of being. And I think ultimately, more companies have to invest that in their leadership and demanded of the leadership that this is, this is not optional. If you plan to lead any team, whether it's a team that's not as diverse as you would like it to be, and one that is homogeneous, you have to do this work because if it's going to shift and change and and you're going to make a difference everybody has to be willing to do that.

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Randal Pinkett 12:42

No Good point. And uh, you know, you you've run an organization so you know, as well as anybody else. People expect you when you're a leader to know finance, accounting, operations marketing, know your customer base witnesses long list, and when they're interviewing you, for example, they want to know that you check all these boxes. DNI is right there. In the same the same MC you can't consider yourself an effective leader that you know, marketing and sales but you don't know di, you know, operations and finance but you don't know anything about di because in this world, this diverse world, it is a it is a required qualification.

E

Elizabeth Williams-Riley 13:21

Absolutely. I agree with you. And you know what you and I we understand that understanding DNI means understanding yourself.



13:30

That's right. That's right.



Elizabeth Williams-Riley 13:31

Because if you don't know clearly how you have been affected by all of these things, that we are discussing the matters of diversity, equity, if you don't know how you have been impacted, and the role that you play in either breaking down barriers, or sustaining them, not knowing you, is not being able to do the work of diversity, equity inclusion.



Randal Pinkett 13:54

What do you hope to see happen as a result of the moment within which we find ourselves?



Elizabeth Williams-Riley 14:02

I would like for people to remain hopeful. I think that we are at a time and in our history, where people can pause for the calls. And when I say pause is not to be inactive, is to be reflective. It is really to begin to understand your purpose. How do you know what what footprint Are you planning to leave? What is the desire you have in life and to look at oneself with this unconditional? I keep saying this unconditional positive regard that there is good in you there is value in you, even when others don't say that or appreciate that. I think that's very important. And I think that if you haven't had an opportunity to reflect on it The value that humanity adds no matter what walk of life, no matter what life experiences you have, if you've never reflected on that, this is your time to do that now. I think we all have an opportunity to reset and reimagine. And I think there's no better time than the present.