

NILG

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>>DR. CHARLES: I WANT TO TAKE A STEP BACK AND SAY WHAT ARE WAYS OF THINKING OR WAYS OF LEARNING THAT I MAY BE COMFORTABLE IN THAT ARE NOT SERVING THE PEOPLE AROUND ME WELL. WHAT WAYS DO ALL THE EXTERNAL MESSAGING ABOUT CULTURE AND VALUE THAT CAME UP REALLY GOOD ON A PIECE OF PAPER, HOW IS IT TRULY ROLLING OUT IN REAL LIFE? ARE WE ASSESSING THAT PART OR ARE WE GIVING US OURSELVES KUDOS AND PATS ON THE BACK FOR HAVING THE IDEAS, BUT NOT TAKING THE COURAGE JUST ACTION TO TRULY PUT IT IN ACTION AND HOLD THOSE IN OUR ORGANIZATION ACCOUNTABLE TO IT. AND THIS GENERATION AND THIS ERA HR PROFESSIONALS IT'S OUR JOB TO DO IT. IT'S LITERALLY WHERE THE ACCOUNTABILITY SITS IN THE ORGANIZATION. MARKETING KEEP MARKETING. R AND D WILL KEEP R AND Ding. PEOPLE IN THE FIELD KEEP DOING WHAT THEY DO IN THE FIELD. OUR JOB IS TO PEOPLE. AND IT'S OUR JOB TO DO THE PEOPLING. BUT WE HAVE AS A SOCIETY WORKFORCE BEEN MISSING OUT ON PEOPLING ALL THE PEOPLE. AND THINKING OF THE NUANCE OF EACH INDIVIDUAL EXPERIENCE. I ALSO THINK IT HAS BEEN EASY TO DO SO BECAUSE THOSE THAT LIVE THE MORE NUANCE EXPERIENCES WHERE IDENTITIES MORE CHALLENGES FOR THEM AT WORK. AND SOCIETY HAVEN'T ALWAYS SHARED IT ALL EITHER. I NEED US TO BE CLEARED. IT HASN'T BEEN SHARED BECAUSE IT HASN'T BEEN A SAFE SPACE TO SHARE. AND WHAT IS EXCITING ABOUT THIS CURRENT ERA WE'RE LIVING IN IN THIS SOCIAL SHIFT WE HAVE ALL BEEN LIVING IN THE LAST TWO MONTHS WHERE WORKPLACES ARE BECOMING MORE ACCOUNTABLE TO

HAVING CERTAIN CONVERSATIONS IS PEOPLE ARE TALKING AND SHARING THEIR NARRATIVE IN A DIFFERENT TYPE OF WAY WHICH PERSONALIZES WHAT HAS BEEN GOING ON IN SOCIETY THAT ALSO SPILLS INTO THE WORKPLACE. I THINK WE HAVE HIT A POINT WHERE PEOPLE ARE TIRED OR HIDING AND SUPPRESSING AT WORK WHILE ALSO DEALING WITH ALL THE SOCIETAL STRESSORS ALSO RELATED TO THEIR IDENTITY. I CHALLENGE YOU ALL IN YOUR ORGANIZATIONS FOCUS ON NARRATIVES. CREATE SITUATIONS SPACES DIALOGUES SUBMISSION OF SOMETHING UNDER COMMUNICATION. SOMETHING WHERE PEOPLE CAN SHARE THEIR STORIES BECAUSE THAT IS WHERE PEOPLE WILL LEARN THE MOST. WE CAN'T HELP WHO WE WERE BORN AS WHAT OUR EXPOSURES WERE IN YOUNGER YEARS, BUT WE SURELY CAN SHIFT THAT NOW. THE WORKPLACE IS THE SPACE TO DO IT BECAUSE IT'S WHERE EVERYBODY IS HELD. RIGHT? THOSE THAT ARE ABLE TO BE AT THEIR CURRENT STAGE. WHAT CAN WE DO AS ORGANIZATIONS TO CREATE SPACES FOR PEOPLE TO SHARE SO THAT PEOPLE CAN LEARN? I DID A TRAINING THE OTHER DAY. SOMEONE SAID YOU KNOW, HAD WE NOT TALKED ABOUT THIS IN THIS SPACE I WOULD HAVE NEVER REALIZED, AND THIS IS THE LANGUAGE HE USED, HE IS LIKE YOU KNOW I'LL BE HONEST. I DO HAVE SOME RACIAL BIASES. I'M FROM TENNESSEE. I GREW UP DURING THE 50S AND 70s. I GREW UP DURING THE TIME -- IT'S NOT OKAY NOW, BUT IT WAS OKAY THEN. HE SAID I DO REALIZE I HAVE SOME BIASES I NEED TO REALLY WORK ON. HE SAID AND GUESS WHAT. I KNEW IT HAS BEEN TOUGH OUT HERE FOR MY BLACK COLLEAGUES NEIGHBORS CHURCH MEMBERS. I HAVE KNOWN THAT. HE SAID, BUT I DIDN'T KNOW IT WAS FOR THEM SPECIFICALLY. HE SAID THIS IS ONE OF THE MOST VULNERABLE MOMENTS I HAD SEEN SOMEONE HAD IN A PUBLIC WORK SPACE. HE SAID YOU KNOW, I ALWAYS KNEW THESE THINGS HAPPENED, BUT I THOUGHT IT HAPPENED FOR A CERTAIN TYPE. I SAID WHAT DO YOU MEAN BY THAT. HE SAID LIKE THE

BAD GUYS. HE SAID I KNEW THE BAD GUY THE WAY I THOUGHT OF IT IS THE BAD GUYS ARE THE ONES THAT DEALT WITH ISSUES WITH THE POLICE OR GOT THEMSELVES IN TROUBLE OR THE BAD GUYS WERE THE ONES AND THEY GOT WHAT WAS COMING TO THEM. HE SAID, BUT WHAT I'M NOW REALIZING IS THE GOOD GUYS AND HE SAID I'M CLEAR ON THE LANGUAGE IS PROBLEMATIC, BUT I'M USING THIS TO COMMUNICATE THIS RIGHT NOW, BUT HE SAID WHEN I HEARD MY FRIEND JACK THAT SITS THREE OFFICES DOWN FROM ME DOESN'T FEEL COMFORTABLE GOING ON HIS MORNING RUN BECAUSE HE IS NOT SURE IF HE WILL MAKE IT HOME, OR WHEN I HEARD SARAH THAT I HAVE WORKED WITH FOR 25 YEARS AND SEEING HER KIDS COME TO THE POOL PARTIES AND COMPANY DAYS AND TO HEAR WHAT HE EXPERIENCES EVERY DAY HE GOES OUT INTO THE WORLD AS A YOUNG BLACK MAN HE SAID THAT'S WHEN I REALIZED SOMETHING HAS TO CHANGE. BECAUSE IT PERSONALIZES IT FOR HIM. BECAUSE IN THESE MOMENTS OF THESE NEW CONVERSATIONS THAT ARE BEING HAD IN COMPANY TOWNHALLS HE KNOWS AND HE SEES AND HE CONNECTS TO TALK ABOUT SOMETHING THAT HE USED TO THINK THOSE PEOPLE DID OR THOSE PEOPLE EXPERIENCED.

AND GUESS WHAT? WE'RE ALL GUILTY OF THAT IN SOME WAY AS WELL. WE ALL HAVE BLIND SPOTS AND JUDGMENTS WE MAKE ABOUT EVERYBODY IN SOME WAY. BUT WHEN WE BRING THAT IN THE ORGANIZATIONAL SPACE THAT IS DISPROPORTIONATE STILL BY RACE GENDER AND SO MANY OTHER THINGS, THAT BECOMES A BIGGER COMPLICATED ISSUE. AND WE HAVE TO BE READY TO TALK ABOUT IT. AND I KNOW THAT -- I DO THIS WORK. I CAN TALK ABOUT IT ALL DAY. BUT WE CAN'T SAY THAT WE'RE IN THE PEOPLING WORK AND NOT BUILD A NEW COMPETENCY SET AND A NEW BOX OF TOOLS ON HOW TO HELP OUR ORGANIZATION START THESE TYPES OF CONVERSATIONS.

SOMEONE ASKED THE QUESTION WHAT DO YOU DO IF ALLOWING FOLKS THE SPACE AND OPPORTUNITY TO

SHARE AND THEY ASK FOR SOMETHING YOU CANNOT DELIVER ON. I GET IT AS A LEARNING OPPORTUNITY, BUT FOLKS TELL YOU SO YOU CAN HELP THEM IN SOME WAY.

WHAT IF IT'S NOT POSSIBLE. GREAT QUESTION.

SO THERE IS A LOT OF THAT GOING ON RIGHT NOW.

RIGHT? ORGANIZATIONS HAVE DONE LET'S OPEN THE TABLE. WHAT CAN WE DO FOR YOU. EVERYONE HAS ALL THE ANSWERS. WHATEVER PORTAL HAS OPENED THAT HAS CREATED THIS TRUST SHORT TERM OR LONG TERM, TIME WILL TELL, BUT THIS TRUST I CAN TELL MY ORGANIZATION WHETHER MY NEEDS ARE BEING MET OR NOT, I THINK THEY HAVE TO ALL BE CONSIDERED AND TALKED THROUGH. IT'S POSSIBLE OUR THOUGHT OF WHAT CAN WE AND CAN WE NOT DELIVER ON IS STILL ROOTED IN A WHAT HAVE WE DONE BEFORE OR IN A STATUS QUO. I THINK ALL THINGS NEED TO BE CONSIDERED AND THEN ASSESS THE SAME WAY WE WOULD ASSESS ANYTHING ELSE. DO WE HAVE THE RESOURCES TO DO IT.

A LOT OF ORGANIZATIONS ARE WE WANT COMPANY WIDE TRAINING. IF IT'S AN ORGANIZATION WITH 10S AND 20 THOUSANDS OF PEOPLE, A COMPANY WIDE TRAINING IS A MAJOR RESOURCING DECISION. NOW SOME ORGANIZATIONS HAVE IT AND JUST CHOOSE NOT TO SPEND IT, BUT SOME DON'T HAVE IT. BUT STILL WANT TO DO THE RIGHT THING.

SO YOU HAVE TO BRING UP RESOURCING. ANOTHER THING THAT YOU HAVE TO BRING UP IS DO WE HAVE THE PEOPLE TO MAKE IT HAPPEN. DO WE HAVE THE RIGHT PEOPLE IN PLACE TO MANAGE THAT. LET'S SAY YOU HAVE A NEW INITIATIVE THAT PEOPLE WANT, BUT THERE IS NO ONE INTERNAL THAT ACTUALLY CAN AUTHENTICALLY AND WITH TRUE INTEGRITY TO THE CONTENT MANAGE THAT. MAYBE WE WILL CONSIDER THIS OR WE HAVE TO FIND WE HAVE TO FIND THE RIGHT PERSON, BUT YOU CAN'T SAY YOU ARE GOING TO FIND THE RIGHT PERSON AND THEN NOT. BECAUSE PEOPLE ARE WATCHING. AT AN ORGANIZATION DR. CHARLES ONE OF THE FIRST THINGS THAT CAME UP IN THE

TOWNHALL WE WANT ANTIRACISM TRAINING. FOR THOSE WHO AREN'T AWARE WHAT IT IS MANY OF YOU MAY HAVE SEEN DR. KENDY, HE DID A PODCAST HAS BEEN TOP SELLER THE LAST TWO MONTHS ON A BOOK CALLED HOW TO BE ANTIRACIST. I SUGGEST EVERYBODY READ THAT BOOK. AND HE SPEAKS ABOUT WHAT ANTIRACISM IS.

ANTIRACISM ISN'T ABOUT NOT BEING A RACIST PERSON. IT'S ABOUT NOT ACCEPTING PROCEDURES SYSTEMS AND SPACES THAT CREATE RACIST OUTCOMES. AND ARE WE MAKING SURE WE'RE NOT OKAYING RACIST THINGS EVEN IF WE ARE NOT RACIST.

DOES THAT MAKE SENSE? SO IT ISN'T JUST ABOUT -- BEFORE THE APPROACH WAS ABOUT OWNERSHIP. IF I'M NOT RACIST I'VE DONE WHAT I NEED TO DO, NO, BUT DO YOU ACCEPT THINGS THAT ARE STILL ROOTED THAT COULD HAVE A RACIST OUTCOME.

SEARCH IT. EVERYBODY SHOULD. THIS GUY VP OF HR HE SAID WE WERE TOLD IN OUR TOWNHALL MEETING WE NEED TO DO ANTIRACISM TRAINING. I'M A STRAIGHT SHOOTER. I SAID WE CAN. DO YOU KNOW WHAT THAT MEANS? DO YOU KNOW WHAT THAT MEANS THOUGH? YEAH, IT'S LIKE DIVERSITY TRAINING NO, NO. I SAID TO DO ANTIRACISM TRAINING TRULY WE'RE GOING TO BE PEELING BACK EVEN MORE LAYERS THAN I ALREADY DO OR HAVE FELT COMFORTABLE DOING IN CORPORATE SPACES UNTIL THIS TIME. WHAT DO YOU MEAN BY THAT. I SAID, ARE YOU COMFORTABLE WITH US TALKING ABOUT FLAVORING? ARE YOU COMFORTABLE ABOUT US TALKING ABOUT POLICE BRUTALITY, SAYING THE WORD WHITE SUPREMACY.

AND THIS WAS HIS FACE. I SAID HEY I'M ASKING THE QUESTION BEFORE WE GET IN FRONT OF THE WORKFORCE. THIS IS WHAT IT IS. HE SAID WE'RE READY NO WE TRUST YOU. YOU HAVE DONE WORK FOR US. I KNOW YOU WILL HANDLE IT WELL. OKAY. WE GO INTO THE TRAINING. MINUTE 15 I'M GETTING A TEXT MESSAGE FROM ONE OF THE PEOPLE ON THE TEAM SAYING I'M NOT SURE IF WE'RE READY FOR THIS.

WHY DID YOU PUT ME ON HERE IF YOU GUYS WEREN'T READY. I TOLD YOU WHAT THIS LOOKED LIKE WHAT IT MEANT AND HAD TO ROLL THROUGH, BUT AT LEAST WHEN I GOT THE MESSAGING FROM THEM THEY MUST HAVE GOTTEN SOME MESSAGES, THAT'S PRETTY BOLD, I JUST CONFRONTED THAT PIECE AND IT WOUND UP BEING AN AMAZING LEARNING MOMENT. BUT HAD IT BEEN A LEADER THAT SAID LET'S SHIFT AND SHUT DOWN, CAN YOU DIAL IT DOWN A NOTCH OR TWO, HAD THE LEADERS SAID THAT THEN THE LEARNING MOMENT MAY HAVE BEEN MISSED AND THE WAY THE ASSESSMENTS CAME BACK WERE SO POSITIVE. PEOPLE WERE HONEST. AT FIRST THEY WERE WHAT THE HECK IS THIS THEN BY THE END OKAY THIS IS WHAT WE NEEDED TO TALK ABOUT.

I HOPE THAT ANSWERS THAT QUESTION. YOU JUST HAVE TO BE READY FOR WHAT YOU TRULY SAY YOU ARE READY FOR. BECAUSE WHAT WE DON'T WANT IS WHAT I CALL PERFORMATIVE ALLIED SHIP WITHOUT BEING AUTHENTIC. YEAH WE'LL DO WHAT YOU SUGGESTED AND YOU GO OFF. IT NEVER GETS DONE. OR YOU SAY IT'S A RESOURCE ISSUE.

SOMEONE ASKED THE QUESTION. DR. Our PROGRAM CAN Be How TO BE ANTIRACIST. HE ALSO HAS CHILDREN'S BOOKS ON HOW TO START THE CONVERSATION FOR AND WITH CHILDREN AS WELL. OKAY?

SO WHEN WE THINK ABOUT THIS CONVERSATION WE'RE HAVING ABOUT IDENTITY, AND BIAS, AND THE -- IN THE HR CONTEXT, THIS ISN'T LIGHT. IT ISN'T DIVERSITY 101 AS WE HAVE DONE IT. SOMEONE ASKED THE QUESTION COULD YOU PROVIDE AN EXAMPLE OF ANTIRACISM. ANTIRACISM WOULD BE WORKING IN AN ORGANIZATION. FINANCIAL SERVICES ORGANIZATION THAT CREATE A HIRING LIST, A LIST OF SCHOOLS THEY HIRE FROM. SO COULD BE THE IVIES SOME OTHER SCHOOLS. I FELT -- WE HIRE FROM THESE SCHOOLS AND ALL THOSE 15 SCHOOLS ARE IVY LEAGUES OR PREDOMINANTLY WHITE THAT HAVE STUDENT OF COLOR PERCENTAGES LOWER THAN SIX PERCENT.

THAT'S AN ANTIRACIST HIRING PROCEDURE I MEAN  
THAT'S A RACE BASED ON THE ANTIRACIST FRAMEWORK  
THAT IS A RACIST HIRING APPROACH. WHY? BECAUSE  
BY DEFINITION THE REASON THOSE SCHOOLS HAVE LOW  
STUDENT OF COLOR ENROLLMENT IS BECAUSE OF THEIR  
RACIAL HISTORY AND THEIR LACK OF FOCUS ON  
DIVERSITY. AND IN AN ERA NOW WHERE THERE ARE  
HISTORICALLY BLACK COLLEGES AND UNIVERSITIES  
THERE ARE PREDOMINANTLY HISPANIC SERVING  
INSTITUTIONS, THERE ARE NATIONAL ASSOCIATIONS OF  
EVERY ETHNICITY FOR EVERY PROFESSION TO STILL  
ONLY SAY WE'RE ONLY GOING TO GO INTERVIEW AND  
HIRE AT THOSE 14 SCHOOLS IS A NON INCLUSIVE HIRING  
APPROACH AND IT'S PROBLEMATIC. THAT'S AN EXAMPLE.  
SO IF YOU KNOW THAT YOU ARE IN AN ORGANIZATION  
THAT IS DOING THAT, NOW THAT I HAVE SAID IT IN THE  
LENS I SAID IT, SHOOT, NEVER THOUGHT OF IT THAT WAY.  
THAT'S AN EXAMPLE OF HOW THAT WORKS. LIKE THE  
THINGS WE ACCEPT THAT WE KNOW ARE ROOTED IN A  
HISTORY THAT JUST KEEPS ISOLATING AND EXCLUDING.  
LIKE WE SPOKE ABOUT WE HAVE TO BE CONSCIOUS OF  
CREATING A SAFE CLIMATE AND CULTURE. WE NEED TO  
BE AWARE OF PSYCHOLOGY OF STRENGTH. NEED TO BE  
AWARE OF PSYCHOLOGY OF AFFIRMATION. HOW DO WE  
MAKE PEOPLE FEEL MORE INVOLVED AND HOW DO WE  
MAKE PEOPLE FEEL AND NOT HAVE TO EVEN QUESTION  
THEIR SAFETY.  
BECAUSE THERE ARE ORGANIZATIONAL AND SOCIETAL  
TRIGGERS THAT COME FOR VARYING REASONS  
ESPECIALLY CONNECTED TO THOSE WITH  
STEREOTYPING.  
THIS IS WHAT I WANT YOU TO REMEMBER.  
NEXT SLIDE.  
THE WORD ALLIED SHIP I THINK OF COURSE ALSO IS A  
HOT WORD OF THE TIME. THAT CAN LOOK A LOT OF  
DIFFERENT WAYS. I WANT TO SHARE WITH YOU THE  
PERSPECTIVE OF ALLIED SHIP THAT I THINK WE NEED TO  
FOCUS ON. ALLIED SHIP IS NOT ABOUT SELF LABELLING.  
IT'S NOT ABOUT WEARING A PIN ON YOUR JACKET OR A

BUMPER STICKER ON YOUR CAR. ALLIED SHIP IS ABOUT TWO THINGS. SHARING AND ACTION.

THAT'S IT. AND GUESS WHO DEFINES YOU AS AN ALLY? THE PEOPLE YOU ARE AN ALLY TO.

IT'S NOT A LABEL THAT CAN BE SELF PROCLAIMED.

RIGHT? THE PEOPLE WHO YOU ARE SAYING THAT YOU ARE AN ALLY TO HAVE TO BE ABLE TO SAY THANK YOU FOR SO MUCH FOR BEING AN ALLY. THANK YOU FOR STEPPING IN THE GAP. THANK YOU FOR SERVING AS A BRIDGE FOR OPPORTUNITY FOR MY GROUP OR FOR MYSELF.

AND I SAY THAT BECAUSE REMEMBER HOW I SAID WE NEED TO STAY AWAY FROM EGO AND DEFENSIVENESS WE ALSO HAVE TO GET AWAY FROM GIVING OURSELVES TOO MANY GOLD STARS. BECAUSE THAT'S ANOTHER THING THAT IS FRUSTRATING YOUR COLLEAGUES OF COLOR AND WITH OTHER SIGNIFIED IDENTITY.

IF I AM SAYING ALLIED SHIP IS ABOUT SHARING OR ABOUT ACTION, THEN WHAT DOES THAT LOOK LIKE AND WHAT DOES THAT MEAN? ALLIED SHIP IS ABOUT SHARING A HOST OF DIFFERENT THINGS. IT'S ABOUT SHARING POWER. IT'S ABOUT SHARING PRIVILEGE. IT'S ABOUT SHARING THE NETWORKS WE HAVE THAT OTHERS MAY NOT HAVE ACCESS TO.

IT'S ABOUT SHARING RESOURCES. IT'S ABOUT SHARING OPPORTUNITIES AND INFORMATION. IT'S ABOUT SHARING RESPECT THAT YOU HAVE AND IT'S ALSO ABOUT SHARING THE SOCIAL CAPITAL THAT JUST YOU BEING YOU MAY PRESENT. HERE IS WHAT IS VERY INTERESTING AS I SAY THAT OUT LOUD WITH THIS SPECIFIC POPULATION OF US THAT DO HR PEOPLE WORK. THIS IS OUR JOB.

THIS IS LITERALLY OUR JOB. RIGHT? TO DO ALL THESE THINGS FOR EVERYBODY IN AN ORGANIZATION. IN THEORY IF WE'RE ALL DOING OUR JOB WE SHOULD BE DOING THIS AND WE WOULDN'T EVEN BE HAVING THIS CONVERSATION.

DOES THAT MEAN PEOPLE ARE NOT DOING THEIR JOB AND I DON'T KNOW WHAT IT MEANS THAT WE'RE NOT



DOING IT WITH A CERTAIN LEVEL OF AWARENESS THAT ATTACHES TO THE NUANCE OF VARYING IDENTITY AND WE'RE NOT ACKNOWLEDGING THAT THE REASON THAT ALLIED SHIP IS ABOUT SHARING THESE THINGS IS BECAUSE IT HISTORICALLY HAS NOT BEEN SHARED. WE HAVE TO ASK OURSELVES A QUESTION. WHAT IS THE SYSTEM THAT SHARES IT OR DOESN'T SHARE? WHAT ARE THE THINGS WE HAVE IN PLACE THAT SET THINGS UP FOR ALL PEOPLE TO HAVE ACCESS TO ALL OF THESE THINGS.

PREDICTABLY WITH CERTAINTY. I WANT YOU TO THINK ABOUT THAT. WHAT ARE THE SYSTEMS AND PROCEDURES YOU HAVE IN YOUR ORGANIZATION THAT YOU ADVOCATE FOR THAT MAKE SURE ALL THE THINGS ON THIS LIST WITH CERTAINTY AND PREDICTABILITY AND CONSISTENCY ARE SHARED WITH ALL.

THAT'S HOW WE SHIFT THE SYSTEM IN AN ORGANIZATION. THAT'S HOW WE PEOPLE PEOPLE THE RIGHT WAY IF WE AS A PROFESSION CAN'T HOLD OURSELVES ACCOUNTABLE, WHO CAN? IF WE'RE NOT THINKING ABOUT IT, WHO IS RIGHT?

REALLY HONESTLY VERY EMPOWERING TO ME TO THINK THAT HR PROFESSIONALS HAVE THE OPPORTUNITY TO BE LIKE AVENGERS, THE SUPER HEROS OF THE DAY IN REGARD TO THE WORKFORCE DYNAMICS WE'RE LIVING IN RIGHT NOW.

BECAUSE WE'RE THE ONES WITH THE TRAINING. TO THINK ABOUT IT. GUESS WHAT? WITH THE TITLES AND POSITIONS AND RESPONSIBILITIES TO THINK ABOUT IT.

BUT IF WE'RE ONLY SEEING AND THINKING ABOUT THINGS THROUGH OUR OWN LENS, OUR OWN IDENTITIES WE MAY NOT EVEN BE REALIZING WHAT NEEDS TO BE SEEN AND HEARD OR DEALT WITH.

AT THE SYSTEM PROCEDURE LEVEL.

WE HAVE TO BE THOUGHTFUL ABOUT THAT.

BECAUSE IF WE ASK OURSELVES THIS QUESTION WHAT ARE THE INCLUSIVE LEADERSHIP STRATEGY THAT CAN MOVE THE NEEDLE. RIGHT? IN THIS CURRENT CLIMATE

WE HAVE TO BE ABLE TO UNDERSTAND THE HISTORY OF PSYCHOLOGY.

AND OTHER IDENTITIES AS WELL. BUT IN THE U.S. CONTEXT IF WE CAN UNDERSTAND THE HISTORY OF PSYCHOLOGY OF RACE WE CAN UNDERSTAND THE HISTORY AND PSYCHOLOGY OF JUST ABOUT ANYTHING ELSE. BECAUSE THIS IS THE PIECE WE HAVEN'T GOTTEN RIGHT. AS A SOCIETY YET. IT'S THE PIECE THAT IS MOST COMPLICATED IMBEDDED IN OUR STRUCTURES IN OUR SYSTEM.

WE ALL HAVE TO BE AWARE HOW DIFFERENT IDENTITIES INTERACT WITH EACH OTHER. HOW DOES RACE AND GENDER INTERSECT? HOW DO WE LOOK AT WOMEN ISSUES AND CHALLENGES IN THE WORKPLACE IN A WAY THAT ALSO LOOKS AT THE NUANCE OF EACH INDIVIDUAL SPECIFIC PERSON AS WELL.

THE REALITY IS THAT A WHITE WOMAN'S EXPERIENCE AND A BLACK WOMAN'S AND A LATIN WOMEN'S EXPERIENCE AND BY RACIAL AND NATIVE NATIVE AMERICAN WOMAN'S EXPERIENCE ARE GOING TO LOOK DIFFERENT. WHEN WE CREATE THESE WOMEN CENSORED PROGRAMS AND INITIATIVES ARE WE THINKING ABOUT ALL WOMEN? ARE WE THINKING ABOUT THE VOICE THAT IS THE MAJORITY: I'LL SHARE SOMETHING WITH YOU ALL SOME OF YOU MAY HAVE SEEN IT INTERNALLY. I HAVE WORKED WITH CLIENTS THAT ARE YOU KNOW DR. CHARLES WE HAVE A WOMEN'S AFFINITY GROUP AND ALSO A BLACK AFFINITY GROUP. BUT THE WOMEN'S -- WOMEN OF COLOR DON'T PARTICIPATE IN THE WOMEN'S GROUP. THEY ALL PARTICIPATE IN THE BLACK GROUP. DO YOU HAVE ANY THOUGHTS ON THAT.

I SAY, YEAH. I HAVE A LOT.

AND THE THOUGHT THAT I HAVE THAT PEOPLE OFTEN TIMES DON'T THINK ABOUT IS DUE TO THE RACIAL CONTEXT IF WE CAN UNDERSTAND RACISM WE CAN UNDERSTAND A LOT OF THINGS. THE RACIAL CONTEXT OF AMERICA HAS BY DEFINITION CREATED A DIFFERENT EXPERIENCE FOR WHITE WOMEN AND BLACK WOMEN

AND WOMEN OF COLOR AFTER THAT.

AND SO THE VOICES OF WOMEN AND WHERE WOMEN OF COLOR AND BLACK WOMEN HAVE HAD TO QUOTE UNQUOTE MAKE A CHOICE HAS BEEN TO HAVE TO CHOOSE RACE FIRST. FOR MANY AND MOST. I WILL EXPLAIN HISTORICAL CONTEXT. THAT'S WHY I KEEP TELLING YOU WE HAVE TO THINK BACK TO HISTORY AND CONTEXT TO MAKE SENSE WHAT WE MAY BE SEEING IN ORGANIZATION. WE JUST CAME OFF THE ANNIVERSARY OF WOMEN'S SUFFRAGE MOVEMENT AND WOMEN GETTING THE RIGHT TO VOTE AND ALL THE BEAUTIFUL PICTURES AND DOCUMENTARIES MON ADVANTAGES OF THAT ERA OF WOMEN GETTING THE RIGHT TO VOTE, BUT WE TEND TO AS A SOCIETY FORGET SOMETHING VERY IMPORTANT. WOMEN DIDN'T GET THE RIGHT TO VOTE AT THAT TIME. WHITE WOMEN GOT THE RIGHT TO VOTE AT THAT TIME.

AND BLACK WOMEN DIDN'T GET THE RIGHT TO VOTE UNTIL BLACK PEOPLE GOT THE RIGHT TO VOTE IN THE 60S.

WHEN WE LOOK AT CERTAIN DYNAMICS OF GENDER AT WORK AND RACE AT WORK, IT IS BECAUSE THERE ARE HISTORIES THAT CREATE TRUST OR CULTURAL MISTRUST.

WHEN WE THINK ABOUT THAT, IMAGINE WHAT IT COULD FEEL LIKE TO SAY SEE MESSAGING WOMEN GOT THE RIGHT TO VOTE WOMEN WOMEN WOMEN GOT THE RIGHT TO VOTE AND ARE YOU A NON-WHITE WOMAN SITTING THERE SAYING I DIDN'T HAVE THE RIGHT TO VOTE. WHY ARE WE SAYING WOMEN WHEN IT WASN'T INCLUSIVE OF ALL WOMEN? I HOPE EVERYONE IS FOLLOWING ME WITH WHERE I'M GOING WITH THAT. BUT THAT'S WHY WE HAVE TO BECOME MORE CULTURALLY AWARE OR COMPETENT TO UNDERSTAND SOME OF THE UNDER BELLY OF DYNAMICS OF PEOPLE. AND HOW IT REPRESENTS ITSELF AND MANIFESTS ITSELF IN WORK TODAY IN 2020. THAT'S WHAT HELPS US HAVE ANALYSIS OF SYSTEMS AND PROCEDURES IN A WAY THAT TRULY MAKES THE DIFFERENCE ON WHAT PEOPLE ARE TRULY FEELING. IT'S

WHAT ALLOWS THE FEEDBACK OF ALL VOICES NO MATTER WHAT THE IDENTITY AND AT ALL LEVELS. WHETHER IT IS THE WOMAN ON THE JANITORIAL TEAM AT THE ORGANIZATION ALL THE WAY UP. TO THE C SUITE. ALL LEVEL. BECAUSE SOMETHING ELSE THAT I DON'T THINK WE HAVE DONE THE BEST WITH THAT WE NEED TO CHALLENGE OURSELVES TO IS HOW DIFFERENT CAREER TRACKS AND PROFESSIONS ARE ALSO RACIALIZED AND GENDERED.

AND WHAT THAT MEANS FOR OUR GIVEN ORGANIZATION. A LOT OF COMPANIES HAVE BEEN HELD ACCOUNTABLE RECENTLY TO PUTTING OUT THEIR NUMBERS PULL UP OR CHANGE A MOVEMENT WHERE PEOPLE ARE ASKING COMPANIES TO SHOW THEIR DIVERSITY NUMBERS ESPECIALLY AT THE MIDDLE TO UPPER LEVEL.

ESPECIALLY LEADERSHIP, THE BOARD, C SUITE ALL THAT. THERE ARE ORGANIZATIONS THAT PUT THEIR NUMBER OUT THAT SEEMINGLY SEEMED HIGHER THAN EXPECTED, BUT THEN WHEN THEY WERE CHALLENGED SOMEONE DID SOME DIGGING THEY FOUND THEY WERE INCLUDING THE JANITORIAL STAFF LANDSCAPING ALL THE OTHER LET'S JUST SAY MORE BLUE COLLAR PROFESSIONS THAT EXIST IN THE ORGANIZATION. BUT WHEN YOU TOOK THOSE OUT THE NUMBERS BECAME ALMOST NONEXISTENT. WHEN LOOKING AT THE CORPORATE PROFESSIONAL ROLES. IT JUST SHOULDN'T BE THAT WAY THERE SHOULD BE MORE PROPORTIONATE DISTRIBUTION OF ROLES AND OPPORTUNITIES FOR ALL WE CAN'T SAY WE'RE DOING OUR WORK WELL, IF WE'RE NOT ACTIVELY DAY BY DAY FIGURING OUT THE SOLUTION FOR THAT WITHIN OUR GIVEN ORGANIZATION.

SO IF WE'RE SAYING THAT THIS IS THE WORK WE WANT TO DO AND I DO FUNDAMENTALLY BELIEVE I HOPE MOST OF US ARE WORKING AND LIVING IN A SPACE WHERE THE WORK WE DO MATTERS TO US AND WE SEE IT IN SOME TYPE OF MISSION DRIVEN APPROACH, I KNOW THERE IS SOMETHING DIFFERENT FOR EVERYBODY, BUT EVERYONE I THINK AT LEAST WANTS THEIR WORK TO MATTER. IF WE TRULY WANT OUR WORK TO MATTER,

THEN THIS IS WHAT WE HAVE TO BE FOCUSING ON DAY-TO-DAY. BUT IF WE'RE ONLY DOING OUR HR WORK AS WE HAVE BEEN DOING FOR THE LAST 10, 15, 20, 35 YEARS, WE'RE MISSING AN OPPORTUNITY AND NOT DOING THE PROFESSION ANY GOOD.

SO I WANT YOU ALL IN YOUR HOMEWORK LATER WHEN DEBRIEFING TO SAY AM I REALLY SITTING IN THIS STATUS QUO SPACE? OR AM I REALLY READY TO ADVOCATE FOR THE THINGS THAT HAVE NOT HISTORICALLY BEEN ADVOCATED FOR. AM I WILLING TO TAKE THE RISK TO MOVE FROM CONFERENCE TO COURAGE TO DO THOSE THINGS AS WELL. AM I WILLING TO BE THE ONLY ONE ON THE TEAM SAYING HEY THERE WAS A STRAIGHT TALKING PH.D. LADY WHO REALLY MADE ME THINK ABOUT THE STUFF AND WE HAVE TO THINK XYZ. ARE WE WILLING TO TAKE THE RISK ON THAT. FOR THOSE THAT MAY WANT TO UNDERSTAND MORE HOW TO UNDERSTAND, HOW TO UNDERSTAND THE HISTORY PSYCHOLOGY RACE BETTER SUGGESTIONS HOW TO BE ANTIRACIST BOOK LITERALLY IS ANY QUESTION YOU HAVE ABOUT IT IN THE MOST PLAIN SPOKEN WAY IS IN THAT BOOK. I COULD LIST TEN BOOKS OUT, BUT THAT IS WHY I'M SAYING IT SAT NUMBER ONE ON THE NEW YORK'S BEST SELLERS FOR THE LAST SET OF MONTHS BECAUSE IT'S PERFECTLY EXPLAINS THAT. THAT WOULD BE THE FIRST STEP. IN HIS BOOK HE ALSO HAS RESOURCES THAT COULD TAKE YOU THROUGH THAT.

THEN WE ALSO HAVE TO HOLD PEOPLE ACCOUNTABLE WITH CONSEQUENCES AND REWARD.

I ALWAYS TELL PEOPLE A TEENAGER IS NOT GOING TO WANT TO CLEAN THEIR ROOM AND WASH ALL THE DISHES UNLESS WHAT THEY ARE AVOIDING A CONSEQUENCE OR WANT A REWARD. GUESS WHAT ADULTS AND EMPLOYEES ARE THE SAME WAY.

WE INCENTIVIZE PEOPLE FOR SO MANY THINGS.

WE HAVE MISSED THE MARK ON INCENTIVIZING PEOPLE HAVING INCLUSIVE ALLIED SHIP NON BIASED APPROACH TO THEIR WORK. AND WHILE NOT INCENTIVIZING WE'RE ALSO NOT GIVING CONSEQUENCE FOR WHEN THEY

DON'T.

BASIC BEHAVIORAL REINFORCEMENT IN THE PSYCHOLOGY FIELD WILL SAY HUMANS WILL ONLY DO WHAT THEY ARE INCENTIVIZED TO DO OR DETER FROM DOING.

THIS IS AN ISSUE SOMEONE ASKED THE QUESTION CERTAIN INDUSTRY WHO LACKED DIVERSITY -- IT'S HORRIBLE EVERYWHERE. I DO THIS WORK ACROSS THE BOARD. THERE IS NO INDUSTRY DOING BETTER. THERE MAY BE A COMPANY OR TWO IN EVERY INDUSTRY THAT IS DOING BETTER THAN OTHERS, BUT THERE IS NO INDUSTRY THAT IS JUST KNOCKING IT OUT OF THE PARK. AND THERE IS A REASON FOR THAT. BECAUSE WE HAVEN'T STARTED TO KNOCK IT OUT OF THE PARK AT THE SOCIETAL LEVEL. ACCOUNTABILITY HASN'T SHIFTED AT THE SOCIETAL LEVEL.

WHICH THE GOOD SIDE OF THAT BECAUSE I'M ALWAYS ABOUT THE GOOD SIDE AND SOLUTIONS AND THE NEXT STEP IS DURING A TIME SUCH AS THIS I THINK WE CAN SEE EXAMPLAR STEPPING OUT. AND COMPANIES REALLY DOING THE BOLD AND COURAGEOUS THINGS TO TAKE A STEP OUT INTO UNCHARTERED TERRITORY TO REALLY SHAKE UP WHAT DIVERSITY AND INCLUSION AND EQUITY AND BELONGING AND ENGAGEMENT AND ALLIED SHIP LOOKS LIKE IN THEIR ORGANIZATION.

SO LEADERS OF ORGANIZATIONS RIGHT NOW HAVE AN OPPORTUNITY I HOPE THEY DON'T PASS UP. THAT'S TO CHANGE THE NARRATIVE. BUT TO CHANGE THE NARRATIVE IS GOING TO TAKE A LOT OF ACTION. AND BOLD ACTION BUT NONE OF THAT CAN HAPPEN IF A LEADER IS AFRAID TO HOLD THEIR PEOPLE ACCOUNTABLE FOR WHEN THEY DON'T DO.

SO WE ASK OURSELVES AS HR PROFESSIONALS ESPECIALLY THOSE THAT SERVE IN A GUIDING COACHING ADVISORY CAPACITY FOR OTHER LEADERS IN THE ORG, WHAT ARE WE DOING HERE? WHAT DO WE WANT TO DO HERE. WHAT DO WE WANT TO SEE LOOK DIFFERENT HERE THAT DIDN'T LOOK DIFFERENT BEFORE? WHAT ARE SOME OF THE PITFALLS FOR US TO AVOID IN

THE HR SPACE? WE HAVE TO FOCUS ON OBJECTIVITY OVER SUBJECTIVITY. THAT'S THE KEY THING OF UNDERSTANDING WHY AND MAKING SURE THE SYSTEMS ARE NOT ANY SYSTEMS THAT HAVE TOO MUCH SUBJECTIVITY. WE HAVE TO FOCUS ON OBJECTIVITY. WE ALSO HAVE TO FOCUS ON FACTS OVER OPINIONS MANY OF US SPEAK OUR OPINIONS AND OUR ASSESSMENTS THAT IT IS FACT ESPECIALLY WHEN IT COMES TO ASSESSING HUMAN CAPITAL. WE HAVE TO FOCUS ON FACTS WHICH DRAWS US CLOSER TO OBJECTIVITY. WE ALSO HAVE TO FOCUS ON PATTERNS OVER EMOTION. OUR EMOTIONS -- WHY THEY DO THAT. THEY DON'T WANT TO BE HERE. THIS. THAT. INSTEAD OF SAYING LET ME LOOK AT THE PATTERN OF BEHAVIOR TO MAKE AN OBJECTIVE FACTUAL ASSESSMENT VERSUS OUR EMOTION DRIVING WHAT WE THINK PEOPLE DID OR WHAT WE THINK PEOPLE FEEL.

WE HAVE TO START TRUSTING QUALITATIVE ANALYSIS OVER QUANTITATIVE IN CERTAIN SITUATIONS.

I CAN'T TELL YOU HOW MANY TIMES THERE HAS BEEN A CULTURE CLIMATE SURVEY EVERYBODY IS DOING THOSE AND I WILL LOOK AT THEM WHEN I COME IN AND FOR DIFFERENT CLIENTS I WILL DO CULTURAL AUDITS AND ASSESSMENTS AND SURVEYS TO GET AN IDEA WHAT THEIR DIVERSITY LOOKS LIKE. THERE ARE A LOT OF QUESTIONS THAT ARE NOT QUANTITATIVE. PEOPLE LIKE TO THINK. YES BECAUSE ON A SCALE OF 1 TO 10 EVERY 4 OR 5 NOT THE SAME.

I COME UP WITH SEVEN. SOMEONE ELSE COMES UP WITH SEVEN AND THEY COULD MEAN TWO DIFFERENT THINGS. WE HAVE TO MAKE SURE WE START LOOKING AT QUALITATIVE DATA AND ASKING PEOPLE HOW DO YOU FEEL. WHAT DO YOU WANT TO SEE. WHAT IS THE SCENARIO WHERE BLANK MADE YOU FEEL OR EXPERIENCE THIS.

NOW THAT DOESN'T MEAN THERE ISN'T ROOM FOR QUANTITATIVE ANALYSIS ON CATEGORICAL THINGS, BUT IF WE'RE TALKING ABOUT PEOPLE WE HAVE TO HEAR THEIR WORDS. NOT JUST THEIR NUMBERS.

WE ALSO HAVE TO CHOOSE AWARENESS OVER DEFENSIVENESS. WE HAVE TO COMMIT TO BEING MORE AWARE OF OUR SELF OF THE SOCIETY WE LIVE IN. OF THE THE OTHER CULTURES AND IDENTITY GROUPS WE INTERACT WITH BECAUSE DEFENSIVENESS HAS NOT SERVED US WELL.

AND THEN WE ALSO HAVE TO BE MORE COLLECTIVE IS STICK.

BY RESEARCH STANDARDS THE U.S. IS AN INDIVIDUALISTIC CULTURE. WE'RE NOT AS COLLECTIVE AS MANY OF OUR OTHER EASTERN INFLUENCE CULTURES.

YOU ASK YOURSELF WHAT DOES THAT MEAN. YOU LOOK AT CULTURE FRAMEWORK. DO A GOOD JOB OF SAYING WHAT CHARACTERISTICS MATCH WHAT COUNTRY. BUT I'M TELLING YOU THIS IS A TIME NOW IN OUR SOCIETY WE START SHIFTING MORE COLLECTIVELISTIC AND SHIFT AWAY FROM EGOCENTRIC SPACE BECAUSE EGOCENTRIC WAYS OF BEING ARE ACCEPTABLE IN OUR COUNTRY AND SOCIETY, BUT TO BE EGO CENTERED AND SELF CENTERED MEANS TO NOT BE EMPATHETIC AND CONSIDERATE OF THE EXPERIENCE OF OTHERS. BY DEFINITION IT MEANS THAT IT MEANS PRIORITIZING SELF AND THERE IS NO WAY WE CAN MOVE TO A CULTURE OF INCLUSIVITY AND BELONGING AND ENGAGEMENT IF EVERYONE IS FOCUSSED ON OURSELF.

HAVE TO ASK OURSELVES THIS QUESTION. IN ORGANIZATIONS WHAT CAN WE DO TO MAKE OUR MARK TO HAVE A MORE COLLECTIVE BASED APPROACH TO THE WORKFORCE.

WE HAVE TO ASK OURSELVES THAT QUESTION. BECAUSE IF WE DON'T ASK OURSELVES THAT QUESTION, WE WILL KEEP MOVING ABOUT BUSINESS AS USUAL. I THINK WE'RE ALL PRETTY CLEAR THAT BUSINESS AS USUAL IS JUST NOT CUTTING IT ANYMORE.

AS WE CLOSE OUT BEFORE WE START TALKING ABOUT JUST DIFFERENT THOUGHTS AND REFLECTIONS AND QUESTIONS WE HAVE I JUST HOPE THAT YOU ALL HAVE BEEN ABLE TO RECEIVE THIS MESSAGE IN A WAY THAT



HAS SHAKEN UP THE WAY YOU THOUGHT ABOUT THINGS, THAT HAS PLANTED A COUPLE OF SEEDS, HOPEFULLY MADE YOU UNCOMFORTABLE JUST A LITTLE BIT, BUT HOPEFUL ALSO MADE YOU FEEL REALLY OPTIMISTIC ABOUT THE POSSIBILITY, ABOUT THE POSSIBILITY OF WHAT CAN BE. BUT I PROMISE YOU THERE IS NOTHING YOU CAN VISUALIZE IN THE POSITIVE INCLUSIVE SPACE THAT IS NOT GOING TO TAKE SOME BOLD COURAGEOUS DELIBERATE INTENTIONAL ACTIONS ON YOUR PART, ON THE PART OF YOUR COLLEAGUES AND ON THE PART OF THE LEADERSHIP. THERE IS NO RED EASY BUTTON ON THIS.

NOT ONE. BUT I BELIEVE THAT YOU ALL ARE UP TO THE TASK. I BELIEVE THAT YOU ARE UP TO THE TASK. AND I HOPE THAT AS WE CONCLUDE THIS SPACE AND THIS CONVERSATION THAT YOU ARE BECOMING THOUGHTFUL, YOU ARE THINKING ABOUT THINGS YOU DIDN'T THINK ABOUT, REFLECTING ON THINGS YOU HAD NOT THOUGHT ABOUT AND THEN ALSO ASKING THE CRITICAL QUESTION, THE CRITICAL QUESTION OF WHAT IS NEXT.

HERE IS THE BEAUTIFUL THING. WE DEFINE THAT AS A COLLECTIVE. I'M EXCITED TO SEE WHERE THAT GOES. I WOULD LIKE TO OPEN UP FOR EVERYONE IN THE SPACE THAT YOU CAN ASK QUESTIONS SHARE THOUGHTS. I CAN RESPOND SPECIFICALLY TO QUESTIONS YOU HAVE. SOMEONE ASKED SUGGESTIONS ON THINGS A SMALL COMPANY CAN DO. LESS THAN 100 WITH JUST ONE HR PERSON. GOOD QUESTION. SO THE FIRST THING IS FOR THAT HR PERSON TO BUILD RELATIONSHIPS WITH SENIOR LEADERSHIP TEAMS. I'M SAYING SOMETIMES THAT'S NOT A VP ROLE. SOMETIMES IT IS HR MANAGER, DIRECTOR. EACH ORGANIZATION IS DIFFERENT, BUT I HAVE SEEN THAT OFTEN TIMES IT MAY NOT BE THAT THE HEAD OF PEOPLE HR IS CONSIDERED ON THE MOST SENIOR LEADERSHIP TEAM. FOR THAT SPECIFIC SITUATION, I WOULD SAY ADVOCATE FOR YOURSELF TO HAVE A ROLE IN THE PEOPLE BASED THINGS THAT ARE SEPARATE FROM JUST EMPLOYMENT. WHAT HAPPENS IN SMALL ORGANIZATIONS IF THERE IS ONE HR PERSON THEY ARE

BASICALLY TAKING CARE OF PAYROLL, ONBOARDING SOME TRAINING STUFF. KIND OF RELEGATED TO THAT SPACE. I WOULD ADVOCATE FOR YOURSELVES TO BE MORE INVOLVED IN THE WAYS IN WHICH ISSUES OF DIVERSITY INCLUSION IMPACT THINGS ACROSS THE ORGANIZATION. JUST LIKE WE THINK ABOUT MATRIX APPROACHES TO PROJECTS I WANT YOU ALL TO START THINKING ABOUT D AND I WORK FROM UNDERSTANDING THERE NEEDS TO BE CROSS FUNCTIONAL APPROACHES. YOU CAN'T JUST SIT IN ONE SPACE. IF IT SITS IN ONE SPACE IT DOESN'T GO ANYWHERE THEN IT'S STUMP. WHERE IS THE BEST PLACE TO START IN HR? IN HR -- WHERE IS THE BEST PLACE TO START? H R TOWN ACQUISITION HR BUSINESS PARTNERS EDUCATING HIRING MANAGERS FOR ME IT'S ALL MANAGERS THAT HAVE FIRING AND HIRING CAPABILITY. IF YOU HAVE TO MAKE A RESOURCE DECISION ON WHO NEEDS LEARNING EDUCATION ON THIS FIRST, IT WOULD BE THOSE WHO HAVE HIRING FIRING CAPABILITIES THOSE ARE THE ONES THAT CAN DO THE MOST HELP AND ALSO DO THE MOST HARM. I WOULD SAY START THERE. AGAIN, I'M A FIRM BELIEVER. HERE IS SOMETHING ELSE I WANT TO TALK ABOUT.

MANDATORY HAS BECOME ALMOST LIKE A HORRID WORD IN THE WORKPLACE. PEOPLE HEAR MANDATORY AND THEY GO RUNNING. I WOULD LIKE US TO SHIFT OUR MAN DAMAGE ABOUT MANDATORY TO COMPANY WIDE LEARNING.

SOME MAY SAY DR. CHARLES SAID IT'S MANDATORY. THE MESSAGE AREN'T COMPANY WIDE -- HISTORICALLY WHY MANDATORY SOUNDS BAD. BECAUSE IT CAME ALONG WITH JUST COMPLIANCE AND THE LEGAL THING EVERYONE HAS TO DO FOR THEIR EEO DIVERSITY TRAINING WHICH IF WE'RE BEING HONEST OFTEN TIMES IS NOT THE BEST EXPERIENCE FOR PEOPLE.

PEOPLE SEE MANDATORY IS NOT GOING TO CHANGE ANYTHING ANYWAY AND WHY ARE YOU MAKING THIS. BUT IF YOU SHIFT THE LEARNING AND DEVELOPMENT LANGUAGE SHIFT IT TO LEARNING AND DEVELOPMENT

LANGUAGE AND TO COMPANY WIDE LEARNING AND USE LANGUAGE WE WILL ALL HAVE THE SAME CONCEPT AND LANGUAGE, HOLD EACH OTHER ACCOUNTABLE BECAUSE WE ALL HAVE THE COLLECTIVE -- THAT WILL HELP. THE QUESTION CAME IN WHAT ARE YOUR THOUGHTS THE ON FOLKS STATING ALL LIVES MATTER WHEN THEY HEAR BLACK LIVES MATTER. IN MANY CONVERSATIONS WOULD LOVE INFO ON THOSE STATEMENTS. I'M GOING TO ANSWER THIS QUESTION AT A HIGH LEVEL AND GIVE AN EXAMPLE. LANGUAGE IS CHARGED. CHARGED BEYOND WHAT IT MEANS. IN OUR CLIMATE BLACK LIVES MATTER, ALL LIVES MATTER IS CHARGED LANGUAGE DUE TO HOW PEOPLE FEEL ABOUT IS SET OF BELIEFS AND VALUE. HERE IS WHAT I CAN TELL YOU HOW IT IMPACTS THE ORGANIZATION. JUST LIKE WE TALKED ABOUT BUILDING A psychologically AND EMOTIONALLY SPACE ENVIRONMENT FOR PEOPLE JUST LIKE I TOLD YOU ALL TO BELIEVE YOUR PEOPLE JUST LIKE I SAID YOU REALLY CAN'T SAY YOU WANT BELONGING AND INCLUSION AND HAVE PEOPLE STILL NOT FEEL COMFORTABLE BRINGING THEIR FULL SELF TO WORK IN A WAY THAT GROSS OUT OF HEAD TO SAY IF A BLACK PERSON SAYS THE WORD SIMPLY SEPARATE FROM IDEOLOGY SAYS BLACK LIVES MATTER IT IS THE SAME THING AS WE SAYING MATTERS. AND YOU ARE SAYING WHAT ABOUT CHRISTINE JOHNNY SARAH AND ALEX. IF I WAKE UP TODAY SAYING MY LIFE MATTERS THAT'S AN AFFIRMATIVE POSITIVE STATEMENT AND ALL LIVES SHOULD MATTER. SO ME SAYING MY LIFE MATTERS SHOULD NOT BE AN ISSUE. FOR SOMEONE TO BRING UP SOMEBODY ELSE'S NAME WHEN I'M SIMPLY SAYING MY LIFE MATTERS IS TO DISMISS HOW I FEEL ABOUT ME AND MY NEEDS AND WHAT IS BEST FOR ME. LET'S TAKE IT TO THE HUMAN LEVEL. IF YOU COME TO ME AND SAY I FEEL BEAUTIFUL TODAY ALL I HAVE TO SAY I'M GLAD YOU FEEL THAT WAY IT'S AN AMAZING THING WHEN PEOPLE FEEL GOOD. IF SOMEBODY SAYS I DON'T FEEL BEAUTIFUL TODAY ARE OR WHAT IS WRONG WITH YOU. WHY ARE YOU EVEN THINKING ABOUT YOUR BEAUTY TODAY. THAT'S WHAT ALL LIVES MATTER CAN

FEEL LIKE. ANOTHER EXAMPLE WOULD YOU GO TO SOMEONE'S FUNERAL IN THE MIDDLE OF THEIR MOTHER GIVING A EULOGY AND SAY WHY ARE YOU TALKING SO MUCH ABOUT YOUR CHILD AND THAT MOTHER WOULD HAVE THE RIGHT TO SAY BECAUSE IT'S MY CHILD'S FUNERAL RIGHT NOW. I HOPE THAT GIVES YOU PERSPECTIVE.

IT FEELS DISMISSIVE. SEPARATE ABOUT ALL THE IDEOLOGIES. IF SOMEONE SAYS THEY MATTER THEY MATTER ESPECIALLY WHEN ALL THINGS FACTUALLY AND HISTORICALLY SO THAT THEIR SYSTEM CREATED AN EQUITY THAT COMMUNICATES THAT THEIR LIFE IS LESS IMPORTANT THAN SOMEONE ELSE'S.

SOMEONE ASKED DR. CHARLES ABOUT HOW COUNTRIES SHOULD ADDRESS THESE TOPICS TAKING OUTSIDE OF US. OF COURSE WE LIVE IN GLOBAL WORLD. WE PLOWED THROUGH THE SESSION TODAY. I WANTED TO BE CLEAR I WASN'T MAKING A GENERALIZATION THAT EVERYBODY THAT HAPPENS HERE HAPPENS EVERYWHERE ELSE, BUT EACH NATION HAS ITS OWN CONTEXT. THAT'S WHY I SPECIFICALLY SAY IN THE U.S. CONTEXT UNDERSTAND THAT I'M SPEAKING SPECIFICALLY TO THEM AND THEN CAN SPEAK TO WHAT THAT LOOKS LIKE IN ANOTHER SPACE.

SO MAKING SURE YOU ARE USING INCLUSIVE LANGUAGING THAT DOESN'T JUST ASSUME THE WHOLE WORLD IS LIKE US HERE IN AMERICA. THAT'S THE FIRST IMPORTANT THING. THEN ASK THE EMPLOYEES OUTSIDE OF US CONTENT WHAT DOES THIS LOOK LIKE.

SOMETHING YOU EXPERIENCED IN YOUR NATIVE SPACE OR LAND OR GEOGRAPHIC LOCATION. LANGUAGING MATTERS AROUND THAT. SOMEONE SAID THIS IS GREAT. THANKS. GLAD YOU LIKED IT. I REALIZE IT'S IMPORTANT -- TODAY HELP ME UNDERSTAND THE PURPOSE. I TYPICALLY JUST MOVE FORWARD WITH WORKING SYSTEMIC PROCESS AND POLICY ISSUES THANK YOU SO MUCH FOR SAYING THAT BECAUSE WE MINIMIZE PEOPLE'S OPINIONS AND BELIEFS. THERE IS COLLECTIVE CONSENSUS THAT CERTAIN SUB GROUPS

HAVE LIVED A CERTAIN REAL LIFE EXPERIENCE. AND WE HAVE TO PAY ATTENTION TO WHAT THAT FEELS LIKE. AND WHAT THE REMNANTS OF IT CAN FEEL LIKE EVEN IF LEGISLATIVE LY THINGS HAVE SHIFTED. I'M GLAD TO HEAR THAT. SOMEONE ASKED THE QUESTION HOW DO WE ENCOURAGE INTRINSIC MOTIVATION OF LEADERS MEANING THIS IS THE RIGHT THING TO DO TO ENGAGE IN THIS WORK. HOW TO BE SUCH AS WHITE MEN ARE DISCRIMINATED AGAINST --.

I READ THEM TOGETHER. HOW DO WE ENCOURAGE PEOPLE TO DO THE RIGHT THING ON THEIR OWN. YOU WANT MY STRAIGHT ANSWER ON THIS ONE? THAT'S NOT THE FIRST STEP.

GUESS WHAT. IF WE WERE RELYING ON THAT, THE WORLD WOULD BE DIFFERENT. THAT'S WHY SYSTEMS MATTER. THAT'S WHY COMPANY WIDE LEARNING AND DEVELOPMENT MOMENTS MATTER THE. THAT'S WHY ORGANIZATIONS LIKE NILG PROVIDING MOMENTS LIKE THIS TO HAVE WIDESPREAD LEARNING IT'S LIKE SAYING MY KIDS YEAH. THEY ARE GOING TO CLEAN THEIR ROOM AND WASH THEIR DISHES. HOW DO I GET THEM TO LOVE IT THOUGH.

>> WE DON'T. WE CREATE SYSTEMS AROUND THEM TO MAKE SURE IT GETS DONE. OVER TIME IT CREATES A HABIT. WE NEED ORGANIZATIONS TO CREATE STABILITY AND SYSTEMS AND PROCEDURES THAT MAKE PEOPLE DO THE THINGS NECESSARY FOR THE GREAT OF COLLECTIVE GOOD AND GUESS WHAT YOU DO ENOUGH AND IT BECOMES A HABIT AND YOU ACTUALLY START FEELING GOOD ABOUT DOING. THAT IS THE ACT.

TRANSFORMING THE INSIDE OF EVERY HUMAN ON THIS GLOBE IS NOT THE WORKS. THE WORK IS MANAGING AND ACCOUNTING, PEOPLE ACCOUNTABLE TO ACTION AND BEHAVIORS THEN THAT STARTS TO SHIFT EVERYTHING ELSE. IS IT A GOOD IDEA TO HAVE DIFFERENT TRAININGS.

YES. I AM A SUPPORTER OF AFFINITY GROUPS. I BELIEVE PEOPLE DESERVE TO HAVE SAFE SPACE. I

ALSO BELIEVE THAT ORGANIZATIONS ARE RESPONSIBLE FOR PROVIDING RESOURCES TO SUPPORT GROUPS THAT HAVE A DIFFERENT LIVED EXPERIENCE. THERE IS NOTHING WRONG WITH THAT. THE REALITY IS THAT BLACK TALENT RIGHT NOW IS STUCK. THEY ARE STUCK IN THE MIDDLE MANAGER'S SPACE AND STUCK AT WHATEVER THE LEVEL IS EACH ORGANIZATION DEFINES IT DIFFERENT LEVELS. WHATEVER THAT LEVEL IS BEFORE INTO SENIOR MANAGEMENT IS A BOTTLENECK OF BLACK TALENT AND THERE THEY WERE STUCK THERE. THERE WAS AN ORGANIZATION WHERE WE CREATED A PROGRAM FOR BLACK LEADERS AT THE CERTAIN NUMBER LEVEL. WE HELPED TRAIN -- ONE, HELPED TRAIN THEM FOR CERTAIN THINGS, BUT ALSO MORE SPECIFICALLY HELP THEM COPE WITH THE SUCCESSION OF BEING STUCK. THEN WE CREATED A SYSTEM WHERE HIRING MANAGERS AT ALL OF THE HIGHER ABOVE LEVELS WERE INCENTIVIZED THROUGH BONUS AND CONVERSATION OR HELD ACCOUNTABLE IF THEY DID NOT MAKE STRATEGIC INTERNAL HIRING IF THERE WERE QUALIFIED PEOPLE AT THAT LEVEL.

I ALWAYS BRING IT BACK TO PERSONAL METAPHORS TO PEOPLE. IT'S LIKE SAYING IS IT BAD IF I SPEND A LONG TIME WITH ONE OF MY KIDS DIFFERENT THAN THE OTHER? ALL KIDS HAVE DIFFERENT NEEDS. QUALITY TIMES YOU MAY HAVE SPENT A COUPLE EXTRA DOLLARS ON A GIFT. ONE MAY BE MORE NEEDY. THAT'S WORK. THAT'S THE WORK. INDIVIDUALIZING DEVELOPMENT AND TRAINING AND OPPORTUNITY AND RELATIONSHIP BUILDING IS KEY.

DO YOU HAVE SUGGESTION ON DI COMPETENCIES THAT MANAGERS NEED TO HAVE OR FOR US TO BUILD THE TRAINING AROUND. A LOT OF IT. I CAN GIVE YOU GUYS 1 OR 2, BUT IF ANYBODY WANTS TO REACH OUT FOR ME AND FOR ME TO COME UP DEFINITELY REACH OUT TO ME, BUT THAT'S LITERALLY THE CORE OF WORK WE DO. INDUSTRY SPECIFIC. DIFFERENT INTERNAL POLICIES POLITICS AROUND THAT, BUT THE BIGGEST ONE I WOULD SAY RIGHT NOW SOCIAL CONSCIOUSNESS.

HAVING A WAY TO HELP LEADERS AND EMPLOYEES BECOME MORE INFORMED AND SOCIALLY CONSCIOUS ABOUT WHAT IS GOING ON IN THE EXTERNAL ENVIRONMENT. WHAT HAS GONE ON IN HISTORICAL CONTEXT THAT CREATES MEANING TO WHY WE HAVE TO DO CERTAIN THINGS NOW. THERE ARE A HOST OF DIFFERENT LEADERSHIPS. FEEL FREE TO REACH OUT TO ME ON MY BIN IF YOU WANT TO TALK ABOUT THAT FURTHER. THE THING ABOUT WE HAVE COMPETENCIES THAT WE HOLD LEADERS ACCOUNTABLE ON EVERYTHING. EMOTIONAL INTELLIGENCE. A BIG ISSUE IS THAT MANY PEOPLE ARE NOT EMOTIONALLY INTELLIGENT. LET'S SAY YOU AREN'T DOESN'T MEAN YOU CAN'T ENGAGE IN EMOTIONALLY BASED BEHAVIORS BEING AWARE OF AND MANAGING YOUR EMOTIONS OF OTHERS. THOSE ARE THE TWO I START WITH. HOLDING PEOPLE ACCOUNTABLE AND THEN ALSO EMOTIONAL INTELLIGENCE. IT CAN IMPACT OTHER THINGS, BUT IT DEFINITELY HAS A HARD ACT. THIS IS -- IF WE DON'T MANAGE THE EMOTIONALITY OF IT, THEN WHO KNOWS WHERE THINGS CAN GO. HOW YOU MARRY D AND I EFFORTS WITH AFFIRMATIVE ACTION PROGRAMS.

WE HAVE ALL THESE PROGRAMS. THE SAME PLACEMENT GOAL AND SAME AREA WHICH TELLS ME WHAT IS GOING ON. I HAVE BROUGHT THIS REPEATEDLY AND IT IS ON DEAF EARS. IT IS THE BIGGEST DILEMMA, BUT I CAN TELL YOU WHY BECAUSE NOTHING IS CLOSING THE LOOP ON THE PROGRAM TO ACTION AND ACCOUNTABILITY. THINK ABOUT IT. I GAVE YOU GUYS ALMOST TWO HOURS GOING ON NOW OF ALL OF MY GOOD INTELLIGENCE AND BRINGING THE KNOW HOW. IF YOU SAY THIS WAS A GOOD 90 MINUTES AND GO BACK TO WORK AND DO NOTHING, WHAT CAN I DO AFTER THIS.

SEE WHAT I'M SAYING? THE LOOP HAS TO BE CLOSED. ACCOUNTABILITY HAS TO BE MADE. METRICS HAVE TO BE SET. EXPECTATIONS HAVE TO BE MADE CLEAR. A LEADER HAS TO BE WILLING TO PUT THESE TYPES OF THINGS IN PEOPLE'S PERFORMANCE EVALUATIONS.

PEOPLE HAVE TO BE WILLING TO ATTACK CONVERSATIONS TO THE WORK JUST WAIT AND EXPECT LEADERS TO DO GOOD IN THIS LANE. WE HAVE TO STRUCTURE IT SYSTEMATICALLY. HOLD PEOPLE ACCOUNTABLE NOW. GOOD QUESTION. YOU ARE NOT THE ONLY ONE FEELING THAT WAY. THAT'S SOMEONE WHO DOES FACILITATE THE PROGRAM. IT'S A SOURCE OF FRUSTRATION FOR ME TOO WHICH IS WHY I LIKE TO DO A RETAINER MODEL APPROACH WITH MY CONSULTING FOR AT LEAST THREE MONTHS SO I CAN AT LEAST SEE THE WORK AND SEE HOW IT'S BEING EXECUTED. IF WE CONNECT IT TO THE CLIENT TO BE ABLE TO MAKE THE DIFFERENCE AT LEAST SEE THAT I TRIED. BUT THIS CLIENT I HAVE BROKEN THE RELATIONSHIP I'M NOT RUNNING IN A CIRCLE FOR YOU JUST TO SAY YOU ARE DOING THIS WORK AND PROMISING YOUR EMPLOYEES. WHEN THAT NUMBER HAPPENS I BACK OUT OF THE CLIENT RELATIONSHIP. THAT'S HOW PASSIONATE I FEEL ABOUT THIS WORK. THERE IS NO DOLLAR THAT WILL MAKE ME BE THE PUPPET OF PERFORMATIVE WORK. NOT UNDER MY WATCH.

WHAT WOULD YOU TELL COMPANIES WHO THINK THE SOLUTION IS TO JUST ROLL OUT SPECIAL TRAINING FOCUS GROUPS TO ONLY MEMBERS OF A -- SEEM COUNTERINTUITIVE. I DON'T KNOW THE TIMING HOW QUESTIONS ARE COMING IN, BUT THIS QUESTION CONNECTS BACK TO WHAT I JUST SAID ABOUT HOW I FEEL ABOUT EVERY GROUP DESERVES TO HAVE A SAFE SPACE. THEY HAVE A DIFFERENT ALLOWANCE. THOSE ARE NOT IT'S LIKE SAYING COUNTERINTUITIVE.

ACKNOWLEDGING WHAT IS THE PROBLEM OF THE PARENT WHEN I LET MY KID SAY THERE IS A PROBLEM ABOUT ME. BECAUSE THERE MAY BE. JUST MAY BE THE THING. IF WE CAN ACKNOWLEDGE THAT'S A THING AND FIGURE HOW TO PROCESS IT ALL THEN YOU HAVE A MORE PRODUCTIVE SPACE. I'M -- THAT THOSE TYPES OF PROGRAMS NEED TO SIT IN THE SPACE OF SUPPORT. IT'S NOT PEOPLE OF COLOR'S PROBLEM WHY THERE IS DISPROPORTIONATE REPRESENTATION OF THEM UP AT



THE TOP. IT'S NOT A LACK OF SKILLS IN PEOPLE OF COLOR TOOLBOX THAT'S MAKING THEM NOT GET PROMOTED. THEY DON'T NEED TRAINING ON HOW TO QUOTE UNQUOTE BE BETTER TO BREAK THROUGH. WHAT THEY NEED IS RESOURCES AND SOME RIGHT SYSTEMS AND COPING MECHANISMS AS THEY NAVIGATE BIAS. THAT DOES SUPPORT INCLUSIVE ORGANIZATION BECAUSE WHEN PEOPLE ARE WHOLE AND WELL AND FEEL INVOLVED AND HEARD WHEN THEY ARE MORE COMMITTED AND THEY STAY.

LAST QUESTION HERE.

DO YOU THINK THAT THE CALLS FOR SOCIAL JUSTICE WILL RES TRANSPARENCY AND DECISION PROCESS FOR EXAMPLE, REGARDING PROMOTIONS.

I KNOW YOU GUYS ARE LIKE THIS WOMAN KEEPS SAYING THE SAME THING OVER AND OVER AGAIN. IF IT'S NOT -- JUST BE NEED THE SOCIAL DISTANCING THERE IS NOTHING HAPPENING NOW DIFFERENT THAN THE 1960S OR 20 IN REGARD TO RACIAL EQUITY. LITERALLY NOTHING DIFFERENT. WHAT IS DIFFERENT AT DIFFERENT POINTS IN TIME DIFFERENT ACCOUNTABILITY HAS BEEN PUT IN PLACE.

FORCED THE HAND ON CERTAIN THINGS. AFFIRMATIVE ACTION HAPPENED THAT FORCED THE HAND ON COMPANIES TO DO CERTAIN THINGS. WE HAVE TO ASK OURSELF A QUESTION NOW WHAT WITH WE WILLING TO FORCE THE HANDLE ON SYSTEMATICALLY WITHIN ORGANIZATION AND SYSTEM AND PROCEDURE TO COLD PEOPLE ACCOUNTABLE TO HAVE TO DO THE RIGHT THING.

THANK YOU SO MUCH FOR THE CLARIFICATION BETWEEN BLACK LIVES MATTER AND ALL LIVES MATTER.

WONDERFUL PRESENTATION.

>> I'M GLAD IT CONNECTED IT'S A VERY SENSITIVE THING RIGHT NOW BECAUSE IT'S SO POLITICIZED EMOTIONAL, BUT AT THE TESTIMONY IT'S A PRETTY SIMPLE THING TO UNDERSTAND.

WHAT IS YOUR RECOMMENDATION WHEN COMMUNICATING WITH SOMEONE SET IN THEIR BELIEFS.

IS ARE IF IT'S JUST PERSONAL TO PERSONAL, STATE THE FACTS. STATE THE IMPACT THAT THEY ARE THINKING CAN HAVE. AND LET IT GO.

IF IT COMES UP AGAIN STATE THE FACT, STATE THE IMPACT THEY CAN HAVE. ARGUING WITH SOMEBODY WHO CHOOSES NOT TO FOCUS ON FACT. THAT JUST CREATES MORE EMOTIONALITY AND ARGUMENT. HERE IS WHAT I DO BELIEVE ABOUT HUMAN BEHAVIOR IS YOU SAY THE FACTS TO SOMEONE 5 OR 6 TIMES EVEN IF THEY CHOOSE NOT TO CHANGE THEIR BEHAVIOR, THEY CAN'T NOT HEAR IT. IT'S LIKE IN COURT WHEN THEY SAY STRIKE IT FROM THE RECORD. OKAY. PROCEDURALLY WE KNOW WHAT THAT MEANS, BUT THAT DOESN'T MEAN PEOPLE CAN UNHEAR WHAT THEY HEARD. SO I'M A BIG PROPONENT OF YOU GIVE PEOPLE FACTS IT WILL PROCESS IT HOW THEY PROCESS IT. THAT'S WHY PEOPLE HAVE TO BE GIVEN CONSEQUENCES OR REWARDS TO DO IT. SOMEONE CAN SAY -- IF A LEADER IS GOING TO HIRE DIVERSE CANDIDATE THERE IS A GUESS FOR THEM DOING IT YEAH BECAUSE AT THIS POINT THE NUMBERS ARE SO BAD WE NEED WHATEVER TRIGGER OF ACTION AT THIS POINT WE NEED TESTIMONY REALLY BAD TO BREAK INTO A CRITICAL MASS.

IF IT MEANS INCENTIVIZE IF PEOPLE IN THEORY IN SOMETHING WE SHOULDN'T HAVE TO, THEN, OH, WELL. BUT WE DO IT FOR EVERYTHING ELSE.

THIS IS A LANE WHERE WE PUT THAT INTO. ANOTHER WAY TO THINK ABOUT IT IS LOOKING AT THIS EXCHANGE TO KNOW THE FRAMEWORK TO PUT ON THE D AND I WORK. EXCHANGE MANAGEMENT. THAT'S WHAT HAPPENED IN SOCIETY, IN NORTHERN INVASION. CHANGE MANAGEMENT.

I'M GLAD ALL HAVE ENJOYED THE DAY AND OUR TIME TOGETHER. AGAIN YOU CAN FIND ME ON LINKEDIN UNDER DR. CHARLES. FEEL FREE TO SHOOT ME A MESSAGE IF YOU WANT TO REACH OUT TO ME ABOUT CONNECTING WITH THE ORGANIZATION IN ANY WAY OR IF YOU HAVE A FOLLOW-UP QUESTION FEEL FREE TO CONTINUE TO REACH OUT ALSO I HAVE A TED TALK IT

WILL COME UP RETHINKING DIVERSITY AND INCLUSION AS A HEALTH AND WELLNESS. THANK YOU ALL FOR BEING HERE THIS WHOLE TIME AND THANK YOU ALL FOR BEING PRESENT TO HEAR. I'M A STRAIGHT TALKER THAT IS A STEP. CONTINUE DOING THE WORK.

>> MS. CLEMONS: DR. CHARLES, WE'RE STILL GETTING THANK YOUS COMING IN. I DON'T THINK WE COULD HAVE ENDED OUR WEBINAR SERIES ANY BETTER THAN WITH YOU.

IT'S AWESOME. I WANT TO TAKE THE OPPORTUNITY ONCE AGAIN TO THANK ALL OF OUR SPONSORS. WE WANT TO GIVE A RESOUNDING THANK YOU BECAUSE HAVING YOUR SUPPORT HAS ALLOWED THE NILG TO MAKE THIS SERIES SUCCESSFUL. I ALSO WANT TO THANK ALL SPEAKERS WHO SHARED THEIR TIME AND EXPERTISE. DR. CHARLES YOU HAVE BEEN THE CROWNING JURY OF OUR WEBINAR SERIES. WE WANT TO THANK ANYONE AND EVERYONE WHO MADE A PART IN MAKING VIRTUAL SERIES AN OVERWHELMING SUCCESS AND WE HOPE TO SEE YOU NEXT YEAR PERSONALLY IN 2020 FROM AUGUST 1ST THROUGH THE FOURTH IN NASHVILLE TENNESSEE. SHRM CREDITS FOR THE WEBINAR. THE BOARD WOULD LIKE TO THANK ALL WHO WERE IN ATTENDANCE WHETHER IT'S FOR THE FIRST TIME TODAY OR WHETHER YOU HAVE BEEN WITH US SINCE JULY 6. WE APPRECIATE YOUR TIME AND HOPE YOU RECEIVED SOME BENEFIT FROM ATTENDING AND BEING WITH US. I AM ANITA CLEMONS AND I WISH YOU PEACE AND GRACE. TAKE CARE AND STAY SAFE.

>> GOOD-BYE EVERYBODY.