Welcome everyone.

Very excited to see you all today. We want to welcome you to our third webinar in our pandemic series. I am Jodi Detjen, I am Professor of Management and the Program Director for the MBA program at Suffolk University.

Today's discussion comes at a very difficult and reflective time for our country and ourselves. Businesses have an opportunity to be leaders, actually, as we try to seek to figure out how to make change in our organizations so our organizations can be more inclusive and open.

Thank you for joining this important discussion today. So logistically we're going to have a panel for about 45 minutes, and then we'll take questions for about 15 minutes. We appreciate those that have asked questions ahead of time as well, and we will be weaving those in throughout.

I would like to turn it over right now to Joyya Smith, who is the head of our Inclusion and Diversity Effort here at Suffolk University, and Joyya is going to talk about the importance of today's date.

Thank you. Thank you, Jodi.

Good afternoon, everyone. If I may, I would like to share a little bit about Juneteenth. Juneteenth is the oldest nationally celebrated commemoration of the ending of slavery in the United States. From its Galveston, Texas origin in 1865, the observance of June 19th as the African-American Emancipation Day has spread across the United States and beyond. Today, Juneteenth commemorates African-American freedom and emphasizes education and achievement. It is a day, a week, and in some areas, a month marked with celebrations, guest speakers, picnics, and family gatherings. It is a time for reflection and rejoicing. It's a time for assessment, self-improvement, and for planning for the future. I invite you all to take time today to do those things.

First, reflection. Reflect over slavery and its lasting impacts today. I also encourage you to speak with others about what you've learned. Take time to also respond in different ways. Racism still exist in certain forms, and I encourage you to help us dismantle it and make sure that we're able to make improvements.
So thank you and I'll pass it over to Tammy.

Thank you, Joyya, and Jodi thank you for the introduction.

My name is Tammy MacLean and I am a Professor of Management at Suffolk University.

I'm also the Director for the Center of Executive Education, and I do both research and teaching in the areas of diversity and inclusion amongst other things.

And today I'm going to start by just briefly introducing the people on our panel, and then we will have them tell you a little bit more about themselves and their backgrounds before we move into our conversation.

We have with us today, Anna Ribeiro, Senior Diversity and Inclusion Analyst from Wellington Management.

We have Paul Francisco, Chief Diversity Officer and Head of Workplace Development Programs from State Street Corporation.

We have Jennifer Rineer, Deputy Chair of Diversity and Inclusion from RTI International.

And you just met our own Joyya Smith, the VP of Diversity, Access and Inclusion at Suffolk University.

Think I'd like to ask you all just to say a couple of minutes about your professional background and the work that you do in this area before we start with questions.

And let's start with Anna.

Thank you, Tammy, and happy Juneteenth, everyone.

I'm definitely grateful to be on this panel with all the prestigious panelists on here as well.

So my name is Anna Ribeiro.

I am a first-generation Cape Verdean American and a mom of a vivacious nine-year-old daughter.

Her name is Keilani.

My title, as you know, is Senior D&I Analyst at Wellington Management.

And my role pretty much consists of being a D&I thought partner to our business line leaders, our talent acquisition team, and our 10 business networks of Americas, in addition to managing several external diversity associations that many of you might be familiar with, like the partnership, Alpha.

But yes, in a nutshell, that is what I do at Wellington Management.

Thank you, Anna.

Good afternoon, everyone.

Paul Francisco, Chief of Diversity Officer at State Street Corporation.
My pronouns are he, him, and his.

I've been in diversity management and diversity recruiting for over 20 years.

I lead our global strategy around inclusion, diversity, equity, and also workforce development programs.

And happy to be here with you this afternoon and looking forward to this most appropriate discussion and happy Juneteenth, indeed, to everyone.

Hey everyone. My name is Jenn.

My pronouns are she, her, and hers.

My background is in industrial and organizational psychology.

So I do research and applied work on improving employee and organizational performance and wellbeing.

I work at RTI International, which is a large nonprofit research organization that has a mission to improve the human condition.

And I kind of wear two hats in the organization.

So I am a leader on RTI's Diversity and Inclusion Council, and I'm also a research psychologist and program manager in our Center for Policing Research and Investigative Science.

So two roles that are very relevant right now, and so I'm happy to be joining this panel and talking to you all about how we can move these areas forward.

Thank you, Jenn. And Joyya?

Good afternoon again. I'm Joyya Smith, Vice President for Diversity Access and Inclusion at Suffolk University.

My role is to incorporate diversity and inclusion in every fabric of our institution by trying our best to incorporate diversity and inclusion in all of our operational activity.

So that's anywhere from our recruitment, our hiring, to our curriculum, to working with faculty and staff, and most importantly, helping to engage our students.

I do that in a number of ways.

I work with our employee resource groups.

I've worked with human resources and I work on a number of other initiatives to help move these efforts forward.

So thank you.

Thank you, Joyya.

So as you know, our conversation today is centered on the notion of what is the role and the obligation of business in this very unique moment that we are in.

And I'd like to start by hearing about how your organizations have responded to the killing of George Floyd,
the accusations of Amy Cooper,
other recent instances of violence against people of color,
the ensuing protests and this kind of moment in time,
this reawakening or new openness to this conversation
about racial injustice and racism
in the United States and globally.
I'm interested in what your organizations have done,
if anything, and why what they did seems important.
And I think, we can probably start with Anna
and then move around as people want to participate,
you can speak up.

Thanks, Tammy. So at Wellington,
we actually received an abundance of emails,
and that's from our three managing partners,
from business line leaders, and those are CEO directs,
and that's collaborative and functional,
from our senior leaders, line managers,
all sending their sympathies
to our African-American employees,
specifically targeting our SHADES Business Network members.

And some reached out individually to their colleagues
expressing their sorrows and concerns about our wellbeing.
So in response to these emails,
our Black colleagues had a chance to expressively share
their stories and allow their vulnerability
to show through their words,
and in the end really helped our white colleagues
understand their experiences because sharing
what we go through makes it real to other people.
And now our colleagues are more conscious
about what we go through.
From this, there was an overwhelming ask
from our white colleagues about how can I help
and our SHADES members, with the guidance
of our Managing Director of Global Diversity Inclusion,
which is Shawna Ferguson,
she compiled the list of 'What can I do?'.
She called it a 'What can I do?' list,
and sent it to all employees.
And the first on the list was empathize.
So we want all of our employees to empathize,
acknowledge and respect differences,
because no two people's experiences are exactly the same,
considered a disproportionate emotional strain
that events are having on our members
of the Black heritage communities.
So definitely emphasizing that portion.
Second thing was to learn,
whether they are parents, consumers,
board members, manager of colleagues,
and regardless of your tenure or position at the firm,
they are in a position to make a difference.
So we want them to take the time to consider their roles
and see how they can help make an impact.
And that can firstly start with just educating
themselves on Black and African American cultures, whether that's attending a SHADES network event, or reflect on lessons learned and reading literature about social injustice. The third thing was more of acting, passion is nothing more than a fleet of emotion if you don't act with intention. We can do all things like having courageous conversations with another, being color brave, hire more underrepresented talent, and even develop our talent. And lastly, even donate time and funding to organizations that support the African-American community. And lastly, that question around why did we choose this approach? I truly feel that this approach was chosen because our leaders care about our employees and they realize that silence is just endorsing the cause. So they decided to be vocal about it and support and just being a true ally. Thank you, Anna. You're welcome. Jenn, what's happening at RTI International, along these lines? So we saw some similarities. So we had initial messages coming out from leadership and then an opportunity for Black colleagues and others to kind of respond. I think one of the things that I really appreciated about what RTI has done is just being honest kind of about where we've been in this journey and where we're hoping to go. And so, there've been conversations about this in all of the meetings that we've had across the Institute, in different divisions and management meetings, etc., and I think what's really been appreciated is just kind of not trying to pretend it's something it's not. Acknowledging in many cases, you know what, we should have been putting more resources into diversity and inclusion into research that's specifically focusing on these issues before. Just putting that out there, but here's where we are now. Let's have an open conversation and see where we can move forward. I think one of the things that's also been really appreciated is in the beginning of all of this happening, I think a lot of requests were being made of Black employees and other employees of color because white employees wanted to say, well, please, you tell us what would be helpful to you?
Can you attend this conversation?
Can you facilitate this discussion?
Can you provide resources?
And it was putting a lot of burden on people who were already overburdened.
And so I think our managers and the leaders of our Black Employee Resource Group and other leaders across the Institute have helped people understand it's not the sole job of Black colleagues and colleagues of color to educate the rest of us on this. We need to take it upon ourselves to take action. And just trying to kind of fumble through this process of figuring out for white colleagues, especially those who haven't thought about these issues so much, what is the role that we play because it really is, it's our issue to address as well. So I think just having some of these really difficult conversations has been really critical. And just one other thing I'll mention before I pause for now is just that we've increased the offerings that we kind of already had standing. We have internal trainings on allyship, fostering inclusive interactions, inclusive leadership. So there are kind of these things that we've been doing all along, but they didn't get as much visibility as others that have mentioned. And so now there's a lot of demand. There's more resources available because people realize how important it is. So I think it's a combination of providing resources to employees who want and need to learn and just having these honest conversations. Yeah, it's really interesting.
I've heard a lot of back and forth about the obligation of white people to do their own research and not put that on people of color necessarily. Maybe wonder if Joyya of Suffolk University should buy everybody a copy of 'White Fragility' and distribute that as a way of moving that process forward. Paul, what's going on at State Street?
Did State Street respond in some specific way? Yeah, actively responding, a lot of the same things that Jenn and Anna have highlighted.
We've done, our CEO sent out a letter to all employees three weeks ago when thing first started to evolve. All of our Management Committee members did the same thing. They're all having town halls with their folks. Me and our CEO, Ronald O'Hanley had a town hall, now it seems like two weeks ago attended by close to 6,000 people, a live stream, and we had a really frank conversation about what's happening. The one thing that we talked a lot about is the emotional toll that this
14:30 is taking on Black employees.
14:33 And to Jenn's point,
14:38 that's having some really interesting set of repercussions
14:44 and/or things that are coming out in the Black community
14:48 that perhaps hadn't come out within State Street,
14:50 perhaps that hadn't come out before.
14:52 And so that's allowing us to have
14:55 some really frank and honest discussions,
14:57 conversations, forums in all kinds of different ways.
15:01 But the approach that we've taken in terms of actions.
15:04 So there are things that obviously we're amplifying
15:05 that we already were doing.
15:07 So whether it's supporting certain educational,
15:11 economic access, social justice type of issues,
15:15 obviously we're looking at that
15:17 as a strategy from a foundation perspective.
15:21 We look at a whole lot of talent processes
15:22 and just kind of reiterating all of the things
15:25 that we have in place in terms of
15:27 diverse slates requirements, diverse interview panels,
15:32 the diversity goals that we've established, etc.,
15:34 and saying, are we optimizing all of the things
15:39 that we've been doing with our on-campus recruiting strategy
15:42 and our HBCU relationships, etc.
15:46 And, to Jenn's point, our inclusive leadership trainings,
15:50 and conscious bias training has been a staple
15:52 of our suite of development products
15:57 and learning products for a long time.
16:00 And this is an opportunity to sort of remind people
16:02 that those trainings are there, etc.
16:05 Obviously we're focusing more now on racial,
16:08 specific to racial and social justice issues.
16:11 The one thing that this has generated,
16:13 obviously has been a very direct conversation on racism,
16:18 but more importantly, on the verb,
16:20 which is, how do you become an anti-racist?
16:25 And how do you be an ally,
16:26 but being an ally means being proactive.
16:28 It's not a reactive thing.
16:29 And so how do we make sure that our white colleagues
16:34 feel empowered and engaged enough to do this
16:38 and to take ownership of it.
16:40 And the last thing I'll say is there is,
16:42 from a State Street perspective,
16:44 there is this sort of expectation that we will have
16:48 some sort of stewardship or board governance
16:52 type of response similar to what we did
16:53 with Fearless Girl to say,
16:56 what can we do from an advocacy perspective,
16:58 from a legislation perspective to move policy change,
17:05 to move practice change, to look internally
17:08 on how we are represented and whether we have
17:11 enough representation of Black and African American talent
17:16 in the top of our organization.
17:17 from our board to our executive committee, etc.
17:20 So those are all things that are happening.
17:22 And looking at our investments,
17:23 investments in our community,
17:24 investment in our supply diversity pipeline,
17:28 investments directly into social justice
17:31 and racial equity type of organizations,
17:35 in addition to what we've already been doing
17:37 with the NAACP Legal Defense Fund, with King Boston,
17:41 and other efforts on the equal justice project, etc.
17:45 So that's what's happening.
17:48 <v ->That's a lot. (laughs)</v
17:50 <v ->Yeah Paul, can I ask you just to talk a little bit more</v
17:52 and maybe other people want to chime in on this question?
17:55 So you said we need to help white people
17:59 figure out how to become allies.
18:00 Anna said we have a list of, what can I do list,
18:05 what can we do to help white people
18:08 feel more comfortable engaging?
18:11 Because I feel like there's fear,
18:14 fear of saying the wrong thing,
18:16 fear of putting one foot in one's mouth,
18:19 that gets in the way of this for a lot of people.
18:22 <v ->So I'm going to have a somewhat controversial</v
18:24 answer to that.
18:25 It's not my job to make white people
18:27 feel comfortable engaging.
18:29 So what I like to say is,
18:33 this is the time where people need to reflect on their own
18:38 and figure out what they need to do.
18:40 And to Anna and to Jenn's point earlier,
18:44 you can't put the burden on us to tell you how to engage.
18:49 We have enough that we dealing with
18:52 emotionally on a daily basis.
18:54 So I don't want to have the extra burden
18:56 to have to tell folks.
18:58 I want them to do that themselves.
19:01 And I think that they are very much capable of doing so.
19:04 And yes, there is an apprehension into,
19:06 well, I don't want to offend anybody,
19:07 do I say the wrong thing, do I do the wrong thing?
19:10 I actually think that that's,
19:13 I make mistakes, right?
19:14 Yesterday, I sent out a note to the whole organization,
19:17 and some people didn't necessarily agree with the tone
19:20 of the note.
19:22 And I picked up the phone,
19:24 I called a couple of people that get their perspective,
19:26 and I was like, you know what, you're absolutely right.
19:29 That's my fault.
19:30 I should've probably been more thoughtful about it.
19:32 But those conversations allow you to learn,
19:34 allow you to move forward.
19:35 And so we need to stop being afraid of making a mistake
or offending anyone because then things will continue
people will sit back, be passive about this
and not be active and actively engaged.
<v ->So is that the answer from you?</v
That answer,
I think that it's not my job to help you feel comfortable.
Is there a different answer from State Street,
if State Street wants people to be able to be an ally?
Is there a different answer from
an organizational perspective or no?
Kind of, yes, but,</v
I mean, we give people resources.
We, similar to Wellington,
we provided the organization with an exhaustive list
of things that they can think about and do,
but we are not mandating anything.
We're just saying, Hey, here's what you should
take advantage of.
So there is a list of resources out there.
There are tons of things that we already put out there
in terms of content that people should look into,
content about Juneteenth and the historical meaning
of Juneteenth, content around if I'm a white person,
how do I become an active ally, etc.
So those things already, from a institutional perspective.
Now, it doesn't mean that if somebody gives me
a call and says, "Paul, trust me.
I've been fielding calls left and right from executives,
from folks that want to help,
from people that want to understand.",
and I'm not saying I'm not having
those conversations with them.
What I'm saying is, don't sit there and expect me
to tell you what to do.
It's, if you want to have a conversation,
and if you want to sort of engage in a discussion
around, Hey, here's what I'm thinking,
what do you think, that's different than,
Paul, I don't know what to do, please tell me what to do.
That's when I say, "Well, why don't you figure it out
and then come back to me and then
we can have further conversation about it.".
<v ->Gotcha.</v
Just to add to Paul's point as well.</v
It's more it's okay to be uncomfortable.
You don't have to be right about these situations.
You can ask the wrong questions. That happens, right?
Just like Paul's example on sending the email.
It happens, own up to it, and say,
how can I fix this, how can I make this right?
And I feel like as long as there's
that genuinity behind it, that people are okay with it.
If you make a mistake, let's work together on helping
21:49 how can we get it better.
21:51 And similar to Paul's point,
21:52 in terms of the different trainings,
21:53 same thing here.
21:54 We put that forward now for unconscious bias
21:57 and managing inclusion.
21:59 Also encourage that whole reverse mentoring,
22:01 peer up with a SHADES colleague,
22:03 a Black, African American colleague
22:05 and have that conversation, that open, honest dialogue,
22:08 when you can feel comfortable
22:09 asking those uncomfortable conversations.
22:13 <v ->Joyya, is the university doing anything,></v
22:17 either in direct response, and I am asking this knowing
22:20 some of the answer of course,
22:21 because I'm getting your emails,
22:22 but in terms of a direct response to the environment
22:26 that we're in and to help people learn more,
22:29 what are the things that we're offering
22:32 to our business students, really,
22:33 who are the future of this?
22:35 <v ->So, first and foremost,></v
22:37 I would say we responded quickly with statements.
22:40 But in our statements,
22:41 we also mentioned that a statement is not enough.
22:44 And so one of the things we want to encourage
22:47 is that independent learning,
22:50 but then also that interpersonal conversation.
22:54 And I think when it comes to discomfort,
22:57 we learn outside of our comfort zone.
23:00 So we have to live in that discomfort
23:03 and we have to engage in it in order to disrupt
23:06 and dismantle these systems that are not working
23:10 for us as a whole.
23:11 So as an institution, we are encouraging people to do that,
23:15 but we're also encouraging conversations.
23:18 So we've had four or five different forums,
23:21 virtual forums, where faculty, staff, and students
23:24 were able to express their feelings behind what's happening
23:28 and even solutions on how we can do things
23:31 better in the future.
23:33 The students and the Black Student Union,
23:38 and Caribbean Student Network,
23:39 they put on a wonderful presentation about police brutality
23:44 and just their thoughts around racism
23:47 and how we can make things better.
23:49 When I tell you that was probably the most notable session
23:53 that we've had in the last three weeks
23:55 because it allowed faculty, staff, and students
23:58 to really engage in what's happening
24:01 and to really come into agreement
24:03 that something has to be done to make it better.
24:06 So that's just one of many things that we've done.
24:09 In fact, one of our, I guess, better activities
will be a reading circle that we will read 'Just Mercy'
as a university and have some discussions around it.
I'm not sure if you're familiar with Bryan Stevenson,
but he is the author of the book.
And there's also a movie starring Jamie Foxx.
We're wanting our faculty, staff, and students, and alumni
to come together, read this material,
and have these difficult conversations,
because that's the only way we're able to grow and learn,
explore, change, disrupt all of those things.
So we're doing that and some other things.
As the others mentioned,
we have ongoing trainings and workshops, we have events,
and now I think people are a little bit more welcoming
to attending those.
So we're welcoming people into the fold.
We want this awakening to not be lost.
We want people to engage and to be a part.
And so we're always open to suggestions
on how to do things better and to do more,
but we have to be intentional in order for this
to really be transformed in a appropriate way.
Thank you, Joyya.
You know, it's interesting.
And I'm asking myself recently,
and I'm curious as to how you've been thinking about this,
is what's going on now,
does it require a different response
than the things that organizations have been doing
around D&I, around diversity and inclusion?
And this is part of this,
what is the obligation of business at this moment in time?
And what does it look like and how does it differ for you
compared to what we've been doing
for what feels like now forever, dealing with these issues,
but it does feel like we're in
a qualitatively different moment.
Do you see it requiring a different response
from your organizations or from business in general? Anyone?
I think a big shift that's been happening in RTI,
and we were kind of already on this trajectory,
but something that just needs to happen sooner is,
I think diversity and inclusion was viewed
kind of as like its own separate little thing.
So here are the people who are on the council,
here are the people who oversee the employee resource groups
here are the members, etc.,
And all the events and trainings and things
that those groups developed and put forth
were open to all staff,
but of course, then you only get the people
who are already aware of these things.
You're not really the people you really need to reach,
which are people who aren't thinking about this stuff
and who are by not acting intentionally inclusive
are acting exclusively.
And so what we are doing more now is just ingraining
diversity and inclusion into all the practices
that already exist.
So one example is,
we have these sort of guiding behaviors and principles
that we use, that folks are supposed to incorporate
into their personal and development goals.
And those are used in their annual performance assessments.
And the newest one that we just added is called
engage inclusively.
So there's only seven behaviors overall.
There aren't that many of them,
but it's what we really care about
and at RTI as a core value,
and this was something that we had started
before all this happened,
but it finally just got released.
And something like that says,
this is something that all employees have to look at.
It's something they all have to consider and figure out
how to develop goals relating to themselves,
their teams, the organization as a whole.
But I think the more that we can do things like that,
where we're incorporating these practices into everything,
as opposed to having it kind of be viewed as a silo thing
that only some people can participate in,
I think that's really what's needed
and has been needed for a long time.
This is a different moment.
And we've been talking about inclusion and diversity
for the better part of 15, 20 years in corporate America
in a full way or in a way that we thought was a full way.
But this is the first time that we, as corporations,
are actually being forced to confront our sort of failures,
our demons, our lack of progress.
And it's almost kind of like the lip service
part of why D&I work has been, is no longer acceptable.
And the difference is that for those of us
who've been in this space and been practitioners of it,
we've been sort of pushing the rock up the mountain.
And what seems to be happening now is that
we're not the only ones pushing that rock up
and it's becoming now other's roles to do so,
and to be very vocal and visible about it.
And so for those organizations who have been
sort of doing this work, it's going to be less of a lift.
We have been having conversations around racism.
We started a series almost two years ago,
and we were bringing,
this was led by a Black professionals network
Black professionals group,
and having these round table discussions, conversations,
with allies, with other other members of the State Street community. So that had been happening already. Now, had it been happening at scale? No. Was every sort of senior executive required to sort of be part of this discussions and/or expected to? No. Some of them did and some of them didn't. Now the expectations are different. And what I think is changing drastically and dramatically is the public way in which companies are being required, exposed when you look at everything that's happening from PepsiCo deciding to change and pull the Aunt Jemima set of product. And all these different organizations are also now realizing that there either the product, the brand has connotations or remnants of slavery and other other parts of our ugly history. I think that most companies are coming to a realization that we need to do something drastically different and it has to be more action oriented than just basically putting out a statement saying, Hey, we sympathize. I truly believe our role as D&I practitioners is to continue showing the support to our Black and brown colleagues. And that's pretty much by expanding and accelerating our efforts in the D&I space. Our leadership team that we have at Wellington is working closely with, we have a D&I committee, I mentioned the SHADES network, and that's mainly to identify actions and we want to take these actions. How can we help make a difference in these areas? And when we think about it, we think about leadership and accountability, right? By taking more of a hands on approach to improve diversity inclusion at the firm. And this will also include focus on hiring, developing, and promoting Black and underrepresented talent into investment management and leadership roles, becoming better educated. We talked about that by expanding diversity inclusion trainings for all of our managers and leaders and making it more holistic instead of just narrowing it down. Develop our Black and diverse talent, and that's more by invest in more skill-based training for these early career Black and diverse professionals. And we have this new program launch and it's called Ground Breakers.
and it's a program for our underrepresented talent
to pretty much help them climb the ladder,
almost like lift as you climb,
and this a program too that we're offering managers
to be a part of that so they are in the know
of what your underrepresented talent is
and challenges that they may be facing as well.
And lastly is to make a bigger difference
in our communities.
And that's mainly to identify opportunities
to become more active, more visible,
and involved with different community organizations,
community leaders, and being more kind of in the space,
being in the space of helping our communities.
We have what's called a Wellington Management
Foundation Program,
which we've donated masses of money in the programs
that are in the space that we can help make a difference.
And we're also in our employees too,
whether it's donating individually
and we help contribute with that as well.
So it's a lot of push that we're doing on our end
to try to make a difference in this space as well.
Thank you, Anna.
Jenn, is RTI doing anything to leverage this moment in time,
or do you think they should be doing something
in this kind of unique space we're in?
Well, we absolutely are.
And I alluded to it earlier that there are certain things
that we had ongoing that,
to Paul's point, it's kind of like,
we're not pushing the rock up the hill as much,
at least on our own.
So we had certain offerings where it was like,
well, we can offer this many trainings
this many times a year.
That was kind of all the budget with support.
And now there's a realization anyone
who wants to be trained in this stuff
needs to have the opportunity.
And so one of the things we're doing more of,
I mentioned some of the internal trainings that we do,
but we've also gone to some external experts
to facilitate different types
of discussions or presentations.
And one of those, there's an organization
called the Racial Equity Institute,
and they do what's called a Groundwater training.
I see you're nodding, Joyya.
So it's basically about how we tend
to look at racial injustice and inequity
in these sort of siloed systems,
but really racism is in the groundwater
if each of those systems is a lake.
But it's very educational. And I think sometimes, there are settings where it's helpful to have discussions and training facilitated by internal folks and also sometimes where it's better to bring in external experts, either because they have different capabilities, they're also sometimes because, it's easier in some ways I think to have someone who's not your everyday colleague, trying to kind of communicate that to you and to reduce burden on our staff who are being asked to deliver all these kinds of things. So I think it's taking a good look at what we can provide ourselves and then bringing in experts, especially at this time when there's so much demand for learning to kind of fill those gaps and help employees learn. We have questions building up from our participants. I'd like to ask one more question before we start to take questions from the folks out there. I'm interested, if you could, in your organizations, Paul, you mentioned lip service, and I think sometimes about D&I training as window dressing, we say it so that it appears we're doing the right thing, but it doesn't necessarily feel integrated into the core practices of what we do. I can't remember whether it was Anna or Jenn that mentioned that, but I'm wondering what you think, what are the one or two things that you think are most important for really integrating this into our organization and not having it feel like a standalone thing? And Joyya, I feel like I didn't get around to you last time. Could you start with us what do you think Suffolk could do to really integrate some of these messages and values and practices in the organization so that they're not just window dressing? Well, for me, it starts with unconscious bias. And I think that perspective taking is probably key. We can have all types of programs and initiatives, but it starts with the head and the heart. And if people are not able to think about their own behaviors, their beliefs and their ways of interacting with people from different groups, then we're window dressing. We're not able to make the change. So I would start with unconscious bias. When we think about our inclusive hiring practices, I would start there, making sure that teams are prepared to deal with their own unconscious or bias
that shows up in the hiring process.
And I think that's a good place to start,
but then there's also the retention piece.
I think there has to be an interconnectedness
that really allows for people to connect
and to sustain the organization.
And in order to do that,
again, it goes back to relationship building,
it goes back to some of those things
that are hard to really quantify,
but there is a qualitative piece to it
where we have to continue to engage,
continue to have these conversations.
I think we can't just leave it on the shelf
after we've had a workshop,
we have to integrate it and make sure that it's ongoing.
And it shows up in our curriculum,
particularly with our students.
We're calling on our students to be inclusive leaders
when they leave Suffolk.
So making sure that they have opportunities
inside the classroom to engage with people
who have different backgrounds,
give them an opportunity to really confront
and deal with their own unconscious bias.
And I think we will do our very best in that effort
to integrate it throughout.
So those would be, to me,
the major things is head and heart.
So educating people so that they're aware
of their own biases, particularly those involved in hiring?
Absolutely.
Other folks, what are one or two things you think are critical
to prevent this from being window dressing?
Accountability.
You have to be able to measure progress,
you have to be able to hold people accountable,
you have to be able to create a set of expectations
that you're going to measure this work in the same way
that you measure your business goals.
So you have a scorecard for your senior leaders
that outlines what their business results are,
right there next to it is their human capital results.
So from hiring processes to promotional decisions,
to comp decisions, etc.,
to make sure that it is all integrated.
The other thing that's happening is,
sometimes people do cultural work that is separate from
I and D, D and I, whatever you want to call it,
Diversity Equity and Inclusion,
and so you have to integrate that.
You have to sort of look at your cultural
and corporate values, make sure that they have
an inclusion and diversity lens.
There we are actually going through a sort of a 18 month transformation process where we're looking at everything and coming up with what is the new social contract for, if you are a State Street employee, if you're, as an organization, we're having this whole sort of work stream around culture, and so we have to be tied to the hip in that work because it can't be a separate set of values for inclusion and diversity and a separate set of values for our cultural values. And so you have to do all that in an integrated way and you have to have people own it. So we, as practitioners, shouldn't own progress or an inclusion and diversity, that's owned by the business, by the business leaders and corporate. And our culture is owned and driven by our hiring managers, our leaders. So we are just subject matter experts, but the work and the execution of these programs and this strategy has to be tied to the performance of our leaders. And that has to be measured.

<v Tammy>Thank you, Paul.</v> Just to add to that too, I love how you mentioned accountability, Paul, because I truly feel the same way. Here at Wellington, we also provide what's called Diversity Dashboards, and that's pretty much presented to each team or business line leader so they are aware of their diversity stats as it relates to race, officership levels, and each leader owns those D&I goals. They create their own goals, their own mission, for their specific team on how they can help improve their diversity stats. And we, as a firm, have an obligation, we committed to increasing our diversity stats by 5% as well.

So we have that on us to help push this initiative forward. And as I think it was Joyya that mentioned, in terms of recruiting, yes, strongly agree. We're currently working with our recruiters and that's to help them build their strategy around diversity hiring, training our managers to think outside the box when it comes to hiring diverse talent. Because when we think about it, a lot of people like to use the word culture fit. They're not a culture fit to be the organization. We try to amplify it that it's not just culture fit,
41:31 you want to think of it as a culture add.
41:33 So a lot of people have different things that can bring
41:35 to an organization.
41:36 You may not be that perfect fit,
41:38 but they can add given their differences
41:40 in background and experiences too.
41:42 So we try to push that forward without that initiative
41:45 with our hiring managers and also recruiters too.
41:48 <v ->Thank you, Anna.</v
41:50 Jenn, anything you want to add to this?
41:52 <v ->Yeah, one thing that I will,</v
41:53 well, I appreciate everything everyone just said
41:56 that culture fit is such a huge issue
41:57 I think it's so many organizations,
41:59 so I think every business needs to get educated
42:02 about that and move away from it.
42:04 Because, right, it means fitting people into the status quo,
42:08 which tends to be white most of the time.
42:10 And yeah, it's very problematic.
42:13 One other thing I was gonna add is,
42:16 one of the things that we're considering similar to
42:18 this accountability issue and kind of providing more
42:22 measurable actions with regard to racial equity,
42:26 we're looking at a couple of different ways
42:28 that we can further integrate racial equity plans
42:30 into our various existing business plan.
42:33 So as a research organization, this is just one example,
42:36 every research project has what's called
42:37 a quality management plan and it's quality around
42:41 your staffing, how data is acquired and used,
42:45 those kinds of things.
42:46 And so one of the things that we're talking about
42:48 is we should have a racial equity plan
42:50 that's part of every project's
42:52 quality magic management plan,
42:53 because this is something that everyone has to develop
42:56 for every single project that has to be revisited
42:59 to make sure that you're following
43:00 everything that you've outlined in the plan.
43:02 And so I think either doing that,
43:05 or hopefully more things like that
43:08 than just that one example,
43:09 but just exactly what everyone else is saying.
43:13 There's that saying that what gets measured gets managed.
43:15 So it's like, how can we incorporate these things
43:18 into what gets measured
43:19 because that's what will ensure that
43:22 after maybe this isn't as popular of a discussion topic,
43:26 the issue is not going to go away.
43:28 We need to make sure that we're still paying attention to it
43:30 and still being accountable.
43:31 So that's just one thing.
43:35 <v ->So I have questions coming in on chat</v
43:39 and Jodi Detjan is also taking questions.
Jodi, you can hear me, right? 
Yeah, so we have a couple of questions
that are really talking about this idea 
of what's the role of business and organizations 
to address racism outside of the office?
So one person is talking about,
thinking about it at a business dinner, 
industry conference. 
Another person's talking about looking at it as a sector wide level, 
or even making systemic change beyond the organization. 
So I'd like to open up to the panelists. 
What do you think is the responsibility of organizations 
to look beyond the organization and making the wider systemic changes?
Corporations have, well, if you're a consumer or customer facing organization, 
you absolutely do have that duty, otherwise your product, your businesses, 
and your business models may perish in this new environment, 
or may not be as profitable in this new environment where people are expecting you to be socially conscious 
and a responsible citizen and a good corporate citizen. 
So I think, and depending on, 
some companies have a bigger bully pulpit than others. 
And so there has to be a sense of what can we do because this issue is not just within our corporations, 
this issue doesn't just live within individuals. 
This issue is by the way, it's not just a US-based issue. 
So we tend to think of it as a US-based issue, 
and to be honest, I mean, the conversations that we're having right now are global conversations 
because racism exists everywhere. 
And so it just shows up in different forms. 
So I personally believe companies have a huge responsibility. 
State Street takes that very much to heart. 
And we're always sort of saying, 
what can we do to sort of raise awareness, 
to drive change, to have an impact 
and be socially conscious 
and expand the role of the business community 
in which we live, work and play. 
And, that could, again, take on different meanings 
and there are different ways in which you can do it. 
Statements are great, actions are better.
Anyone else?
One thing I'll add too.
I know, in my particular field, 
we're in research and a lot of the folks that we hired 
who lead studies are folks who have their doctoral degrees 
and not just in my organization, but across the board, 
people say, well, it's hard to hire diversely 
because there's a pipeline issue, 
and most of the people who have PhDs are white
and it's like, well, yes. And what do we do about that?
Okay, so we need to strengthen our internship programs, we need to build better relationships with community members and high school students. And if we build relationships with high school programs, then in 10 years, those will be people with PhDs that we'll be ready to hire. So I think it's playing the long game and not just thinking about, well, it's not easy, I don't see the solution in front of me, so sorry, this is my excuse for why it can't be done. It's thinking in terms of what other systems do we need to connect with to solve those problems.
Yeah. I agree with everyone's statements.
I would just like to add in terms of just being a part of the community, I think being able to donate to NAACP and UNCF and just thinking about these educational programs that we're helping to donate to, that will help them with the education, 'cause they're going to be our talent pipeline. So just being in the community and being able to donate and being responsive to what's going on in the matter. Definitely think that's important in these times.
How important is corporate board representation and how can businesses work towards more diverse boards? Does anyone on the panel want to addressed that question? Hugely important for a number of different reasons. You want diverse perspective that add different set of approaches, opinions, solutions, direction, governance to the organizations. I would say from a purely governance perspective, is hugely important to have that diverse body of representation. So, companies need to do a better job of having board representation that is either reflective of the markets and the communities in which they operate, or the consumer base and customer base they serve. And if nothing else, again, so that you can have a different point of view, you can have challenging debate that can then result in a better outcome. And that's just proven sort of D&I 101 business case, which is to say different voices provide you with a much better result. So it's hugely important, hugely visible, and it's an issue that we continue to tackle head on and organizations have not done a great job of having diverse presentation on their boards, whether it's gender, whether it's any other demographic,
but especially when it comes to Black and African-American voices at those tables.
And that includes my own company, by the way, which the one black director we had retired, professional Linda Hill retired from the board, I think close to two years ago, three years ago. And we still have that void in our board to sort of add a voice there. So, I'm not absolving State Street from that responsibility. I think that's one of the things that is different this time, that organizations need to be very transparent about what their shortcomings are and what are the action plans to sort of rectify those things.

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Great. And just to add to that, we definitely need diverse perspective at all levels. Senior level is the most and especially the boards, if they're not asking the questions, then off the C-suite really isn't answering in that sense. So having those diverse perspective, being intentional in every level to help challenge the prototype and image of what good leadership looks like.

Tammy, there's another question I'd like to throw to the panel, that just a couple different people are bringing this up, and this is idea of how do you respond- So it's shifting slightly off the organizational piece and looking at it from a personal perspective, how does a person of color respond to a white colleague who's now just waking up to what's happening? Where have they been?

And then someone else asked this whole idea of how do you also address the phenomenon of being the only Black person in the room? So I'm wondering if people on the panel could respond to that. Thank you.

Anna, you want to go?
Sure. I would first congratulate the white colleague for being woke in this atmosphere for being woke in this atmosphere and just help them along the way, help them along the way. If they're asking questions, let them know that it's a safe place. It's always a safe place to ask any questions. And I know with anyone and it just from me talking to my white peers as well, they're afraid, they're afraid to say the wrong thing. If someone is Black, mentioning to them that they're African-American, maybe don't like to be called African-American. So just making it feel like it's okay for them to ask those questions and be in a safe space, I think will help with that piece as well.
51:40 <v->Paul, you look tired by that question.</v>
51:43 <v->No, no, no.</v>
51:44 Actually, in the last three weeks, I've actually talked
to more white people now I talked to Black people
and that's a good thing.
51:51 And it's because again, people are seeking guidance,
people are reaching out trying to be allies.
51:57 And part of it is, welcome to the fight.
52:05 It's going to feel uncomfortable.
52:09 Most folks that perhaps happen to be white,
perhaps having on a daily basis have to do deal with race
or think about race, where we do,
whether we want to or not.
52:21 And so this is something that they're sort of awakening to
and fear right now that they actually normally do.
52:29 One thing is to say, well, I'm not racist,
I love everyone, and the typical how black friends
or the typical, I don't see color, which is very offensive
to black people, and we can get into why that is.
52:45 But I just think that we should welcome them to the fight.
52:53 We want them to be allies.
52:54 We are not going to be able to solve this just us,
and there's enough division as it is in society nowadays,
and so we need to do that.
53:07 I do think that there is a little bit of that sort of,
some of us might still be dealing with this emotional piece
that we may not have enough energy
to sort of carry our white colleagues
on our backs right now, in order to
make them feel good about what they need to do.
53:25 And that's what I was referencing earlier,
that there's a little bit of that,
I need to figure it out myself.
53:32 But certainly I think that if you are Black
and you happen to be approached by a white person
saying I want to help, absolutely with open arms.
53:41 And conversely, if you're white,
and you sort of thinking, what do I do,
what can I say, take that first step.
53:48 And then I think you'll be pleasantly surprised
at the type of conversations
that you're going to engage with,
and that will be really hugely beneficial
to you as a person as well.
54:01 <v->One little thing I wanted to add</v>
kind of on the flip side of that,
I saw some comments in the chat box about authenticity too.
54:07 One of the things that I've heard recently
that's been helpful for me personally,
just to keep in mind
and sharing with other white people is kind of like,
especially if you're thinking about reaching out
to Black colleagues or colleagues of color right now,
if you wouldn't normally, ask yourself, why am I doing this?
Is it because it has to do with your own feelings
I want to make sure you know that I'm that I'm anti-racist, or I'm not racist.
Is it something about alleviating your own guilt and feelings,
because if it is, you probably want to pause and reconsider
if you want to take the person's time with that,
as opposed to, if it's something that's more solutions focused and really genuinely interested
in making a change.
So I think from our part,
that's one thing to just kind of ask yourself,
what is my motivation behind whatever this interaction is.
But I appreciate the perspective of encouraging people
to not feel afraid of making mistakes,
because it is true that we all make mistakes
and we all need to work on this issue together.
So I appreciate those perspectives.
We have about five minutes left.
And so I think that I would like to ask now,
I don't know if you all have a final parting shot comment,
word of wisdom that you'd like to offer briefly,
and then Jodi Detjen is going to come back on
and talk us out.
Any final comments, Anna?
I will keep it short.
I would like to say be bold, be inclusive,
be intentional, and be courageous
because definitely now is the time to act
and there shouldn't be any more silence around it.
We have three words.
I'm like you Anna, very quick and to the point.
I'm asking people to reflect, rethink, and respond.
Those are three easy things you can do,
reflect, rethink, and respond.
And then Juneteenth is the day for that for sure.
I have three words.
I want to say, but I will just say,
especially for all of us white folks out there,
stop being silent when you hear things that are wrong
and stand up for things.
If it's your relative that says something
that's slightly off color,
or especially if it's somebody in the workplace,
not saying something is taking an action
in the wrong direction so we have to stop being silent
when we hear things that need to stop.
Since we were in a three word themes,
I will say, be curious, so educate yourself, learn,
on the center issues.
I will say, be action oriented,
so figure out what you can do on your own
as for your influence, whether it's within your family, your community, your neighborhood, your organization, individually, what can you do?
And lastly, be humble.
You're going to be going through some sort of transformation where you are going to realize that the lens you had been using up until now probably had a little bit of blind spots or a little bit of different prism to it, so you just need to be humble and understand that you may have to rethink the way that you have been socialized.
Thank you, Paul. Thank you to all of you.
Jodi, you, there you are.
Yeah, just as a final parting word.
Thank you all.
Thank you to the panelists for being here and your insightful wisdom.
Thank you to all the attendees.
I think what we've heard is that we are in a unique moment and we have an opportunity and it's on each one of us to not only work on ourselves individually, but also work with our organizations to make change and then to make societal change.
And what I think you heard from all four panelists is that this is about the time to be courageous, to be curious, and then to act.
So on that note, I want to say, I am committing to act in relation to the Suffolk MBA program, we've been doing a lot of work around inclusiveness, we're going to see what else we can do to actually bring this more into our curriculum.
So I'm committing to that right here and I want to thank, and I'm hoping that everybody in the community just take one action today and then one action tomorrow and keep on going.
And we will wake up in a year to a different world.
Thank you everyone.
Have a wonderful Juneteenth.
Please honor the day.
Thank you. Have a good one.
Bye-bye.