

00:03 <v ->Welcome everyone.</v  
00:04 Very excited to see you all today.  
00:07 We want to welcome you to our third webinar  
00:09 in our pandemic series.  
00:11 I am Jodi Detjen, I am Professor of Management  
00:14 and the Program Director for the MBA program  
00:17 at Suffolk University.  
00:19 Today's discussion comes at a very difficult  
00:22 and reflective time for our country and ourselves.  
00:25 Businesses have an opportunity to be leaders, actually,  
00:28 as we try to seek to figure out how to make change  
00:31 in our organizations so our organizations  
00:33 can be more inclusive and open.  
00:35 Thank you for joining this important discussion today.  
00:38 So logistically we're going to have a panel  
00:40 for about 45 minutes, and then we'll take questions  
00:43 for about 15 minutes.  
00:45 We appreciate those that have asked questions  
00:47 ahead of time as well,  
00:48 and we will be weaving those in throughout.  
00:51 So I would like to turn it over right now to Joyya Smith,  
00:54 who is the head of our Inclusion and Diversity Effort  
00:57 here at Suffolk University,  
00:59 and Joyya is going to talk about  
01:00 the importance of today's date.  
01:03 Joyya.  
01:04 <v ->Thank you. Thank you, Jodi.</v  
01:05 Good afternoon, everyone.  
01:07 If I may, I would like to share  
01:09 a little bit about Juneteenth.  
01:11 So listen in.  
01:13 Juneteenth is the oldest nationally celebrated commemoration  
01:17 of the ending of slavery in the United States.  
01:21 From its Galveston, Texas origin in 1865,  
01:25 the observance of June 19th  
01:28 as the African-American Emancipation Day  
01:31 has spread across the United States and beyond.  
01:34 Today, Juneteenth commemorates African-American freedom  
01:38 and emphasizes education and achievement.  
01:41 It is a day, a week, and in some areas,  
01:45 a month marked with celebrations,  
01:47 guest speakers, picnics, and family gatherings.  
01:50 It is a time for reflection and rejoicing.  
01:54 It's a time for assessment, self-improvement,  
01:57 and for planning for the future.  
01:59 I invite you all to take time today to do those things.  
02:04 First, reflection.  
02:07 Reflect over slavery and its lasting impacts today.  
02:13 I also encourage you to speak with others  
02:16 about what you've learned.  
02:19 Take time to also respond in different ways.  
02:24 Racism still exist in certain forms,  
02:28 and I encourage you to help us dismantle it  
02:31 and make sure that we're able to make improvements

02:34 for all of us.  
02:36 So thank you and I'll pass it over to Tammy.  
02:39 <v ->Thank you, Joyya, and Jodi thank you for the introduction.</v  
02:43 My name is Tammy MacLean and I am a Professor of Management  
02:47 at Suffolk University.  
02:48 I'm also the Director for the Center of Executive Education,  
02:51 and I do both research and teaching  
02:55 in the areas of diversity and inclusion  
02:56 amongst other things.  
02:58 And today I'm going to start by just briefly introducing  
03:02 the people on our panel,  
03:03 and then we will have them tell you a little bit more  
03:06 about themselves and their backgrounds  
03:08 before we move into our conversation.  
03:12 We have with us today, Anna Ribeiro,  
03:14 Senior Diversity and Inclusion Analyst  
03:16 from Wellington Management.  
03:18 We have Paul Francisco, Chief Diversity Officer  
03:21 and Head of Workplace Development Programs  
03:23 from State Street Corporation.  
03:25 We have Jennifer Rineer, Deputy Chair  
03:28 of Diversity and Inclusion from RTI International.  
03:31 And you just met our own Joyya Smith,  
03:33 the VP of Diversity, Access and Inclusion  
03:35 at Suffolk University.  
03:37 Think I'd like to ask you all  
03:39 just to say a couple of minutes  
03:40 about your professional background  
03:43 and the work that you do in this area  
03:45 before we start with questions.  
03:47 And let's start with Anna.  
03:50 <v ->Thank you, Tammy, and happy Juneteenth, everyone.</v  
03:53 I'm definitely grateful to be on this panel  
03:55 with all the prestigious panelists on here as well.  
03:58 So my name is Anna Ribeiro.  
04:00 I am a first-generation Cape Verdean American  
04:02 and a mom of a vivacious nine-year-old daughter.  
04:05 Her name is Keilani.  
04:07 My title, as you know, is Senior D&I Analyst  
04:09 at Wellington management.  
04:11 And my role pretty much consists of  
04:12 being a D&I thought partner to our business line leaders,  
04:16 our talent acquisition team,  
04:17 and our 10 business networks of Americas,  
04:20 in addition to managing several external  
04:22 diversity associations that many of you  
04:24 might be familiar with, like the partnership, Alpha.  
04:28 But yes, in a nutshell, that is what I do  
04:30 at Wellington Management.  
04:32 <v ->Thank you, Anna.</v  
04:33 Paul, come on.  
04:37 <v ->Good afternoon, everyone.</v  
04:39 Paul Francisco, Chief of Diversity Officer  
04:40 at State Street Corporation.

04:43 My pronouns are he, him, and his.  
04:47 I've been in diversity management and diversity recruiting  
04:50 for over 20 years.  
04:53 I lead our global strategy around,  
04:56 normally inclusion, diversity, equity,  
05:00 but also workforce development programs  
05:03 and happy to be here with you this afternoon  
05:05 and looking forward to this most appropriate discussion  
05:09 and happy Juneteenth, indeed, to everyone.  
05:12 <v ->Thank you Paul. Jenn?</v  
05:15 <v ->Hey everyone. My name is Jenn.</v  
05:16 My pronouns are she, her, and hers.  
05:19 My background is in industrial  
05:21 and organizational psychology.  
05:22 So I do research and applied work on  
05:25 improving employee and organizational  
05:27 performance and wellbeing.  
05:29 I work at RTI International,  
05:30 which is a large nonprofit research organization  
05:33 that has a mission to improve the human condition.  
05:36 And I kind of wear two hats in the organization.  
05:39 So I am a leader on RTI's Diversity and Inclusion Council,  
05:43 and I'm also a research psychologist and program manager  
05:47 in our Center for Policing Research  
05:48 and Investigative Science.  
05:49 So two roles that are very relevant right now,  
05:53 and so I'm happy to be joining this panel  
05:55 and talking to you all about how we can  
05:57 move these areas forward.  
05:59 <v ->Thank you, Jenn. And Joyya?</v  
06:02 <v ->Good afternoon again. I'm Joyya Smith,</v  
06:04 Vice President for Diversity Access and Inclusion  
06:07 at Suffolk University.  
06:09 My role is to incorporate diversity and inclusion  
06:12 in every fabric of our institution  
06:15 by trying our best to incorporate diversity and inclusion  
06:20 in all of our operational activity.  
06:23 So that's anywhere from our recruitment, our hiring,  
06:26 to our curriculum, to working with faculty and staff,  
06:30 and most importantly, helping to engage our students.  
06:34 I do that in a number of ways.  
06:35 I work with our employee resource groups.  
06:37 I've worked with human resources  
06:39 and I work on a number of other initiatives  
06:41 to help move these efforts forward.  
06:43 So thank you.  
06:46 <v ->Thank you, Joyya.</v  
06:47 So as you know,  
06:48 our conversation today is centered on the notion of  
06:53 what is the role and the obligation of business  
06:57 in this very unique moment that we are in.  
07:01 And I'd like to start by hearing about  
07:05 how your organizations have responded  
07:08 to the killing of George Floyd,

07:11 the accusations of Amy Cooper,  
07:13 other recent instances of violence against people of color,  
07:18 the ensuing protests and this kind of moment in time,  
07:21 this reawakening or new openness to this conversation  
07:27 about racial injustice and racism  
07:31 in the United States and globally.  
07:33 I'm interested in what your organizations have done,  
07:37 if anything, and why what they did seems important.  
07:42 And I think, we can probably start with Anna  
07:46 and then move around as people want to participate,  
07:48 you can speak up.  
07:51 <v ->Thanks, Tammy. So at Wellington,</v  
07:53 we actually received an abundance of emails,  
07:55 and that's from our three managing partners,  
07:57 from business line leaders, and those are CEO directs,  
08:00 senior leaders, line managers,  
08:02 all sending their sympathies  
08:04 to our African-American employees,  
08:06 specifically targeting our SHADES Business Network members.  
08:10 And some reached out individually to their colleagues  
08:13 expressing their sorrows and concerns about our wellbeing.  
08:17 So in response to these emails,  
08:19 our Black colleagues had a chance to expressively share  
08:21 their stories and allow their vulnerability  
08:24 to show through their words,  
08:26 and in the end really helped our white colleagues  
08:28 understand their experiences because sharing  
08:33 what we go through makes it real to other people.  
08:36 And now our colleagues are more conscious  
08:38 about what we go through.  
08:40 From this, there was an overwhelming ask  
08:43 from our white colleagues about how can I help  
08:46 and our SHADES members, with the guidance  
08:48 of our Managing Director of Global Diversity Inclusion,  
08:50 which is Shawna Ferguson,  
08:52 she compiled the list of 'What can I do?'.  
08:54 She called it a 'What can I do?' list,  
08:56 and sent it to all employees.  
08:58 And the first on the list was empathize.  
09:00 So we want all of our employees to empathize,  
09:02 acknowledge and respect differences,  
09:04 because no two people's experiences are exactly the same,  
09:08 considered a disproportionate emotional strain  
09:11 that events are having on our members  
09:13 of the Black heritage communities.  
09:15 So definitely emphasizing that portion.  
09:18 Second thing was to learn,  
09:20 whether they are parents, consumers,  
09:22 board members, manager of colleagues,  
09:24 and regardless of your tenure or position at the firm,  
09:27 they are in a position to make a difference.  
09:29 So we want them to take the time to consider their roles  
09:33 and see how they can help make an impact.  
09:35 And that can firstly start with just educating

09:39 themselves on Black and African American cultures,  
09:42 whether that's attending a SHADES network event,  
09:45 which is one of our business networks,  
09:47 or reflect on lessons learned and reading literature  
09:50 about social injustice.  
09:52 The third thing was more of acting,  
09:56 passion is nothing more than a fleet of emotion  
09:58 if you don't act with intention.  
10:01 We can do all things like having courageous conversations  
10:04 with another, being color brave,  
10:06 hire more underrepresented talent,  
10:09 and even develop our talent.  
10:11 And lastly, even donate time and funding  
10:13 to organizations that support  
10:15 the African-American community.  
10:18 And lastly, that question around  
10:21 why did we choose this approach?  
10:23 I truly feel that this approach was chosen  
10:27 because our leaders care about our employees  
10:29 and they realize that silence is just endorsing the cause.  
10:33 So they decided to be vocal about it  
10:35 and support and just being a true ally.  
10:39 <v ->Thank you, Anna.</v <v Anna>You're welcome.</v  
10:42 <v ->Jenn, what's happening at RTI International,</v  
10:45 along these lines?  
10:47 <v ->So we saw some similarities.</v  
10:49 So we had initial messages coming out from leadership  
10:52 and then an opportunity for Black colleagues and others  
10:55 to kind of respond.  
10:56 I think one of the things that I really appreciated  
10:59 about what RTI has done is just being honest  
11:03 kind of about where we've been in this journey  
11:05 and where we're hoping to go.  
11:07 And so, there've been conversations about this  
11:10 in all of the meetings that we've had across the Institute,  
11:13 in different divisions and management meetings, etc.,  
11:16 and I think what's really been appreciated  
11:19 is just kind of not trying to pretend  
11:21 it's something it's not.  
11:22 Acknowledging in many cases, you know what,  
11:24 we should have been putting more resources  
11:26 into diversity and inclusion into research  
11:29 that's specifically focusing on these issues before.  
11:33 Just putting that out there,  
11:34 but here's where we are now.  
11:35 Let's have an open conversation and see  
11:37 where we can move forward.  
11:39 I think one of the things that's also been  
11:41 really appreciated is in the beginning  
11:43 of all of this happening,  
11:44 I think a lot of requests were being made of Black employees  
11:48 and other employees of color  
11:50 because white employees wanted to say,  
11:52 well, please, you tell us what would be helpful to you?

11:55 Can you attend this conversation?  
11:57 Can you facilitate this discussion?  
11:59 Can you provide resources?  
12:02 And it was putting a lot of burden  
12:04 on people who were already overburdened.  
12:07 And so I think our managers and the leaders  
12:10 of our Black Employee Resource Group and other leaders  
12:13 across the Institute have helped people understand  
12:16 it's not the sole job of Black colleagues  
12:19 and colleagues of color to educate the rest of us on this.  
12:22 We need to take it upon ourselves to take action.  
12:24 And just trying to kind of fumble through this process  
12:27 of figuring out for white colleagues,  
12:29 especially those who haven't thought about  
12:31 these issues so much, what is the role that we play  
12:34 because it really is, it's our issue to address as well.  
12:37 So I think just having some of these  
12:39 really difficult conversations has been really critical.  
12:42 And just one other thing I'll mention before I pause for now  
12:45 is just that we've increased the offerings  
12:47 that we kind of already had standing.  
12:49 We have internal trainings on allyship,  
12:52 fostering inclusive interactions, inclusive leadership.  
12:55 So there are kind of these things that we've been doing  
12:56 all along, but they didn't get as much visibility  
12:59 as others that have mentioned.  
13:01 And so now there's a lot of demand.  
13:03 There's more resources available because people realize  
13:05 how important it is.  
13:06 So I think it's a combination of providing resources  
13:09 to employees who want and need to learn  
13:12 and just having these honest conversations.  
13:15 <v ->Yeah, it's really interesting.</v  
13:17 I've heard a lot of back and forth about the obligation  
13:21 of white people to do their own research  
13:24 and not put that on people of color necessarily.  
13:28 Maybe wonder if Joyya of Suffolk University  
13:32 should buy everybody a copy of 'White Fragility'  
13:34 and distribute that as a way of moving that process forward.  
13:40 Paul, what's going on at State Street?  
13:43 Did State Street respond in some specific way?  
13:48 <v ->Yeah, actively responding, a lot of the same things</v  
13:51 that Jenn and Anna have highlighted.  
13:54 We've done, our CEO sent out a letter to all employees  
14:00 three weeks ago when thing first started to evolve.  
14:05 All of our Management Committee members did the same thing.  
14:08 They're all having town halls with their folks.  
14:11 Me and our CEO, Ronald O'Hanley had a town hall,  
14:16 now it seems like two weeks ago  
14:18 attended by close to 6,000 people, a live stream,  
14:24 and we had a really frank conversation  
14:25 about what's happening.  
14:27 The one thing that we talked a lot about  
14:29 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



19:39 or offending anyone because then things will continue  
19:41 to be the way they are,  
19:42 people will sit back, be passive about this  
19:44 and not be active and actively engaged.  
19:48 <v ->So is that the answer from you?</v  
19:53 That answer,  
19:54 I think that it's not my job to help you feel comfortable.  
19:57 Is there a different answer from State Street,  
20:00 if State Street wants people to be able to be an ally?  
20:03 Is there a different answer from  
20:04 an organizational perspective or no?  
20:06 <v ->Kind of, yes, but,</v  
20:08 I mean, we give people resources.  
20:10 We, similar to Wellington,  
20:13 we provided the organization with an exhaustive list  
20:17 of things that they can think about and do,  
20:20 but we are not mandating anything.  
20:22 We're just saying, Hey, here's what you should  
20:24 take advantage of.  
20:25 So there is a list of resources out there.  
20:26 There are tons of things that we already put out there  
20:29 in terms of content that people should look into,  
20:32 content about Juneteenth and the historical meaning  
20:34 of Juneteenth, content around if I'm a white person,  
20:37 how do I become an active ally, etc.  
20:40 So those things already, from a institutional perspective.  
20:44 Now, it doesn't mean that if somebody gives me  
20:46 a call and says, "Paul, trust me.  
20:48 I've been fielding calls left and right from executives,  
20:51 from folks that want to help,  
20:53 from people that want to understand.",  
20:55 and I'm not saying I'm not having  
20:57 those conversations with them.  
20:58 What I'm saying is, don't sit there and expect me  
21:02 to tell you what to do.  
21:03 It's, if you want to have a conversation,  
21:05 and if you want to sort of engage in a discussion  
21:08 around, Hey, here's what I'm thinking,  
21:10 what do you think, that's different than,  
21:13 Paul, I don't know what to do, please tell me what to do.  
21:16 That's when I say, "Well, why don't you figure it out  
21:20 and then come back to me and then  
21:21 we can have further conversation about it.".   
21:23 <v ->Gotcha.</v  
21:24 <v ->Just to add to Paul's point as well.</v  
21:26 It's more it's okay to be uncomfortable.  
21:30 You don't have to be right about these situations.  
21:33 You can ask the wrong questions. That happens, right?  
21:35 Just like Paul's example on sending the email.  
21:37 It happens, own up to it, and say,  
21:39 how can I fix this, how can I make this right?  
21:41 And I feel like as long as there's  
21:43 that genuinity behind it, that people are okay with it.  
21:46 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

24:14 will be a reading circle that we will read 'Just Mercy'  
24:18 as a university and have some discussions around it.  
24:22 I'm not sure if you're familiar with Bryan Stevenson,  
24:25 but he is the author of the book.  
24:26 And there's also a movie starring Jamie Foxx.  
24:30 We're wanting our faculty, staff, and students, and alumni  
24:34 to come together, read this material,  
24:36 and have these difficult conversations,  
24:39 because that's the only way we're able to grow and learn,  
24:42 explore, change, disrupt all of those things.  
24:45 So we're doing that and some other things.  
24:47 As the others mentioned,  
24:49 we have ongoing trainings and workshops, we have events,  
24:53 and now I think people are a little bit more welcoming  
24:56 to attending those.  
24:57 So we're welcoming people into the fold.  
25:00 We want this awakening to not be lost.  
25:03 We want people to engage and to be a part.  
25:06 And so we're always open to suggestions  
25:09 on how to do things better and to do more,  
25:12 but we have to be intentional in order for this  
25:15 to really be transformed in a appropriate way.  
25:19 <v ->Thank you, Joyya.</v  
25:21 You know, it's interesting.  
25:23 And I'm asking myself recently,  
25:25 and I'm curious as to how you've been thinking about this,  
25:29 is what's going on now,  
25:31 does it require a different response  
25:35 than the things that organizations have been doing  
25:38 around D&I, around diversity and inclusion?  
25:43 And this is part of this,  
25:44 what is the obligation of business at this moment in time?  
25:48 And what does it look like and how does it differ for you  
25:55 compared to what we've been doing  
25:56 for what feels like now forever, dealing with these issues,  
25:59 but it does feel like we're in  
25:59 a qualitatively different moment.  
26:01 Do you see it requiring a different response  
26:04 from your organizations or from business in general? Anyone?  
26:11 <v ->I think a big shift that's been happening in RTI,</v  
26:13 and we were kind of already on this trajectory,  
26:15 but something that just needs to happen sooner is,  
26:18 I think diversity and inclusion was viewed  
26:20 kind of as like its own separate little thing.  
26:22 So here are the people who are on the council,  
26:24 here are the people who oversee the employee resource groups  
26:27 here are the members, etc.,  
26:29 And all the events and trainings and things  
26:31 that those groups developed and put forth  
26:35 were open to all staff,  
26:36 but of course, then you only get the people  
26:38 who are already aware of these things.  
26:42 You're not really the people you really need to reach,  
26:45 which are people who aren't thinking about this stuff

26:47 and who are by not acting intentionally inclusive  
26:51 are acting exclusively.  
26:54 And so what we are doing more now is just ingraining  
27:00 diversity and inclusion into all the practices  
27:02 that already exist.  
27:03 So one example is,  
27:06 we have these sort of guiding behaviors and principles  
27:09 that we use, that folks are supposed to incorporate  
27:12 into their personal and development goals.  
27:15 And those are used in their annual performance assessments.  
27:19 And the newest one that we just added is called  
27:21 engage inclusively.  
27:23 So there's only seven behaviors overall.  
27:25 There aren't that many of them,  
27:26 but it's what we really care about  
27:27 and at RTI as a core value,  
27:30 and this was something that we had started  
27:32 before all this happened,  
27:33 but it finally just got released.  
27:35 And something like that says,  
27:37 this is something that all employees have to look at.  
27:40 It's something they all have to consider and figure out  
27:42 how to develop goals relating to themselves,  
27:45 their teams, the organization as a whole.  
27:48 But I think the more that we can do things like that,  
27:50 where we're incorporating these practices into everything,  
27:54 as opposed to having it kind of be viewed as a silo thing  
27:57 that only some people can participate in,  
27:59 I think that's really what's needed  
28:01 and has been needed for a long time.  
28:05 <v ->This is a different moment.</v  
28:08 And we've been talking about inclusion and diversity  
28:12 for the better part of 15, 20 years in corporate America  
28:22 in a full way or in a way that we thought was a full way.  
28:27 But this is the first time that we, as corporations,  
28:31 are actually being forced to confront our sort of failures,  
28:35 our demons, our lack of progress.  
28:41 And it's almost kind of like the lip service  
28:47 part of why D&I work has been, is no longer acceptable.  
28:54 And the difference is that for those of us  
28:57 who've been in this space and been practitioners of it,  
29:03 we've been sort of pushing the rock up the mountain.  
29:08 And what seems to be happening now is that  
29:10 we're not the only ones pushing that rock up  
29:13 and it's becoming now other's roles to do so,  
29:19 and to be very vocal and visible about it.  
29:22 And so for those organizations who have been  
29:25 sort of doing this work, it's going to be less of a lift.  
29:29 We have been having conversations around racism.  
29:31 We started a series almost two years ago,  
29:35 and we were bringing,  
29:38 this was led by a Black professionals network  
29:41 Black professionals group,  
29:42 and having these round table discussions, conversations,

29:45 with allies, with other other members  
29:48 of the State Street community.  
29:49 So that had been happening already.  
29:52 Now, had it been happening at scale? No.  
29:55 Was every sort of senior executive  
29:57 required to sort of be part of this discussions  
30:00 and/or expected to? No.  
30:03 Some of them did and some of them didn't.  
30:05 Now the expectations are different.  
30:07 And what I think is changing drastically and dramatically  
30:11 is the public way in which companies  
30:16 are being required, exposed  
30:20 when you look at everything that's happening from  
30:24 PepsiCo deciding to change  
30:27 and pull the Aunt Jemima set of product.  
30:30 And all these different organizations are also now realizing  
30:33 that there either the product, the brand  
30:36 has connotations or remnants of slavery  
30:41 and other and other parts of our ugly history.  
30:44 I think that most companies are coming to a realization  
30:47 that we need to do something drastically different  
30:50 and it has to be more action oriented  
30:52 than just basically putting out a statement  
30:55 saying that, Hey, we sympathize  
31:00 So I think that's...  
31:06 <v ->Just to add to that as well.</v  
31:08 I truly believe our role as D&I practitioners  
31:11 is to continue showing the support  
31:13 to our Black and brown colleagues.  
31:15 And that's pretty much by expanding and accelerating  
31:17 our efforts in the D&I space.  
31:20 Our leadership team that we have at Wellington  
31:22 is working closely with, we have a D&I committee,  
31:25 I mentioned the SHADES network,  
31:26 and that's mainly to identify actions  
31:28 and we want to take these actions.  
31:30 How can we help make a difference in these areas?  
31:33 And when we think about it,  
31:34 we think about leadership and accountability, right?  
31:36 By taking more of a hands on approach  
31:38 to improve diversity inclusion at the firm.  
31:41 And this will also include focus on hiring, developing,  
31:44 and promoting Black and underrepresented talent  
31:47 into investment management and leadership roles,  
31:49 becoming better educated.  
31:51 We talked about that by expanding  
31:53 diversity inclusion trainings for all of our managers  
31:55 and leaders and making it more holistic  
31:58 instead of just narrowing it down.  
32:00 Develop our Black and diverse talent,  
32:02 and that's more by invest in more skill-based training  
32:06 for these early career Black and diverse professionals.  
32:09 And we have this new program launch  
32:10 and it's called Ground Breakers

32:12 and it's a program for our underrepresented talent  
32:15 to pretty much help them climb the ladder,  
32:17 almost like lift as you climb,  
32:18 and this a program too that we're offering managers  
32:20 to be a part of that so they are in the know  
32:22 of what your underrepresented talent is  
32:26 and challenges that they may be facing as well.  
32:28 And lastly is to make a bigger difference  
32:30 in our communities.  
32:32 And that's mainly to identify opportunities  
32:34 to become more active, more visible,  
32:37 and involved with different community organizations,  
32:40 community leaders, and being more kind of in the space,  
32:46 being in the space of helping our communities.  
32:48 We have what's called a Wellington Management  
32:51 Foundation Program,  
32:52 which we've donated masses of money in the programs  
32:56 that are in the space that we can help make a difference.  
32:59 And we're also in our employees too,  
33:02 whether it's donating individually  
33:04 and we help contribute with that as well.  
33:07 So it's a lot of push that we're doing on our end  
33:09 to try to make a difference in this space as well.  
33:13 <v ->Thank you, Anna.</v  
33:15 Jenn, is RTI doing anything to leverage this moment in time,  
33:19 or do you think they should be doing something  
33:21 in this kind of unique space we're in?  
33:23 <v ->Well, we absolutely are.</v  
33:24 And I alluded to it earlier that there are certain things  
33:27 that we had ongoing that,  
33:30 to Paul's point, it's kind of like,  
33:31 we're not pushing the rock up the hill as much,  
33:33 at least on our own.  
33:34 So we had certain offerings where it was like,  
33:36 well, we can offer this many trainings  
33:38 this many times a year.  
33:39 That was kind of all the budget with support.  
33:41 And now there's a realization anyone  
33:43 who wants to be trained in this stuff  
33:44 needs to have the opportunity.  
33:46 And so one of the things we're doing more of,  
33:48 I mentioned some of the internal trainings that we do,  
33:51 but we've also gone to some external experts  
33:53 to facilitate different types  
33:55 of discussions or presentations.  
33:57 And one of those, there's an organization  
34:00 called the Racial Equity Institute,  
34:02 and they do what's called a Groundwater training.  
34:04 I see you're nodding, Joyya.  
34:05 So it's basically about how we tend  
34:08 to look at racial injustice and inequity  
34:10 in these sort of siloed systems,  
34:12 but really racism is in the groundwater  
34:15 if each of those systems is a lake.

34:17 But it's very educational.  
34:18 And I think sometimes,  
34:20 there are settings where it's helpful  
34:23 to have discussions and training  
34:24 facilitated by internal folks and also sometimes  
34:27 where it's better to bring in external experts,  
34:29 either because they have different capabilities,  
34:31 they're also sometimes because,  
34:33 it's easier in some ways I think to have someone  
34:36 who's not your everyday colleague,  
34:38 trying to kind of communicate that to you  
34:40 and to reduce burden on our staff  
34:42 who are being asked to deliver all these kinds of things.  
34:45 So I think it's taking a good look  
34:48 at what we can provide ourselves  
34:49 and then bringing in experts,  
34:52 especially at this time when there's so much demand  
34:53 for learning to kind of fill those gaps  
34:55 and help employees learn.  
35:00 <v ->We have questions building up from our participants.</v  
35:04 I'd like to ask one more question before we start  
35:07 to take questions from the folks out there.  
35:10 I'm interested, if you could,  
35:13 in your organizations,  
35:15 Paul, you mentioned lip service,  
35:16 and I think sometimes about D&I training as window dressing,  
35:21 we say it so that it appears we're doing the right thing,  
35:23 but it doesn't necessarily feel integrated  
35:28 into the core practices of what we do.  
35:32 I can't remember whether it was Anna or Jenn  
35:33 that mentioned that, but I'm wondering what you think,  
35:39 what are the one or two things that you think  
35:40 are most important for really integrating this  
35:45 into our organization and not having it feel like  
35:48 a standalone thing?  
35:50 And Joyya, I feel like I didn't get around to you last time.  
35:53 Could you start with us what do you think Suffolk could do  
35:57 to really integrate some of these messages and values  
36:00 and practices in the organization  
36:03 so that they're not just window dressing?  
36:05 <v ->Well, for me, it starts with unconscious bias.</v  
36:08 And I think that perspective taking is probably key.  
36:14 We can have all types of programs and initiatives,  
36:19 but it starts with the head and the heart.  
36:22 And if people are not able to think about  
36:25 their own behaviors, their beliefs  
36:27 and their ways of interacting  
36:30 with people from different groups,  
36:32 then we're window dressing.  
36:34 We're not able to make the change.  
36:36 So I would start with unconscious bias.  
36:39 When we think about our inclusive hiring practices,  
36:41 I would start there, making sure that teams  
36:44 are prepared to deal with their own unconscious or bias

36:50 that shows up in the hiring process.  
36:52 And I think that's a good place to start,  
36:54 but then there's also the retention piece.  
36:57 I think there has to be an interconnectedness  
37:00 that really allows for people to connect  
37:03 and to sustain the organization.  
37:06 And in order to do that,  
37:08 again, it goes back to relationship building,  
37:10 it goes back to some of those things  
37:12 that are hard to really quantify,  
37:16 but there is a qualitative piece to it  
37:18 where we have to continue to engage,  
37:20 continue to have these conversations.  
37:22 I think we can't just leave it on the shelf  
37:24 after we've had a workshop,  
37:26 we have to integrate it and make sure that it's ongoing.  
37:29 And it shows up in our curriculum,  
37:32 particularly with our students.  
37:34 We're calling on our students to be inclusive leaders  
37:38 when they leave Suffolk.  
37:39 So making sure that they have opportunities  
37:42 inside the classroom to engage with people  
37:44 who have different backgrounds,  
37:47 give them an opportunity to really confront  
37:49 and deal with their own unconscious bias.  
37:51 And I think we will do our very best in that effort  
37:55 to integrate it throughout.  
37:56 So those would be, to me,  
37:57 the major things is head and heart.  
38:00 <v ->So educating people so that they're aware</v  
38:02 of their own biases, particularly those involved in hiring?  
38:07 <v ->Absolutely.</v  
38:09 <v ->Other folks,</v  
38:10 what are one or two things you think are critical  
38:12 to prevent this from being window dressing?  
38:15 <v ->Accountability.</v  
38:16 You have to be able to measure progress,  
38:19 you have to be able to hold people accountable,  
38:23 you have to be able to create a set of expectations  
38:25 that you're going to measure this work in the same way  
38:28 that you measure your business goals.  
38:31 So you have a scorecard for your senior leaders  
38:34 that outlines what their business results are,  
38:37 but right there next to it is their human capital results.  
38:42 So from hiring processes to promotional decisions,  
38:45 to comp decisions, etc.,  
38:48 to make sure that it is all integrated.  
38:50 The other thing that's happening is,  
38:52 sometimes people do cultural work that is separate from  
38:58 I and D, D and I, whatever you want to call it,  
39:00 Diversity Equity and Inclusion,  
39:02 and so you have to integrate that.  
39:03 You have to sort of look at your cultural  
39:07 and corporate values, make sure that they have



39:09 an inclusion and diversity lens.  
39:11 There we are actually going through  
39:13 a sort of a 18 month transformation process  
39:16 where we're looking at everything and coming up with  
39:19 what is the new social contract  
39:21 for, if you are a State Street employee,  
39:23 if you're, as an organization,  
39:25 we're having this whole sort of work stream around culture,  
39:30 and so we have to be tied to the hip in that work  
39:33 because it can't be a separate set of values  
39:36 for inclusion and diversity and a separate set of values  
39:39 for our cultural values.  
39:42 And so you have to do all that in an integrated way  
39:46 and you have to have people own it.  
39:48 So we, as practitioners, shouldn't own  
39:52 progress or an inclusion and diversity,  
39:53 that's owned by the business,  
39:54 by the business leaders and corporate.  
39:57 And our culture is owned and driven  
40:01 by our hiring managers, our leaders.  
40:05 So we are just subject matter experts,  
40:08 but the work and the execution of these programs  
40:12 and this strategy has to be tied  
40:15 to the performance of our leaders.  
40:18 And that has to be measured.  
40:23 <v Tammy>Thank you, Paul.</v  
40:25 <v ->Just to add to that too,</v  
40:26 I love how you mentioned accountability, Paul,  
40:28 because I truly feel the same way.  
40:31 Here at Wellington,  
40:32 we also provide what's called Diversity Dashboards,  
40:35 and that's pretty much presented to each team  
40:38 or business line leader  
40:39 so they are aware of their diversity stats  
40:41 as it relates to race, officership levels,  
40:44 and each leader owns those D&I goals.  
40:47 They create their own goals, their own mission,  
40:49 for their specific team on how they  
40:51 can help improve their diversity stats.  
40:53 And we, as a firm, have an obligation,  
40:56 we committed to increasing our diversity stats  
40:58 by 5% as well.  
41:01 So we have that on us to help push this initiative forward.  
41:04 And as I think it was Joyya that mentioned,  
41:06 in terms of recruiting, yes, strongly agree.  
41:10 We're currently working with our recruiters  
41:12 and that's to help them build their strategy  
41:14 around diversity hiring, training our managers  
41:17 to think outside the box when it comes to  
41:19 hiring diverse talent.  
41:21 Because when we think about it,  
41:22 a lot of people like to use the word culture fit.  
41:24 They're not a culture fit to be the organization.  
41:27 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 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.

43:42 Jodi, you can hear me, right?  
43:44 <v Jodi>Yeah, so we have a couple of questions</v  
43:46 that are really talking about this idea  
43:48 of what's the role of business and organizations  
43:50 to address racism outside of the office?  
43:53 So one person is talking about,  
43:55 thinking about it at a business dinner,  
43:56 industry conference.  
43:58 Another person's talking about looking at it  
43:59 as a sector wide level,  
44:01 or even making systemic change beyond the organization.  
44:04 So I'd like to open up to the panelists.  
44:05 What do you think is the responsibility of organizations  
44:09 to look beyond the organization  
44:10 and making the wider systemic changes?  
44:18 <v ->Corporations have, well, if you're a consumer</v  
44:21 or customer facing organization,  
44:22 you absolutely do have that duty,  
44:26 otherwise your product, your businesses,  
44:30 and your business models may perish  
44:33 in this new environment,  
44:35 or may not be as profitable in this new environment  
44:38 where people are expecting you to be socially conscious  
44:41 and a responsible citizen and a good corporate citizen.  
44:46 So I think, and depending on,  
44:49 some companies have a bigger bully pulpit than others.  
44:52 And so there has to be a sense of what can we do  
44:57 because this issue is not just within our corporations,  
45:01 this issue doesn't just live within individuals.  
45:05 This issue is by the way, it's not just a US-based issue.  
45:10 So we tend to think of it as a US-based issue,  
45:13 and to be honest, I mean, the conversations  
45:17 that we're having right now are global conversations  
45:20 because racism exists everywhere.  
45:22 And so it just shows up in different forms.  
45:26 So I personally believe companies  
45:29 have a huge responsibility.  
45:32 State Street takes that very much to heart.  
45:34 And we're always sort of saying,  
45:36 what can we do to sort of raise awareness,  
45:39 to drive change, to have an impact  
45:42 on the broader communities in which we live, work and play.  
45:45 And, that could, again, take on different meanings  
45:49 and there are different ways in which you can do it.  
45:53 Statements are great, actions are better.  
46:00 <v Tammy>Anyone else?</v  
46:02 <v ->One thing I'll add too.</v  
46:03 I know, in my particular field,  
46:05 we're in research and a lot of the folks that we hired  
46:09 who lead studies are folks who have their doctoral degrees  
46:12 and not just in my organization, but across the board,  
46:15 people say, well, it's hard to hire diversely  
46:18 because there's a pipeline issue,  
46:21 and most of the people who have PhDs are white

46:24 and it's like, well, yes.  
46:26 And what do we do about that?  
46:27 Okay, so we need to strengthen our internship programs,  
46:29 we need to build better relationships with community members  
46:32 and high school students.  
46:34 And if we build relationships with high school programs,  
46:37 then in 10 years, those will be people with PhDs  
46:40 that we'll be ready to hire.  
46:42 So I think it's playing the long game  
46:44 and not just thinking about, well, it's not easy,  
46:47 I don't see the solution in front of me, so sorry,  
46:49 this is my excuse for why it can't be done.  
46:51 It's thinking in terms of what other systems  
46:54 do we need to connect with to solve those problems.  
46:58 <v ->Yeah. I agree with everyone's statements.</v  
47:01 I would just like to add in terms of  
47:02 just being a part of the community,  
47:04 I think being able to donate to NAACP and UNCF  
47:09 and just thinking about these educational programs  
47:12 that we're helping to donate to,  
47:14 that will help them with the education,  
47:15 'cause they're going to be our talent pipeline.  
47:17 So just being in the community and being able to donate  
47:20 and being responsive to what's going on in the matter.  
47:24 Definitely think that's important in these times.  
47:29 <v ->Jodi, I've got a question here.</v  
47:32 How important is corporate board representation  
47:36 and how can businesses work towards more diverse boards?  
47:42 Does anyone on the panel want to address that question?  
47:47 <v ->Hugely important for a number of different reasons.</v  
47:50 You want diverse perspective that add  
47:53 different set of approaches, opinions,  
47:57 solutions, direction, governance  
48:00 to the organizations.  
48:05 I would say from a purely governance perspective,  
48:10 is hugely important to have  
48:12 that diverse body of representation.  
48:14 So, companies need to do a better job  
48:17 of having board representation that is  
48:21 either reflective of the markets  
48:23 and the communities in which they operate,  
48:25 or the consumer base and customer base they serve.  
48:30 And if nothing else, again,  
48:32 so that you can have a different point of view,  
48:35 you can have challenging debate that can then  
48:40 result in a better outcome.  
48:42 And that's just proven sort of D&I 101 business case,  
48:46 which is to say different voices provide you  
48:49 with a much better result.  
48:50 So it's hugely important, hugely visible,  
48:53 and it's an issue that we continue to tackle head on  
48:58 and organizations have not done a great job  
49:01 of having diverse presentation on their boards,  
49:05 whether it's gender, whether it's any other demographic,

49:10 but especially when it comes to Black  
49:12 and African-American voices at those tables.  
49:17 And that includes my own company, by the way,  
49:19 which the one black director we had retired,  
49:24 professional Linda Hill retired from the board,  
49:27 I think close to two years ago, three years ago.  
49:30 And we still have that void in our board  
49:35 to sort of add a voice there.  
49:37 So, I'm not absolving State Street from that responsibility.  
49:42 I think that's one of the things  
49:44 that is different this time,  
49:45 that organizations need to be very transparent about  
49:50 what their shortcomings are and what are the action plans  
49:54 to sort of rectify those things.  
49:57 <v ->Great. And just to add to that,</v  
49:59 we definitely need diverse perspective at all levels.  
50:02 Senior level is the most and especially the boards,  
50:05 when we look at the boards,  
50:07 if they're not asking the questions,  
50:08 then off the C-suite really isn't answering in that sense.  
50:11 So having those diverse perspective,  
50:14 being intentional in every level  
50:16 to help challenge the prototype and image  
50:19 of what good leadership looks like.  
50:24 <v Jodi>Tammy, there's another question I'd like</v  
50:26 to throw to the panel, that just a couple  
50:29 different people are bringing this up,  
50:30 and this is idea of how do you respond-  
50:33 So it's shifting slightly off the organizational piece  
50:35 and looking at it from a personal perspective,  
50:38 how does a person of color respond to a white colleague  
50:41 who's now just waking up to what's happening?  
50:43 Like where have they been?  
50:45 And then someone else asked this whole idea of how  
50:48 do you also address the phenomenon  
50:50 of being the only Black person in the room?  
50:52 So I'm wondering if people on the panel  
50:54 could respond to that. Thank you.  
51:01 <v ->Anna, you want to go?</v  
51:03 <v ->Sure. I would first congratulate the white colleague</v  
51:06 for being woke in this atmosphere  
51:09 and just help them along the way, help them along the way.  
51:13 If they're asking questions,  
51:15 let them know that it's a safe place.  
51:17 It's always a safe place to ask any questions.  
51:20 And I know with anyone and it just from me  
51:21 talking to my white peers as well, they're afraid,  
51:24 they're afraid to say the wrong thing.  
51:26 If someone is Black, mentioning to them  
51:28 that they're African-American,  
51:29 maybe don't like to be called African-American.  
51:31 So just making it feel like it's okay for them  
51:34 to ask those questions and be in a safe space,  
51:37 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  
51:47 to more white people now I talked to Black people  
51:50 and that's a good thing.  
51:51 And it's because again, people are seeking guidance,  
51:54 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,  
52:13 perhaps having on a daily basis have to do deal with race  
52:17 or think about race, where we do,  
52:19 whether we want to or not.  
52:21 And so this is something that they're sort of awakening to  
52:26 and fear right now that they actually normally do.  
52:29 One thing is to say, well, I'm not racist,  
52:33 I love everyone, and the typical how black friends  
52:36 or the typical, I don't see color, which is very offensive  
52:39 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,  
52:57 and there's enough division as it is in society nowadays,  
53:04 and so we need to do that.  
53:07 I do think that there is a little bit of that sort of,  
53:11 some of us might still be dealing with this emotional piece  
53:15 that we may not have enough energy  
53:17 to sort of carry our white colleagues  
53:19 on our backs right now, in order to  
53:22 make them feel good about what they need to do.  
53:25 And that's what I was referencing earlier,  
53:27 that there's a little bit of that,  
53:30 I need to figure it out myself.  
53:32 But certainly I think that if you are Black  
53:36 and you happen to be approached by a white person  
53:38 saying I want to help, absolutely with open arms.  
53:41 And conversely, if you're white,  
53:43 and you sort of thinking, what do I do,  
53:45 what can I say, take that first step.  
53:48 And then I think you'll be pleasantly surprised  
53:51 at the type of conversations  
53:52 that you're going to engage with,  
53:54 and that will be really hugely beneficial  
53:57 to you as a person as well.  
54:01 <v ->One little thing I wanted to add</v  
54:02 kind of on the flip side of that,  
54:03 I saw some comments in the chat box about authenticity too.  
54:07 One of the things that I've heard recently  
54:09 that's been helpful for me personally,  
54:12 just to keep in mind  
54:13 and sharing with other white people is kind of like,  
54:15 especially if you're thinking about reaching out  
54:17 to Black colleagues or colleagues of color right now,  
54:20 if you wouldn't normally, ask yourself, why am I doing this?

54:24 Is it because it has to do with your own feelings  
54:29 I want to make sure you know that I'm that I'm anti-racist,  
54:33 or I'm not racist.  
54:34 Is it something about alleviating  
54:35 your own guilt and feelings,  
54:37 because if it is, you probably want to pause and reconsider  
54:39 if you want to take the person's time with that,  
54:42 as opposed to, if it's something that's more  
54:44 solutions focused and really genuinely interested  
54:47 in making a change.  
54:48 So I think from our part,  
54:50 that's one thing to just kind of ask yourself,  
54:52 what is my motivation behind whatever this interaction is.  
54:55 But I appreciate the perspective of encouraging people  
54:58 to not feel afraid of making mistakes,  
55:00 because it is true that we all make mistakes  
55:02 and we all need to work on this issue together.  
55:05 So I appreciate those perspectives.  
55:08 <v ->We have about five minutes left.</v  
55:10 And so I think that I would like to ask now,  
55:15 I don't know if you all have a final parting shot comment,  
55:21 word of wisdom that you'd like to offer briefly,  
55:24 and then Jodi Detjen is going to come back on  
55:26 and talk us out.  
55:28 Any final comments, Anna?  
55:33 <v ->I will keep it short.</v  
55:35 I would like to say be bold, be inclusive,  
55:38 be intentional, and be courageous  
55:40 because definitely now is the time to act  
55:43 and there shouldn't be any more silence around it.  
55:46 <v ->Nice, thank you.</v  
55:47 Action-oriented, I like it.  
55:52 <v ->I have three words.</v  
55:53 I'm like you Anna, very quick and to the point.  
55:56 I'm asking people to reflect, rethink, and respond.  
56:00 Those are three easy things you can do,  
56:03 reflect, rethink, and respond.  
56:07 <v ->And then Juneteenth is the day for that for sure.</v  
56:11 Jenn.  
56:14 <v ->So much I want to say, but I will just say,</v  
56:16 especially for all of us white folks out there,  
56:19 stop being silent when you hear things that are wrong  
56:22 and stand up for things.  
56:23 If it's your relative that says something  
56:25 that's slightly off color,  
56:26 or especially if it's somebody in the workplace,  
56:29 not saying something is taking an action  
56:31 in the wrong direction so we have to stop being silent  
56:34 when we hear things that need to stop.  
56:39 <v ->Since we were in a three word themes,</v  
56:41 I will say, be curious, so educate yourself, learn,  
56:45 on the center issues.  
56:46 I will say, be action oriented,  
56:51 so figure out what you can do on your own

56:53 as for your influence, whether it's within your family,  
56:55 your community, your neighborhood, your organization,  
56:59 individually, what can you do?  
57:01 And lastly, be humble.  
57:02 You're going to be going through some sort of transformation  
57:07 where you are going to realize that the lens  
57:09 that you had been using up until now  
57:12 probably had a little bit of blind spots  
57:15 or a little bit of different prism to it,  
57:20 so you just need to be humble and understand  
57:23 that you may have to rethink  
57:24 the way that you have been socialized.  
57:28 <v Tammy>Thank you, Paul. Thank you to all of you.</v  
57:31 Jodi, you, there you are.  
57:32 <v ->Yeah, just as a final parting word.</v  
57:34 Thank you all.  
57:36 Thank you to the panelists for being here  
57:38 and your insightful wisdom.  
57:40 Thank you to all the attendees.  
57:41 I think what we've heard is that we are in a unique moment  
57:44 and we have an opportunity and it's on each one of us  
57:48 to not only work on ourselves individually,  
57:50 but also work with our organizations to make change  
57:52 and then to make societal change.  
57:54 And what I think you heard from all four panelists  
57:56 is that this is about the time to be courageous,  
58:00 to rethink, to be curious, and then to act.  
58:05 So on that note, I want to say, I am committing to act  
58:07 in relation to the Suffolk MBA program,  
58:11 we've been doing a lot of work around inclusiveness,  
58:13 we're going to see what else we can do  
58:14 to actually bring this more into our curriculum.  
58:17 So I'm committing to that right here and I want to thank,  
58:20 and I'm hoping that everybody in the community  
58:22 just take one action today and then one action tomorrow  
58:25 and keep on going.  
58:26 And we will wake up in a year to a different world.  
58:30 Thank you everyone.  
58:32 Have a wonderful Juneteenth.  
58:34 Please honor the day.  
58:37 <v ->Thank you. Have a good one.</v  
58:39 <v ->Bye-bye.</v