



# Webinar

## ULI Philadelphia: Walking the Talk on Diversity, Equity, and Inclusion

Date: February 16, 2021

00:00:00 --> 00:00:02: Good morning everyone welcome I'm Alan Racek,  
00:00:02 --> 00:00:06: District Council chair in Philadelphia and principle at AR spruce.  
00:00:06 --> 00:00:08: I'm happy to say that I am here.  
00:00:08 --> 00:00:12: Both his chair and as the title sponsor for this  
00:00:12 --> 00:00:16: event today and you'll hear later from one of my  
00:00:16 --> 00:00:19: partners who's going to introduce our speaker.  
00:00:19 --> 00:00:22: Our virtual conversation today is with Herman Boles,  
00:00:22 --> 00:00:24: Senior Vice Chairman of JLL Americas.  
00:00:24 --> 00:00:27: He's going to speak with us about walking the talk  
00:00:27 --> 00:00:28: on diversity,  
00:00:28 --> 00:00:32: equity, and inclusion. This program is part of an ongoing  
00:00:32 --> 00:00:32: series,  
00:00:32 --> 00:00:35: one of several initiatives that you like Philadelphia about  
improving  
00:00:35 --> 00:00:36: diversity,  
00:00:36 --> 00:00:39: equity, and inclusion in our organization and the real estate  
00:00:39 --> 00:00:40: industry as a whole.  
00:00:40 --> 00:00:43: Last year we committed to do these things and we  
00:00:43 --> 00:00:47: posted our commitments to our website and those  
commitments are  
00:00:47 --> 00:00:48: still there.  
00:00:48 --> 00:00:50: Kevin is going to post the URL in the chat  
00:00:50 --> 00:00:54: and I would encourage you to visit to see what  
00:00:54 --> 00:00:57: we're all of the things that we're doing in regards  
00:00:57 --> 00:01:00: to DI at you, like Philadelphia.  
00:01:00 --> 00:01:03: Later, we'll hear from members of our DDI advisors about  
00:01:03 --> 00:01:07: what some of these efforts have looked like to date  
00:01:07 --> 00:01:10: and how we plan to keep the conversation going.  
00:01:10 --> 00:01:13: Here's what today's program is going to look like in

00:01:13 --> 00:01:14: a moment.

00:01:14 --> 00:01:17: Jeremy Sunket, vice president of Strategic real estate and asset

00:01:17 --> 00:01:19: management for Elwin,

00:01:19 --> 00:01:22: is going to frame. Today's conversation will then hear from

00:01:22 --> 00:01:22: Herman,

00:01:22 --> 00:01:26: followed by a moderated Q&A led by Clayton Mitchell,

00:01:26 --> 00:01:29: Senior Vice president of Real Estate and facilities for Thomas

00:01:29 --> 00:01:30: Jefferson University.

00:01:30 --> 00:01:34: Hospitals will conclude with opportunities on how you can get

00:01:34 --> 00:01:36: involved and continue this important work.

00:01:36 --> 00:01:38: Um, some housekeeping things throughout today's program,

00:01:38 --> 00:01:41: please use the Q and a button at the bottom

00:01:41 --> 00:01:44: of your zoom screen to submit questions.

00:01:44 --> 00:01:47: You have to wait till the end of the discussion

00:01:47 --> 00:01:50: will gather the questions and feed them to Mitch so

00:01:50 --> 00:01:54: that he can talk with him with Herman about them.

00:01:54 --> 00:01:55: At the end of the program,

00:01:55 --> 00:01:57: we're going to share a survey with you.

00:01:57 --> 00:02:00: We'd love your feedback, both on the content of today's

00:02:00 --> 00:02:01: conversation as well as how we,

00:02:01 --> 00:02:04: as an organization here at you will lie and the

00:02:04 --> 00:02:05: industry can do better,

00:02:05 --> 00:02:08: which I hope this morning will inspire you to think

00:02:08 --> 00:02:09: about.

00:02:09 --> 00:02:11: For those of you who aren't familiar with the Urban

00:02:11 --> 00:02:12: Land Institute welcome,

00:02:12 --> 00:02:15: we Hope you'll join us everything that we do is

00:02:15 --> 00:02:18: to promote you allies mission and you will have a

00:02:18 --> 00:02:19: new mission statement.

00:02:19 --> 00:02:21: As of last week to shape the future of the

00:02:21 --> 00:02:22: built environment.

00:02:22 --> 00:02:25: For transformative impact to communities worldwide.

00:02:25 --> 00:02:29: We're part of a global network of some 45,000 people

00:02:29 --> 00:02:29: worldwide.

00:02:29 --> 00:02:32: You lie is about 900 practitioners strong,

00:02:32 --> 00:02:34: and we're across the Philadelphia Metro,

00:02:34 --> 00:02:36: not just in the Philadelphia region,

00:02:36 --> 00:02:39: but also the state of Delaware,

00:02:39 --> 00:02:42: Southern New Jersey and Delete High Valley in Central PA,

00:02:42 --> 00:02:45: PA are works driven by members.

00:02:45 --> 00:02:47: Everything we do is done by volunteers,

00:02:47 --> 00:02:51: including this program who take their time to lead to  
00:02:51 --> 00:02:54: contribute content to a lie.  
00:02:54 --> 00:02:55: We have 18 different councils,  
00:02:55 --> 00:03:00: committees and affinity groups, all of whom share  
educational experiences  
00:03:00 --> 00:03:03: among their group and seek to advance the land use  
00:03:03 --> 00:03:06: dialogue and have a positive impact on our community.  
00:03:06 --> 00:03:09: Just as our mission statement says we want to run  
00:03:09 --> 00:03:13: out wide variety of educational programming advisory  
services and through  
00:03:13 --> 00:03:17: this work Artistry Council shares unique perspectives and  
content on.  
00:03:17 --> 00:03:21: Lots of development issues and we leverage the expertise of  
00:03:21 --> 00:03:23: our member members to do that.  
00:03:23 --> 00:03:27: This has been a very unusual here and times very  
00:03:27 --> 00:03:28: challenging,  
00:03:28 --> 00:03:32: both for you all. I philadelphian for our industry but  
00:03:32 --> 00:03:36: we've strived to continue our programming to meet the  
moment.  
00:03:36 --> 00:03:40: Convening critical conversations in virtual form rather than in  
person,  
00:03:40 --> 00:03:44: which is our usual method and continue to engage partners  
00:03:44 --> 00:03:46: in our mission.  
00:03:46 --> 00:03:49: Last week, for example, we partnered with the Eulita TER  
00:03:49 --> 00:03:53: Illiger Center for Housing to convene both local and national  
00:03:53 --> 00:03:58: members to explore strategies for preserving naturally  
occurring affordable housing  
00:03:58 --> 00:04:00: in the city of Philadelphia,  
00:04:00 --> 00:04:01: then for 2 1/2 days.  
00:04:01 --> 00:04:05: All virtual studying materials and hearing from about 50  
stakeholders.  
00:04:05 --> 00:04:09: That's going to result in a report that will be  
00:04:09 --> 00:04:12: available in a couple of weeks,  
00:04:12 --> 00:04:15: and it will be issued here online.  
00:04:15 --> 00:04:19: Two weeks ago we hosted another of our urban planning  
00:04:19 --> 00:04:19: workshops,  
00:04:19 --> 00:04:23: this one for graduates of the city planning Citizens Planning  
00:04:23 --> 00:04:27: Institute in the City of Philadelphia and board members of  
00:04:27 --> 00:04:29: registered community organizations.  
00:04:29 --> 00:04:32: This tool is hosted virtually and it was designed to  
00:04:32 --> 00:04:37: introduce participants active in their local communities to real  
estate  
00:04:37 --> 00:04:39: and land use fundamentals.  
00:04:39 --> 00:04:44: It's an interactive exercise. It utilizes you alive volunteers to

00:04:44 --> 00:04:48: deliver the lessons about how land use planning and real  
00:04:48 --> 00:04:50: estate development work.  
00:04:50 --> 00:04:52: And it's our hope that this program,  
00:04:52 --> 00:04:56: which we're also rolling out in high schools and colleges,  
00:04:56 --> 00:04:59: can help everybody be a better participant in the real  
00:04:59 --> 00:05:02: estate development land use process.  
00:05:02 --> 00:05:05: Finally, we're going to launch a new membership series,  
00:05:05 --> 00:05:09: but you're going to hear about later this morning,  
00:05:09 --> 00:05:13: which is designed to introduce practitioners to what makes  
healthy  
00:05:13 --> 00:05:17: mentor mentee relationships within I towards building DCI  
gaps in  
00:05:17 --> 00:05:18: the industry,  
00:05:18 --> 00:05:21: bridging actually not building and.  
00:05:21 --> 00:05:24: The idea is to make both mentors and mentees.  
00:05:24 --> 00:05:28: There's training for both and make them more effective at  
00:05:28 --> 00:05:29: their role.  
00:05:29 --> 00:05:31: I just listed three things.  
00:05:31 --> 00:05:34: We're doing dozens, none of it is possible without members  
00:05:34 --> 00:05:35: leading away.  
00:05:35 --> 00:05:37: It's also not possible without our sponsors,  
00:05:37 --> 00:05:41: including this program, so I want to take a second  
00:05:41 --> 00:05:43: to recognize them without their support.  
00:05:43 --> 00:05:46: None of our programming, none of our efforts would be  
00:05:47 --> 00:05:47: possible,  
00:05:47 --> 00:05:50: so thank you to today's title sponsor.  
00:05:50 --> 00:05:52: Kind of me. They are spruce and Malaga,  
00:05:52 --> 00:05:56: who you'll hear from me in a second and our  
00:05:56 --> 00:05:57: annual sponsors,  
00:05:57 --> 00:05:59: Urban Visionaries Diamond leadership circle.  
00:05:59 --> 00:06:01: And platinum also are gold,  
00:06:01 --> 00:06:05: silver and friends sponsors, so with that I'd like to  
00:06:05 --> 00:06:08: turn things over to Jeremy Socket of Elwyn and a  
00:06:09 --> 00:06:10: member of you allies.  
00:06:10 --> 00:06:12: DCI advisors to frame today's conversation.  
00:06:12 --> 00:06:13: Takeaway, Jeremy.  
00:06:15 --> 00:06:17: Thank you Alan and good morning everybody.  
00:06:17 --> 00:06:20: Thank you for being with us for today's discussion.  
00:06:20 --> 00:06:23: Just wanted to take a moment to provide a little  
00:06:23 --> 00:06:25: bit of context for today's event and some of the  
00:06:25 --> 00:06:28: other initiatives that you'll be hearing about.  
00:06:28 --> 00:06:31: This is, I guess, our take on how it started

00:06:31 --> 00:06:33: and how it's going mean.

00:06:33 --> 00:06:36: Just to give you a sense of what led up

00:06:36 --> 00:06:36: to today.

00:06:36 --> 00:06:39: An if Kevin, if you could put the timeline

00:06:39 --> 00:06:42: up. Great,

00:06:42 --> 00:06:45: I won't go talk through each part of it,

00:06:45 --> 00:06:48: but what I would point out about this is that

00:06:48 --> 00:06:52: this timeline reflects reflects the development of a strategic plan

00:06:52 --> 00:06:53: for diversity equity.

00:06:53 --> 00:06:56: Inclusion for Uli Philadelphia and that plan which is really

00:06:56 --> 00:06:59: memorialized in this framework for action,

00:06:59 --> 00:07:02: which I would encourage all of you to reference if

00:07:02 --> 00:07:03: you haven't already.

00:07:03 --> 00:07:07: It's available on the on the UI Philadelphia website and

00:07:07 --> 00:07:10: we have also there was a link to it in

00:07:10 --> 00:07:12: the registration for today's event.

00:07:12 --> 00:07:14: As part of that plan,

00:07:14 --> 00:07:17: we have created an infrastructure to support diversity,

00:07:17 --> 00:07:22: equity and inclusion programs, projects and initiatives and today's conversation

00:07:22 --> 00:07:25: and subsequent ones are an integral part of that framework.

00:07:25 --> 00:07:30: And again I would encourage everybody to access that and

00:07:30 --> 00:07:34: we hope to enlist your support for future initiatives that

00:07:34 --> 00:07:37: we will be talking more about.

00:07:37 --> 00:07:40: Just a word on the DE and I advisory group

00:07:40 --> 00:07:44: that has been working very hard along with you all.

00:07:44 --> 00:07:48: I Philadelphia staff to bring today's event about and on

00:07:48 --> 00:07:50: all the other initiatives as well.

00:07:50 --> 00:07:54: We have assembled a very diverse group of people representing

00:07:54 --> 00:07:55: racial diversity,

00:07:55 --> 00:08:00: ethnic diversity, gender diversity, sexual orientation and that group continues

00:08:00 --> 00:08:03: to work very hard to stand up this framework and

00:08:03 --> 00:08:07: to pursue the initiatives that we're rolling out under it.

00:08:07 --> 00:08:09: We have collaborated. We have debated.

00:08:09 --> 00:08:13: We have educated one another and we want to upscale

00:08:13 --> 00:08:17: our efforts and again hope to enlist you all as

00:08:17 --> 00:08:19: we continue this work.

00:08:19 --> 00:08:25: Next slide please go. This is the where it's going,

00:08:25 --> 00:08:29: part of it and really two pronged approach here.

00:08:29 --> 00:08:32: One that is inward facing within the UI spiran one

00:08:32 --> 00:08:34: within the broader real estate industry.

00:08:34 --> 00:08:38: I would really focus on the partnership in Influenced Piece

00:08:38 --> 00:08:39: where you allies concern.

00:08:39 --> 00:08:42: That's a very intentional effort on our part to use

00:08:43 --> 00:08:45: the UI platform to create partnerships.

00:08:45 --> 00:08:48: We're taking a bit of a new day new way

00:08:48 --> 00:08:52: approach to those partnerships and want to be imaginative about

00:08:52 --> 00:08:53: crafting them.

00:08:53 --> 00:08:56: And look for ways to read into,

00:08:56 --> 00:09:01: you know, form alliances and achieve mutually reinforcing goals with

00:09:01 --> 00:09:05: an eye toward expanding our impact and using you allies

00:09:05 --> 00:09:09: influence and this platform to really bring about change and

00:09:09 --> 00:09:13: we want to be very intentional about using UI to

00:09:13 --> 00:09:15: promote specific diversity,

00:09:15 --> 00:09:18: equity and inclusion goals. Next line please.

00:09:22 --> 00:09:25: And thanks finally we have talked about diversity,

00:09:25 --> 00:09:30: equity, inclusion, inclusion requiring a disciplined intention and that is

00:09:30 --> 00:09:34: reflected in what you see here in the mission statement

00:09:34 --> 00:09:37: that we created under the framework for action.

00:09:37 --> 00:09:41: And it really is something that we will carry into

00:09:41 --> 00:09:46: all of the initiatives that we're pursuing under that framework,

00:09:46 --> 00:09:48: creating ongoing dialogue, walking the talk,

00:09:48 --> 00:09:52: which is what we're here to talk about today.

00:09:52 --> 00:09:56: Talking about not just what's wrong and what's not working

00:09:56 --> 00:09:57: with diversity,

00:09:57 --> 00:10:00: equity, inclusion, but also focusing on and lift.

00:10:00 --> 00:10:03: Yup, that's right, and continuing to focus on what we

00:10:03 --> 00:10:07: can do and also routing much of our conversation and

00:10:07 --> 00:10:10: our actions in a very important historical context.

00:10:10 --> 00:10:12: So we've stated that intention.

00:10:12 --> 00:10:15: That's how we implant planned to carry ourselves forward,

00:10:15 --> 00:10:19: and we hope that you will join us in this

00:10:19 --> 00:10:19: work.

00:10:19 --> 00:10:23: And with that I'm going to now turn it over

00:10:23 --> 00:10:26: to my fellow Ian I Advisory Group,

00:10:26 --> 00:10:29: colleague Melody Brain to introduce our speaker Malibu.

00:10:33 --> 00:10:35: Thank you Jeremy. Area spruce is a new firm.

00:10:36 --> 00:10:39: Born from the merger between Athenian Razzak and Spruce

00:10:39 --> 00:10:40: Real Estate Partners.

00:10:40 --> 00:10:43: As a statement of change in the status quo.  
00:10:43 --> 00:10:47: Realizing our vision of what a firm can and should  
00:10:47 --> 00:10:47: be,  
00:10:47 --> 00:10:51: a diverse group of successful professionals with a common  
goal  
00:10:51 --> 00:10:52: of solving problems,  
00:10:52 --> 00:10:54: big or small, simple or complex.  
00:10:54 --> 00:10:58: It is evident in both my role is diversity,  
00:10:58 --> 00:11:02: equity and inclusion adviser Vuelie Philadelphia and as  
Principal and  
00:11:02 --> 00:11:04: CEO of Air Spruce.  
00:11:04 --> 00:11:05: The conversations like today are  
00:11:05 --> 00:11:07: more important than ever, and long  
00:11:07 --> 00:11:08: overdue. While  
00:11:08 --> 00:11:12: proud of the work of you like Philadelphia to date,  
00:11:12 --> 00:11:13: we also recognize  
00:11:13 --> 00:11:14: the long Rd  
00:11:14 --> 00:11:15: ahead to achieving authentic  
00:11:15 --> 00:11:22: equity in our industry. We continue this conversation today  
with  
00:11:22 --> 00:11:23: Herman Eagles,  
00:11:23 --> 00:11:26: Vice chairman of Jail Americas,  
00:11:26 --> 00:11:27: as well as  
00:11:27 --> 00:11:30: an international director and the  
00:11:30 --> 00:11:34: founder of Jails. Highly acclaimed public institutions business  
Unit which  
00:11:34 --> 00:11:39: specializes in delivering comprehensive real estate solutions  
to federal,  
00:11:39 --> 00:11:41: state, and local governments,  
00:11:41 --> 00:11:42: economic development and  
00:11:42 --> 00:11:45: nonprofit organizations and higher education institutions.  
00:11:45 --> 00:11:46: Herman works with  
00:11:46 --> 00:11:51: the firm's largest public and corporate clients to devise and  
00:11:51 --> 00:11:54: implement integrated Allstate Strategies.  
00:11:54 --> 00:11:58: To lower occupancy costs and increase productivity.  
00:11:58 --> 00:12:01: In addition to being a highly accomplished industry veteran,  
00:12:01 --> 00:12:04: Mr Bulls is a recognized leader on diversity,  
00:12:04 --> 00:12:09: equity and inclusion issues. Serves on several governing  
boards and  
00:12:09 --> 00:12:11: advises numerous Fortune 100 companies.  
00:12:11 --> 00:12:16: His military and entrepreneurial background and work in the  
non-profit  
00:12:16 --> 00:12:20: education and government sectors provide a comprehensive  
view of the

00:12:20 --> 00:12:22: topic as well as the set of principles that  
00:12:22 --> 00:12:25: professionals from any industry can look  
00:12:25 --> 00:12:26: to for guidance.  
00:12:27 --> 00:12:31: Following Mr Bulls's presentation, we will be joined by  
Clayton  
00:12:31 --> 00:12:34: Mitchell of Thomas Jefferson University to moderate A Q&A.  
00:12:34 --> 00:12:37: We remind you to please submit your questions throughout  
today's  
00:12:37 --> 00:12:38: program.  
00:12:38 --> 00:12:40: Mr Bulls it is my pleasure  
00:12:40 --> 00:12:43: to welcome you to what do you like Philadelphia we  
00:12:43 --> 00:12:44: look  
00:12:44 --> 00:12:45: forward to hearing from you.  
00:12:47 --> 00:12:49: Well my lady it's a pleasure to be here so  
00:12:49 --> 00:12:52: thank you very much and I had to give a  
00:12:52 --> 00:12:53: special shout  
00:12:53 --> 00:12:54: out to my two friends.  
00:12:54 --> 00:12:55: Mitch and Jeremy have  
00:12:55 --> 00:12:58: known them quite awhile and we all know mention when  
00:12:58 --> 00:13:01: Mitch calls you to do something you do it so  
00:13:01 --> 00:13:03: Mitch called me to do something.  
00:13:03 --> 00:13:05: So here I am. Will look at it it's  
00:13:05 --> 00:13:08: you know to whom much is given much is expected  
00:13:08 --> 00:13:09: and all of  
00:13:09 --> 00:13:11: us or leaders and it's great  
00:13:11 --> 00:13:12: to be here amongst your leaders.  
00:13:13 --> 00:13:14: ULI has been very important in my  
00:13:14 --> 00:13:17: life as well. I'm actually vice chair of the.  
00:13:17 --> 00:13:19: University innovation and Development Council.  
00:13:19 --> 00:13:21: And have been for the last  
00:13:21 --> 00:13:24: eight or nine years, and I'm so appreciative of the  
00:13:24 --> 00:13:27: Philadelphia chapter of of your life are taking on what  
00:13:27 --> 00:13:27: I think  
00:13:27 --> 00:13:31: is is very very very important subject that we're dealing  
00:13:31 --> 00:13:31: with.  
00:13:31 --> 00:13:33: So as we think about everything,  
00:13:33 --> 00:13:34: we're dealing here and I said,  
00:13:34 --> 00:13:36: to whom much is given much,  
00:13:36 --> 00:13:39: is expected. Let's think about it from this  
00:13:39 --> 00:13:42: aspect of leadership that I'm going to come back to  
00:13:42 --> 00:13:43: later in our conversation.  
00:13:43 --> 00:13:46: But leadership is that ability to move a group toward



00:13:46 --> 00:13:47: a common goal.  
00:13:47 --> 00:13:48: And  
00:13:48 --> 00:13:49: that's what you guys  
00:13:49 --> 00:13:51: are doing, particularly leaders of you lie  
00:13:51 --> 00:13:53: here. And you know what leaders that have to have  
00:13:53 --> 00:13:54: courage.  
00:13:54 --> 00:13:55: You have to have  
00:13:55 --> 00:13:57: that ability and the gumption to speak up when you  
00:13:57 --> 00:13:58: see something.  
00:13:58 --> 00:13:58: See  
00:13:58 --> 00:14:00: something, say something. We know that  
00:14:00 --> 00:14:02: that is true as well and we all want to  
00:14:03 --> 00:14:03: be on the  
00:14:03 --> 00:14:05: right side of history. We've  
00:14:05 --> 00:14:07: had a lot going on in our nation recently,  
00:14:07 --> 00:14:09: and each of us can make a difference.  
00:14:09 --> 00:14:12: OK, each of us can make a difference,  
00:14:12 --> 00:14:13: and I hope some of  
00:14:13 --> 00:14:14: the things that we talked  
00:14:14 --> 00:14:15: about today can do that.  
00:14:15 --> 00:14:16: You  
00:14:16 --> 00:14:18: know, we've been experiencing two pandemics over  
00:14:18 --> 00:14:20: the last year. We all know Covid and I say  
00:14:20 --> 00:14:23: all the time man and womankind is going to be  
00:14:23 --> 00:14:25: strong enough to  
00:14:25 --> 00:14:27: take care of cobit, and we are going to get  
00:14:27 --> 00:14:30: over that that other pandemic that we've had.  
00:14:30 --> 00:14:33: Racism has been around for a long time and I  
00:14:33 --> 00:14:36: think we're going to make some progress this time.  
00:14:36 --> 00:14:38: It's not going to be easy,  
00:14:38 --> 00:14:40: but I am optimistic about it.  
00:14:40 --> 00:14:42: So what do I want to do today?  
00:14:42 --> 00:14:45: I want to talk about diversity and hopefully you end  
00:14:45 --> 00:14:48: with an understanding of why diversity is important and  
equity  
00:14:48 --> 00:14:49: is important.  
00:14:49 --> 00:14:52: And inclusion is important. Also want to share some of  
00:14:52 --> 00:14:53: my experiences over the years.  
00:14:53 --> 00:14:56: I'm a kid of the 60s and the 70s and  
00:14:56 --> 00:14:59: many of you may not know what it was like  
00:14:59 --> 00:15:02: to be raised in the South in Alabama.  
00:15:02 --> 00:15:05: During that time we share some of that with you.

00:15:05 --> 00:15:08: I'm also going to share a historical perspective from my  
00:15:08 --> 00:15:09: perspective.  
00:15:09 --> 00:15:11: OK, and this is that of the black.  
00:15:11 --> 00:15:14: Now we have something called intersectionality where Blacks  
aren't the  
00:15:15 --> 00:15:17: only people that have racism put at them.  
00:15:17 --> 00:15:20: We've got religious racism, we've got gender and  
homophobia and  
00:15:20 --> 00:15:21: all of these things.  
00:15:21 --> 00:15:24: But just think of what it's like,  
00:15:24 --> 00:15:27: perhaps to be a black woman.  
00:15:27 --> 00:15:30: Gay person that intersectionality of all the things that does  
00:15:30 --> 00:15:33: that individual would have to deal with every day and  
00:15:33 --> 00:15:36: we need to make sure that we recognize each person  
00:15:36 --> 00:15:39: for what they bring to the table and what they  
00:15:39 --> 00:15:40: contribute to the goal.  
00:15:40 --> 00:15:42: And then what I want to do is review some  
00:15:43 --> 00:15:44: personal leadership,  
00:15:44 --> 00:15:47: make maxims that I've used over my life that have  
00:15:47 --> 00:15:47: been,  
00:15:47 --> 00:15:50: I think, somewhat successful and last but not least,  
00:15:50 --> 00:15:53: let's talk about some of the things that organizations can  
00:15:53 --> 00:15:53: do.  
00:15:53 --> 00:15:55: So let's get back in it.  
00:15:55 --> 00:15:56: We talked about those pandemics,  
00:15:56 --> 00:16:00: Ann. You know, with the with the racism and everything  
00:16:00 --> 00:16:02: that happened with George Ford.  
00:16:02 --> 00:16:06: For me there was a series of emotions I had.  
00:16:06 --> 00:16:09: OK, it went from everything to her despair,  
00:16:09 --> 00:16:11: just anger. Here we go again.  
00:16:11 --> 00:16:14: But then in the end I said,  
00:16:14 --> 00:16:16: hey, look at the collective response,  
00:16:16 --> 00:16:19: not only here in America from Black,  
00:16:19 --> 00:16:23: white, red, yellow people all around the world looking at  
00:16:23 --> 00:16:27: social injustice and saying we need to do something about  
00:16:27 --> 00:16:27: that.  
00:16:27 --> 00:16:30: OK, now it's important to go from my perspective.  
00:16:30 --> 00:16:33: I'm looking at this as a glass half full.  
00:16:33 --> 00:16:35: OK, because life is all about perspective.  
00:16:35 --> 00:16:38: How do you look at it and how do you  
00:16:38 --> 00:16:40: make a difference there?  
00:16:40 --> 00:16:43: Now we're in Black History Month here and we are

00:16:43 --> 00:16:47: celebrating Black History Month and it gives us an opportunity

00:16:47 --> 00:16:50: as you were doing to look at diversity and say

00:16:50 --> 00:16:53: how can we continue to make this important?

00:16:53 --> 00:16:56: And let's think of why it's important.

00:16:56 --> 00:16:59: Do you know that it's projected between 2035 and 2040

00:16:59 --> 00:17:02: in the United States of America?

00:17:02 --> 00:17:05: The majority of people are going to be people of

00:17:05 --> 00:17:05: color.

00:17:07 --> 00:17:10: Between 2035 and 2040 in the United States,

00:17:10 --> 00:17:14: the majority people are going to be of color.

00:17:14 --> 00:17:19: Now think about the perspective of what that perhaps means

00:17:19 --> 00:17:21: as a business.

00:17:21 --> 00:17:24: Who are you going to hire?

00:17:24 --> 00:17:26: Who's going to buy your products?

00:17:26 --> 00:17:28: And who's going to sell your products?

00:17:28 --> 00:17:32: We know that there will be a war for talent.

00:17:32 --> 00:17:36: We know that those products and services generally are sold

00:17:36 --> 00:17:40: by people who understand the people that are selling them.

00:17:40 --> 00:17:44: And we also know that diverse teams get better results.

00:17:44 --> 00:17:47: That's why diversity is important.

00:17:47 --> 00:17:50: The social guilt process of this has not worked,

00:17:50 --> 00:17:52: as I'll talk about for 400 years.

00:17:52 --> 00:17:55: Why do we think that's going to work tomorrow?

00:17:55 --> 00:17:57: But as a business imperative,

00:17:57 --> 00:18:00: we've got an opportunity here because as Wayne Gretzky,

00:18:00 --> 00:18:04: that great philosopher says you've gotta skate to where the

00:18:04 --> 00:18:06: puck is going to be.

00:18:06 --> 00:18:09: And that ability to look around the corner and understand

00:18:10 --> 00:18:10: why diversity,

00:18:10 --> 00:18:14: inclusion and fairness and equity is important is something

00:18:14 --> 00:18:18: that

00:18:14 --> 00:18:18: organizations that are going to Excel or going to identify,

00:18:18 --> 00:18:23: and they're going to implement it and have most.

00:18:23 --> 00:18:27: Perfect manner. Why do you want to share a little

00:18:27 --> 00:18:28: my background?

00:18:28 --> 00:18:31: I was born in Alabama in 1956.

00:18:31 --> 00:18:35: Unfortunately I didn't have an opportunity to meet my father.

00:18:35 --> 00:18:38: My father was a janitor laborer at a farmer,

00:18:38 --> 00:18:41: worked for the Tennessee Valley Authority and he was killed

00:18:41 --> 00:18:43: in an automobile accident.

00:18:43 --> 00:18:47: October 10th, 1955. I was born on February 4th,

00:18:47 --> 00:18:51: 1956. So you're right, I never met my father.

00:18:51 --> 00:18:54: And you see the picture there and the top of  
00:18:54 --> 00:18:57: a lady holding the baby with a picture.  
00:18:57 --> 00:19:00: That's my mom. In my six siblings.  
00:19:00 --> 00:19:05: So he was pregnant with me.  
00:19:05 --> 00:19:08: She did not have a high school education at the  
00:19:08 --> 00:19:08: time.  
00:19:08 --> 00:19:11: And it's not like we had a state plans with  
00:19:11 --> 00:19:14: insurance to make sure everything would be OK afterwards.  
00:19:14 --> 00:19:18: And to her benefit she was able to go back,  
00:19:18 --> 00:19:20: get her GD with the school,  
00:19:20 --> 00:19:25: became his license practical nurse and those seven kids  
have  
00:19:25 --> 00:19:26: 11 degrees.  
00:19:26 --> 00:19:30: That's perseverance, and that's where I learned that from  
watching  
00:19:30 --> 00:19:32: my mom do that over the years.  
00:19:32 --> 00:19:36: Creating an environment where I could Excel.  
00:19:36 --> 00:19:38: And then if you think about that,  
00:19:38 --> 00:19:40: how is it that I was able to go to  
00:19:41 --> 00:19:42: a high school?  
00:19:42 --> 00:19:43: We lived on a farm.  
00:19:43 --> 00:19:48: You can see me there chopping out in the garden.  
00:19:48 --> 00:19:50: Laughing so that wasn't all bad,  
00:19:50 --> 00:19:54: huh? But then I went to the school that was  
00:19:54 --> 00:19:54: 16%  
00:19:54 --> 00:19:58: African American. Ann, you wanted something.  
00:19:58 --> 00:20:00: I ended up being. Quarterback,  
00:20:00 --> 00:20:03: you see me there talking to the coach and throwing  
00:20:03 --> 00:20:03: a pass.  
00:20:03 --> 00:20:06: Ended up being President, student council.  
00:20:06 --> 00:20:10: You see me there with that really loud Plaid jacket  
00:20:10 --> 00:20:10: on.  
00:20:10 --> 00:20:12: An I played for sports.  
00:20:12 --> 00:20:14: You can see the picture picture me there in my  
00:20:14 --> 00:20:15: leather jacket.  
00:20:15 --> 00:20:17: An I was a boy,  
00:20:17 --> 00:20:20: state guy etc etc. Now how did that happen in  
00:20:20 --> 00:20:21: the early 70s?  
00:20:21 --> 00:20:22: In a school that was 16%  
00:20:22 --> 00:20:30: black? It happened. Because I realized early this concept of  
00:20:30 --> 00:20:32: connecting.  
00:20:32 --> 00:20:34: We talk about networking and we all do it and

00:20:34 --> 00:20:36: it's nothing wrong with it.  
00:20:36 --> 00:20:39: Networking is when we do something for someone and we  
00:20:39 --> 00:20:39: don't know it,  
00:20:39 --> 00:20:42: but suddenly it's a quid pro quo involved in it.  
00:20:42 --> 00:20:43: You do this for me.  
00:20:43 --> 00:20:45: I do this for you.  
00:20:45 --> 00:20:48: Hey, I want to meet Mitch because Mitch can help  
00:20:48 --> 00:20:49: me get XYZ.  
00:20:49 --> 00:20:50: And there's nothing wrong with that.  
00:20:50 --> 00:20:52: Business runs on it. However,  
00:20:52 --> 00:20:55: I learned at an early age to go with this  
00:20:55 --> 00:20:57: concept called connecting.  
00:20:57 --> 00:21:00: And connecting is when you do something for someone  
without  
00:21:00 --> 00:21:03: regard what you're going to receive in return.  
00:21:03 --> 00:21:07: Because that makes the relationship deep and you're able to  
00:21:07 --> 00:21:08: get great things done.  
00:21:08 --> 00:21:12: So from there I was able to go to West  
00:21:12 --> 00:21:16: Point and have this Army career and then join JLL  
00:21:16 --> 00:21:20: and do all the great things that you heard about  
00:21:20 --> 00:21:23: in that very, very nice introduction.  
00:21:23 --> 00:21:28: However. However. I had a lot of personal experiences come  
00:21:28 --> 00:21:30: back over the last year.  
00:21:30 --> 00:21:34: OK, I remember. Driving from the country to the little  
00:21:34 --> 00:21:37: city where we are and going down the Blvd and  
00:21:37 --> 00:21:41: the KKK would stop your car and they would have  
00:21:41 --> 00:21:42: a pill out taking money.  
00:21:42 --> 00:21:47: Very intimidating. I remember. Going to the train station,  
00:21:47 --> 00:21:50: going to a grocery store or a part Department store  
00:21:50 --> 00:21:53: and seeing the signs that said whites only for the  
00:21:53 --> 00:21:56: bathrooms as well as to water fountains.  
00:21:56 --> 00:22:01: I remember. Going to the movie theater and having to  
00:22:01 --> 00:22:03: go through the side door.  
00:22:03 --> 00:22:06: 'cause you couldn't go in the lobby where they sold  
00:22:06 --> 00:22:06: the popcorn.  
00:22:06 --> 00:22:09: I like that stuff. Go up the stairs and Blacks  
00:22:09 --> 00:22:12: had to watch the movies in the balcony.  
00:22:12 --> 00:22:15: I remember. Going out to eat,  
00:22:15 --> 00:22:18: but it's not like you take your family out to  
00:22:18 --> 00:22:18: eat now.  
00:22:18 --> 00:22:20: Driving up to the restaurant,  
00:22:20 --> 00:22:22: going to the back of the restaurant,

00:22:22 --> 00:22:26: getting your food, paying the same money and then driving  
00:22:26 --> 00:22:27: away.  
00:22:27 --> 00:22:30: Those are indignities. Those are things that my kids did  
00:22:30 --> 00:22:33: not have to endure and I hope your kids don't  
00:22:33 --> 00:22:34: have to endure.  
00:22:34 --> 00:22:37: But though that is part of my experience as a  
00:22:37 --> 00:22:38: black man.  
00:22:38 --> 00:22:42: And sometimes people go around and say why are black  
00:22:42 --> 00:22:43: people so angry?  
00:22:43 --> 00:22:47: Like people are angry like people sometimes are hurt.  
00:22:47 --> 00:22:50: And they have to be able to look at life  
00:22:50 --> 00:22:52: in a different way.  
00:22:52 --> 00:22:55: So why is about feeling good?  
00:22:55 --> 00:22:59: Feeling good is about feeling belong.  
00:22:59 --> 00:23:02: And you can't have a feeling of belonging.  
00:23:02 --> 00:23:04: When you are treated as I just indicated,  
00:23:04 --> 00:23:07: some of my experiences as a kid.  
00:23:07 --> 00:23:09: Now you get lemon. You got two things you can  
00:23:09 --> 00:23:11: get it in your eye and cry,  
00:23:11 --> 00:23:13: or you can make lemonade.  
00:23:13 --> 00:23:16: I've chosen to make lemonade in my life looking at  
00:23:16 --> 00:23:17: things to do.  
00:23:17 --> 00:23:19: Let's give a little more historical perspective.  
00:23:19 --> 00:23:21: What we're talking about here.  
00:23:21 --> 00:23:25: First, slaves were brought to Virginia and 1619.  
00:23:25 --> 00:23:28: OK, that was 401 years ago,  
00:23:28 --> 00:23:32: 401 years ago. And then we know slavery ended in  
00:23:32 --> 00:23:33: 1865.  
00:23:33 --> 00:23:36: OK, so it was 246 years.  
00:23:36 --> 00:23:39: The black slaves particular were in a slavery environment.  
00:23:39 --> 00:23:43: Then we had this reconstruction period from 1865 to 1877  
00:23:43 --> 00:23:45: where we're going to make it right.  
00:23:45 --> 00:23:49: However, we know that there was systematic and institutional  
00:23:50 --> 00:23:51: racism  
00:23:51 --> 00:23:53: that went with that,  
00:23:53 --> 00:23:56: and that included you know,  
00:23:56 --> 00:23:57: everything from restrictive clothes to make sure that the  
00:23:57 --> 00:24:01: slaves  
00:24:01 --> 00:24:03: were really,  
00:24:03 --> 00:24:07: you know, with sharecropping and everything else that they  
00:24:07 --> 00:24:08: really  
00:24:08 --> 00:24:09: nothing more than indentured servants from that.  
00:24:09 --> 00:24:10: And then of course we go with the gym.

00:24:07 --> 00:24:10: Rolos do you know that there were laws in Georgia  
00:24:10 --> 00:24:13: that said black kids and white kids could not be  
00:24:13 --> 00:24:15: in the same pool together?  
00:24:15 --> 00:24:18: Do you know there were laws that said if a  
00:24:18 --> 00:24:22: white nurse work in a hospital she could not work  
00:24:22 --> 00:24:25: on award if a black male was in that Ward?  
00:24:25 --> 00:24:28: That's just two examples and we know everything about this  
00:24:28 --> 00:24:29: separate toilets.  
00:24:29 --> 00:24:31: We know about the poll,  
00:24:31 --> 00:24:34: taxes, right and about the reading literacy tests.  
00:24:34 --> 00:24:37: So if you could not read,  
00:24:37 --> 00:24:41: you could not vote. Unless.  
00:24:41 --> 00:24:44: Your heritage was of European.  
00:24:44 --> 00:24:46: Then you could vote. Now,  
00:24:46 --> 00:24:50: said Discrimina Tori My gosh how to make the rules  
00:24:50 --> 00:24:53: so that you can stay in power.  
00:24:53 --> 00:24:56: It's important and we know about the poll taxes I  
00:24:56 --> 00:24:57: talked about.  
00:24:57 --> 00:25:00: And do you realize the chain gains that existed in  
00:25:00 --> 00:25:01: the South?  
00:25:01 --> 00:25:05: Because Labor was very expensive when you could get it  
00:25:05 --> 00:25:08: from prisoners so people were arrested for petty little things  
00:25:09 --> 00:25:12: because that became a labor force for the farmers and  
00:25:12 --> 00:25:14: the foundry workers etc etc.  
00:25:14 --> 00:25:18: And there are two Supreme Court decisions that I think  
00:25:18 --> 00:25:19: you should be aware of.  
00:25:19 --> 00:25:22: OK, the first one is Plessy versus Ferguson.  
00:25:22 --> 00:25:25: And that happened in 1896 in New Orleans.  
00:25:25 --> 00:25:27: And Plessy jump Lacey. He was partial black,  
00:25:27 --> 00:25:30: but you know, if you're got any black blood,  
00:25:30 --> 00:25:33: any you're black and they had three cars on the  
00:25:33 --> 00:25:33: railroad.  
00:25:33 --> 00:25:35: They had the white cars,  
00:25:35 --> 00:25:38: the mixed cars, and the black cards.  
00:25:38 --> 00:25:42: Classy organized had the nerve to get on the white  
00:25:43 --> 00:25:45: car and he was arrested.  
00:25:45 --> 00:25:48: His case went all the way to the Supreme Court  
00:25:48 --> 00:25:51: and the Supreme Court of the United States rule that  
00:25:52 --> 00:25:54: it was OK to arrest him and that was on  
00:25:54 --> 00:25:57: the doctrine of separate but equal.  
00:25:57 --> 00:25:59: Was first brought to our attention.  
00:25:59 --> 00:26:02: With the rationale being there were separate cars available,

00:26:02 --> 00:26:04: they were of equal quality,  
00:26:04 --> 00:26:09: so therefore you do not have a case to complain.  
00:26:09 --> 00:26:13: That law stayed on the books of our land until  
00:26:13 --> 00:26:13: 1954,  
00:26:13 --> 00:26:17: and many of you know Brown versus the Board of  
00:26:17 --> 00:26:21: Education where the Supreme Court indicated that no,  
00:26:21 --> 00:26:25: there is no such thing as separate but equal,  
00:26:25 --> 00:26:29: particularly education. And I went to segregated schools the  
00:26:29 --> 00:26:30: 1st  
00:26:29 --> 00:26:30: three years of my life,  
00:26:30 --> 00:26:34: and even in the 60s we got to pass me  
00:26:34 --> 00:26:35: down books.  
00:26:35 --> 00:26:38: They came from the white schools and they would write  
00:26:38 --> 00:26:40: little notes on him at the end of the year  
00:26:40 --> 00:26:41: to come to us,  
00:26:41 --> 00:26:43: and it wouldn't be appropriate for me to repeat what  
00:26:43 --> 00:26:44: some of those notes said separate,  
00:26:44 --> 00:26:48: but he. Was the law of land.  
00:26:48 --> 00:26:51: However, we know that being defacto and Azure is two  
00:26:51 --> 00:26:52: different things,  
00:26:52 --> 00:26:56: right? The jurist law defacto is actually what happens and  
00:26:56 --> 00:26:59: it took the Civil Rights Act of 1964 and the  
00:26:59 --> 00:27:03: Voting Rights Act of 1965 to actually systematize some of  
00:27:03 --> 00:27:06: these abhorrent incidents that were going on in our country.  
00:27:06 --> 00:27:09: And all of you women out there,  
00:27:09 --> 00:27:12: particularly all of you white women out there.  
00:27:12 --> 00:27:16: The Civil Rights Act was actually one of the things  
00:27:16 --> 00:27:19: that got you to where you are today.  
00:27:19 --> 00:27:21: So we're together in that point.  
00:27:21 --> 00:27:25: Because the right to discrimination based on gender was  
00:27:25 --> 00:27:25: also  
00:27:25 --> 00:27:25: included in it.  
00:27:25 --> 00:27:29: Everybody thinks the civil rights and affirmative action is all  
00:27:29 --> 00:27:30: for the black folks.  
00:27:30 --> 00:27:33: Now it's for all of us.  
00:27:33 --> 00:27:36: We need to understand that history and appreciate it.  
00:27:36 --> 00:27:40: So you know that civil rights actually all the things  
00:27:40 --> 00:27:40: that it did.  
00:27:40 --> 00:27:43: Discrimination in schools and unions and hotels.  
00:27:43 --> 00:27:47: And all of these things were brought into that and  
00:27:47 --> 00:27:51: all of a sudden we had this opportunity to have  
00:27:51 --> 00:27:52: a fair opportunity.  
00:27:52 --> 00:27:56: However, let's think about that.



00:27:56 --> 00:27:58: Despite what the law was,  
00:27:58 --> 00:28:00: there was federal, state, local,  
00:28:00 --> 00:28:04: an individual discrimination and prejudice that continued to go place.

00:28:04 --> 00:28:06: OK, sharecropping. We talked about earlier redlining.  
00:28:06 --> 00:28:09: All of us are in real estate.  
00:28:09 --> 00:28:11: We know what redlining is,  
00:28:11 --> 00:28:13: right? Some of the founders of ULI,  
00:28:13 --> 00:28:17: one of our fathers had some really controversial things to say about redlining.  
00:28:17 --> 00:28:18: And that's where we're going to red line here.  
00:28:18 --> 00:28:22: And you won't make loans in these areas which were primarily minority,  
00:28:25 --> 00:28:26: primarily black areas. And as a result of that,  
00:28:26 --> 00:28:29: what do you think happens to the real estate values?  
00:28:29 --> 00:28:31: Poop on its right and one statistic from that today.  
00:28:31 --> 00:28:36: One statistic for men today.  
00:28:36 --> 00:28:39: Black income, on average is 60%  
00:28:39 --> 00:28:42: of data points. Today in the more disturbing statistic.  
00:28:42 --> 00:28:49: Is that black net worth?  
00:28:49 --> 00:28:52: Is only 10%. Of whites on average today.  
00:28:52 --> 00:28:56: That is the result of institutional racism that resulted everything  
00:28:56 --> 00:29:00: coming back from World War Two and the VA loans.

00:29:00 --> 00:29:03: Think we know that most people have their wealth and what their home. Blacks  
00:29:03 --> 00:29:06: weren't given an opportunity to do that.  
00:29:06 --> 00:29:08: Many of you out there,  
00:29:08 --> 00:29:11: your parents, they were able to get that first home.  
00:29:11 --> 00:29:12: You got equity. You have a way to send people  
00:29:12 --> 00:29:15: to college and we perpetuate that wealth building opportunity  
00:29:15 --> 00:29:18: and  
00:29:18 --> 00:29:22: it continues to go.  
00:29:22 --> 00:29:24: Many Blacks were not given that opportunity.  
00:29:24 --> 00:29:27: And it's kind of there today.  
00:29:27 --> 00:29:30: OK, think about the Interstate Highway system that went through  
00:29:30 --> 00:29:34: neighborhoods.  
00:29:34 --> 00:29:35: And go through many white neighborhoods.  
00:29:35 --> 00:29:37: Went right through black neighborhoods,  
00:29:37 --> 00:29:39: splitting them up. And we think about all of  
00:29:39 --> 00:29:43: these institutional practices that have put us  
00:29:43 --> 00:29:45: in a place that we're dealing with today.  
00:29:45 --> 00:29:49:

00:29:49 --> 00:29:51: So what are some of the things we have today  
00:29:51 --> 00:29:54: that I deal with on a daily basis in meeting?  
00:29:54 --> 00:29:56: If you deal with an amazing basis and one thing  
00:29:56 --> 00:29:58: I want to bring your attention to,  
00:29:58 --> 00:30:00: is micro aggression OK and Micro?  
00:30:00 --> 00:30:08: Passion is basically when you have verbal and nonverbal  
behavior.  
00:30:08 --> 00:30:09: Such as you see a black person walking down the  
00:30:09 --> 00:30:10: street and say,  
00:30:10 --> 00:30:12: Oh my gosh that person is gonna rock me and  
00:30:12 --> 00:30:13: you go on the  
00:30:13 --> 00:30:15: other side of the street.  
00:30:15 --> 00:30:16: A colleague sends  
00:30:16 --> 00:30:19: you an email and you ignore it.  
00:30:19 --> 00:30:22: You don't think about it consciously,  
00:30:22 --> 00:30:26: but your program to do these things because you think  
00:30:26 --> 00:30:30: that other individual is not worthy and not an an  
00:30:30 --> 00:30:34: that comes from something we call unconscious bias.  
00:30:34 --> 00:30:37: We're not aware many of the times that we do  
00:30:37 --> 00:30:38: these things.  
00:30:38 --> 00:30:41: But they do occur. Let me tell you what I  
00:30:41 --> 00:30:42: do in my own firm.  
00:30:42 --> 00:30:45: On the many corporate boards that I set on.  
00:30:45 --> 00:30:47: To whom much is given much is expected,  
00:30:47 --> 00:30:48: so I bring it up.  
00:30:48 --> 00:30:51: I call it out. And you can do it in  
00:30:51 --> 00:30:55: a manner that you can be part of the solution.  
00:30:55 --> 00:30:58: Or you can do it totally antagonistically and you can  
00:30:58 --> 00:31:00: be part of the problem.  
00:31:00 --> 00:31:01: I choose to be part of the solution,  
00:31:01 --> 00:31:04: but understand that those things go on.  
00:31:04 --> 00:31:07: Another concept that we need to be aware of,  
00:31:07 --> 00:31:09: and that's allyship OK in allyship,  
00:31:09 --> 00:31:12: is when somebody kind of cares about you.  
00:31:12 --> 00:31:17: And there's something called optical allyship where people  
pretend to  
00:31:17 --> 00:31:18: care.  
00:31:18 --> 00:31:21: Be aware if you are an ally or if you  
00:31:21 --> 00:31:24: really have optical allyship.  
00:31:24 --> 00:31:26: Let me tell you another thing that we've got to  
00:31:26 --> 00:31:26: think of,  
00:31:26 --> 00:31:28: particularly as we think of all the minority in the

00:31:28 --> 00:31:29: women that we support,  
00:31:29 --> 00:31:32: and we try to get them through the organization.  
00:31:32 --> 00:31:35: There's this concept call going from pet  
00:31:35 --> 00:31:38: to threat and I definitely experienced this in my career.  
00:31:38 --> 00:31:38: Your pet  
00:31:38 --> 00:31:40: when you're that favorite person,  
00:31:40 --> 00:31:44: you try hard. You're doing great things and you're making  
00:31:44 --> 00:31:47: things happen and people are happy to take you and  
00:31:47 --> 00:31:50: put you on the shoulder and Pat you on the  
00:31:50 --> 00:31:51: back and say, hey man,  
00:31:51 --> 00:31:55: keep going. But as you continue to wise in the  
00:31:55 --> 00:31:56: organization.  
00:31:56 --> 00:31:59: And all of a sudden you become a threat as  
00:31:59 --> 00:32:01: opposed to the iPad.  
00:32:01 --> 00:32:04: People behave differently toward you.  
00:32:04 --> 00:32:08: Be aware of the unconscious bias and the fake allyship  
00:32:08 --> 00:32:09: it's important.  
00:32:09 --> 00:32:12: Real quickly I talk about something that many of you  
00:32:12 --> 00:32:13: don't know about.  
00:32:13 --> 00:32:17: I know Mitch knows about it and it's the talk.  
00:32:17 --> 00:32:19: And that's even before George Lloyd.  
00:32:19 --> 00:32:21: When my kids started driving,  
00:32:21 --> 00:32:24: we had to talk. So the talk is when you  
00:32:24 --> 00:32:28: go and you say if you're stopped by the police,  
00:32:28 --> 00:32:30: be very careful, say Sir,  
00:32:30 --> 00:32:34: say ma'am, keep your hands on the steering wheel.  
00:32:34 --> 00:32:39: Every black family almost has that conversation with their kid.  
00:32:39 --> 00:32:42: I'm certain some white families have it,  
00:32:42 --> 00:32:45: but my apriori or anecdotal research shows that more black  
00:32:45 --> 00:32:47: families have that than white families,  
00:32:47 --> 00:32:50: and that's a shame that we have to teach.  
00:32:50 --> 00:32:53: Our kids have to drive and then have to feel  
00:32:53 --> 00:32:55: as if we have to,  
00:32:55 --> 00:32:58: you know, tell them how not to get killed when  
00:32:58 --> 00:32:59: you're driving.  
00:32:59 --> 00:33:03: OK, now the personal pathway to solving all of this.  
00:33:03 --> 00:33:06: Guess what it's you and me as individuals.  
00:33:06 --> 00:33:08: We can make a difference.  
00:33:08 --> 00:33:11: One person can make a difference.  
00:33:11 --> 00:33:14: In many of us doing the same things,  
00:33:14 --> 00:33:15: going after the same goals,  
00:33:15 --> 00:33:17: we can make a significant difference,

00:33:17 --> 00:33:24: OK? We've gotta understand. That self reflection is important.

00:33:24 --> 00:33:27: We've got to understand that when we get lemon,

00:33:27 --> 00:33:30: we make lemonades we gotta understand.

00:33:30 --> 00:33:33: That it's up to us as individuals and we as

00:33:33 --> 00:33:36: individuals make up corporations to make a difference.

00:33:36 --> 00:33:39: And let's think about what organizational organizations can do.

00:33:39 --> 00:33:42: Many of you are leaders and organizations,

00:33:42 --> 00:33:45: and the first thing I say that you have to

00:33:46 --> 00:33:47: have transparency.

00:33:47 --> 00:33:49: OK. Ah, my own firm.

00:33:49 --> 00:33:52: We had issues with this over the years.

00:33:52 --> 00:33:55: We don't publish our diversity statistics or when we publish

00:33:55 --> 00:33:55: him,

00:33:55 --> 00:33:58: we put all people of color in one big conglomerate

00:33:58 --> 00:34:01: and you put that out there and you get this

00:34:01 --> 00:34:01: 3540%

00:34:01 --> 00:34:05: and you even include women in it and you feel

00:34:05 --> 00:34:07: good about what you're doing.

00:34:07 --> 00:34:09: In my opinion, that's dishonest.

00:34:09 --> 00:34:12: You've got to start by understanding something

00:34:12 --> 00:34:15: that Melanie Hobson Everio capital says

00:34:15 --> 00:34:17: numbers don't lie. Put

00:34:17 --> 00:34:20: the numbers out there, be

00:34:20 --> 00:34:25: transparent, set goals. That are stretch goals and achievable and

00:34:25 --> 00:34:30: communicate with your organization is what's going to happen with.

00:34:30 --> 00:34:32: And one of the

00:34:32 --> 00:34:33: things I want to tell you about,

00:34:33 --> 00:34:36: you know you think about what could they be?

00:34:36 --> 00:34:38: What should they be? How are we going to get

00:34:38 --> 00:34:38: there,

00:34:38 --> 00:34:41: how we're going to make everybody understand why it's important?

00:34:41 --> 00:34:42: Remember what I said about,

00:34:42 --> 00:34:44: particularly people of color in America and what's going to

00:34:45 --> 00:34:45: happen to the numbers?

00:34:45 --> 00:34:50: That's why it's important. And you gotta have ongoing measurements.

00:34:50 --> 00:34:56: And communication is critical in that communication starts at the

00:34:56 --> 00:34:56: top.

00:34:56 --> 00:34:59: So organizations, I'm gonna tell you if you're the CEO.  
00:34:59 --> 00:35:01: If you're the business you lead or whatever,  
00:35:01 --> 00:35:04: you are accountable in the end.  
00:35:04 --> 00:35:08: If you're comfortable just closing your eyes and looking  
around,  
00:35:08 --> 00:35:10: pretend that that's your cousin,  
00:35:10 --> 00:35:13: your mother, your father, your daughter,  
00:35:13 --> 00:35:17: your child. And ask yourself when I want them to  
00:35:17 --> 00:35:19: be treated like that.  
00:35:19 --> 00:35:22: Here's the real kicker. Pretend it's you that's being treated  
00:35:22 --> 00:35:24: like that and ask yourself.  
00:35:25 --> 00:35:27: Do I want to be treated like that?  
00:35:27 --> 00:35:28: So that  
00:35:28 --> 00:35:32: communications is important from leaders and it's important  
that you  
00:35:32 --> 00:35:35: communicated in such a way that there is accountability.  
00:35:35 --> 00:35:38: That's what it takes in the end.  
00:35:38 --> 00:35:40: Because we can always make excuses.  
00:35:40 --> 00:35:43: I'm on a couple of compensation committees for public  
companies  
00:35:43 --> 00:35:44: and you get down to it.  
00:35:44 --> 00:35:46: And over the years people say,  
00:35:46 --> 00:35:48: well, you know they didn't quite get it,  
00:35:48 --> 00:35:50: but they really tried and the statistics show that there  
00:35:50 --> 00:35:51: aren't  
00:35:51 --> 00:35:53: that many people with that skill set of  
00:35:53 --> 00:35:54: color and blah blah blah.  
00:35:54 --> 00:35:57: Yes. We set a goal for you.  
00:35:57 --> 00:35:59: For financials, we set a goal for you for inventory  
00:35:59 --> 00:36:00: and we measure it.  
00:36:00 --> 00:36:02: If you make it, we reward you.  
00:36:02 --> 00:36:04: If you don't make it,  
00:36:04 --> 00:36:08: we don't reward. Until we start having that same  
accountability  
00:36:09 --> 00:36:10: around diversity.  
00:36:10 --> 00:36:13: Equity and inclusion. We're going to have the same results  
00:36:13 --> 00:36:14: we've had for the last 40 years,  
00:36:14 --> 00:36:17: which hasn't been very good.  
00:36:17 --> 00:36:19: So accountability is the key.  
00:36:19 --> 00:36:20: Now I want to  
00:36:20 --> 00:36:21: talk about something  
00:36:21 --> 00:36:24: around a group that I'm involved in  
00:36:24 --> 00:36:27: called the Black Directors Conference and this is a group

00:36:28 --> 00:36:30: of of board Directors of Fortune 500 companies.  
00:36:31 --> 00:36:34: So probably about I've been participating for about 20 years  
00:36:34 --> 00:36:38: and again this is something that John Rogers and Melody  
00:36:38 --> 00:36:39: Hopson of Ariel  
00:36:39 --> 00:36:42: Capital Management puts together every year and what this  
group  
00:36:42 --> 00:36:43: does.  
00:36:43 --> 00:36:45: We talk about, we get together and  
00:36:45 --> 00:36:49: we talk about what is the role of a board  
00:36:49 --> 00:36:50: member.  
00:36:50 --> 00:36:53: And then specifically, what responsibility and accountability is  
even?  
00:36:53 --> 00:36:54: Do you  
00:36:54 --> 00:36:57: have as a blackboard 'cause being a board member?  
00:36:57 --> 00:36:59: It's pretty powerful situation, right?  
00:36:59 --> 00:37:02: 'cause you have the ability to hire the CEO,  
00:37:02 --> 00:37:02: approve  
00:37:02 --> 00:37:05: the strategy, and finally the CEO,  
00:37:05 --> 00:37:07: and by extension that means  
00:37:07 --> 00:37:09: everybody in the organization ultimately right?  
00:37:09 --> 00:37:11: So we have a framework.  
00:37:11 --> 00:37:14: First of all, we think about stakeholder analysis,  
00:37:14 --> 00:37:17: not just shareholder analysis and stakeholder analysis  
includes not only  
00:37:17 --> 00:37:18: the shareholders,  
00:37:18 --> 00:37:22: but includes employees. It includes the suppliers and  
includes the  
00:37:22 --> 00:37:24: communities of which the Corporation operates.  
00:37:25 --> 00:37:26: And then we  
00:37:26 --> 00:37:27: talk about something  
00:37:27 --> 00:37:31: called it, the reppies. And it is people.  
00:37:31 --> 00:37:35: Philanthropy and purchasing. Under people side,  
00:37:35 --> 00:37:38: many of us are the only ones.  
00:37:38 --> 00:37:40: So what is it that we do to make sure  
00:37:41 --> 00:37:42: that there is more diversity,  
00:37:42 --> 00:37:44: including women, in the boardroom?  
00:37:44 --> 00:37:45: Embassy suite  
00:37:45 --> 00:37:47: in the senior management and the pipeline coming up.  
00:37:47 --> 00:37:48: So that's the  
00:37:48 --> 00:37:51: people equation. And when you're on the board you can  
00:37:51 --> 00:37:54: ask questions and you're a matter of fact that's the  
00:37:54 --> 00:37:55: best thing you do on board.  
00:37:55 --> 00:37:58: You don't have answers, but you have to be able

00:37:58 --> 00:37:59: to ask questions  
00:37:59 --> 00:38:02: and then philanthropy. Take a look  
00:38:02 --> 00:38:04: at your programs and look Cancer Society.  
00:38:04 --> 00:38:06: American Red Cross matter fact I'm a governor of American  
00:38:06 --> 00:38:07: Red Cross.  
00:38:07 --> 00:38:10: All of those things are important and they do have  
00:38:10 --> 00:38:11: issues.  
00:38:11 --> 00:38:13: That help with social justice.  
00:38:13 --> 00:38:18: But ask yourself, how is your Corporation using its  
philanthropy  
00:38:19 --> 00:38:21: to promote social justice?  
00:38:21 --> 00:38:25: And the last one is procurement and that impacts a  
00:38:25 --> 00:38:26: lot of us.  
00:38:26 --> 00:38:30: Here at ULIO. The procurement issue is you look out  
00:38:30 --> 00:38:33: and many of you do it to this day.  
00:38:33 --> 00:38:37: Probably say hey, we gotta have some minority participation.  
00:38:37 --> 00:38:38: And what do we do?  
00:38:38 --> 00:38:41: We look for security, trash the painting,  
00:38:41 --> 00:38:44: carpentry, pest control, order all of those.  
00:38:44 --> 00:38:47: They are certainly critical services,  
00:38:47 --> 00:38:51: but their low value add and probably none wealth building  
00:38:51 --> 00:38:52: opportunities.  
00:38:52 --> 00:38:56: And we encourage organizations to look at to look at  
00:38:56 --> 00:38:58: what's a little more important,  
00:38:58 --> 00:39:00: and that would be looking at.  
00:39:00 --> 00:39:01: Well, who's  
00:39:01 --> 00:39:03: your accountant? Who's your  
00:39:03 --> 00:39:06: advertising agency? Who does your real estate?  
00:39:06 --> 00:39:08: Who does your consulting etc etc.  
00:39:08 --> 00:39:12: These high value add opportunities to look for minority and  
00:39:12 --> 00:39:13: women owned firms.  
00:39:13 --> 00:39:17: Guess what we recognize not all of these organizations are  
00:39:17 --> 00:39:19: going to be able to be,  
00:39:19 --> 00:39:22: you know, headed by women or minorities.  
00:39:22 --> 00:39:25: So what's the next step we say?  
00:39:25 --> 00:39:28: Who is doing a selling from majority firm and who  
00:39:28 --> 00:39:30: is implementing from majority from?  
00:39:30 --> 00:39:34: And these organizations want and are demanding now that  
the  
00:39:34 --> 00:39:39: people who are performing those services represent the  
aspirational goals  
00:39:39 --> 00:39:42: of that organization in their clients.  
00:39:42 --> 00:39:47: So that's another reason why diversity is and will continue

00:39:47 --> 00:39:49: to be important.

00:39:49 --> 00:39:49: Now we

00:39:49 --> 00:39:52: talk about a little bit about career now because it's

00:39:52 --> 00:39:53: important that we

00:39:53 --> 00:39:56: are great leaders. We talked about that.

00:39:56 --> 00:40:00: And it's important that we understand what's in.

00:40:00 --> 00:40:02: Ripper success. I've got a an idea.

00:40:02 --> 00:40:03: They talk about their six.

00:40:03 --> 00:40:06: Things are critical for any success for any individual,

00:40:06 --> 00:40:09: no matter what your industry are and those are your

00:40:09 --> 00:40:12: interpersonal skills and that your ability to relate to people

00:40:12 --> 00:40:15: being a lifelong leader learner so that you can talk

00:40:15 --> 00:40:17: to the janitor. Even talk to

00:40:17 --> 00:40:18: the CEO, your own personal skills,

00:40:18 --> 00:40:21: your communication skills so important that you

00:40:21 --> 00:40:22: read, write, and more importantly,

00:40:22 --> 00:40:26: listen. Make your great leader your analytical skills

00:40:26 --> 00:40:29: and all of these. You should get feedback from your

00:40:29 --> 00:40:32: supervisor and ask how you're doing that ability to both

00:40:32 --> 00:40:35: quantitative and qualitative ability to understand what's going

00:40:35 --> 00:40:39: on OK. And what about this thing called leadership that

00:40:39 --> 00:40:40: I've been

00:40:40 --> 00:40:43: talking about? Get an assessment of how you were

00:40:43 --> 00:40:47: viewed as a leader. Entrepreneurship or risk taking critical

00:40:47 --> 00:40:50: I've started for companies in my life and you know

00:40:50 --> 00:40:52: one of them didn't make it.

00:40:52 --> 00:40:56: But going out there on the edge we can all

00:40:56 --> 00:40:59: go down the center of the road OK and be

00:40:59 --> 00:41:00: in that 68%.

00:41:00 --> 00:41:03: But when do we become an entrepreneur and entrepreneur?

00:41:03 --> 00:41:05: Thinking even within our organizations and taking risk,

00:41:05 --> 00:41:07: you don't take risks. Discriminate indiscriminately.

00:41:07 --> 00:41:09: You take him with mitigating factors,

00:41:09 --> 00:41:11: looking at it and asked.

00:41:11 --> 00:41:14: Last but not least, you want to indicate you got

00:41:14 --> 00:41:17: passion for what it is that you're doing.

00:41:17 --> 00:41:19: That passion is so important because you know what?

00:41:19 --> 00:41:22: It's contagious and that's what's going on.

00:41:22 --> 00:41:25: So look, I've talked about one last thing I

00:41:25 --> 00:41:25: will talk about

00:41:25 --> 00:41:27: Q2 last things, but one.



00:41:27 --> 00:41:30: I've got this concept only three jobs in the world,  
00:41:30 --> 00:41:33: they're the grinder, the minder and the Finder.  
00:41:33 --> 00:41:35: And let's assume we have a railroad.  
00:41:35 --> 00:41:39: The grinder there down, making sure the fuel is getting  
00:41:39 --> 00:41:41: on the engine to keep it going right.  
00:41:41 --> 00:41:43: OK, we all grind everyday.  
00:41:43 --> 00:41:45: The Meinders are overseeing those grinders,  
00:41:45 --> 00:41:48: right? Scheduling and making sure that all the resources are  
00:41:48 --> 00:41:51: there and they go back on the train to make  
00:41:51 --> 00:41:53: sure that the customers are OK.  
00:41:53 --> 00:41:55: And guess what reminder has to have more skills in  
00:41:55 --> 00:41:56: the grinder.  
00:41:56 --> 00:41:58: Last but not least, we've got to find her,  
00:41:58 --> 00:42:00: and that's what meaning of you are.  
00:42:00 --> 00:42:02: If you've ever thought of it this way,  
00:42:02 --> 00:42:05: the Finder is the person that gets the individuals on  
00:42:05 --> 00:42:06: passengers on the train.  
00:42:06 --> 00:42:09: And in any organization, there's a direct correlation to your  
00:42:09 --> 00:42:12: value to that organization and the compensation you receive  
based  
00:42:12 --> 00:42:15: upon your ability to do the Grinder Minder and Finder  
00:42:15 --> 00:42:18: rolls. So where are you and how is it that  
00:42:18 --> 00:42:19: you're going to do it?  
00:42:19 --> 00:42:22: So the last thing I want to tell you in  
00:42:22 --> 00:42:23: that aspect  
00:42:23 --> 00:42:26: is the Board of Directors that you should think about  
00:42:26 --> 00:42:27: OK for yourself,  
00:42:27 --> 00:42:27: your brand is  
00:42:27 --> 00:42:30: the sum of everything that you do.  
00:42:30 --> 00:42:32: When you hang out with dogs,  
00:42:32 --> 00:42:34: you get fleas. When use or you're with the Eagles.  
00:42:34 --> 00:42:37: So think about the five people that you spend the  
00:42:37 --> 00:42:37: most time with,  
00:42:37 --> 00:42:40: and they're going to be the people that are going  
00:42:40 --> 00:42:42: to influence your life.  
00:42:42 --> 00:42:43: And we think about going here.  
00:42:43 --> 00:42:45: We make sure I leave some time.  
00:42:45 --> 00:42:48: I think it's important for all of you also to  
00:42:48 --> 00:42:49: pay it forward.  
00:42:49 --> 00:42:50: You  
00:42:49 --> 00:42:49: think  
00:42:49 --> 00:42:50: about it, there's somebody that

00:42:50 --> 00:42:53: was important in your life that made a difference.  
00:42:53 --> 00:42:55: Apparent coach, teacher, friend, you know what?  
00:42:55 --> 00:42:57: Pick up a little note today and write them a  
00:42:57 --> 00:43:00: note and tell them thank you for what they did  
00:43:00 --> 00:43:01: for you.  
00:43:01 --> 00:43:03: We don't do that very often.  
00:43:03 --> 00:43:06: And you'll be surprised you're going to connect with someone  
00:43:06 --> 00:43:08: as a result of doing that as well.  
00:43:08 --> 00:43:10: And I want each of you to do a social  
00:43:10 --> 00:43:11: media exercise.  
00:43:11 --> 00:43:15: Look at your Facebook. Look at your LinkedIn.  
00:43:15 --> 00:43:18: And if you look at it and everybody from a  
00:43:18 --> 00:43:21: racial ethnic perspective looks like you.  
00:43:21 --> 00:43:24: Think about what that means and think about what you  
00:43:24 --> 00:43:27: could possibly do to bridge a gap and make sure  
00:43:27 --> 00:43:30: that your experiences are broad and you have a great  
00:43:30 --> 00:43:32: perspective of what's going on.  
00:43:32 --> 00:43:34: And again, this sense of belonging.  
00:43:34 --> 00:43:37: It is so important and this is telling me that  
00:43:37 --> 00:43:38: I've gotta stop. I  
00:43:38 --> 00:43:39: actually put a timer on  
00:43:39 --> 00:43:43: this thing because I didn't want to make Mitch upset,  
00:43:43 --> 00:43:46: but in the end, have a personal vision.  
00:43:46 --> 00:43:49: OK, surround yourself with quality people.  
00:43:49 --> 00:43:51: The standards that you said,  
00:43:51 --> 00:43:54: and accountability that you have for yourself,  
00:43:54 --> 00:43:57: make that part of your your idea of excellence and  
00:43:57 --> 00:43:58: what you do.  
00:43:58 --> 00:44:00: Collaborate and give others credit.  
00:44:00 --> 00:44:02: The more that we as a team do,  
00:44:02 --> 00:44:06: does the more that you're going to be successful and  
00:44:06 --> 00:44:08: your idea is to really make other successful.  
00:44:08 --> 00:44:11: With that, understand from a leadership perspective,  
00:44:11 --> 00:44:13: the goal is to be respected,  
00:44:13 --> 00:44:16: not to be liked, and that's hard for leaders to  
00:44:16 --> 00:44:17: learn.  
00:44:17 --> 00:44:19: Because we all like to be like.  
00:44:19 --> 00:44:22: But leaders we have to understand it's a little more  
00:44:22 --> 00:44:25: that and understand that personal support from your family  
and  
00:44:25 --> 00:44:27: friends is critical and a  
00:44:27 --> 00:44:28: healthy body complements

00:44:28 --> 00:44:30: a strong mind. I got up and  
00:44:30 --> 00:44:31: ran for miles this morning.  
00:44:31 --> 00:44:34: I think this is just so important to do that,  
00:44:34 --> 00:44:37: so I talk about the Four Seas Character Connect.  
00:44:37 --> 00:44:40: Then I talked about collaborate and conditioning and you see  
00:44:40 --> 00:44:42: one of my favorite quotes here,  
00:44:42 --> 00:44:44: right? People will forget what you said.  
00:44:44 --> 00:44:46: People would get what you did,  
00:44:46 --> 00:44:49: but people will never, ever forget how you make them  
00:44:49 --> 00:44:50: feel.  
00:44:50 --> 00:44:53: So thank you very much and I'm happy Mitch at  
00:44:53 --> 00:44:54: this point.  
00:44:54 --> 00:44:55: Answer Any questions.  
00:44:58 --> 00:45:01: Herman, Alice, that that was just simply off the charts.  
00:45:01 --> 00:45:04: I know we've had a lot of conversations and things  
00:45:04 --> 00:45:07: that sword and actually started in your living room,  
00:45:07 --> 00:45:11: and I think about 11 years ago.  
00:45:11 --> 00:45:14: As you were talking, I was like so this is  
00:45:14 --> 00:45:16: how it's so fast.  
00:45:16 --> 00:45:20: I really appreciate you sharing those insights.  
00:45:20 --> 00:45:24: One of the things that you had Appan was this  
00:45:24 --> 00:45:27: this concept of pet to threat,  
00:45:27 --> 00:45:32: and so pets. Typically that's generally happening when were  
00:45:32 --> 00:45:34: junior  
00:45:34 --> 00:45:38: in our careers were grinding.  
00:45:38 --> 00:45:42: We're trying to make things work as we go higher.  
00:45:42 --> 00:45:46: Our voices get louder and they become a threat.  
00:45:46 --> 00:45:48: What? What were some of the tactics that you used  
00:45:48 --> 00:45:52: to neutralize the threat to?  
00:45:52 --> 00:45:56: To a degree, I think you've touched on him,  
00:45:56 --> 00:45:58: but but I think it's important to highlight some of  
00:45:58 --> 00:46:01: those from 2 perspectives.  
00:46:01 --> 00:46:03: The mentors. And the men tease the folks that are  
00:46:03 --> 00:46:08: actually rising through the organization.  
00:46:08 --> 00:46:08: Yeah, I think it all starts with excellence in the  
00:46:08 --> 00:46:11: end.  
00:46:11 --> 00:46:12: What you've got to do and you know.  
00:46:12 --> 00:46:16: Obviously, I've  
00:46:16 --> 00:46:17: mentored many many people and two on this phone call  
00:46:17 --> 00:46:20: right now.  
00:46:20 --> 00:46:21: Over the years and and they can tell you the  
00:46:21 --> 00:46:21: first thing I

00:46:21 --> 00:46:24: talk about and I tell people in the firm,  
00:46:24 --> 00:46:26: or anywhere when I talk to miss a.  
00:46:26 --> 00:46:28: You know, having this problem blah  
00:46:28 --> 00:46:30: blah blah. The first thing I ask people to  
00:46:30 --> 00:46:33: do is be very self reflective and asking yourself are  
00:46:33 --> 00:46:35: you part of the problem?  
00:46:35 --> 00:46:36: Are you part of the solution?  
00:46:36 --> 00:46:39: Because we don't want to use any of these issues  
00:46:39 --> 00:46:42: surrounding a very very important subject or racism.  
00:46:42 --> 00:46:45: We don't want to use that as an excuse for  
00:46:45 --> 00:46:46: our own shortcomings.  
00:46:46 --> 00:46:49: And that's where we have to be authentic.  
00:46:49 --> 00:46:51: We have to be realistic with ourselves.  
00:46:51 --> 00:46:54: So you start with saying making sure that that performance  
00:46:55 --> 00:46:58: is there and you are demonstrating excellence in everything  
you  
00:46:58 --> 00:46:59: do.  
00:46:59 --> 00:47:00: And then the next  
00:47:00 --> 00:47:02: thing to do is what I talked  
00:47:02 --> 00:47:04: about earlier. It's hard sometimes,  
00:47:04 --> 00:47:07: and particularly this covid. I think it's going to have  
00:47:07 --> 00:47:11: a negative impact on women and minorities because we are  
00:47:11 --> 00:47:14: not able to go out and cement those relationships.  
00:47:14 --> 00:47:17: That just happened by the water fountain in the lunch  
00:47:17 --> 00:47:18: room.  
00:47:18 --> 00:47:20: When we find out that you know,  
00:47:20 --> 00:47:23: both of us like Tai Chi and I didn't know  
00:47:23 --> 00:47:24: that.  
00:47:24 --> 00:47:27: And all of a sudden I look at you differently.  
00:47:27 --> 00:47:29: Anan meant met you mentioned.  
00:47:29 --> 00:47:30: You know mentors and sponsors everybody,  
00:47:30 --> 00:47:33: and Shane, the mentor, is the person that helps you  
00:47:33 --> 00:47:35: along and tells you what to do and you actually  
00:47:35 --> 00:47:37: have an interaction with them.  
00:47:37 --> 00:47:40: A sponsor you really never thought know about it because  
00:47:40 --> 00:47:43: they are the people that talk about you when you're  
00:47:43 --> 00:47:44: not in the world.  
00:47:44 --> 00:47:46: And it's so important for that.  
00:47:46 --> 00:47:48: So how do you and you don't?  
00:47:48 --> 00:47:51: You don't ask someone to be your sponsor.  
00:47:51 --> 00:47:52: Sponsorship has to be earned.  
00:47:52 --> 00:47:55: OK, you can ask somebody to be a mentor and

00:47:55 --> 00:47:57: they'll certainly talk to you about it,  
00:47:58 --> 00:48:01: but the sponsorship is when they're putting their reputation  
on  
00:48:01 --> 00:48:04: the line in order to support what you're doing.  
00:48:04 --> 00:48:05: So it's A and look.  
00:48:05 --> 00:48:08: It's I see people in tough situations,  
00:48:08 --> 00:48:10: you know you got your job and you want to  
00:48:11 --> 00:48:13: make sure you don't rock the boat,  
00:48:13 --> 00:48:15: but at the same time you  
00:48:15 --> 00:48:16: want to sleep at night.  
00:48:16 --> 00:48:19: You want to feel good about what you do and  
00:48:19 --> 00:48:22: it gets back to that basic concept that I talked  
00:48:22 --> 00:48:23: about earlier.  
00:48:23 --> 00:48:27: Leadership people in the end know the difference between  
right  
00:48:27 --> 00:48:28: and wrong,  
00:48:28 --> 00:48:32: and if you're Beban when I talk about communication skills,  
00:48:32 --> 00:48:36: if you're able to communicate that in a non defensive,  
00:48:36 --> 00:48:38: non threatening matter matter of factly,  
00:48:38 --> 00:48:42: here's where we are. That's how you have to position  
00:48:42 --> 00:48:43: yourself.  
00:48:43 --> 00:48:45: But the bottom line performance matters.  
00:48:46 --> 00:48:50: I think I, I think we've we've shared that conversation  
00:48:50 --> 00:48:51: on on many times.  
00:48:51 --> 00:48:55: You lead with execution and that gives you a lot  
00:48:55 --> 00:48:59: of leeway to help influence because you know some of  
00:48:59 --> 00:49:03: the challenges that you allies facing is is really,  
00:49:03 --> 00:49:07: you know what is you allies role in reversing some  
00:49:07 --> 00:49:09: of the impacts of systemic racism,  
00:49:09 --> 00:49:13: like redlining like gentrification and so you know when?  
00:49:13 --> 00:49:17: When do you have to take a more aggressive?  
00:49:17 --> 00:49:21: Position ourselves more assertive position and really helping  
the organization  
00:49:21 --> 00:49:22: understand how we under you know,  
00:49:22 --> 00:49:26: sort of address some of those issues that are real  
00:49:26 --> 00:49:28: in our in our communities,  
00:49:28 --> 00:49:30: particularly underserved communities. Yeah, well,  
00:49:30 --> 00:49:31: maybe I'll tell  
00:49:31 --> 00:49:34: you right in you. I told you I'm vice,  
00:49:34 --> 00:49:37: chair of the University Innovation Development Council,  
00:49:37 --> 00:49:39: and last fall we were last summer.  
00:49:39 --> 00:49:43: We're getting ready and the program Committee for our  
group

00:49:43 --> 00:49:45: is up and they were like,  
00:49:45 --> 00:49:48: OK, you know we have this program.  
00:49:48 --> 00:49:50: We're gonna talk about Kobe and that's what we're going  
00:49:50 --> 00:49:51: to do.  
00:49:51 --> 00:49:53: And yeah, I listened and it was a great program  
00:49:53 --> 00:49:54: Nate.  
00:49:54 --> 00:49:55: They were getting ready to do.  
00:49:55 --> 00:49:57: And then I said, hey guys,  
00:49:57 --> 00:50:00: timeout. Time out. Yeah, we.  
00:50:00 --> 00:50:03: Get two pandemics going on in America.  
00:50:03 --> 00:50:06: And and we're focusing on one that certainly,  
00:50:06 --> 00:50:09: you know, some C is threatening to their lives,  
00:50:09 --> 00:50:12: and there's another one that people also see is threatening  
00:50:12 --> 00:50:13: to their lives.  
00:50:13 --> 00:50:15: And I gotta tell you,  
00:50:15 --> 00:50:17: Mitch, that you know we talk about why it's important  
00:50:17 --> 00:50:20: to have diversity within the leadership and organization.  
00:50:20 --> 00:50:24: Now, I don't want to take any credit for that,  
00:50:24 --> 00:50:27: but so many of my Council Members came back and  
00:50:27 --> 00:50:27: said,  
00:50:27 --> 00:50:30: I mean, you know I was thinking about that,  
00:50:30 --> 00:50:34: and it's just so grateful that you said that.  
00:50:34 --> 00:50:37: And we focused, and our Council as a result  
00:50:37 --> 00:50:41: of that, we went on a on a jihad  
00:50:41 --> 00:50:44: focusing on this issue of fairness,  
00:50:44 --> 00:50:47: equity, inclusion, and an. It's just,  
00:50:47 --> 00:50:49: you know, grassroots approach. But it,  
00:50:49 --> 00:50:54: if, perhaps if I had not been there to say,  
00:50:54 --> 00:50:57: wait a minute. The status  
00:50:57 --> 00:51:00: quo could have it probably would have continued  
00:51:00 --> 00:51:04: in that important discussion that we're actually having around  
00:51:04 --> 00:51:04: our  
00:51:04 --> 00:51:04: necks,  
00:51:04 --> 00:51:08: so our next Council meeting maybe would not attempt.  
00:51:08 --> 00:51:12: And with the intensity and ferocity that it is happening,  
00:51:12 --> 00:51:15: and that's why we've got to have representation.  
00:51:16 --> 00:51:19: You know you you talked about this concept of allyship  
00:51:19 --> 00:51:22: an I'm actually gonna call out that because I'm gonna  
00:51:22 --> 00:51:26: I'm going to use an example of allyship between you  
00:51:26 --> 00:51:29: and I. I don't know if you remember but a  
00:51:29 --> 00:51:32: few years back you gave me a call.  
00:51:32 --> 00:51:35: It was right before an ELC event down at the

00:51:35 --> 00:51:36: National Harbor.  
00:51:36 --> 00:51:38: Mitch got a tux. No,  
00:51:38 --> 00:51:39: I don't have a tux.  
00:51:39 --> 00:51:42: Well, you need to go get one 'cause you need  
00:51:42 --> 00:51:44: to come down as my guest to the.  
00:51:44 --> 00:51:48: The National Harbor. And that's the first time I met  
00:51:48 --> 00:51:48: Bernard Tyson.  
00:51:48 --> 00:51:50: You introduced me to Bernard.  
00:51:50 --> 00:51:52: That's after I told you,  
00:51:52 --> 00:51:56: you know, Herman, I don't think I'm gonna come work  
00:51:56 --> 00:51:57: for you.  
00:51:57 --> 00:52:00: To maintain that allyship and that sponsorship really.  
00:52:00 --> 00:52:02: And I and when you said connectedness,  
00:52:02 --> 00:52:05: that's what really struck to me that there was a  
00:52:05 --> 00:52:05: connection.  
00:52:05 --> 00:52:09: It didn't matter if I came to work for you  
00:52:09 --> 00:52:09: or not,  
00:52:09 --> 00:52:11: that connection was gonna sustain,  
00:52:11 --> 00:52:14: and that's something I think is an opportunity for the  
00:52:14 --> 00:52:16: industry if you will,  
00:52:16 --> 00:52:19: because there's not as much of that particularly as it  
00:52:19 --> 00:52:21: happens to underserved folks and women and LGBTQ.  
00:52:21 --> 00:52:23: So what are your thoughts there?  
00:52:24 --> 00:52:27: Well, you know when I I tell you the networking  
00:52:27 --> 00:52:30: right every the quid pro quo you know hey.  
00:52:30 --> 00:52:33: Metric want you come? Work for me I want you  
00:52:33 --> 00:52:36: to make me wealthy and want you to just work  
00:52:36 --> 00:52:38: 100 hours and all of that and and and you  
00:52:38 --> 00:52:40: know I wanted you because you're good,  
00:52:40 --> 00:52:43: OK and at the same time it wasn't 1 dimensional  
00:52:43 --> 00:52:45: that OK he won't come work for me.  
00:52:45 --> 00:52:47: So therefore my gosh you know screw him.  
00:52:47 --> 00:52:50: I don't have anything to do with him.  
00:52:50 --> 00:52:53: I connected with you. Bitch and when you connect remember  
00:52:53 --> 00:52:56: what I said you do things for people without regard.  
00:52:56 --> 00:52:58: That's what you're going to receive in return.  
00:52:58 --> 00:53:02: Now let me give you a little secret.  
00:53:02 --> 00:53:06: I know and experience has shown me that when you  
00:53:06 --> 00:53:06: do that,  
00:53:06 --> 00:53:09: great things happen to you.  
00:53:09 --> 00:53:12: OK, but they happen for the right reason.  
00:53:12 --> 00:53:16: So when I connect with someone I don't say well,

00:53:16 --> 00:53:19: I'm going to connect based on what I think they  
00:53:19 --> 00:53:20: can do for me.  
00:53:20 --> 00:53:22: I connect because what did I say earlier?  
00:53:22 --> 00:53:25: I'm gonna treat this individual the way I would want  
00:53:25 --> 00:53:26: to be treated.  
00:53:26 --> 00:53:28: So much I somebody wants,  
00:53:28 --> 00:53:31: you know, not exactly gave me a call and let  
00:53:31 --> 00:53:33: me to this organization,  
00:53:33 --> 00:53:35: and for those you don't know,  
00:53:35 --> 00:53:39: the Executive Leadership Council is a group of the top,  
00:53:39 --> 00:53:42: now 506 hundred. African Americans in business.  
00:53:42 --> 00:53:45: Everybody from you know Ken Schonau etc etc is a  
00:53:45 --> 00:53:49: member of this organization and we get together and we  
00:53:49 --> 00:53:52: great do great things looking for the next generation,  
00:53:52 --> 00:53:56: bringing him up. But we also help one another because  
00:53:56 --> 00:54:00: I'm going to tell you being an African American senior  
00:54:00 --> 00:54:03: executive in a Fortune 500 company or a board,  
00:54:03 --> 00:54:07: it's a lonely, lonely experience and having that ability to  
00:54:07 --> 00:54:10: talk to others who have been there is it is  
00:54:10 --> 00:54:11: very encouraging.  
00:54:11 --> 00:54:15: Ann, I saw something image and I said this guy  
00:54:15 --> 00:54:18: needs to get this exposure and I think it opened  
00:54:18 --> 00:54:22: your eyes to a lot of possibilities that could be  
00:54:22 --> 00:54:25: as you looked in that room of 3504 thousand black  
00:54:26 --> 00:54:29: people in tuxedos with the top leading business people in  
00:54:30 --> 00:54:30: the world.  
00:54:30 --> 00:54:33: And there I think that motivated you.  
00:54:33 --> 00:54:34: I think  
00:54:34 --> 00:54:37: it did, and I think there's a question that just  
00:54:37 --> 00:54:40: popped up and I'm going to lead into it with  
00:54:40 --> 00:54:41: this.  
00:54:41 --> 00:54:45: There's often this this this issue of the impostor syndrome  
00:54:45 --> 00:54:47: right as good as you might be.  
00:54:47 --> 00:54:49: You still feel like an impostor.  
00:54:49 --> 00:54:53: I example I'll use. I didn't get a cow Berkeley  
00:54:53 --> 00:54:57: sweatshirt until I actually had a degree in hand,  
00:54:57 --> 00:55:01: 'cause I did not feel that I had earned it  
00:55:01 --> 00:55:04: until I had checked that block.  
00:55:04 --> 00:55:08: And I think sometimes will walk into a boardroom and  
00:55:08 --> 00:55:08: say,  
00:55:08 --> 00:55:11: do we really belong? You know,  
00:55:11 --> 00:55:15: and so you know what are those things that you've



00:55:15 --> 00:55:16: done to sort of?

00:55:16 --> 00:55:19: I know what you've done to help others,

00:55:19 --> 00:55:23: right? But how did you overcome some of that impostora's

00:55:23 --> 00:55:25: impostor syndrome yourself?

00:55:26 --> 00:55:30: You know, I probably still have a little a bit

00:55:30 --> 00:55:34: Mitch to be honest with you and I'll give you

00:55:34 --> 00:55:35: an example.

00:55:35 --> 00:55:43: I was perhaps. Under 200 two 100 black graduate of

00:55:43 --> 00:55:45: West Point.

00:55:45 --> 00:55:48: Pretty pretty cool thing. Anyone on there?

00:55:48 --> 00:55:51: Well, I'm also a ring army Ranger.

00:55:51 --> 00:55:54: Pretty good, good. Well, I also have an MBA from

00:55:54 --> 00:55:54: Harvard.

00:55:54 --> 00:56:02: Pretty good dude. However. It seems that sometimes my

perception.

00:56:02 --> 00:56:08: Is my white colleagues. Don't really look at all of

00:56:09 --> 00:56:11: that and process it.

00:56:11 --> 00:56:13: And give you the respect.

00:56:13 --> 00:56:18: You might perhaps should have as a Halo effect with

00:56:18 --> 00:56:20: a track record like that.

00:56:20 --> 00:56:22: And and I've noticed it,

00:56:22 --> 00:56:24: you know, particularly when we were together,

00:56:24 --> 00:56:28: I notice it in my company.

00:56:28 --> 00:56:31: From time to time somebody is senior as I am.

00:56:31 --> 00:56:34: So it's so, So what I had to have the

00:56:34 --> 00:56:35: tendency to do,

00:56:35 --> 00:56:38: because here's a very important thing to understand,

00:56:38 --> 00:56:42: particularly for a black man and a black woman.

00:56:42 --> 00:56:47: There is a fine line between confidence and arrogance.

00:56:47 --> 00:56:50: And you need to step up to that line.

00:56:50 --> 00:56:53: You need to be tangential with that line.

00:56:54 --> 00:56:56: But when you go over that line,

00:56:56 --> 00:57:01: no pun intended, you have a bullseye on your back.

00:57:01 --> 00:57:04: And your perception of how close you are to that

00:57:04 --> 00:57:08: line and others perceptions of how close you are to

00:57:08 --> 00:57:09: that line or not,

00:57:09 --> 00:57:15: usually congruent. So that's where my impostor syndrome

comes in.

00:57:15 --> 00:57:18: And what I do believe it or not,

00:57:18 --> 00:57:22: is I underplay my achievements.

00:57:22 --> 00:57:27: Because if I'm looked at as the arrogant black guy.

00:57:29 --> 00:57:32: People are going to behave differently.

00:57:32 --> 00:57:37: Then if I'm can still be construed as the pet.  
00:57:37 --> 00:57:39: And I'll try to help you,  
00:57:39 --> 00:57:41: so I hope I answered you,  
00:57:41 --> 00:57:44: but I'm being I'm just being as raw and direct  
00:57:44 --> 00:57:44: as I  
00:57:44 --> 00:57:46: can be. No, I I.  
00:57:46 --> 00:57:47: I'm glad you you you you,  
00:57:47 --> 00:57:50: you responded the way you did because I feel a  
00:57:51 --> 00:57:54: little bit of the impostor syndrome from time to time  
00:57:54 --> 00:57:56: to I I and I think I'm going to wrap  
00:57:56 --> 00:57:59: one of these questions into my response here.  
00:57:59 --> 00:58:02: But I remember being in the battalion as the operations  
00:58:02 --> 00:58:03: officer.  
00:58:03 --> 00:58:04: As an operations officer, you,  
00:58:04 --> 00:58:07: you're the one that makes the battalion move.  
00:58:07 --> 00:58:10: You fight the battalion, you execute the mission and I  
00:58:10 --> 00:58:12: remember my boss Sammich.  
00:58:12 --> 00:58:15: You never relax. You never let your hair down.  
00:58:15 --> 00:58:17: You're always on even when we're out drinking.  
00:58:17 --> 00:58:21: I'm on an and so he was really concerned and  
00:58:21 --> 00:58:24: I needed to take a step back and I served  
00:58:24 --> 00:58:28: on the first African American OPS officer that any of  
00:58:28 --> 00:58:29: these guys have ever seen.  
00:58:29 --> 00:58:33: I think I might have been one of the first  
00:58:33 --> 00:58:34: in the Seabees.  
00:58:34 --> 00:58:38: I can't, I can't afford to let down one iota  
00:58:38 --> 00:58:44: because they're Sept 650 eyes watching me at every  
moment.  
00:58:44 --> 00:58:47: There is a place where that causes stress,  
00:58:47 --> 00:58:51: but I think at a certain point you internalize and  
00:58:51 --> 00:58:54: you develop mechanisms to be able to deal with it,  
00:58:54 --> 00:58:58: and then you become comfortable being uncomfortable.  
00:58:58 --> 00:59:00: And that's one of the things I tell people about  
00:59:00 --> 00:59:01: just elevating,  
00:59:01 --> 00:59:03: not just as just an African American,  
00:59:03 --> 00:59:07: but as an executive being uncomfortable with what you don't  
00:59:07 --> 00:59:08: know is one of the keys,  
00:59:08 --> 00:59:11: because then that forces you to pick the right people  
00:59:11 --> 00:59:14: around you to ensure that you've got a proper perspective  
00:59:14 --> 00:59:17: of balanced perspective of what's happening.  
00:59:17 --> 00:59:20: And if everybody around me was thinking just like Mitch,  
00:59:20 --> 00:59:23: I would totally failed. So that's that's a power of

00:59:24 --> 00:59:24: diversity.

00:59:24 --> 00:59:26: Let me have an

00:59:26 --> 00:59:28: an authenticity. What you just said authenticity.

00:59:28 --> 00:59:31: If you don't know what I don't know it.

00:59:31 --> 00:59:33: But let me tell you,

00:59:33 --> 00:59:35: I'm a lifelong learner. I can

00:59:35 --> 00:59:39: find it. Yep, so couple of questions are popping here.

00:59:39 --> 00:59:42: One of them is, do you have any suggestions on

00:59:42 --> 00:59:45: how to encourage leadership at your company to see

00:59:45 --> 00:59:47: benefits

00:59:45 --> 00:59:47: of diversity without?

00:59:47 --> 00:59:48: Feeling threatened.

00:59:49 --> 00:59:53: Well, I think the you can start with the two

00:59:53 --> 00:59:57: things that I talked about and you have to understand

00:59:57 --> 01:00:00: your particular situation and that is.

01:00:00 --> 01:00:04: From Wayne Gretzky, where's the puck going right so you

01:00:04 --> 01:00:07: know that there is going to be this transformation in

01:00:08 --> 01:00:09: terms of both women,

01:00:09 --> 01:00:13: gender as well as people of color and one things

01:00:13 --> 01:00:17: I can say my my ELCA buddies over the last

01:00:17 --> 01:00:18: six months.

01:00:18 --> 01:00:21: More of them have gotten on corporate boards very well

01:00:21 --> 01:00:24: qualified that's happened in the last six years.

01:00:24 --> 01:00:28: So that means more people are getting into decision-making

01:00:28 --> 01:00:33: indecision,

01:00:28 --> 01:00:33: influencing decisions that are going to have a diverse

01:00:33 --> 01:00:36: perspective.

01:00:33 --> 01:00:36: OK, so we talked about the market and then the

01:00:36 --> 01:00:37: next thing.

01:00:37 --> 01:00:41: Think about those three peas that I talked about in

01:00:41 --> 01:00:45: organizations are going to be looking I I had I

01:00:45 --> 01:00:48: had I had an incident in my firm.

01:00:48 --> 01:00:52: Hopefully a really big deal that will be announcing here

01:00:52 --> 01:00:54: in the next four to six weeks.

01:00:54 --> 01:00:58: But the organization that the decision makers and this

01:00:58 --> 01:01:02: organizations

01:00:58 --> 01:01:02: but you already have minorities and majority of that majority

01:01:02 --> 01:01:04: were were African Americans.

01:01:04 --> 01:01:06: And our team, the first kind of.

01:01:06 --> 01:01:09: Process they put together and they brought to me

01:01:09 --> 01:01:11: and I said, what do you know?

01:01:11 --> 01:01:12: You gotta

01:01:12 --> 01:01:15: reach your market. You know you can't go in with

01:01:15 --> 01:01:18: you know five point guys at 2 white girls and  
01:01:18 --> 01:01:21: say we're gonna we're gonna win this business I said  
01:01:21 --> 01:01:22: that ain't gonna  
01:01:22 --> 01:01:24: work. Go back to the drawing  
01:01:24 --> 01:01:26: table. Let's get a team that's representative,  
01:01:26 --> 01:01:27: because let me tell you,  
01:01:27 --> 01:01:30: there is a movement going on out there.  
01:01:30 --> 01:01:33: And so your company, if you can use some of  
01:01:33 --> 01:01:36: the things that I spoke about today to let them  
01:01:36 --> 01:01:38: see where the world is going,  
01:01:38 --> 01:01:41: and they can either be the frog in the water  
01:01:41 --> 01:01:44: and they're going to wake up one day and and  
01:01:44 --> 01:01:46: you may tongue in cheek,  
01:01:46 --> 01:01:49: say hey there was this guy named Napoleon once.  
01:01:49 --> 01:01:50: He had the greatest army  
01:01:50 --> 01:01:53: in the world. Not  
01:01:53 --> 01:01:58: for long. Because did not adapt to the environment and  
01:01:58 --> 01:02:00: the context around.  
01:02:00 --> 01:02:02: So I think that's the philosophical,  
01:02:02 --> 01:02:05: because if you try to make it an iriver,  
01:02:05 --> 01:02:07: I say it for 100 years.  
01:02:07 --> 01:02:10: We've been talking about equity and fairness and remember.  
01:02:10 --> 01:02:14: A lot of people go to church every Sunday or  
01:02:14 --> 01:02:15: go to temple.  
01:02:15 --> 01:02:17: Jewish Temple on on Friday,  
01:02:17 --> 01:02:21: Saturday and they think. We reflect.  
01:02:21 --> 01:02:23: And they come out on Sunday,  
01:02:23 --> 01:02:26: Monday and for 400 years we didn't have much happening.  
01:02:26 --> 01:02:28: I was on a panel in my own company and  
01:02:28 --> 01:02:29: one guy would go.  
01:02:29 --> 01:02:32: We're having a discussion some of this and he got  
01:02:32 --> 01:02:33: just so into it.  
01:02:33 --> 01:02:35: We just gotta do better because it's the  
01:02:35 --> 01:02:39: right thing to do. And I said excuse me blank.  
01:02:39 --> 01:02:42: It's been the right thing to do for 400 years,  
01:02:42 --> 01:02:44: and that hasn't changed. OK,  
01:02:44 --> 01:02:45: so I don't think  
01:02:45 --> 01:02:48: this this guilt thing is going to work.  
01:02:48 --> 01:02:51: And if you try to make them feel guilty.  
01:02:51 --> 01:02:55: They're going to have probably more of a negative opinion  
01:02:55 --> 01:02:56: of you,  
01:02:56 --> 01:02:59: so that's why I get down to fact based analysis

01:02:59 --> 01:03:00: and conclusions.

01:03:01 --> 01:03:04: Yeah, you know, Herman, I've I've always kind of taken

01:03:04 --> 01:03:07: 3 perspectives just in terms of how people operate.

01:03:07 --> 01:03:10: I think this came from my time in the Pentagon

01:03:11 --> 01:03:13: and there's people who play play checkers.

01:03:13 --> 01:03:16: There's people who play chess,

01:03:16 --> 01:03:19: and there's people who play 3 dimensional tests.

01:03:19 --> 01:03:23: And what I found is typically a high performer.

01:03:23 --> 01:03:25: High performing people of color,

01:03:25 --> 01:03:27: particularly African Americans and black,

01:03:27 --> 01:03:31: have to be planned 3 dimensional chest.

01:03:31 --> 01:03:35: They have to be thinking multiple steps ahead in terms

01:03:35 --> 01:03:38: of relationships and responses.

01:03:38 --> 01:03:41: No, and it again it's it's tough.

01:03:41 --> 01:03:43: It's tough to get those lessons,

01:03:43 --> 01:03:48: particularly if you don't have the mentors and sponsors.

01:03:48 --> 01:03:51: The people have to be very intentional.

01:03:51 --> 01:03:54: I think the leadership I had early in my Navy

01:03:54 --> 01:03:58: career were very intentional in positioning for me for success

01:03:58 --> 01:04:01: because they were thinking 20 years ahead.

01:04:01 --> 01:04:04: They were thinking I need an African American captain 20

01:04:05 --> 01:04:06: years from now,

01:04:06 --> 01:04:09: and if I don't invest in this kid right now

01:04:09 --> 01:04:11: and foster that growth,

01:04:11 --> 01:04:12: that's not going to happen.

01:04:12 --> 01:04:16: One of the questions that we have sort of relates

01:04:16 --> 01:04:17: to that.

01:04:17 --> 01:04:21: What are the biggest? An unintentional missteps that well

01:04:21 --> 01:04:25: meaning  
people and organizations make when working on the issues  
and

01:04:26 --> 01:04:26: initiatives.

01:04:27 --> 01:04:30: I tell ya, and this is this is the typical

01:04:30 --> 01:04:34: response over my 30 plus years of corporate work.

01:04:34 --> 01:04:38: When there's an incident such as happened last fall.

01:04:38 --> 01:04:41: The leader of the organization.

01:04:41 --> 01:04:46: Pulls all the black employees together or the affected  
employee

01:04:46 --> 01:04:50: affected group together and goes down and says what  
should

01:04:50 --> 01:04:51: we do?

01:04:51 --> 01:04:55: And then from there they feel that they're getting cover,

01:04:55 --> 01:04:58: because what they're being inclusive and they're asking.

01:04:58 --> 01:05:02: And I think that's the worst thing to  
01:05:02 --> 01:05:02: because  
01:05:02 --> 01:05:03: do.  
01:05:02 --> 01:05:03: what  
01:05:03 --> 01:05:03: if I  
01:05:03 --> 01:05:04: OK,  
01:05:03 --> 01:05:04: talked  
01:05:04 --> 01:05:07: about all day leadership? It starts with leadership.  
01:05:07 --> 01:05:11: The leadership coming up with their position and on  
controversial  
01:05:11 --> 01:05:11: issues.  
01:05:11 --> 01:05:14: You gotta have positions, OK?  
01:05:14 --> 01:05:17: What is your position in that position is result?  
01:05:17 --> 01:05:20: What are the vision? The mission,  
01:05:20 --> 01:05:25: and more importantly, the values of my organization.  
01:05:25 --> 01:05:28: And then that leader can bring that impacted group together,  
01:05:28 --> 01:05:32: but don't bring them together and say what should we  
01:05:32 --> 01:05:33: do?  
01:05:33 --> 01:05:36: Bring them together and say this is the framework within  
01:05:36 --> 01:05:39: which we're going to operate as an organization.  
01:05:39 --> 01:05:42: And this is my personal feeling on this.  
01:05:42 --> 01:05:46: And this is how I want our organization to be  
01:05:46 --> 01:05:46: viewed.  
01:05:46 --> 01:05:50: And then you get that feedback.  
01:05:50 --> 01:05:53: Because what you're doing when you do it the other  
01:05:53 --> 01:05:54: way.  
01:05:54 --> 01:05:57: You're seeing which way the wind is blowing.  
01:05:57 --> 01:05:58: And then you're gonna decide.  
01:05:58 --> 01:06:00: OK, I'm gonna, you know I gotta placate,  
01:06:00 --> 01:06:01: I gotta placate this group.  
01:06:01 --> 01:06:04: I gotta placate that group and you and everything up.  
01:06:04 --> 01:06:06: And you design it, and you end up with a  
01:06:07 --> 01:06:08: camel to go on a long distance.  
01:06:10 --> 01:06:12: You know, I I was.  
01:06:12 --> 01:06:15: I was with 18 newly minted Navy O6 captains in  
01:06:15 --> 01:06:18: the civil engineer core last week and we were talking  
01:06:18 --> 01:06:21: about these types of issues and and I kind of  
01:06:21 --> 01:06:24: came to the conclusion. I said like if you guys  
01:06:24 --> 01:06:28: are going to wait for the CNL to post something  
01:06:28 --> 01:06:30: or put a program it's it's too late.  
01:06:30 --> 01:06:32: Each one's gotta reach 1.  
01:06:32 --> 01:06:35: So if there's a, I think going back to your

01:06:36 --> 01:06:40: social media deal if you're going through your social media  
01:06:40 --> 01:06:40: at all,  
01:06:40 --> 01:06:41: looks one demographic.  
01:06:43 --> 01:06:45: Wait, that's for black people to.  
01:06:45 --> 01:06:48: Now it is. Yeah, it absolutely is.  
01:06:48 --> 01:06:51: If you don't have a spectrum of folks,  
01:06:51 --> 01:06:55: particularly folks that you're counting as mentors and  
mentees and  
01:06:55 --> 01:06:57: just really associating with you,  
01:06:57 --> 01:06:59: don't get all those perspectives.  
01:06:59 --> 01:07:03: But I think, and this goes to this next question.  
01:07:03 --> 01:07:07: You know it's about. How do you find this talent?  
01:07:07 --> 01:07:10: This question goes as forward as you said.  
01:07:10 --> 01:07:13: Sometimes we hear that companies can't find qualified  
women,  
01:07:13 --> 01:07:16: and people of color is set.  
01:07:16 --> 01:07:18: Etc. How do you respond to those sentiments?  
01:07:18 --> 01:07:21: What have you found to be effective recruiting strategies?  
01:07:21 --> 01:07:24: And how about a lot of those?  
01:07:24 --> 01:07:30: Yeah, well, the first question I ask is where you  
01:07:30 --> 01:07:31: fishing.  
01:07:31 --> 01:07:31: Hey.  
01:07:32 --> 01:07:33: Alright, if I'm looking  
01:07:33 --> 01:07:37: for catfish and I'm going out in the Atlantic Ocean,  
01:07:37 --> 01:07:40: I'm not going to find a cafe.  
01:07:40 --> 01:07:42: OK or may find 1.  
01:07:42 --> 01:07:45: So that's really where it starts.  
01:07:45 --> 01:07:48: And and if you just look at the highest level  
01:07:48 --> 01:07:53: of selectivity in our nation and that's corporate boards and  
01:07:53 --> 01:07:56: all of a sudden we couldn't find women,  
01:07:56 --> 01:08:00: and we couldn't find Blacks for boards.  
01:08:00 --> 01:08:01: And some might say, well,  
01:08:01 --> 01:08:04: you wait, it's just gonna go to hell getting all  
01:08:04 --> 01:08:06: these women and minorities on board.  
01:08:06 --> 01:08:10: You know, an I think just the opposite is going  
01:08:10 --> 01:08:11: to happen.  
01:08:11 --> 01:08:13: We're going to flourish as a result.  
01:08:13 --> 01:08:17: And just as that little caballes of the boardroom is  
01:08:17 --> 01:08:21: such that and people perhaps didn't do it intentionally,  
01:08:21 --> 01:08:23: they did it unconsciously is,  
01:08:23 --> 01:08:28: I want to be around people that I feel comfortable  
01:08:28 --> 01:08:28: with.

01:08:28 --> 01:08:30: That have the same values,  
01:08:30 --> 01:08:34: perceived values and goals, and I have and we're going  
01:08:34 --> 01:08:37: to do this so it comes back to to anything  
01:08:37 --> 01:08:42: else this particular individual you know our for your company.  
01:08:42 --> 01:08:47: It first of all, are you serious about doing this?  
01:08:47 --> 01:08:49: Are you looking at Hbcu's?  
01:08:49 --> 01:08:52: Are you putting together and we did this?  
01:08:52 --> 01:08:55: We had to do it in our internship program and  
01:08:55 --> 01:08:58: we don't know how internships work.  
01:08:58 --> 01:09:02: Your neighbors buddies Kid needs a job and you know  
01:09:02 --> 01:09:03: blah blah blah.  
01:09:03 --> 01:09:07: Well in real estate it turns out to be 99.9%  
01:09:07 --> 01:09:10: white kids. And we looked at,  
01:09:10 --> 01:09:11: you know, I I asked,  
01:09:11 --> 01:09:14: I said hey, what's going on with the internship program?  
01:09:14 --> 01:09:16: And you know what we had to do.  
01:09:16 --> 01:09:17: We had the  
01:09:17 --> 01:09:21: mandate. That you will have.  
01:09:21 --> 01:09:21: We  
01:09:21 --> 01:09:24: had some women again. The majority of those white women  
01:09:24 --> 01:09:26: you will have women and  
01:09:26 --> 01:09:27: you will have minorities.  
01:09:28 --> 01:09:32: In this internship program. And and  
01:09:32 --> 01:09:32: situation  
01:09:32 --> 01:09:32: I I  
01:09:32 --> 01:09:33: where  
01:09:32 --> 01:09:33: remember  
01:09:33 --> 01:09:33: you  
01:09:33 --> 01:09:34: know a  
01:09:33 --> 01:09:37: a leader said, well, you know we're very decentralized and  
01:09:37 --> 01:09:39: we believe in empowering our people.  
01:09:39 --> 01:09:43: And you know, these are decisions are people are making.  
01:09:43 --> 01:09:45: And I just look at I said are you serious?  
01:09:48 --> 01:09:50: Are you serious? You know,  
01:09:50 --> 01:09:52: think about what you just said and this was this  
01:09:52 --> 01:09:55: philosophy of individualism and accountability.  
01:09:55 --> 01:09:58: I say you got accountability and you have decentralized to  
01:09:58 --> 01:10:00: let him make the decisions.  
01:10:00 --> 01:10:03: What are your standards and what are your goals?  
01:10:03 --> 01:10:07: And this is the biggest thing that's going on now,  
01:10:07 --> 01:10:09: and one of the boards that I'm on.  
01:10:09 --> 01:10:12: I'm gonna tell you I I was on it this



01:10:12 --> 01:10:16: year because you're finding a lot of boards or putting  
01:10:16 --> 01:10:20: diversity statistics and the CEO's objectives for every year.  
01:10:20 --> 01:10:23: And you had this way that when they weren't met,  
01:10:23 --> 01:10:25: you know you were able to again justify it.  
01:10:25 --> 01:10:27: And you know, it's not really that important.  
01:10:27 --> 01:10:31: And two things diversity both in recruiting as well as  
01:10:31 --> 01:10:31: procurement.  
01:10:31 --> 01:10:35: And I could tell you.  
01:10:35 --> 01:10:37: Admit it this year and  
01:10:37 --> 01:10:38: smashed.  
01:10:37 --> 01:10:38: guess what they  
01:10:38 --> 01:10:39: And  
01:10:38 --> 01:10:44: got until that happens, until there are consequences and I  
01:10:44 --> 01:10:45: don't mean a.  
01:10:45 --> 01:10:48: Pat on the back consequence or minor,  
01:10:48 --> 01:10:50: slap on the hand and the problem we have in  
01:10:50 --> 01:10:51: real estate,  
01:10:51 --> 01:10:54: right? Say you've got a big producer and today you  
01:10:54 --> 01:10:57: want that producer because of the market they are serving  
01:10:57 --> 01:11:00: to start to diversify with both women and minorities,  
01:11:00 --> 01:11:03: but they're like you know what you're going to cut  
01:11:03 --> 01:11:04: me 5%.  
01:11:04 --> 01:11:06: I'll just go do one more deal  
01:11:06 --> 01:11:08: and that. That doesn't mean anything to  
01:11:08 --> 01:11:12: me. And what you've got to do as an organization  
01:11:12 --> 01:11:15: is have the gumption in the leadership to  
01:11:15 --> 01:11:18: say that's not acceptable. That's  
01:11:18 --> 01:11:20: not acceptable. That's not who we are,  
01:11:20 --> 01:11:23: and you know, those are tough decisions for organizations to  
01:11:23 --> 01:11:25: make an as a result of that,  
01:11:25 --> 01:11:27: we try to do things on incremental notice.  
01:11:27 --> 01:11:30: There's always a three year or five year goal,  
01:11:30 --> 01:11:32: and in the first year there's not expected to be  
01:11:33 --> 01:11:34: a lot of progress.  
01:11:34 --> 01:11:36: And then when we get to the next year,  
01:11:36 --> 01:11:39: we make another three year five year goal,  
01:11:39 --> 01:11:40: and then we have this incremental,  
01:11:40 --> 01:11:42: and that's why you gotta say,  
01:11:42 --> 01:11:45: OK, we got a three year goal when we get  
01:11:45 --> 01:11:46: into this three years.  
01:11:46 --> 01:11:49: If you ain't there. They're going to be consequences,  
01:11:49 --> 01:11:52: and until that happens, there's not going to be much

01:11:52 --> 01:11:52: change.

01:11:52 --> 01:11:53: That's my opinion now.

01:11:55 --> 01:11:58: Norman, this is this is this is been phenomenal and

01:11:58 --> 01:12:02: appreciate you sharing this time with with you Li Philadelphia

01:12:02 --> 01:12:06: know your time is precious you know we have about

01:12:06 --> 01:12:09: another minute and and so is there any summary statement

01:12:09 --> 01:12:11: that you you just like them?

01:12:11 --> 01:12:14: You know sort of drive home to this group as

01:12:14 --> 01:12:18: we think about our way forward and our vision for

01:12:18 --> 01:12:21: diversity equity and inclusion for ULI Philadelphia.

01:12:22 --> 01:12:25: The I want it. I want to end it with

01:12:25 --> 01:12:27: the way I started it.

01:12:27 --> 01:12:30: OK, it's about leadership and accountability of individuals to whom

01:12:30 --> 01:12:31: much is given.

01:12:31 --> 01:12:32: Much is expected.

01:12:34 --> 01:12:38: Well, I I tell you you've you've given me personally

01:12:38 --> 01:12:42: more than more than I deserved over the past 1010

01:12:42 --> 01:12:43: eleven years,

01:12:43 --> 01:12:47: and I appreciate you as a mentor and a sponsor.

01:12:47 --> 01:12:51: And that speed dial A access that you give me

01:12:51 --> 01:12:53: and really look forward to many,

01:12:53 --> 01:12:57: many more years of prosperity in the future,

01:12:57 --> 01:12:58: my friend.

01:12:59 --> 01:13:03: Thank you very much and on behalf of myself and

01:13:03 --> 01:13:03: JLL.

01:13:03 --> 01:13:06: Thanks for this opportunity, and I want again,

01:13:06 --> 01:13:10: commend you like Philadelphia for taking on this.

01:13:10 --> 01:13:15: Important to suskin discussion and having very real conversations.

01:13:15 --> 01:13:15: Already

01:13:15 --> 01:13:17: know before we wrap up,

01:13:17 --> 01:13:21: I'd really like to just kind of let this group

01:13:21 --> 01:13:27: know about a mentorship program that utilizes Philadelphia will be

01:13:27 --> 01:13:29: sponsoring over the next.

01:13:29 --> 01:13:34: Actually, the four weeks in March.

01:13:34 --> 01:13:38: The new Mentorship Training program will engage professionals at every

01:13:38 --> 01:13:38: level.

01:13:38 --> 01:13:42: A senior leaders emerging professionals really working to make meaningful

01:13:42 --> 01:13:45: relationships and build connectedness is,

01:13:45 --> 01:13:49: as Herman talked, about to to not only offer opportunities  
01:13:49 --> 01:13:50: to advance careers,  
01:13:50 --> 01:13:54: but also to become more diverse and inclusive as we  
01:13:54 --> 01:13:58: open these opportunities to folks from underserved  
communities.  
01:13:58 --> 01:14:01: The goal of the four part series is to provide  
01:14:01 --> 01:14:07: insights to participants on how to use mentor mentee  
relationships  
01:14:07 --> 01:14:08: and growing a network.  
01:14:08 --> 01:14:11: Identifying and attaining professional goals.  
01:14:11 --> 01:14:16: Building career aspiration Zen. Really addressing many  
many of the  
01:14:16 --> 01:14:20: issues that Hernan Herman shared with us today to move  
01:14:20 --> 01:14:24: us in that four direction series will mix instruction from  
01:14:24 --> 01:14:29: experienced speakers with interactive coaching to teach  
mentors and mentees,  
01:14:29 --> 01:14:31: how to build that connectedness,  
01:14:31 --> 01:14:35: how to build enduring relationships that can help propel the  
01:14:35 --> 01:14:37: industry going forward.  
01:14:37 --> 01:14:39: The series will be offered.  
01:14:39 --> 01:14:43: Every Friday in March starting March 5th,  
01:14:43 --> 01:14:46: you can learn more about this program and signed up  
01:14:46 --> 01:14:51: at philadelphia.uli.org and now I'll turn things over to Laurel  
01:14:51 --> 01:14:56: Slutzky executive Director Vuelie Philadelphia to close this  
out.  
01:14:58 --> 01:14:58: Wonderful  
01:14:58 --> 01:15:02: thank you so much match and so much to Herman  
01:15:02 --> 01:15:03: for offering your wisdom.  
01:15:03 --> 01:15:08: This has been really just inspirational and energizing to here  
01:15:08 --> 01:15:10: and also to be a part of the planning.  
01:15:10 --> 01:15:14: I felt very fortunate to hear and be part of  
01:15:14 --> 01:15:16: the discussions leading up to today.  
01:15:16 --> 01:15:19: I also want to thank the Members that put this  
01:15:20 --> 01:15:20: together.  
01:15:20 --> 01:15:23: Joval, Jeremy Suncat Ann Cummins an all of the folks  
01:15:24 --> 01:15:26: on a couple different committees.  
01:15:26 --> 01:15:29: An RDI advisors who really helped have those conversation.  
01:15:29 --> 01:15:33: We want to reiterate that this is not necessarily the  
01:15:33 --> 01:15:33: beginning,  
01:15:33 --> 01:15:36: but part of the beginning we really intend.  
01:15:36 --> 01:15:39: As Alan mentioned at the beginning and laid out to  
01:15:39 --> 01:15:43: continue this very important focused conversation on all  
topics and

01:15:43 --> 01:15:45: count around diversity,  
01:15:45 --> 01:15:48: equity and inclusion. And we did have a question in  
01:15:48 --> 01:15:52: the chat regarding some of the work that we're doing  
01:15:52 --> 01:15:56: an art chair for mission advancement and answered that  
question,  
01:15:56 --> 01:15:59: but please feel free to just reach out.  
01:15:59 --> 01:16:02: Share your ideas. As you heard at the beginning and  
01:16:02 --> 01:16:03: saw demonstrated today,  
01:16:03 --> 01:16:06: you Ally is in membership volunteer driven organization.  
01:16:06 --> 01:16:08: So we the work that we do is made up  
01:16:08 --> 01:16:11: of things that our members are energized about.  
01:16:11 --> 01:16:14: So if you have recommendations or specific ideas,  
01:16:14 --> 01:16:17: please come to us. That's how we execute and develop  
01:16:17 --> 01:16:20: our programming and that's the beauty and strength of our  
01:16:20 --> 01:16:21: organization.  
01:16:21 --> 01:16:24: So if you can, please share your feedback with us  
01:16:24 --> 01:16:25: about today's event.  
01:16:25 --> 01:16:28: Kevin's going to go ahead and put a survey in  
01:16:28 --> 01:16:29: the chat.  
01:16:29 --> 01:16:31: We will also send it to you.  
01:16:31 --> 01:16:33: We really take feedback seriously.  
01:16:33 --> 01:16:36: It helps shape programming, especially when we can't see  
your  
01:16:36 --> 01:16:38: face is an we're on zoom,  
01:16:38 --> 01:16:41: so thank you for taking a few minutes to share  
01:16:41 --> 01:16:42: that with us,  
01:16:42 --> 01:16:45: and you can also use that form to share any  
01:16:45 --> 01:16:45: ideas,  
01:16:45 --> 01:16:48: thoughts that you have around the topics we discussed  
today.  
01:16:48 --> 01:16:51: So I now just want to turn your attention to  
01:16:51 --> 01:16:54: some upcoming programming programming that we have.  
01:16:54 --> 01:16:56: Of course, Mitch mentioned the Mentor Ship series,  
01:16:56 --> 01:16:58: which we're really proud of.  
01:16:58 --> 01:17:00: This is something we've done for many years,  
01:17:00 --> 01:17:03: but we've really. Targeted it focused it,  
01:17:03 --> 01:17:05: thanks to mention the leadership of other folks in the  
01:17:06 --> 01:17:06: organization,  
01:17:06 --> 01:17:09: so I hope you take a look at that currently  
01:17:09 --> 01:17:10: on our website.  
01:17:10 --> 01:17:13: In two days we have a program by our Regional  
01:17:13 --> 01:17:17: Council in Delaware focused on the changing economy and  
then

01:17:17 --> 01:17:20: in a couple of weeks later in March you are  
01:17:20 --> 01:17:23: National Center for the toilet or Center for Housing has  
01:17:23 --> 01:17:24: a housing opportunity conference.  
01:17:24 --> 01:17:27: This is always something that you have to travel for,  
01:17:27 --> 01:17:30: so trying to make the best of a situation,  
01:17:30 --> 01:17:32: you can participate virtually this year.  
01:17:32 --> 01:17:36: So I encourage everyone to check that out as well.  
01:17:36 --> 01:17:39: Later on in the month will have our monthly monthly  
01:17:39 --> 01:17:40: ULI Breakfast series,  
01:17:40 --> 01:17:43: which is a more informal conference way to connect with  
01:17:43 --> 01:17:46: folks in here about a topic and also just chat  
01:17:46 --> 01:17:48: with members and meet people.  
01:17:48 --> 01:17:51: You can, if you're not a member or involved.  
01:17:51 --> 01:17:53: Please visit our website. Reach out to me,  
01:17:53 --> 01:17:56: reach out to anyone we'd love to have you.  
01:17:56 --> 01:17:59: Join us and I think with that we're going to  
01:17:59 --> 01:18:02: even be efficient and give you some time back.  
01:18:02 --> 01:18:04: I want to thank everyone who was a part of  
01:18:04 --> 01:18:05: today's program.  
01:18:05 --> 01:18:08: Thank you against the Herman Balls for joining us and  
01:18:08 --> 01:18:09: dedicating your precious time.  
01:18:09 --> 01:18:11: Ann, I hope to see everyone soon.  
01:18:11 --> 01:18:14: Please stay. Well, thank you so much.

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