

Hummingbird Humanity

an LGBTQ+ owned business

Hummingbird Hour

Conscious & Inclusive Leadership

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Brian McComak: Hello, hello, hello. Welcome to Hummingbird Hour. We are so glad you're here with us today. I am delighted to be joined by one of my friends and thought partners and colleague and someone I met during the pandemic. We've never met in person yet, but we're gonna fix that. Soon, hopefully. We're gonna get started here in just a minute. So we just wanted to give everyone a chance to join the room and join the space.

Carley Hauck: Hi everyone. Welcome.

Brian McComak: Welcome, welcome, welcome. And I've moved to a new place, and so hopefully, I'm using a hotspot 'cause I don't have the internet yet. So hopefully, the hotspot will serve us well. And if I disappear, you're in good hands with Carley, and I promise to return. So okay, well, let's go ahead and officially get started. Again, happy Tuesday. Welcome to Hummingbird Hour. Hummingbird Hour is the weekly conversation series that we're running at Hummingbird Humanity in May, June, July to celebrate our one year anniversary. I still can't believe we started this journey together in May 2020 as we were all navigating the pandemic. And I am delighted that the journey has continued. So I'm grateful that I get to continue to impact hearts and minds and make the world a better place for all of us. And I'm so grateful to all of you who are with us today to share in this continuing conversation, as we all think about how do we take care of ourselves and how do we take care of the humans and the world around us. And I'm delighted today to be joined, as I mentioned by Carley Hauck, who is a new friend of mine that I met during the pandemic and is someone that I've gotten to know well, and we share a number of the same values and beliefs, but we also approach this work differently. So Carley, I'm so glad you're with us today.

Carley Hauck: Thank you for inviting me, Brian, and I'm really happy to be here.

Brian McComak: Absolutely, absolutely. Well, I knew that when we had the series, I knew that you had to be with us. For those of you who don't know who I am, I should mention, I'm Brian McComak. I'm the founder of Hummingbird Humanity. I have a long career in human resources and diversity, equity, and inclusion. And really, what I believe is my core expertise is really change - driving change, leading change, managing change. And now I do that work of driving and meeting and hopefully influencing and inciting change centered around human-centered workplaces and how we create places that work for all of us and both inside of the company, as well as those communities that our company serve and that serve our companies and organizations. And so that's just a hint about me. But today is really about our special guest, Carley. So Carley and I met through a mutual friend, Jennifer Brown, who I think many of you may know as well. Jennifer has been a mentor to me and has, as someone who is new, not that new anymore to the diversity and inclusion space, but when I was new to the space, Jennifer was very welcoming and warm to me and opened doors and sort of

pointed me in the right direction here and there and helped me to be where I am today. And so she met, she introduced me to Carley 'cause she knew that we had these shared values, and Carley just earlier this year released her book "Shine," which is, I'm like, when I read the table of contents, Carley, I'm like, yes, yes, yes, yes. All the things, all the things, love it. So Carley, you have, and I would love to do your biography justice, but that you're an educator. You are a wellbeing leader. You are someone who really values the environment as well as the humanity that live on this planet. So would you just share a little bit about you and what brings you to space, and then after that, if you want, you know, one of the things I love that you do, and I know I wanna learn from you more about it, how we ground ourselves as we enter spaces. So maybe you could do that as part of your introduction to help us around ourselves.

Carley Hauck: I would love that, thank you. Yeah, so I started my business in 2010. It's an organizational and leadership development consultancy, and we have worked with some really amazing organizations like LinkedIn, Pixar, Clif Bar, Genentech, Asana. So small to midsize organizations, high growth startups. And typically, I've really partnered with HR business partners around a variety of different things. I've really customized trainings, large scale programs like inclusive manager development programs, communication trainings, trainings on emotional intelligence, self-awareness, how to be an ally, things like that. And that has been a lot of the work that I've been doing within companies. And so also really being a change agent coming from the outside in, and then I have had the privilege and joy to be adjunct faculty at Stanford and UC Berkeley's Haas School of Business. And I've taught probably over seven different courses related to leadership for the last eight years I've been at Stanford and two or three at Haas. And so that's really fun for me. I tend to be a bit of a nerd. So it's a great community, 'cause I get to bring in my love of research and evidence-based. I also have actually contributed to two NIH-funded clinical trials, where we're looking at the long-term benefits of mindfulness as it relates to resiliency distress, to cortisol, to emotional intelligence, to empathy, to disease. And so I bring that lens into my work as well, because I believe that the system of being a human, and we'll talk a little bit more about this, 'cause this is kind of the orientation of my book is directly related to the system at work. So like if I am imbalanced in my body and my system, then that imbalance actually shows up in how I lead myself and how I lead others. And it has a ripple effect into the greater world and therefore then into the planet. And so, Brian, you mentioned the planet. I feel really passionate about supporting leaders in business to prioritize people and planet first, not profit, because I feel like that is part of the disease that I think most of us are very aware of when we look at the racial inequities, when we look at businesses that are aligned with human trafficking or are depleting the rainforest, like it doesn't have to be that way. And so when we think about how do we wanna lead and what is business really standing for? I feel like there is this rebuilding, this revisioning of business in the world right now that we have the opportunity to really look at the long view. What do we wanna create together? And that was a real impetus for me writing the book. So that was a long intro, but that gives you a sense of me.

Brian McComak: I love that, I love that. Well, and we're gonna ground ourselves in a minute, 'cause I can't miss that part of the session. One thing that comes to mind for me though, Carley, is, as you know, I'm writing a book myself and about what does it look like to create human centric workplaces that work for all of us? And I have to give you credit, 'cause part of what I say in the book is, I can't do it alone, like none of us can. None of us can think about all the things. None of us are experts on everything or all of the different lived experiences or on the things about our planet and our environment. And in my first draft of the outline, I have not referenced the environment or the planet in human centered workplaces. And it was after a conversation you and I had few weeks ago, and I have a writing partner who's helping me. And I called her, her name's Kristen. I said, Kristen, Carley just reminded me, we have to make sure that the environment and the planet is part of this, 'cause humanity exists in that environment. And she's like, absolutely. And so I'm grateful to people like you who expand my thinking and perspective, and I think what you're gonna do for us in just a moment, you're helping us stay grounded as just humans. And when you bring, when you invite people into spaces and just reminder of the importance of the planet we live on and how we're connected with the energy of that planet, I think is so important and can easily get lost in corporate spaces, 'cause it certainly has gotten lost at times in my journey. So thank you for that. Would you like to help us get grounded as we're all here together today?

Carley Hauck: Yeah, well, thank you you had shared that with me. I'm so glad that that inspired you to kind of bring that into your message as well. Yeah, we are of the earth. We are not separate. So if she is not flourishing, we are not flourishing. So with that, I'd love to just bring everybody into a more quiet and reflective space. So if it feels comfortable for you, you can close your eyes or you can just kind of gaze downward and really, we're just bringing the attention inward. So just allowing yourself to notice your body, notice where your feet might be contacting the floor, where your body is contacting the chair, and then just start to notice the rhythm of your breath. And as you breathe in, feel the stomach rise. And as you breathe out, feel the stomach fall. So we are intentionally slowing down our blood pressure, our heart rate, allowing our nervous system to move from the potentially sympathetic, which is the more fast pace, fight-flight potentially we could associate with, to the rest and digest, the parasympathetic. So breathing in, breathing out, letting go of everything that came before, all the to-do's. And just knowing that this moment is the most important, being right here. And so, just letting your breath be the anchor to being right here. And if it's helpful for you, you can just, in your mind, quietly say, in, out. In, out. And as you're sitting and breathing, let's just pretend that we're outside. Find your favorite park or outside space. Just imagine it. I have a real affinity to trees. So I'm gonna bring that in to this guided visualization. As we're breathing, as we're being here, I'd like for you to imagine that your favorite tree is behind you, and you're sitting at the base of this tree. And you're leaning your back against the tree. And your feet are planted on the earth. And just pretend that you don't have shoes on. And I'll tell you why in a moment. So we're sitting, breathing, grounding our feet into the earth, feeling our body supported by the tree, by the earth. And as we are aware of the tree above us, we're aware that the leaves, the branches are protecting us from storm, from fire. We are being sheltered by the earth. And just as our feet are grounded into the roots, the tree is corresponding to all other trees, all other life. There is a system of communication happening to support balance, homeostasis. So coming back to the breath, just as you're slowing down your breath, you're coming into more balance, more equilibrium. And let's just stay here together for another minute, breathing in, breathing out, allowing the body and the muscles to release and relax, softening any places that are tight or tense. And no matter what is happening in your life that feels maybe a little bit more challenging to navigate, you can always come back to this image and just know that you are being supported right now. Feel your feet on the floor. Imagine the tree behind you, supporting you to be strong, to be courageous, to be in balance. Because when we are prioritizing that self-care coming into a more calm, strong place inside of us, we are able to show up in the best of ways at work and in the world. And that's part of being a conscious and inclusive leader, which we'll talk about later today. So in our last few moments, just bring your awareness to gratitude. What do you feel grateful for in your life right now? Let yourself take that in. Your health, your opportunities, your family, your home, whatever it may be. What are you grateful for? Coming into the abundance in your life. And then when you feel ready, opening your eyes, coming back. And one thing I like to invite is to actually just kind of look around the room, 'cause we've been in this deeper, unconscious space. And so you don't wanna just look right at the Zoom camera. You're kind of letting yourself integrate, reorient, come back. Maybe even do some movement, some stretching, come back into the body. Thank you. That was so yummy. Thank you, Brian.

Brian McComak: Absolutely, thank you, Carley. I'm still emerging from that space. I had a brief thought there around that conscious and inclusive, and I was thinking like, we could just drop the 'and' and say conscious inclusive. 'Cause I do, you know, one of the things that we will teach in some of our programs is, you know, we are all subject to bias and we're all subject to those messages, and the only way to break the bias is to be first of all, to own and be aware that we are biased. And then the second is to be conscious and intentional about making decisions that are not, as best we can, not influenced by that bias. So you have to be conscious and present. And actually, when I think about what you just did with us and for us there is it's a reminder for me of something we talk to leaders about is sometimes you just have to take a pause, 'cause when we're moving quickly is when we're most apt to let our bias take over and influence our decisions. And it's when we're grounded and we're intentional and thoughtful and fully present is when we can be aware that bias might be sort of creeping in here. You may have some thoughts there before I move on to our first question.

Carley Hauck: Yeah, well, I mean, there's been a lot of research that shows that folks that have a regular meditation practice, which is really what we just did. So meditation supports us to be mindful. So they're not the same. A lot of folks will get them confused. When we meditate, which is when we're sitting, when we're being, just like what we were doing, that enables us to bring our full attention to the present moment. And when we, again, have a meditation practice, we can be mindful of our bias much more because we have greater awareness. But folks that don't have a meditation practice, they're not going to be as mindful and they're not going to be as aware of their bias. So they go hand in hand, yeah.

Brian McComak: Yeah, I love that, I love that. Well, and I love, I also really appreciate, and I don't think I'd fully recognize this, that you're coming from a research perspective. And as I often say, I'm a true practitioner. I'm about like living and experiencing. But I know that it's helpful to be balanced with people who have the research and academic, that more sort of detailed understanding of these things, 'cause it's a yin and yang of how we come together. So with that in mind, I'm curious to see how we're gonna answer this first question of, you know, we've titled this "Conscious and Inclusive Leadership." And so I think it feels right for maybe just start with, what do you think is a conscious and inclusive leader? How do you define that?

Carley Hauck: Thank you. Yeah, well, I feel like a conscious inclusive leader, I'm gonna take the 'and' out. I love that invitation. Is someone that has committed themselves to doing the inner work, so to speak. And that translates to building this strong inner game, which we'll talk about, but they're willing to look at their blind spots. They're willing to take personal responsibility. They are aware that they're gonna make mistakes. They're trying as best they can to come from a place of empathy, of integrity, where they're aligning with their values, where they're willing to be courageous, to speak up against harm, injustice, where they are leading from greater vulnerability. And there's so much more I could say about it, but I'll pause there. That that feels like enough right now.

Brian McComak: Well, I think that there's so many layers to this definition too, right? Which makes this, you know, when I think about the work, if you would've asked me eight years ago of, which is just before I started my career more officially in DEI, do I have a good understanding of diversity, equity, and inclusion? Work and the skills needed and the expertise needed as a practitioner or as a leader or as an HR professional, which is just where I worked. And I worked as an HR person for many years and I had responsibilities that were in the diversity and inclusion space, and something that I believed in in the importance of that work as a gay man and a person with a disability. And when I started doing this work, I realized, and I continue to realize, oh my gosh, I don't know what I don't know. And so akin to what I shared with you, shared earlier at the beginning of the call of the, like the importance for me of having others who help them broaden my perspective, open, give me lenses to consider. And I think that's a really important part of being a conscious inclusive leader is that conscious awareness that, wait, I don't have all the answers. That humility of acknowledging that I don't have all the answers. That practicing vulnerability with sharing I've come from something new, or asking questions or just sometimes asking for help. And I think, and those are things that I've had to really practice and be thoughtful about. And like particularly that last one, I am still getting better about asking for help. And still starting this new adventure with Hummingbird Humanity has been a real practice with humility of, like, I've never run a business before. I wasn't a consultant before for my career. I now work in a space where they'll trust me to be, to enter their spaces. And I want to be able to bring, be helpful as best I can 'cause my job is to be of service to all of the people in that community. And I think all of those things, leaders need to find their own way to harness so much of that in their life, share those stories with the hope that they're helpful for others and particularly for leaders as they're leaning into how do they become a conscious inclusive leader?

Carley Hauck: Great answer, yeah, thank you.

Brian McComak: Yeah, absolutely, absolutely. Well, you know, and you mentioned this earlier. You wrote a book, "Shine." I love the cover and I must have, well, do you have a copy near you?

Carley Hauck: I didn't bring one with me 'cause I'm not at my normal home right now, either. I'm in Oregon, but I could, we could, yeah. I could pop a photo in the chat if you like.

Brian McComak: It's all good. I just love the cover of the book. It just brings joy every time I see the cover and I apologize that I don't have my copy, but for those weren't here at the very beginning, I just moved into a new house on Sunday, so my stuff is all over and I'm still trying to get it organized. So definitely check out "Shine" and we'll make sure we add the link to the chat for the Amazon link. But I know that-

Carley Hauck: And I might interject to try to actually, if you can, buy it from your local bookstores, 'cause while Amazon is doing some good things in the world, we need to support small businesses and they took a big hit last year. I'm sure you have a link to my book page, and there's lots of different booksellers that people can choose. Whatever your choice is.

Brian McComak: Fantastic. Thanks, Carley. Yeah, actually, I often default to Amazon because it's just so easy. But similarly, we actually, oftentimes, and we can try to find this as well and put it in the chat. We actually try to recommend, Oprah shared a list of black-owned bookstores. We try to elevate them whenever we can as well. And I love the mention to your small local bookstore to give them the business, I love that idea. So I know that "Shine" is very connected to this conversation we're having around conscious inclusive leadership. So would you tell us about just the messages and the heart of what "Shine" is about?

Carley Hauck: Sure. Well, I really think of it as a how to be a conscious inclusive leader. And basically, in the last 10 years, in working with lots of different leaders, managers, individual contributors, I was seeing this team of folks that had certain qualities that they brought in an integrated way, which enabled them to really lead themselves and others through volatility, uncertainty, complexity, ambiguity. A lot of what we've been going through in the midst of the pandemic. But also, that we go through during like a really big reorg or big changes and transitions. And some of us might have learned, it's important to grow our self-awareness or our emotional intelligence, right? But what I kept seeing again and again is that there were these six qualities that when really practiced in unison, when we were developing this more integrated system, we had a new operating model for how we let ourselves and others. And I started writing "Shine" four years ago, but I really have been developing the aspects of the book for the last decade in my work with leaders. And these qualities that I were seeing, I was also promoting in the trainings that I was being asked to deliver and in the manager development programs and in how to be an effective communicator and whatnot. And so when I think about the complexities that we have in our world, you know, systemic racism, climate change. Just so many things, right? It can feel overwhelming. And I think that that requires that we have a really strong inner game to be able to meet the rapid changes that we keep having to really figure out, navigate, collaborate, innovate around. And so those inner qualities are self-awareness, emotional intelligence, resilience, which we could think of as a growth mindset. So when something challenging happens, instead of saying, why is this happening to me? Instead, how is this for me? How can I grow from this? How are we prioritizing well-being, which is actually saying no. It's aligning with like what's good for this body, mind and heart? And then being able to actually then check in with our fellow team members, with our

friends. How are you? How are you taking care of your mind, body, heart, so to speak? How are you prioritizing well-being? Leading from love versus fear. And then lastly, authenticity. So when those six are really being cultivated together, we're able to show up on the outside with more inclusion, with more courage, with the ability to really remeasure success. So that again, it is prioritizing people and planet and not just what's in it for me or having profit be the driver there. And so it's really about, how do we create a workplace and world that works for everyone? But more importantly is living in greater harmony with the planet, because we haven't been doing that. And that is what is needed. So that's the essence of the book. It's a big book, it's a big message. I really showcase nine leaders and their journey and their embodiment of these skills and how that shows up when they are leading. And all the leaders that I highlight in the book, they're incredible humans, incredible people. And they're very committed to their businesses aligning with social responsibility and environmental responsibility. So we could think of it more as like the traditional B Corp, which is business as a force for good.

Brian McComak: I love it, I love it. I love that you're like, it's just a little small book with just a few little things in it. It sounds like there's a lot there and really powerful. One of the examples that you shared there reminds me of, you know, I used to read, sometimes my mind just isn't kind to me. And so I have to choose to take step to help keep my mind in a good place. And sometimes that is that victim mentality of like, why is this happening to me? And there have been periods of time in my life where, 'cause that's not who I want to be or how I want to show up. And so the "Don't Sweat the Small Stuff" books I love. And there's some great messages in there of like, how do you reframe your thoughts? And I used to read one or one or two of those sections every day on my way to work. I'm like, okay, I need to reframe my thoughts. And one of my favorite ones is there was this one example of anecdote of a person who runs out of gas and they're driving in their car, they ran out of gas and they have to walk a mile to fill up their gas tank, to put gas in their car. And the anecdote is like, okay, well, most of us will hear that picture as like how frustrating, how annoying, all of those things, right? Like, which is true. And by the way, we can be human and say, like, this sucks. And what the anecdote suggests is, but I can also flip and say that I'm really fortunate I have a car. I have money to buy gas. I have the ability, the mobility to walk to the gas station. I have, you know, whatever it may be, you can find those ways. 'Cause there's lot that we can all be grateful for. And so I liked that reframing 'cause I think it's so important. And particularly over the last year, well, you're plus, although many of us could say, well, yes, and life has been hard too, but the last, you know, with the pandemic and with so much happening in the world right now, I think these conversations about how do we bring, which I often use as humanity in the workplace or as this conversation as type of conscious inclusive leadership, which I think are very similar in nature. What is it that, you know, why was this the right time? You mentioned you started the book a few years ago. Why was this the right time for you to release the book and to share this message? I know you've navigate, you and I have both been nomads during the pandemic and trying to find our way through the world. So I'm sure some of it's personal, but it's also about what's in the world around us.

Carley Hauck: Yeah. I mean, I never wanted to write a book, honestly. My first semester at Stanford, I got asked. And I thought, okay, well, who has time to write a book? In fact, that's what I said when I got asked. And I was still really grinding, like really trying to kind of make it as a consultant and entrepreneur, even teaching at Stanford as adjunct faculty doesn't necessarily mean that there's a huge financial stability there. And I decided to start writing and to start blogging. And my writing was getting a lot of acclaim and acknowledgement. And so two years later, after I'd been writing for a while, I got asked again and I thought, okay, let's try it. And it was quite a journey. But the impetus for me to really start writing it is I've been following the climate science for quite some time. And this is where the environment comes back in. And we don't have a lot of time left to shift things. And if we don't, we are gonna have major, major suffering as a humanity, like mega fires, mega storms. The sea is already rising all over because of glaciers. There is a huge fire that is happening in Oregon, two hours from me. I forgot what it's called. They all have different names. It's something with a B. I forget the name of it. I was looking it up last night and thinking, oh, it's only two hours away, Carley. It's growing. This is the worst drought we've had in many, many, many, many years. And so that is a consequence of how we've been doing business. The aspect of consumption.

Brian McComak: It's the bootleg fire.

Carley Hauck: Say that again?

Brian McComak: The bootleg fire.

Carley Hauck: Yes, thank you. The bootleg fire, yeah. So I wanted to be part of that change, and my nephew who was four years old at the time, right before I really started writing the book and then got the book contract, he and I were playing one day and he looked at me and he said, auntie Carley, will you help me save the oceans? And I still feel tears saying this because I thought, yeah, this is something I really care about, something I really worry about. How horrible that this is the future he's inheriting because of what we've been doing, consciously or unconsciously. And so, I haven't actually chosen to have children because of what I know is at stake. And a lot of young folks are choosing not to have children because they don't know what kind of a world we have. But we have an opportunity. We have a responsibility. We have choice. And this is the difference between consciousness and unconsciousness. When we are unconscious, we go into these automatic habits and patterns that may not be serving us, may not be serving others. But if we can slow down, if we can meditate, like what we just did, and we bring in the inner game of self-awareness and presence, we say, I'm not choosing that again. I'm not choosing that plastic single use bottle again, 'cause I know what happens to that bottle. I know that goes into the ocean. I know that that's creating microplastics. I know that that's harming all the marine life, right? I'm not gonna choose a straw just because it's given. I'm actually gonna say no. No, thanks for the straw. Or there's so many choices that we can be making about what we're buying, who we're buying from, where our money is invested. There's so many things that we may not be fully conscious of that we're actually supporting. That if we were really looking at it, we go, oh my gosh, that chocolate bar I really like, they're actually engaged in human trafficking to get me that chocolate bar. That's a no. That's consciousness. That's a choice.

Brian McComak: Well, and what you're saying reminds me of even just a few minutes ago, I went to default to Amazon. And it's 'cause it's easier to default to Amazon than it is to say, wait. I don't know enough to have a point of view on Amazon. I know some friends in my life have chosen to not purchase things for Amazon further. And I actually have one friend who has eliminated Amazon from her rope altogether because she doesn't feel like Amazon is good for the world and good for humanity. So a person can make, do their own research and make their own choices there. But I love that you're a conscious reminder to say, let's focus on smaller businesses, your local bookstore or the one that, as I mentioned, that would be better for me to go to is, hey, let's put up the black-owned bookstore list, 'cause I believe in that, you know, in supporting community, supporting black-owned businesses. So that it's just a reminder of like even someone like me tries to be conscious about this. I don't always get it right, either. Go ahead.

Carley Hauck: And none of us do. And by the way, I don't think Amazon is bad. They are actually, Jeff Bezos' ex-wife is apparently writing tons of checks to support the healing around racial injustice. Right before the pandemic, Bezos committed \$10 billion towards climate change. So this is the opportunity and the responsibility that folks like you and I, and frankly, consumers can say, I'm not buying that product unless you do it this way. And so we can actually help businesses shift to be forces for good, to make sure that the products they're putting out into the world are for the good of all, of people, of planet. That's where we're headed. I see that happening again and again and again, but it requires consciousness. And it requires, again, that strong inner game that supports us to be courageous and to speak up, because if we don't speak up, it's complicity. We're just going along to go along. Maybe it's not our intention, but by not

speaking up, we can't change it. And that's part of, I think, the conscious inclusive leader. And I know that's the hardest part for folks. I hear it again and again and again, it's hard to challenge, it's hard to speak up. It's hard to give feedback, because if I do that, then that person may react in a negative way. There might be conflict, that I might lose that relationship. And just like we have a need to survive, to have clean water, shelter, food, we also have a deep need for belonging. And so when we speak up, it threatens that we may not have that belonging with that family, with that friend. And just to speak personally, there are a lot of relationships that strengthened for me in the course of the pandemic. And then there were relationships that were bringing me a lot of suffering again and again and again, because every time I spoke up, we weren't able to come together. And so I stopped investing in those relationships, because as much as I wanted them to shift and change and kept inviting that, if the other folks aren't meeting you halfway, or they don't have the skills, and they're not willing to grow them, then that's kind of keeping me stuck, so to speak. And I would imagine, like bringing that example, 'cause I know I'm not the only one that was experiencing that in the last year.

Brian McComak: Yeah. Yeah, well, and I think this offering, same thing for me over the last year, that which maybe falls a bit more to the inclusive side of the conscious inclusive spectrum is I have been a diversity, equity, and inclusion professional. I might argue 20 plus years. I can say certainly, confidently for the last seven plus years since I really moved into this space. And if you would've asked me two months ago, my confidence levels and knowledge around the space, I would have felt pretty confident. And I learned at that point enough to know that I didn't know it at all, but wow. The work that I've had the opportunity to do, to understand the systems of oppression that exists, since the murder of George Floyd, have changed my perspective in so many ways and have challenged me to be consciously inclusive at different points in my life and different decisions that I get to make. And I have people that I asked to be the, keep me honest people. So if you see me varying from , nudge me back if you don't mind, 'cause I know that I need help. It's been both, it's sad and it breaks my heart to have to learn some of these lessons and messages, but some also that we were just sharing around, understanding the choices that we make individually and collectively that impact our planet and the environment that we all live in, and our ability to influence change. I think how we treat each other and understanding the systems of oppression that exists that are so ingrained. I'm referring to them as they're invisible and self-perpetuating. We don't even know that they exist. So you have to become aware of them. And by the way, when you learn of them, . It doesn't feel good. And yet it's so important. I'm grateful that I've had a chance to do that work. So Carley, you bring this book, and the book is an outcome of work that you've done for years. So you bring in tools in workspaces and leadership teams to help them leverage the concepts and the insights and the messages there. We have about less than 15 minutes left. Would you like to take us through maybe one of the activities? Is it something that would be fun for us to do together and learn about what we might experience in the world of Carley Hauck?

Carley Hauck: sure, sure. Well, we could definitely explore an exercise and experience, and that's what I feel so excited about for those that are listening. Brian and I are putting together a really incredible three-day retreat where we're gonna go deep into all of these practices and really be able to come out with more embodiment of what it is to really look and feel and show up as a conscious inclusive leader. And we'll have time to really go into all of these. So there is that integration. But let's talk about triggers, you know? I think that one is an important one to navigate, 'cause I'd love to just give folks an experience of it. So just to kind of give a little context, self-awareness is one of the first inner game skills that I talk about. So self-awareness is being aware of our thoughts, our feelings, our body sensations. And that supports us to have greater self-management when a trigger arises. That allows us to have greater other awareness and then relationship mastery. So those four pieces that I just named, self-awareness, self-management, other awareness, and relationship mastery are the four dimensions of emotional intelligence. And I feel that in this remote, distributed, hybrid future of work, that quality of self-awareness, emotional intelligence is gonna be even more needed because we're not necessarily with each other. We are going to be needing to hold the space more and check in with each other more and forge those connections and therefore have greater empathy. So let's imagine that there is an experience that you have had, because I'm sure we can all pick one and not just imagine it, where there were some challenge. There

were some difficulty of, let's say, in the last week. Maybe it was this morning. Maybe it was yesterday. And just bring your attention to something that was challenging that you had with another human being. An interaction, an encounter. And on a scale of 1-10, just recognize, like, how triggered did you feel? And triggered, not everybody loves that word, but triggered basically means like I'm feeling agitated. I'm feeling frustrated. I'm feeling, maybe reactive is another word. On a scale of 1-10, one being, I feel cool as a cucumber. I am not fazed by this at all. 10 being, I have steam coming out of my ears. I am so enraged right now, right? And everything is welcome. So just noticing what's your number, as you're reflecting on this situation. And now, just noticing, like, what's happening in your body? What are the physical sensations as you're recalling this situation? So what's the emotion? The emotion, the sensation. And there might be many feelings. There could be impatience. There could be frustration. There could be sadness. There could be fear. And just acknowledging, welcoming it all in, 'cause that helps us start to regulate just by knowing what's here. The body starts to calm down and stay in the body. Try not to go into story, 'cause the story just gets all rubbed back up again. Just stay in the body, notice what's happening in the body, the sensations. Like for me, I feel this tightening in my tummy. And I'm just being aware of that. And I'm not needing it to be any different than what it is. And then let's go into the thought. How can I support myself best right now? Which might be that you take a well-being break or that you say, you know what? Hey, I'm feeling triggered right now. I need like 10, 15 minutes before we come back into conversation. Or you might decide that, because this is something that happened in the past, you actually need to have a conversation with this person to maybe set a boundary or to invite a certain type of connection or to share a feeling and a need, right? That would maybe support you best. And so, just taking all of that in. And then I'd actually love to just hear from folks in the chat. So I'm going to just ask those questions again. If folks are willing to share, what was your number, on a scale of 1-10? What was your number of being triggered? A nine, a seven, an eight. A six, seven, eight. Seven, mm-hmm. Okay. Thank you so much. So those are all high numbers. And so, why I say that, and I'm kind of giggling is that whenever we are at a five or above, that's typically a sign that we've moved out of our heart. We're in our head, okay? And our head often has a lot of negative chatter and can often be leading from fear versus from love. It's so good if we can come into our bodies and be in our bodies when we're having these conversations, so there's nothing wrong. You've done nothing wrong. But this is not a time to have a conversation. You're too triggered. You need to calm down. You need to calm down. You need to come back into your body. And when you come into your heart for yourself, you can have self-love, self-compassion, self-forgiveness. This is that inner game again. When we bring it towards ourselves first, no matter what the other person did, they're just being a messy human, just like us. We can have compassion for them and we can hold a boundary. And we can say no. And we can invite connection. And this allows us to actually show up again as a conscious inclusive leader, person, human, because we're being skillful. We're saying, oh, if I have a conversation right now, this probably is not going to go well. It's like driving your car, you know? You're like driving the car of yourself. And if you're really reactive and angry and fearful, you're probably gonna have an accident. And sometimes you just say, pause. Again, pause. What am I feeling? What do I need? What's next best step? So the next thing is that I'll just leave the acronym, which is NEST of what we just did so that you can really take it into a regular practice for yourself. You can share it with others. I wrote an article a few years ago for Conscious Company Magazine, which I think is something like how to be with anger at work. And it was one of the most read articles of that year. And I talk about this process and this practice, and this practices in my book as well. And I've brought it into so many companies and with so many leaders. And as best I can, I practice it. But I'm also a messy human, and I'm not always responsive or mindful. And Brian knows this because I've shared deeply with him, like some of the challenges I've had in the last two years. But it is a really wonderful practice. So NEST is the acronym. So N stands for the number. What's my number, 1-10? E is the emotion. What am I feeling right now? S is the sensation in the body. We wanna come into the body, 'cause we don't wanna get so revved up in story, 'cause the story just activates our nervous system again. And then what's the thought that would support me in the next step right now? Like, what do I need? How do I best support myself? So there it is. Thank you, Brian.

Brian McComak: Absolutely. Well, hey, I'm a messy human, too. #messyhuman And certainly have my own moments. The version that I have a tool that I use in our programs, Hummingbird, is it's called practice the pause. So when you feel yourself and I guess, I think it would be, when you're in that 5-10 range there of just, okay, this is time to practice the

pause. And the questions that I ask myself and encourage others to ask is, does it need to be said? Does it need to be said right now? Does it need to be said by me? Can I say it with love, care, or respect? Depending on the scenario that might be, you have a few options there. And can I say it in a way the other person can hear it? And by the way, almost every single time, and then happen actually, is every single time that I start asking the questions, the answer is no. Don't need to say it. And actually, what it usually does is it allows me time to reflect and to process and to move out of head into heart as, you know, using the language that you shared with us, which I really, really appreciate, and to say, okay, maybe it's a conversation that need to happen in a way that is building bridges rather than burning them down. 'Cause when I'm acting and responding in the intensity of my emotion, I'm more apt to burn down the bridges, and I don't wanna burn down the bridges. But I'm a messy human. And sometimes I feel like I want to.

Carley Hauck: This is my neuroscience coming through again. But you know, our system and our brains, we're actually more oriented towards war than for love, because the way that we even evolved as hunter-gatherers was very much a survival base. But that's the most primitive part of our brain. So we still orient towards the most primitive part and I'm pointing to it 'cause that's literally the reptilian brain down here, but we have this wise brain that lives up here, and it's cultivated over time through mindfulness, through building compassion, through having more empathy, like we are actually able to change the nature of our brain by what we're paying attention to. That's neuroplasticity. So we have this ability to actually orient towards more love, and that just requires commitment and practice. And I know, in the last bit that we have, could we talk a little bit about our retreat and invite people to join us in that?

Brian McComak: We should. We should, absolutely, absolutely. Well, and I think what I'm excited about with this retreat, which is just really, and I'm just gonna use the segue from this hour that we've spent together. It's amazing how quickly it goes.

Carley Hauck: It went really fast.

Brian McComak: It did, it did, yes. Someone, if you need to drop off, if you're with us, we certainly understand. We'll be sending some information out and links after the call, so stay tuned. I've worked really hard over the course of my adult life to understand me as a human and understand how I can be a better human, and that work has continues. It also has evolved and it's evolved into also, how do I treat other humans well? And how do I amplify and elevate other humans? And particularly those that are the most marginalized and the most oppressed and the most subject to systems of oppression, and I'm really excited about this opportunity to immerse in a retreat experience to be sort of conscious and fully present and explore these conversations through another lens, 'cause I love the messages of your book. And as we've talked about, we're gonna really center around those messages and the activities and the things that you already have tried and experienced in corporate environments. We're gonna do it in a nature setting. So I'm excited about that. What would you like to share with the group?

Carley Hauck: Thank you, thank you. Well, this is all in the link, the consciousleadershipretreat.com. But Brian and I are going to be inviting up to 20 folks to join us at this really beautiful place that is in the Blue Ridge Mountains in North Carolina. It's in a town called Black Mountain, which, historically, actually was the black community in this particular area of North Carolina. And there is literally like a beautiful freshwater creek that runs through the property. So after this year, we were already feeling burnt out before 2020. 60 to 70% of folks were feeling burnt out. But now after this year, those numbers are even higher. And in order to bring our best selves to work and to the world, we need time for connection to up-skill, to have time to really be together, to rest, to rejuvenate. And so September 24, 25, 26, we will be gathering to be able to really go deeper into these practices for nourishment, for expansion, for integration. We'll be

really developing a strong inner game and having the ability to practice these tough conversations in a safe place, and where we can really foster what I hope is like lifelong connection, community. And I'm just so excited to bring you all together. I used to teach conscious leadership retreats for women leaders at this really beautiful eco-lodge in Mexico for four years prior to writing the book. And then I took a pause. So inviting people into these more immersive transformative experience is one of the things I absolutely love to do, and I was just so excited to get back into it and so excited to do this with Brian, a person that I really have come to appreciate and just love the way that you show up. So it's gonna be amazing. We'd love to have you. And we are giving scholarships for folks that might be a little bit more financially challenged. So you can reach out. We do have an application for you to apply. And we also are doing free consultation calls with Brian and myself, so that you can learn more about what you're gonna be taking away. You can share more personally about what you're wanting to grow and we can get you signed up. So we'd love to have you. Well, it's two months away, more than two months away, yeah.

Brian McComak: I love that, I love that. Yes, and I mean, what could be better than spending a weekend in the mountains with Carley and Brian? Well, I hope that if you're listening, you're like, yes, I'd love to do that. And the thing that I wanted to just add to what Carley's just shared, and then we probably could say goodbye, as much as I hate to say goodbye, there's a program that we developed at Hummingbird called The Diversity Learning Circle. And what we have really learned over the course of last year, as we've developed that and experienced that with leaders who are trying to understand how to be anti-racist or to understand how the systems of oppression that exists so they can combat those systems is that it does take immersing in spaces and having conversation and being humble and really engaging them at dialogue. You have to do it. You have to do that work to be able to do the work that really happens after that, which is really combating those systems. And then you continue to learn and continue to have more conversation, but there's no, there's no fast paths to understanding how to be anti-racist or how to battle this systems of oppression. You gotta, just gotta do the work. So join us in the mountains, and we'll have some great food. We'll have some time with nature. And we'll learn and grow together.

Carley Hauck: Yeah, there's a beautiful waterfall trail that I wanna take you all too. So, yay!

Brian McComak: So Carley, I often wrap up with encouraging everyone who's watching and listening to stay safe and be well. I'd love to pass the baton though to you as our conscious guide just to wrap us up for the Hummingbird Hour today.

Carley Hauck: Beautiful. Yeah, I would just say, be kind to yourself. Take in and receive all the love in your life, and then give it right back out, 'cause we all need more love and care. Thank you.

Brian McComak: We all need more love and care. Thank you so much. Thank you, Carley. We'll see you soon. Bye.