

Hummingbird **Humanity**

an LGBTQ+ owned business

Hummingbird Hour Beyond Diversity

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00:00:12:13 - 00:00:32:13

Brian McComak

Hello. Hello, hello, happy Tuesday. Happy Day. After Valentine's Day, I hope you all had a chance to spend time with people that you love, whether they be friends or significant others or our family of one of the hummingbird team members shared with me yesterday.

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Brian McComak

His name is JD. JD said that many of his friends have re defined Valentine's Day as a day for love and friendship, and I love that, so I hope you all had a beautiful, beautiful Valentine's Day. I am delighted to to be here for Hummingbird Hour.

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Brian McComak

We are kicking off the Hummingbird Hour short of getting the train going again, as it were as it were with last month. We had Latanya Wilkins with us. And today I'm delighted to be joined by Jennifer Brown and Rohit Bhargava to talk about their book Beyond Diversity.

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Brian McComak

So let's let's just talk through about a bit about what's coming up, and I'll do some introductions and then we'll we'll come back to our special guests. So next month, I am delighted, delighted, delighted that we'll be joined by Betty Ng, who's the author of Pulling Power.

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Brian McComak

Betty and I actually, I think, met through the Jennifer Brown community calls, which is which was a big, a big start for my journey in the DIY space or another step in my journey of the DIY space. And I made so many wonderful connections there.

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Brian McComak

So delighted to invite Betty to share about her book Pulling Power. So but today we have wonderful two wonderful guests with us, Jennifer Brown, who I'm sure many of you will already know and love, is an international bestselling speaker and author and consultant and diversity equity inclusion space.

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Brian McComak

And she has a book out that I use as a reference tool for a lot of the programs we do at Hummingbird Humanity around an inclusive leadership. So I'm sure we'll share those those links in the chat, and I think there are some, some great references in that book that certainly ignite great conversation and dialog and thinking

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Brian McComak

about being an inclusive leader and a human centered leader. And then we also have Rohit Bhargava, who is the author of NON-obvious Megatrends, another book that many of you may be familiar with. And we're going to probably talk about some of those megatrends today as well.

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Brian McComak

So with that, let's kick off the conversation. And Jennifer, I don't. I'm sorry we're here to talk about beyond diversity that I hopefully I mentioned that already. So we're here to talk about beyond diversity. And actually, before we before I go into the question, I was just about to ask Jennifer, I saw a post from you recently

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Brian McComak

that there's a hidden message here on the cover. Would you would you tell us about the hidden message and what it's all about?

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Jennifer Brown

Yes, I have to give credit to Rohit on this one, but I don't know if everybody sees it. We got to see it to be it. That's a little clue. So if you see that we invented it, be it in the design, and let me let Rohit actually share a little bit more about the cover design because

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Jennifer Brown

it was something that was very, very intentionally done.

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Rohit Bhargava

Yeah, we unlike many of the cover designs that that maybe we've done in the past where we just got a cover designer in this one, we were lucky enough to commission a unique piece of mosaic art, which is what you'll see behind the letters from an artist named Zorya Shin, who is amazing and has done a bunch

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Rohit Bhargava

of different mosaic pieces. And so we worked with her to develop these mosaics, which she actually kind of handed. So it's not just like digitally created. Somebody actually created the mosaics and then scanned them in, and then we used those for the letters and did the whole cover concept around that.

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Rohit Bhargava

So there's a kind of a whole back story behind that. But we just loved the hidden message, but also just the bright, colorful, hopefully welcoming sense of design that you get from this cover and as an introduction into what the book's really about.

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Brian McComak

I will say it is eye grabbing and grabbed my attention when I first saw it, so. And as having a book coming out myself later this year, I know I'm like, How do we make the book stand out from the other books and the bookshop?

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Brian McComak

What does that look like? And I think it's a it's a it's a beautiful message. So Lindsay, I'm going to let you finish your your slide sharing duties and join the conversation with the group of attendees. Thank you so much for helping us get off to a great start here.

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Brian McComak

So first of all, Rohit and Jennifer, I want to ask a question. Of course, I shared a couple of highlights from your bios, which certainly does not do either of you justice in your careers. But I'm curious, would you share something in the spirit of let's be human together, something that maybe people wouldn't know from your bios

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Brian McComak

, something that might be a unique aspect of your life?

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Jennifer Brown

You go first or.

00:05:30:05 - 00:05:30:10

Jennifer Brown

Oh

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Rohit Bhargava

That's not what we agreed you were going to defend one first and now you're going off script. Let's see something in my language non-obvious about me. Well, people probably know this about Jennifer already her musical background, but I have a slight musical background myself.

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Rohit Bhargava

I'm a drummer. And interestingly enough, I found drumming to be great practice for what I talk about now, which is like curating different ideas and putting pieces together to see the future. Because what drummers do is they have limb independence.

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Rohit Bhargava

My right hand, my left hand, my right foot, my left foot can all do something different at the same time because that's how you play a drum set. And that's a good analogy, I think, for what we all have to do in our lives and in business right now, which is kind of juggle multiple things and be

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Rohit Bhargava

able to do them at once. So that whole like, you know, pat your head and like tummy thing like, that's easy for a drummer.

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Brian McComak

Well, you know, and that reminds. I've been having this debate with my sister recently about whether we can actually multitask or whether we are, whether we have to be present or what's happening in the moment. And you just gave the argument for the multitasking is a real thing because I always tell her, you can't do the two

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Brian McComak

things at the same time.

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Rohit Bhargava

It's a it's a real thing, but not for deep work, right?

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Brian McComak

I mean.

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Rohit Bhargava

I can multitask and watch the Olympics and pay my finances and bills at the same time, and that is easy. But, you know, writing is not a multi-tasking thing like you got to turn off the internet, right?

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Jennifer Brown

Oh, absolutely the truth.

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Brian McComak

Agreed. Agreed. What about you? Jennifer.

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Jennifer Brown

Thanks for ever going first.

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Jennifer Brown

Gave me a second to think.

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Jennifer Brown

Well, I don't get to talk about my partner Michel very much, but I am. She's Filipina, American first generation, and so I'm part of a giant Filipino multigenerational family. And she's also an animal rights. We met as activists in our twenties, and so I have this wonderful exposure to baby farm animals and farm animal rescue and, you

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Jennifer Brown

know, veganism, which I aspire to, I cannot claim. But the just that what that has brought to our lives is is so refreshing and inspiring. And just like soul filling and so dramatically different than than what we, you know, we focus on every single day, but interestingly, a field that actually has some DIY work to do as

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Jennifer Brown

well. In fact, there's a new report out on A.I. in the animal rights world, which has has some work to do. So anyway, we don't need to get into that, but it's been neat to see that community kind of wake up to the same conversations that we've been having to.

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Brian McComak

Yeah, yeah, absolutely. Absolutely. Well, and I I'm sure that we could we could probably spend the next hour on the what are the industries and arenas that have not yet are just embarking on the DIY journey we have at Hummingbird have the opportunity to just start working with some of the Broadway producers, and that's been really interesting

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Brian McComak

. So I won't take us there right now either, but I would, you know, there's so much to explore. So before we talk about beyond diversity, you too, as I understand, met at the Beyond Diversity Summit, and that was where this idea ignited.

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Brian McComak

Would you share a little bit about the what it was like to meet and how did you come up with the idea for this book? Do you know? So I just I throw it out there, should I ask?

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Brian McComak

I mean, I must say.

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Jennifer Brown

But let's do it on that one.

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Rohit Bhargava

Yeah, you might. You might want to. You might want to direct it. Otherwise, we're both talkers, so we'll just jump straight in. Yeah, it's true. And I don't think that's necessarily what you know.

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Brian McComak

Jennifer. I think that Rohit went first last time. So I think.

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Jennifer Brown

OK, that's fine. So.

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Jennifer Brown

Yeah, so the Beyond Diversity Summit was where Rohit and I originally collaborated, and it was a five day, 200 speaker multi track, very, very broadly diversified in terms of topics and speakers and identities and global. And so it just was this endeavor to broaden the lens with which we see this topic.

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Jennifer Brown

And I moderated a panel on DNA and tech, I believe, with Natalie Eagan and a couple of other amazing trailblazers. And there was just so much good content that that was pulled together and we thought, this is a book.

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Jennifer Brown

It has to be a book. You know, it has to be in a format that can be easily passed around and accessible and digestible for the world that maybe doesn't think about these things very much. And so we decided to do that.

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Jennifer Brown

And it was it was really tough to be constrained by the number of pages that are in a book and and have all this amazing content. And the writing process was a challenging one and one that I had never been through before, which was all of this original.

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Jennifer Brown

All source material that had to be categorized and tough choices made around what fit and and also the diversity of stories that we included needed to be as complete as possible also. So, you know, it was a very it was a different writing process than I'm used to.

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Jennifer Brown

But we're really proud of it because I think we succeeded, I think, in making something so readable and making those really difficult choices. But at some point, throw it. It felt like it was sort of a mountain of stuff, and we didn't want to leave anything on the cutting room floor.

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Rohit Bhargava

Yeah, that was the tough thing. I mean, we had so many voices from the summit, and when you have 200 speakers who are all not really D.I people, I mean, we had folks who might self-described themselves that way and say, Look, I spend all day every day working in the field of DTI, but we also had people

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Rohit Bhargava

who were it looked like, you know, who would say, my job is a casting director and as part of the casting directors job, I want to think about how to diversify roles. But that's not my no, that's not my job.

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Rohit Bhargava

My job is to find the best person for for all the roles, and my intent is to try and make that as diverse as possible. And so we had so many people like that whose work touched the world of DIY, but who weren't necessarily DTI people.

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Rohit Bhargava

And that's one of the things that I think Jennifer and I both really gravitated towards from our backgrounds, too, because I've never described myself as a DTI person, I spend most of my time talking about innovation and strategy and trends, and that was the world that I was coming from.

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Rohit Bhargava

And then to pair with Jennifer and all of her deep knowledge on, you know, really all these things that huge companies are dealing with when it comes to setting their ambitions towards DTI. Putting those words together was really valuable for us because there were were blind spots that I had in terms of what I didn't know.

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Rohit Bhargava

And there was definitely the same for for Jennifer, I think. And then bringing in, if you look at the cover of the book, you might have noticed that besides my name and Jennifer's name, we also had six other people's names on the front cover.

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Rohit Bhargava

And that's also intentional because we had six other contributors who were bringing their perspectives as well.

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Brian McComak

I love that we're in this chapter in our and our world, that we're paying attention and learning from each other in different ways, you know? You mentioned that there were some learning moments for you in this, you know, in this journey.

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Brian McComak

I'm curious what has been the biggest aha for you or the biggest? I wish I would have known this before. And I'm going to make an assumption that the last two years for the two of you have been similar to me, a huge learning curve.

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Brian McComak

And there are some things that that I wish I had known, and I shall share one of mine just to go first is I was an air person for many years and helped analyze and theme out the results from employee engagement surveys more times than I can count.

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Brian McComak

And what I realize, looking back with what the lens that I have today is that we always sanitized out any individuality and those assess those analyzes. We identified how does this composite group feel, whether it was a team or department or a function or a population of employees.

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Brian McComak

But we didn't look at the unique experiences of those individuals, and I like I wonder what we really missed because I'm sure we missed a lot and I missed a lot in those in that approach. So I'm grateful to say I don't do it that way anymore.

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Brian McComak

But that's, you know, that's been one of the the big learnings for me in the last couple of years of the importance of looking at the experiences of different individuals through different identity lenses. What's been the big learning for you, I think, is that Rohit's turn to go first.

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Brian McComak

Yes. Well, we're going to we're going to try to keep it fair and this call.

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Rohit Bhargava

That's that's total equity. And I like that. I'd say my big learning probably is that there are more places where I can personally have an impact on how diversity, equity and inclusion is practiced in the places I go than I realized before.

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Rohit Bhargava

And it was easy for me to think. I mean, I'm a business owner. I hire people. So the easy thing to consider is, am I hiring as diversely and as inclusively as I could? But what I would forget about is I would go to an event where I'm the keynote speaker and I would show up and I

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Rohit Bhargava

would have a role to play in terms of being able to make the rest of that event as diverse and inclusive as possible, but only if I take the initiative to do it right. It's very easy as a keynote speaker to get booked for an event, not pay attention to anyone else who's going to be on stage

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Rohit Bhargava

because like, you're the, you know, you're the keynote and so you end up showing up at the event, you have no idea who else is speaking there. You haven't actually talked to the event organizers proactively about whether they're stage as diverse or not.

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Rohit Bhargava

And that's a missed opportunity, and I never really thought like that before. I kind of thought, OK, you know, as long as my message is diverse and what I'm saying is inclusive and I'm participating like, that's that's my role.

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Rohit Bhargava

I'm not organizing the event, right? It's not as if it's my event, but my my mental shift and my perception shift. Through writing this book became, you know, it doesn't have to be my job in order for me to actually be able to have an impact if I proactively go and ask some really specific questions.

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Rohit Bhargava

Who else is on stage? Have you considered these other individuals that I know who would be great on stage, but maybe aren't part of your set of people that you've been thinking about for whatever reason? So I realize that there's more that I could be doing if I were more proactive about it.

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Rohit Bhargava

So that was probably one of my big learnings.

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Brian McComak

Well, it's a great way to be to demonstrate allyship as well of how do I, you know, because you have a role of privilege in that role, in that position as being a keynote. And how do you just engage in the conversation to be an ally for others whose voices may not be have been included in consideration

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Brian McComak

? I know Jennifer and I've had some of those conversations over in recent years of how she thinks about who's going to be on a panel with her and and whether she gives up, you know, give up your seat, Jennifer, or whether you're saying, Hey, we need to really rethink the makeup of this panel or we need

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Brian McComak

to invite some of these voices to the conversation.

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Jennifer Brown

That's right. In fact, I just got a request for Pride podcast guests for June, and the person said, Of course we'd love to have you. But I was ready with a list of not me that featured a lot of voices that I have been investing in so that I'm ready for those requests.

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Jennifer Brown

I'm ready, I'm more than ready. I'm like, Oh gosh, here is 20 and I have 20 more, you know? But I'm really I'm proud of that because I've invested deeply in that and and I'm also I. But you have to be secure enough.

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Jennifer Brown

You can't be coming from the scarcity place to say, like, I have to grab this opportunity. You know, it has to be this generosity and sort of taking your hands off the wheel and leading from behind that it has a different energy to it.

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Jennifer Brown

So but I think that's something we can all do more of. I would. Hey, Brian. The really neat thing that I learned and have deep into my commitment to through this process is we hired inclusivity readers, also known as sensitivity readers to go through the book, and Rohit tells the story of what happened when we discovered that

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Jennifer Brown

, for example, we used about, I think, twelve people for different parts of the book because we want we wanted all those lived experiences. You know, it wasn't just good enough to have one lens because we all know our lenses are limited.

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Jennifer Brown

Even sensitivity readers lenses are limited, but we also discover there is a pay gap in terms of the pricing they were quoting us between each other. And it was an opportunity to practice what we preach and give Rohit credit because he was in the driver's seat at that moment and said, You know, I'm going to I'm going

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Jennifer Brown

to take the highest paid hourly and I'm going to make that a benchmark and to communicate to everybody that this is what they're going to get. And so we had this like mini lesson for ourselves and a reminder of how powerful whenever you like.

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Jennifer Brown

Rohit just said when you are in the driver's seat and have the ability to make these choices, you can even even if you think you, oh, I, what could I do with the pay gap? Well, you can do a lot.

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Jennifer Brown

It's these little examples of it. And and I think we really shifted how they think about themselves in the market, their value. I hope the confidence. You know, we've all we've all under quoted. I mean, I know Rohit, if you have stories about that, I know I've quoted and it's it's like, hit me in the face.

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Rohit Bhargava

Yeah.

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Jennifer Brown

And been like, Oh, how could I have done that? But but somebody put me in a position then of of sort of not telling me what something was going to be compensated at. And then I underbid, which is very as we know, gendered.

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Jennifer Brown

And you know, there are other things about that. So it's such a lesson to keep learning that I think we can also affect other people's lives and really concrete ways in this way. Yeah, Rohit did. I did I capture that accurately?

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Rohit Bhargava

Yeah. Yeah, yeah. I mean, I think the most gratifying thing is to hope that once someone gets a certain amount from, you know, a publisher, I mean, the the book Beyond Diversity was published by a DEA press, which is a company that I founded with my wife, and I said, we're also the publishers of the book.

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Rohit Bhargava

And so here's a real publisher going to these sensitivity readers and saying, Look what you're worth and what we're going to pay you is this amount. Our hope was that they would take that and say, Oh, there was a publisher willing to pay me X, and so that's what I should be charging people.

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Rohit Bhargava

So it's beyond just getting paid well for one job. Hopefully, we give them the confidence to say, Look, that's what the rate is. So now that's what they hopefully charge moving forward.

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Brian McComak

Mm hmm. Yeah. Well, and I know inherent in what we're what we are both sharing, and I know this is true for how I try to lead my, you know, my team and my businesses. You know, my job is to challenge CEOs and leaders and decision makers to make these types of decisions you're both talking about

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Brian McComak

. And I want to be able to say if they turn around and say, Well, do you do it, your business? Yep, I do. And here's some examples, and I'm going to walk the talk as well. So is that are we authentic and how we're championing for change?

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Brian McComak

You know, so let's talk about how change happens a little bit just in that spirit of championing for change. You know, something that I know I'm delighted to see is that we seem to have. So let me just acknowledge that I realize there's always going to be some open doors that we still have to sort of, you

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Brian McComak

know, knock open or or or kick open if it were. But you were seeing that the 11 and done diversity training time period seems to be past. Hopefully, where there's this, the 12 hour workshop and we're like, Oh, good, we're good that we're all diverse and inclusive and equitable here.

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Brian McComak

We're trained, we're trained and we're good to go. So, you know, gold stars and all that. So you know, and I know that, you know what? I'm what I'm seeing, and I think this is true for how you thought about the book is what what is emerging is a recognition that we need to have dialog

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Brian McComak

and discussion like we're not going to learn all the things like, I'm never going to have all of the knowledge about all of the different lived experiences that I need to have on every day. I'm learning something new.

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Brian McComak

And so then it's the way that I've been thinking about it is it's a skill set. It's a it's a it's an ability to have critical thinking and to interrogate and to understand and to be open to sensitive conversations.

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Brian McComak

And I know that that played into how you how you crafted this book. Do you want to talk a little bit about that? And Rohit, I think it's your turn. I'm not sure I've lost. I've lost score, but we're just going to go with you anyway.

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Rohit Bhargava

OK. Yeah, I think that I think it was I mean, one of the things that we did very intentionally from the beginning of the process was we took the title of the book to heart of Going Beyond Diversity, because for us, what that meant was that we were going to talk about diversity in every dimension, including the

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Rohit Bhargava

dimensions that often are missed in conversations about diversity. So ageism, for example, is often not talked about in conversations about diversity, equity and inclusion, even though there are people who are getting discriminated against either by be because they are too old for a considered, too old for a situation or too young.

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Rohit Bhargava

And so they're discriminated against based on their age, and that's kind of across genders and across ethnicities. So we wanted to talk about that. We wanted to talk about disability, but we didn't want to segment people in such a way where we would write a book and say, OK, here, chapter one is about disability in chapter two

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Rohit Bhargava

is for people. People who are who have been discriminated against because of age, and Chapter three is for this ethnicity. We didn't want to organize things that way because too often what we've seen in the world of DIY is that's how conferences are organized.

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Rohit Bhargava

That's how events are organized, that's how books are written. And we wanted to go beyond that and say that there are ways that we can talk about topics that affect all of us and do it across all of these different categories.

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Rohit Bhargava

And so when you look at the structure of this book, it's got twelve themes, and each one of the themes are human themes. So for example, storytelling, technology, education, government, identity, culture, family. I mean, these are things that are not based on your gender or based on your ethnicity or age.

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Rohit Bhargava

These are things that affect all of us. And that's how we wanted to try and talk about diversity because we felt that that was the really inclusive way of doing it.

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Brian McComak

And as you as you dove in here, Jennifer, I'm also curious why storytelling was first.

00:24:24:11 - 00:24:40:01

Jennifer Brown

Oh, well, you know, I mean, it all starts of the personal right, the the power of our stories to shift systems around us and also shift the way that we believe in ourselves in those systems, right? The way that we can activate ourselves.

00:24:40:15 - 00:24:53:23

Jennifer Brown

So for Rohit and me, we really we wanted to lead with that because it captures the heart and mind in the unique way that sticks with us and stays with us and which stories and which identities aren't being elevated.

00:24:54:01 - 00:25:08:01

Jennifer Brown

You know, it was to us, it was walking the talk and making sure that we started with that, with that discipline of elevating it, and we needed to share our own stories to Rohit in mine. Right to orient the reader and why us?

00:25:08:06 - 00:25:29:01

Jennifer Brown

Why this book? Why us? Like, why are we the ones that want to put this together and what is our our purpose? So I think that it frames the rest of the book really beautifully. And you know, and we want a new generation of storytellers to be elevated and new lived experiences and intersectionality of storytellers to be

00:25:29:01 - 00:25:40:07

Jennifer Brown

elevated to. And we knew that. I think we knew that that it would capture the early reader and make sure that they stuck with, you know, that they really got excited about sticking with the rest of the book.

00:25:40:07 - 00:25:54:16

Jennifer Brown

But I would love to hear Rohit answer to because you know, you're all about stories to Rohit, you know, and how they pertain to, like, really making a book come alive and feel very personal at the same time as it feels like a great resource.

00:25:56:20 - 00:26:13:00

Rohit Bhargava

Yeah, I mean, I most of my career I spent in the world of marketing and advertising. And that's really the business of persuasion. And sometimes people use it for evil reasons to persuade you to buy something that's going to make you less healthy or, you know, make you feel more adequate, even though you shouldn't need it.

00:26:13:20 - 00:26:33:19

Rohit Bhargava

But in many cases, it is persuasion for for for good things, too. And it all starts with storytelling. I mean, center two great marketing in advertising is storytelling, because that's how we are persuaded as humans. And so storytelling was a natural place to start a book about a topic like this, because that's how we were going to

00:26:33:19 - 00:26:47:24

Rohit Bhargava

engage people. And if you kind of dig through the book or start flipping through some of the different chapters, you'll see that everything is filled with stories. I mean, we don't take an academic approach to this topic. We take a story driven approach.

00:26:47:24 - 00:27:00:07

Rohit Bhargava

And so because we had so many speakers at the summit because we wanted to bring their stories into it, the book is really filled with us talking about examples. It's one example after another. It's one story after another.

00:27:00:07 - 00:27:17:06

Rohit Bhargava

It's, you know, in business language, it's to some degree one case study after another. I mean, that's really the approach that we took to try and bring all of these lessons to life. We wanted to tell them through the real stories of people, entrepreneurs, businesses, examples that that maybe you hadn't heard before.

00:27:18:23 - 00:27:39:02

Brian McComak

And I know we're ahead as we were talking just before today's conversation, you mentioned that one of your hopes, yours and Jennifer's, I'm sure, was that this book and the messages would ignite conversation or spark conversation. Can you share more about what that what that hope is and what and what you hope that sort of means on

00:27:39:02 - 00:27:40:20

Brian McComak

the other side of those conversations?

00:27:42:24 - 00:27:54:18

Rohit Bhargava

Yeah, it's funny. I mean, Jennifer and I are about to put together a sort of mini session for another event, and they asked us, What do you want to talk about? We'll give you five minutes. What do you want to talk about?

00:27:55:19 - 00:28:01:14

Rohit Bhargava

And you can probably already tell from having listened to Jennifer and I that giving either one of us like five minutes. That's not enough.

00:28:01:14 - 00:28:02:02

Jennifer Brown

Time.

00:28:03:02 - 00:28:20:24

Rohit Bhargava

No, it's not enough time. But the one thing we did know is, will we only really have time to answer one question? So let's make it a juicy one. And the question we landed on, which I think is totally relevant to the question you just asked is why is diversity so hard to talk about?

00:28:21:08 - 00:28:37:20

Rohit Bhargava

Mm-Hmm. Because it is a tough topic, I mean, it feels like a loaded topic, it feels like that conversation, especially in a business context that we just don't want to have because partially I think the first reason why we naturally shy away from it, most people do is even die.

00:28:37:22 - 00:28:50:01

Rohit Bhargava

People shy away from it is because we feel like the first thing we have to do is justify why we should even have an opinion about it in the first place because of the things that we aren't. I'm not a woman.

00:28:50:07 - 00:29:07:15

Rohit Bhargava

So should I even be talking about anything related to women? Right? That's the first natural impulse that any of us have to justify why we should have an opinion in the first place because of what we aren't. And it's a defensive way to go into a topic that is really important.

00:29:08:14 - 00:29:24:08

Rohit Bhargava

And what we wanted to try and do, especially through stories, but but even just through the entire book was to say to people, this needs to be talked about and it doesn't always have to be this difficult, loaded conversation.

00:29:25:08 - 00:29:38:24

Rohit Bhargava

The only way to talk about diversity, equity and inclusion isn't to focus your entire conversation on racism. That's one aspect. But there are other elements to this conversation that we should all talk about, about how to create a more inclusive world.

00:29:38:24 - 00:29:52:19

Rohit Bhargava

And so the way we wrote the book and the fact that at the end of every chapter we have these really thoughtfully broken out lists of what you can do, what needs to change in society and conversation starters.

00:29:53:00 - 00:30:11:03

Rohit Bhargava

We have entire online resources, which I know you're going to share with the audience through through the chat and afterwards with links to conversations, starting questions. And we have like the whole PDF presentation. We'd like more than 70 of these interesting questions that you can use to start a conversation, whether it's in a book club or an

00:30:11:04 - 00:30:24:09

Rohit Bhargava

employee resource group or inside of the university. Context for like classes and of course, is really what we wanted to try and do is like spark that conversation by giving people entry points and that's what you'll find throughout the book.

00:30:24:10 - 00:30:34:12

Rohit Bhargava

These entry points to be able to have that conversation in a way that doesn't feel like you're putting everyone on the spot, or that everyone feels like they need to defend themselves going into it.

00:30:36:01 - 00:30:54:09

Brian McComak

Yeah, I love that. I love that well, and I really appreciate you highlighting the. The reality that, you know, the window, I'll put it in the words that I often say is we all have to have these conversations now, and none of us were taught how to have them.

00:30:55:07 - 00:31:07:05

Brian McComak

And you know, we have to have these sensitive, emotional real conversations, and many of us were told to be colorblind. And we're like, Well, that's not the way the world is. So we have to have conversations about color now and race and ethnicity.

00:31:07:09 - 00:31:22:02

Brian McComak

But we were told not to talk about it and not to see it for most of our lives. So how do we have that conversation and many other examples around, you know, the experiences of different gender, you know, gender identities or queer individuals or, you know, people with disabilities and so on.

00:31:22:02 - 00:31:36:22

Brian McComak

So I think it's it is a skill set and a muscle that so many of us don't have that that, you know, have to have flex. And you know, I know I'm always still learning every day. And so some days I still get it wrong.

00:31:36:22 - 00:31:49:22

Brian McComak

And I like and I'm grateful for those people who say, Hey, Brian, maybe there's another way to think about this. So Jennifer, I know, you know, being, you know, Jennifer, you may know this, but Jennifer's been one of my mentors for a number of years, and I'm incredibly grateful.

00:31:49:22 - 00:32:02:11

Brian McComak

And you know, these these these are some of the things I know I've learned from Jennifer about, you know, just being gracious in those moments of learning. So, you know, Jennifer, as you think about the messages here and those conversations we need to have in our commitments to driving change.

00:32:02:17 - 00:32:06:07

Brian McComak

What are some things that sort of emerged for you as you think about the messages of the book?

00:32:06:19 - 00:32:20:24

Jennifer Brown

Hmm. Well, at the end of each chapter, I think Roe had alluded to this, that the we have this rubric at the end. It's very practical and applicable right away, which is like what needs to happen, which is the systems question, right?

00:32:21:00 - 00:32:36:10

Jennifer Brown

We want readers to come through that chapter and say, OK, so what's the change that's needed? What's the problem or the gap or the opportunity? Right? And then what can I do? And then the conversation starters are the language.

00:32:37:01 - 00:32:59:09

Jennifer Brown

And so I agree with this with both of you that we're it's we're having to use a new language we have never learned. And even within the LGBTQ community, I mean, Brian, with with gender pronouns and making sure those those are confirmed and checked and then and then articulated consistently is is still in for some of us

00:32:59:09 - 00:33:16:02

Jennifer Brown

, even within a community. New learning, a new language and new discipline. So I do. I'm really proud of that part of the book and I'm actually adopting it in my second edition of my my next term. I'm doing a second edition of my book, my previous book, and at the end of each chapter, I really want to

00:33:16:02 - 00:33:31:06

Jennifer Brown

land the plane. I really want to, you know, not let people give people the checklist they want. You know, even though we resisted that, I think sometimes because we want people to kind of do the work themselves. But I do think in such a rapidly shifting landscape, we do have to boil it down.

00:33:31:06 - 00:33:52:18

Jennifer Brown

We do have to say this is what good looks like. Here's where you can start, and here's what it sounds like. But I agree people are very they're very stuck generationally. I think some of us struggle relatively more because we have that lack of lived experience, both in ourselves, particularly in leadership of organizations, but also around us

00:33:52:19 - 00:34:12:03

Jennifer Brown

. Just the proximity to difference is lacking not just in our workplaces, but in our communities, etc. So, you know, can the book can the book bring some of these lived experiences to be closer to us? Can it cannot leave us with a feeling of having spent some time with the storyteller, spent some time with the, you know

00:34:12:04 - 00:34:32:04

Jennifer Brown

, an entrepreneur that's really broken through? I hope. I hope so. And we also have videos actually of the entire conference too. So it's not even in just the pages it's in, it's in the footage. And I think that a lot of us who are trying to increase the the diversity around us need to seek out media.

00:34:32:04 - 00:34:48:15

Jennifer Brown

And however we learn and gather information, whatever our preferred method is, you know, proximity and frequency is so important to begin to to broaden our lens and it starts there. And then ideally it moves forward to do actually know someone with this lived experience.

00:34:48:16 - 00:35:00:04

Jennifer Brown

I'm not just reading about them, I'm not just watching a show about them, they're actually in my life. And then the next iteration of it is, do we have a trusted relationship where that person can actually give me feedback and vice versa?

00:35:00:04 - 00:35:13:01

Jennifer Brown

And we can have that flexibility and resiliency in our in our in and trust where we can be honest with each other about how we're impacting each other. And that's then the application of what we might learn on the pages or.

00:35:13:11 - 00:35:31:06

Jennifer Brown

And so we there's just these gates that we go through as as learners and I feel so fortunate to now. I hope that the invitations always open in our network and mine to give us feedback. And Rohit, we've gotten some already on some of the stuff in the book to write like a few sort of turns of

00:35:31:06 - 00:35:43:23

Jennifer Brown

phrase that somebody found problematic. And it's such an opportunity to go deep into the topic and kind of learn and research and say, Hey, so how? How might we have termed that differently? We went through a whole thing on.

00:35:44:16 - 00:35:57:12

Jennifer Brown

Whether or not to capitalize the word white. And we we learned so much in the exploration of that, we ended up deciding to capitalize it and we talk about why actually in the book that I won't, you have to read the book to fight.

00:35:58:15 - 00:36:17:23

Jennifer Brown

But we do talk about our sources. We do talk about who we consulted. But I really I was transformed by that, that digging process. It deepened and widened my understanding of boy, the importance of language. So, you know, all we can do, really, even those of us who talk about this all the time is just share how

00:36:17:23 - 00:36:32:09

Jennifer Brown

the sausage is being made in ourselves, like not having any fear to say, like, here's a learning I had recently. Here's something that I might not have gotten right, but what I learned and how I'm trying to incorporate and what I may still get wrong.

00:36:32:19 - 00:36:43:20

Jennifer Brown

And I just love if we had more leaders kind of role modeling that that would create a lot of safe space and psychological safety, I think, to learn in public. But, you know, our world doesn't have a lot of tolerance for.

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Jennifer Brown

That these days.

00:36:46:00 - 00:36:54:15

Jennifer Brown

So I'm not sure not sure there is a risk to it. But if you're not uncomfortable, you're not leading. Brian, as you've heard me say 1,000,000 times.

00:36:55:01 - 00:37:13:17

Brian McComak

Yeah, absolutely. Absolutely. Well, and you know, the you started to step into that space of, you know, there's, you know, one of the problematic aspects of most organizational cultures is this desire for our expectation of perfection, which we all know perfection is unattainable.

00:37:14:13 - 00:37:33:21

Brian McComak

And yet we've we've conveyed messages that perfection is the goal and is the is the the barometer one which will be judged and what we expect to do as a leader. And so then modeling vulnerability is, as you know, becomes challenging because it's it's counterintuitive to the messages we've learned along the way.

00:37:35:04 - 00:37:50:14

Brian McComak

one of the things that that has happened in some of the spaces I've had the privilege to be part of and a facilitator is working with groups of leaders who are figuring out how to model vulnerability and figuring out how to have some of these conversations.

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Brian McComak

And what I've seen is is that they'll come back and they'll take the conversations to their back, to their families, to their kids, to their parents, to their significant others. And then they'll bring back those examples to to the spaces that we're in together.

00:38:08:12 - 00:38:26:19

Brian McComak

one of my, you know, one of my favorite stories is a woman who's an executive leader who has a three year old son who decided that he liked to dress up in princess dresses. And she was really struggling with it and was sort of, you know, she's in the space.

00:38:26:19 - 00:38:43:24

Brian McComak

She's like, I'm in this space right now where I'm learning how to break those norms and those perspectives. And yet, I don't think my son should be wearing princess dresses. And she shared with us that through some tears in the group we were in, that she said, my husband was the one who said, Who cares if he

00:38:43:24 - 00:39:00:13

Brian McComak

wants to wear princess dresses, let him wear princess dresses and just let him read the beautiful human he is. And I love that story in that moment. And that's just one of many. And you know, the reason I mentioned this is, you know, one of your chapters is on is about family and the DIY and family, which

00:39:00:13 - 00:39:12:22

Brian McComak

I don't think is one of the things that we generally think of when we say the the acronym D.I. And of course, I know some really diverse families in my unit, in my, in my world and in my universe.

00:39:13:03 - 00:39:22:15

Brian McComak

I'm sure you both do as well. So tell us a little bit more about the the family aspect and the chapter on family. Jennifer, I think it's your turn. You got to go first.

00:39:22:15 - 00:39:23:15

Jennifer Brown

To start my turn.

00:39:24:23 - 00:39:26:07

Jennifer Brown

Yeah. Well, I.

00:39:27:10 - 00:39:46:04

Jennifer Brown

Gosh, we see this being so challenged in just depict the workplace lens. You know, the whole family needs and priorities have not been resourced and supported by employers. And how many, for example, millions of women left the workforce?

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Jennifer Brown

I think it was last year or the fall of 2020. I think where those really eye popping numbers. And you know, it's such a it's such a tragedy and there is nothing that kind of makes my blood boil as much.

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Jennifer Brown

As this topic because.

00:40:02:20 - 00:40:21:03

Jennifer Brown

That to lose generations of talent in a workplace, because the workplace wasn't built by and for and to work for so many of us so that we can optimize ourselves right where we can give our best contributions. It's frustrating to me that has never been a priority.

00:40:21:03 - 00:40:39:24

Jennifer Brown

And then we had to pay this dear dear price that sets us back so far. So but on the flip side, you know, I love the parents to join you and your parent story, Ryan, the parents that say they come to this as all of a sudden I'm thrown into the deep end of the pool as an

00:40:39:24 - 00:40:57:17

Jennifer Brown

ally for my child, or I'm realizing that I'm really out of step and I don't want to be out of step. I want to be able to speak to my kids and relate to them. And so sometimes oftentimes I think that the people in workplaces are also having that human experience where they really are craving what we're

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Jennifer Brown

there to talk about there. You know, they want to have this fuller conversation about like what's happening in my family. And you know, there's also political diversity happening in families and spiritual and religious diversity. And so there's caregiving pressures both up and down and everywhere.

00:41:17:15 - 00:41:39:00

Jennifer Brown

There's sandwich generation people who are managing elder care and also children. So I think this this conversation is long overdue. And you know that that even our H.R. policies, Brian, is, you know, because you were built, you're probably determining them for years are so biased towards a heteronormative two parent.

00:41:39:00 - 00:41:40:02

Jennifer Brown

Situation.

00:41:40:11 - 00:41:58:13

Jennifer Brown

And have not taken into account how the family is changing. So, you know, again, this is one of those things I really want to bring to the fore, along with some other themes like mental health and others that have really not been adequately discussed or resourced or structured to help people bring their full self.

00:41:58:13 - 00:42:10:16

Jennifer Brown

You how can we bring our full self when we're managing all of these dynamics that that interrupt our ability to be productive and engaged? And that is a huge drag on the bottom line of any of any system.

00:42:11:08 - 00:42:23:03

Jennifer Brown

So anyway, I was really excited about this chapter. I mean, Rohit, I know you also like really related to some of the words on the page on a personal level, too. I'll I'll invite you to share what that chapter meant to you.

00:42:24:12 - 00:42:25:08

Brian McComak

one, but before.

00:42:25:08 - 00:42:26:03

Rohit Bhargava

You get to this one.

00:42:26:14 - 00:42:40:05

Brian McComak

Before you go ahead, I just want to acknowledge one thing that Jennifer you reminded me of is meet a Malik just posted an article she wrote in HPR about you can change bereavement leaves because the definition of family has changed so much.

00:42:40:19 - 00:42:56:07

Brian McComak

So I just wanted to maybe mark Karen Lindsay. If we can find that, ensure that in the chat, I would love to amplify that incredibly important message. It's one it's a drama I've been beating because I wanted to be a drummer, Rohit and I didn't do it, but it's a drum that I've been beating for many years

00:42:56:07 - 00:43:06:19

Brian McComak

that we got to change those policies. So, so sorry to interrupt you, Rohit. I just wanted to make sure I amplified that message because I think it's an important one. So tell us about your thoughts on the family chapter.

00:43:08:08 - 00:43:26:13

Rohit Bhargava

Yeah, it's I mean, Jennifer mentioned that it was a deeply personal chapter, and I think it was for for both of us because family is personal, right? And any time you're writing about family, you sort of see things from your perspective.

00:43:26:15 - 00:43:49:11

Rohit Bhargava

You know, and I had, I don't know, maybe a little bit of a chip on my shoulder when I went into writing this chapter. I think I can say because I came from the were a sort of working world where I was struggling with the the bias opposite of the stay at home mom bias, which was the

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Rohit Bhargava

stay at work dad. You're expected to work a certain amount if you say you want to take off any time to go and see your kids do anything, you're sort of looked at weird because it's not supposed to be your thing like cantor.

00:44:00:23 - 00:44:14:00

Rohit Bhargava

Can't your wife take care of that basically is what that look says to men in the workplace. And it's not fair to to men who want to be there and be there for their kids and and be a shared parent.

00:44:14:16 - 00:44:28:03

Rohit Bhargava

And so I kind of came at it writing from from that perspective and also acknowledging that men have had a pretty good, you know, we can get away with things that a lot of times moms in the workplace cannot get away with.

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Rohit Bhargava

And so should I even be complaining at all with sort of something I had to struggle through in this chapter like this? When you think about family or issues that have been faced by parents in the workplace or workplace discrimination against parents, it is hugely weighted towards women.

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Rohit Bhargava

So, you know, who am I to write about feeling biased towards me as a dad when I have everything that I could possibly want in the, you know, in the perception of anyone else who might be reading right?

00:44:57:11 - 00:45:10:23

Rohit Bhargava

And so we had to kind of work through all of that right, because just because one group is biased doesn't mean anyone else doesn't deserve to feel biased, either. Right. It's not like they're eating the entire pie. And so there's no love for you.

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Rohit Bhargava

I mean, it's not that situation. And so we had to kind of with the joke. I think it's not a joke. Actually, it's joke is the wrong word, but the term that I had heard thrown around in the world of DEA, which was unfamiliar to me, but I'm sure you've heard it oppression Olympics.

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Rohit Bhargava

And I didn't realize we were kind of doing an oppression Olympics thing by trying to out-compete one another for who felt biased. But I realized that a lot of that can come to the forefront when it when you come to families, right?

00:45:38:13 - 00:45:51:09

Rohit Bhargava

When you have a huge conversation about parenting in the workplace, people who don't have children feel excluded by that, even though they might be caregivers. And you know, caregiving is basically what parenting is, right? But you may be caregiving for someone who's not a child.

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Rohit Bhargava

And so there's all these different dimensions to family. I mean, you think about adoptive families and and the difference between what they get in terms of rights and legal rights, right, according to kind of the government versus others and the struggle that's involved there.

00:46:09:19 - 00:46:26:04

Rohit Bhargava

I mean, there's so many different dimensions to this that it really this was one of those chapters that I think for anyone reading it, it should really open your mind to what family really actually means based on what you think family is versus what other people might, what might be important to other people?

00:46:26:22 - 00:46:27:06

Rohit Bhargava

Yeah.

00:46:28:07 - 00:46:41:18

Brian McComak

Absolutely. Yeah, there's there's two stories that were in my mind, one of them just left, so we'll see if it comes back. But the first one that I remember was I worked at one time I was the head of H.R. for a company in the Americas.

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Brian McComak

I'll leave the name aside for the moment because we had a policy that parents received two additional days off. For to do things for their kids, and I was then and still am today single and and I'm like, I'm so glad we're doing something for parents, but this policy really angers me every time I have to say

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Brian McComak

like, yes, of course, you can take that time because I'm like, I have people in my life that are important to me too, that I know it was. It was. It was a tough one that I, I really, really struggled with.

00:47:17:24 - 00:47:34:06

Brian McComak

And you know, and I know the industry, I was Gutiérrez. And yet, you know, to your point, arrowhead, you know, this is parenting in particular, is such a gendered conversation in the workplace that really needs to be right sized for for many, many reasons.

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Brian McComak

And I, and I'm one of my learning moments was, you know, I have said more times than I can count to a woman with kids. I don't know how you do all the things. And one of those women shared with me once.

00:47:47:11 - 00:48:00:20

Brian McComak

But Brian, do you say that to the men who have kids? And I was like, you know, unless they've just had a newborn? And then my question is often to both everyone, regardless of gender. Do you get any sleep back?

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Brian McComak

That's when I can say is truly gender agnostic. But I finally took that that, you know, that phrase of like, I don't know how you do it all out of my because I was out of my list of things to say, even in humor, because I was perpetuating the stereotype.

00:48:17:11 - 00:48:32:03

Brian McComak

That's not helpful. And and certainly is not the part being part of the change that I want to be part of. So always learning. Well, in the spirit of always learning, I want to ask a question. I have a, you know, I I have a, you know, just doing this work.

00:48:32:03 - 00:48:44:20

Brian McComak

We really this the way that this work happens, when you work with someone on a project like this, you learn a lot about each other and from each other. I'm curious to hear, is there something that you've really taken from each other?

00:48:44:21 - 00:48:54:19

Brian McComak

You know, each of you that was like, Wow, I'm really glad I had this moment with Rosie and Rohit, or I had this moment with Jennifer Rohit. I think it's your turn. So you get.

00:48:54:19 - 00:48:54:22

Jennifer Brown

To.

00:48:57:15 - 00:49:23:01

Rohit Bhargava

Yeah, a lot. And I think probably where I'd start is I spend in my twenties, I spent five years living in Australia, which is a very direct culture in terms of people saying what they're thinking to the point where if you come from America, and especially if you come from growing up in the Washington, D.C. area, which

00:49:23:01 - 00:49:39:22

Rohit Bhargava

I think it's fair to say is more politically correct than many other places in America, being in Australia is pretty shocking. But once you get accustomed to that, coming back is even more shocking. And that's kind of what I did to myself.

00:49:40:09 - 00:50:04:14

Rohit Bhargava

And so as a result of that, I think that I had learned through my time in Australia to have a very high threshold for getting offended. I don't get offended. Pretty much at all by anything anyone says, I think certain things would be offensive and I've gotten better at seeing what's offensive, but I personally don't get offended

00:50:04:22 - 00:50:27:14

Rohit Bhargava

by a lot. And I think what I learned through the process of this book was that the line for different people is very different, and it's not up to me to judge whether their line for being offended is way too low because different people said what they're offended by differently based on what their life experience has been

00:50:27:14 - 00:50:49:19

Rohit Bhargava

, and I don't know what they've gone through up until that point. To be offended by something that I thought was completely innocent and I really had to think about that for myself, because the temptation for any of us is to see the line for these sorts of things similarly to where we trace it for ourselves and

00:50:49:19 - 00:51:01:24

Rohit Bhargava

maybe a little bit differently. But we all have that kind of bias and my bias would have been towards. Not really. If I get let someone offend me, I personally feel like, you know, I'm letting it get to me and I should.

00:51:02:22 - 00:51:24:08

Rohit Bhargava

And that's not the way that a lot of people think. And I think what I learned from Jennifer was to really understand people where they are instead of taking my own experience into that. And and I think that it's something that that I don't know if you're just naturally do that, Jennifer, but I think you've definitely

00:51:24:08 - 00:51:40:04

Rohit Bhargava

trained yourself also having worked in this world and having had so many different collaborative experiences with so many different people that that is a skill. It's a skill that you have. And I think that when people talk to you, when you talk to people like they see that they see that empathy.

00:51:40:09 - 00:51:49:15

Rohit Bhargava

And so that was something that I think was really important in the type of work that you do, but also somebody that I could learn from as we were collaborating.

00:51:51:00 - 00:51:52:04

Jennifer Brown

Thank you, that's so.

00:51:52:04 - 00:52:18:07

Jennifer Brown

Lovely of it, thanks. And, you know, I would say, I guess my appreciation is. And Brian, thank you for the question. We haven't been asked this actually. That watching you go through that process is wonderful. That was very fulfilling for me as somebody who always needs more cisgender men in my life that are learning and talking about

00:52:18:07 - 00:52:43:19

Jennifer Brown

their learning and willing to be challenged and open to shifting. And you're so fast to shift like you aren't attached and it's so true. But that's one of the competencies like that that this attachment and objectivity that I wish for more leaders, particularly those that tend to get really protective about what's true for me and what I

00:52:43:19 - 00:53:00:16

Jennifer Brown

understand where I, whether I disagree or agree that disagree, agree binary that we get really stuck in. I've seen you really like, learn through the process and be like unattached and completely not just willing, but like open and seeking a different way to look at things.

00:53:02:03 - 00:53:16:02

Jennifer Brown

And, you know, we had to we had to be very, you're right that it is. It's something that's trained and practiced Rohit and me, the sensitivity to it and I still miss I miss a lot to between you and me.

00:53:16:02 - 00:53:32:08

Jennifer Brown

We're missing a bunch. And I remember our writing team was so helpful for this too that, you know, Karen DOMS on my team would see something and say, Hmm. I'm not sure this statistic really communicates what we what we believe and the most inclusive message here.

00:53:33:08 - 00:53:46:09

Jennifer Brown

You know, how can we pick something else? And so it is a discipline, but it is. It is. I think it is best accomplished with as many lenses on things as possible and and a lack of what I might call fragility.

00:53:46:12 - 00:54:01:18

Jennifer Brown

If I can borrow Robin D'Angelo's word and use it differently, which is fragility, meaning I'm going to protect what I think and my egos involved. And you know that I'm I'm not going to kind of humble myself to how this might read for someone.

00:54:02:10 - 00:54:18:20

Jennifer Brown

And sometimes the questions are hard like we have them. We mentioned a disabled gamer in Page four, and I it's something that we we had heard there some disagreement about language, even within the community with disabilities, around people first language.

00:54:18:20 - 00:54:34:01

Jennifer Brown

But we use disabled gamer. And then lo and behold, somebody wrote us and said, Hey, that's not people first language. Like, That's not the way I'd like to be referred to, and I don't think you should do that, etc. And so but just that Roh had the flexibility that we have, and I love that we're also happened

00:54:34:01 - 00:54:47:16

Jennifer Brown

to be working with the publisher, right? So we can make these changes quickly. Like how great is it to have total control to get things as right as we can and the willingness to do whatever it costs to?

00:54:47:17 - 00:55:08:01

Jennifer Brown

It's never been an issue like we just we're both just at this place where we can make those kinds of investments quickly and without any drama and without attachment, with only the purpose of learning. And so I just really appreciate having written a book like this with you because it's too important not to approach in that way

00:55:08:01 - 00:55:14:23

Jennifer Brown

. But if either one of us hadn't been aligned around that, I think we would have, we would have come up with a much less beautiful product.

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Rohit Bhargava

Yeah, for sure. Hmm.

00:55:19:19 - 00:55:35:16

Brian McComak

I love that. I want to echo what Roy had said about Said About You, Jennifer. I fully agree. You have always let me be wherever I am in the moment, and sometimes I was in places that were mysterious as.

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Jennifer Brown

Thorny.

00:55:36:08 - 00:55:37:03

Jennifer Brown

Thickets of.

00:55:38:08 - 00:55:48:03

Brian McComak

Yes, well, you know, we've all been there. Yeah, absolutely. And this journey is about learning and being uncomfortable. As you know, we would all agree if you're going to drive. If you want to be a part of change, though, you've got it.

00:55:48:03 - 00:56:00:15

Brian McComak

You've got to live through some discomfort and road. It sounds like you've already gained some great skills here. There's a there's a tool that we that we use that I use and that we teach a hummingbird. It's called practice the pause.

00:56:01:07 - 00:56:11:14

Brian McComak

We encourage people to run through five questions. 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 care and respect and love?

00:56:11:14 - 00:56:22:14

Brian McComak

If that if that feeling is appropriate for that moment? And can I say it in the way that the other person can in a way that the other person can hear it? So when I use those questions, that's my way of getting to that.

00:56:22:22 - 00:56:34:01

Brian McComak

How do I let someone be where they need to be? Because that Samsung like, just keep your mouth shut and you don't need to say anything, it's OK. And and that's that's been really added peace to my life.

00:56:34:01 - 00:56:47:11

Brian McComak

And that's, I think, allowed me to see other people and hear other people in a different way. So we are at the finish line this this went so quickly. I wanted to ask you both if you can share how people can can connect with you.

00:56:47:12 - 00:56:55:10

Brian McComak

So Rohit, you get to go first this time. How can people connect with you or follow you or learn from you after this after today's Hummingbird Hour?

00:56:57:18 - 00:57:15:10

Rohit Bhargava

So me personally, my website is Rohit Bhargava dot com, and you'll find a subscribe button on there to my newsletter. So every Thursday, I write a newsletter that's the most fascinating and diverse, interesting stories of the week, along with a quick take on why they matter.

00:57:16:00 - 00:57:32:04

Rohit Bhargava

It's called the NON-obvious Insights newsletter, and so if you just want someone's take on the most interesting stories of the week and things that you might not have seen otherwise, that's a great newsletter for you. So I definitely encourage you to subscribe to that, and that's pretty much where you'll learn about everything else that I've got.

00:57:32:04 - 00:57:51:07

Rohit Bhargava

And I know you've got links up there for the book as well that we're we've been talking about non-obvious diversity dot com slash book where you can get all the purchase links, but also straight from there, you can get links to watch the 50 videos from the summit, which is more than 50 hours of content that you

00:57:51:07 - 00:57:59:12

Rohit Bhargava

can watch, as well as on the online resources and everything that we've been talking about and all that stuff for free. So you don't have to pay anything, you can just go and check that out.

00:57:59:24 - 00:58:02:11

Brian McComak

We love free. Thank you so much, Robert.

00:58:02:20 - 00:58:03:06

Jennifer Brown

We do.

00:58:03:07 - 00:58:04:10

Rohit Bhargava

Everyone loves free.

00:58:05:03 - 00:58:07:24

Brian McComak

Absolutely, absolutely. And Jennifer, how about you?

00:58:08:18 - 00:58:26:11

Jennifer Brown

So everybody I met, you can check us out. Jennifer Brown Consulting is our consulting company, part of our company, which is where we help a large and medium sized companies with their DIY strategy and training. So if there's anything any need there, my team, as incredible as Brian, knows well.

00:58:27:10 - 00:58:39:06

Jennifer Brown

And then Jennifer Brown speaks as is where I keep info on my books and podcasts, which is called The Will to Change. So please check that out. In fact, we'd love to re-air this as an episode, Bryan, if that's OK.

00:58:39:16 - 00:58:39:24

Jennifer Brown

Yeah.

00:58:40:15 - 00:58:59:20

Jennifer Brown

And let's see what else I'm in all the socials. Jennifer Brown on Twitter. Jennifer Brown speaks on Instagram. You'll find me on LinkedIn that I would just say, you know, join. Get on our mailing list, particularly for calls like this, which we have monthly the community calls and also our webinar series, which is an educational webinar series

00:58:59:20 - 00:59:22:12

Jennifer Brown

that tackles different topics and centers different kinds of storytellers. So just get involved in our world. Join us. Lots of free stuff. Lots of, you know, candid conversations and conversations. I don't think you'll get anywhere else, particularly among the community of advocates that really care about these topics that don't really have a safe place to kind of

00:59:22:12 - 00:59:32:02

Jennifer Brown

unpack them. And so I see that as my my perhaps my most important role and one that I enjoy a lot. So thanks, Brian.

00:59:32:10 - 00:59:46:10

Brian McComak

Absolutely, absolutely. Well, and for anyone who is watching or listening and you don't know this, I got my start in the DIY consulting space with Jennifer Brown Consulting. And so I've learned a lot from Jennifer and her team, so we'll always be grateful for that opportunity.

00:59:47:04 - 00:59:58:03

Brian McComak

And in the spirit of recognition, I also want to acknowledge I thank you for acknowledging the question I asked you earlier as the first time you asked that. That's when I asked that I should give credit to Marc Travis Rivera, who gave me that question.

00:59:58:07 - 01:00:02:20

Brian McComak

I love to say that I was the brilliant source of that question, that it was Mark.

01:00:03:01 - 01:00:04:16

Jennifer Brown

Thank you, Mark. Yeah.

01:00:04:18 - 01:00:16:12

Brian McComak

So Mark and Lindsay behind the scenes, thank you for helping bring this to life, Rohit and Jennifer, thank you so much for being with me today and being with all of us and sharing and for bringing your book.

01:00:16:17 - 01:00:29:13

Brian McComak

On diversity to life so that we all can continue learning and growing together for all of you with us, thank you so much for being here. I wish you a wonderful week ahead. And stay safe and be well.

01:00:29:14 - 01:00:32:22

Brian McComak

We'll see you all soon. By everyone.

01:00:33:07 - 01:00:33:22

Jennifer Brown

Thank you.

01:00:34:04 - 01:00:34:14

Rohit Bhargava

Thank you.