

Hummingbird Humanity

an LGBTQ+ owned business

Hummingbird Hour

Clearing the Path to Workplace Equity

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00:00:10:10 - 00:00:16:07

Brian McComak

Thanks, Mark. Happy Tuesday, everyone. This Tuesday, right. Do I have that right, Tara?

00:00:17:01 - 00:00:18:18

Tara Jaye Frank

Yes, I do believe it's Tuesday.

00:00:19:00 - 00:00:33:11

Brian McComak

Oh, my goodness. I just completely lost. What day of the week? You know, because I'm I'm at this computer on these zooms, so it happens. So. Well, happy Tuesday, everyone. Happy 2022. Happy it's April. Let's see, what are the things that I can remember?

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Brian McComak

And it's Hummingbird our day. And I'm so excited to have another wonderful, wonderful episode of Hummingbird Hour with another fantastic guest, Tara Jaye Frank, which I am looking forward to learning from and talking about her fantastic new book, *The Way Makers*.

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Brian McComak

So welcome to Hummingbird Hour. I'm delighted that you're all here. What we'd like to do is kick off with sharing about a few of the heritage months that are in progress. So let's just walk through some of the months that we should be aware of.

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Brian McComak

So the first is autism Autism Acceptance Month. And, you know, this is a previously we were calling this Autism Awareness Month. And so this is an evolution in that language. So I encourage you, if you're curious to to do that Google search and say, why is it why we change the language?

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Brian McComak

Let's learn how to. We can all learn to fish and and learn a little bit more about our our fellow humans along the way. So autism acceptance month. And then we also have I think it's Arab American Heritage Month.

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Brian McComak

And for those of you who follow Rhodes Perry, you'll have seen Rhodes has done a phenomenal job of sharing great content about an Arab-American Heritage Month. You don't follow roads. Perry Definitely follow roads. Very another phenomenal author and change maker.

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Brian McComak

And we have Celebrate Diversity Month, which I think is probably why we're all here, is we really believe in celebrating diversity and celebrating the unique beauty that all of us are as humans. So excited to be part of.

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Brian McComak

Celebrate Diversity Month as well. So next month for hummingbird our on May 17th be sure to register. Super, super excited for Vanessa and J.R. Forde to join us to talk about their children's book. Vanessa and J.R. have a transgender child, and they're going to they created a book to celebrate their story.

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Brian McComak

And we're going to share with us about it what what it looks like to be and feels like to be parents of a trans child and support their journey. And, you know, as at Hummingbird, we believe that diversity conversations are for kids, too.

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Brian McComak

And we want to create opportunities and space that are age appropriate to engage children in those conversations so that they can see and respect and accept the other humans around them and beautiful ways. So we'll be exploring some of that conversation with Vanessa and J.R. next month.

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Brian McComak

And without further ado, I have to now talk about Tara J. Frank. So let's do a bit of a bio on Tara for those of you who may not be familiar with this wonderful human that has joined me today.

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Brian McComak

So Tara Jaye Frank is an equity strategist who has advised and educated thousands of Fortune 500 executives across multiple industries on how to create an equitable workplace. Frank is the author of two books, including her newest book, *The Way Makers Clearing the Path to Workplace Equity*.

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Brian McComak

With Confidence and confidence. Confidence and confidence. That's a that's a mouthful there. But I love it. I'm still working, by the way, on my getting my subtitle on my book to roll off my tongue. So. Well, we'll talk about that later, which launches in May of 2022.

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Brian McComak

And I know you can actually order it on online today, so, you know, definitely get your copy away makers if you don't have it. Before founding her culture and leadership consultancy. Frank spent 21 years at Hallmark Cards. For anyone who doesn't know I love cards.

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Brian McComak

So we're might talk about that a little bit where she served in multiple roles, including vice president of Multicultural Strategy and Culture Corporate Culture Advisor to the President. I hope I was clear enough. Mark was giving me tips on making sure that I was clear so we could get close captions to work because we want to make

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Brian McComak

sure everyone feels welcome. So, Tara, it's so great to have you here. Thank you for saying yes and joining us today.

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Tara Jaye Frank

Well, thank you for inviting me. I appreciate it. And I'm excited to be here. And hi, everybody. Joining us.

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Brian McComak

Welcome, welcome, welcome. So I think if we can we can drop the slides and let's let's dove into a great conversation with Tara. So, Tara, before we went live today, you know, one of the the questions that well, so first of all, I should make sure that people know you and I are both former corporate leaders who

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Brian McComak

had in-house roles and spaces that were related to diversity. And we're both authors at Amplify. We now have we have books. My book comes out later this year. So we decided we're cousins at our publisher. So which I love.

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Brian McComak

You know, I'm I'm curious, what was the the catalyst? Let's start a little bit about your career. You had a great career at Hallmark and you made the leap out into this brave world of consulting. What was the catalyst that led you to to take this leap and and write books and become a consultant?

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Tara Jaye Frank

Yeah. So million dollar question, honestly. I, as you mentioned, spent 21 years at Hallmark cards. People ask me all the time, when did you know you wanted to be an entrepreneur? And my honest answer is, I didn't want to be an entrepreneur.

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Tara Jaye Frank

That was not necessarily on my career trajectory. I planned to retire from Hallmark cards, to be honest with you. It was a wonderful experience for me, a great company, fantastic people, and I had always been very planful about that.

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Tara Jaye Frank

I started as a greeting card writer, interestingly, spent a lot of time kind of working my way up in in the creative division. I became vice president of creative writing and editorial. I then led business innovation for a few years.

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Tara Jaye Frank

I then designed and stood up a multicultural center of excellence, which was really an embedded arm, kind of meant to help all of our consumer facing leaders better understand how America was changing and meet those emerging needs in meaningful and sustainable ways.

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Tara Jaye Frank

And then I. Reconnected with someone I knew from college. I had gone through a divorce. We reconnected. We decided we wanted to merge our families. And that was going to require me to move from Kansas City, Missouri, to Dallas, Texas, at which point I really had to rethink how I was going to continue to impact the world

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Tara Jaye Frank

. And so that's what kind of led me to think, you know, how am I going to create a value proposition, right? That feeds me as a person, that allows me to continue on my professional purpose and also just gives me a chance to make a difference in people's lives.

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Tara Jaye Frank

So that's kind of when I decided to start my own company and I began with leadership development consulting, and it emerged into something that was a lot more culture focused. Which kind of led me to this diversity, equity and inclusion space.

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Tara Jaye Frank

If you don't mind, I'd like to kind of pull a thread here. If you think about what I shared, I started working with consumers, focusing on consumers. So I was marketplace focused for much of my career. I was always passionate about talent, but I realized that in a consumer goods company, you can't really sustainably meet the needs

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Tara Jaye Frank

of a changing America if you don't have those same people on the inside of the company. Right. Who who have an intuitive understanding of varied living, lived experiences so that you can stay ahead of the curve, so that you can meet people's needs, genuinely.

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Tara Jaye Frank

So I became passionate about talent and diversity from that angle and ultimately realized that the individual it's good to develop the individual, but we all exist within a culture, we exist within a climate, and that climate has to be healthy, that climate has to be nurturing, or those individual leaders just won't be able to win.

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Tara Jaye Frank

So all that to say, here I am just trying to help leaders make a more healthy, more nurturing, more nourishing climate for their people.

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Brian McComak

I love that. I love that. And, you know, as you and I already know, there's there's so much of while we may have different frameworks or language that we use, that the core beliefs and what we want to bring to organizations is very much aligned.

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Brian McComak

And as I'm as I was listening to you talk there, I added to the chats are representation matters paper from Hummingbird which covers the four lenses of representation. And we talk about how humans need to be able to see themselves and the culture of the company and the people that work at the company and the products that

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Brian McComak

are made for the customers and how those companies give back to communities. And I hear so much of that in what what you're sharing about your your belief and what led you to this this path. And I think similarly and the I you know, I love my career in house in so many ways, and I'm grateful for

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Brian McComak

the companies that I have that gave me the opportunity to learn and to grow and to spread my wings. And I was ready to also fly, I think, and just sort of try out this new landscape to see if I could help make workplaces where humans thrive.

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Brian McComak

So I very excited. So thank you for sharing your story. I also want to make sure just I mention a couple items for the for everyone with us. If you haven't already, feel free to introduce yourselves in the chat where you're where you're joining us from, who you are, what you do, share your LinkedIn link so you

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Brian McComak

can connect with each other. And I also want to make sure I give credit to I mentioned to Mark earlier Mark Travis Rivera and Lindsey Morton who are the the forces behind hummingbird our who make sure that Tara and I get to look beautiful on stage today this virtual stage and share this conversation.

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Brian McComak

So thanks to Mark and Lindsey behind the scenes. Okay. So we're going to talk about the way makers because I have so many questions, but I want to start with a framing question around the concept of equity. You know, and when I do work with our our clients and and have conversations, I find that it's very it's

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Brian McComak

pretty easy for people to come up with definitions for the words diversity and the words inclusion. They might use, again, different language and different ways to describe it. But generally, though, all those all make sense. The equity one is the one that both that spot seems to be the hardest for people to define and also the most

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Brian McComak

controversial. And your book is all about how to bring equity to life. So I'd love to hear how you define equity and how you describe that.

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Tara Jaye Frank

Yeah, I think about it as equal access to opportunity. And to me, opportunity has many different facets. You know, that can certainly be the opportunity to live a healthy life, the opportunity to be paid on par with your peers, the opportunity to accomplish and kind of achieve your highest aspiration.

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Tara Jaye Frank

So to me, equity is equal access to opportunity defined as all of those things and more. And that's how I think about it. And when I describe it to people, I basically say, you know, they say, why do we need equity?

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Tara Jaye Frank

So essentially, over the course of however many years we've been at this thing, some people have been standing on pedestals, other people have been standing in holes. What we want to do is create the kind of workplace culture where either there are no pedestals and there are no holes or everybody's on a pedestal.

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Tara Jaye Frank

And we're not there yet.

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Brian McComak

And when you're having those conversations, I mean, how do you you know, so, you know, one of the things I talk about is the I give the example of reparations as an equity play. And that and I said, many of us will be aware of the fact that the conversation I represent, represent reparations can be very valuable

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Brian McComak

. And there's very divergent opinions on that. But I also think it's an important conversation for us to have, along with all of these other other lenses of where did where did the how did we all end up starting at different points in the starting line.

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Brian McComak

So how do you help your your the people you work with that you're influencing to understand the importance of the equity conversation?

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Tara Jaye Frank

Well, I honestly lead with data. So my sandbox, if you will, is the work place. You know, I try to be really clear and tell people that diversity, equity and inclusion covers a lot of ground. We sometimes call ourselves DNI experts.

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Tara Jaye Frank

I struggle with that, quite honestly, because I don't know any one person who is an expert in every single dimension of this work. We're talking about society. We're talking about the workplace. We're talking about education, you know, etc., etc..

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Tara Jaye Frank

So I focus on the workplace. That is what I know about. That's where my experience is and where my expertise lies. And so I lead with data inside those environments. I'll share with you an example. One time I was having a conversation with the client with a group of people, and they basically asked me, Well, we're talking

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Tara Jaye Frank

about equity. You talking about inclusion, you know, what do I say to the white men on my team who are now worried because we're having this conversation that the opportunities will be taken away from them? So how do I respond to them?

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Tara Jaye Frank

And I asked them. I said, okay, well, what percentage of your organization today is white men? And the answer was about 60%, which somewhat mirrors kind of the national average in the workplace. And I said, okay, well, what percentage of your leadership is white men today?

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Tara Jaye Frank

The answer was 97%. What I said to them was, you know, to be honest with you, it is not reasonable to expect that opportunity will be difficult for them in our lifetime. They are almost 100% of your leadership ranks, but 60% of your workforce.

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Tara Jaye Frank

And so your data would suggest this is not actually a real concern of theirs any time soon. That said, to assume that opportunity will be taken away from them is to assume that opportunity belongs to them in the first place.

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Tara Jaye Frank

An opportunity does not belong to any one group. Opportunities should be available and accessible for every any person at any time. But that's not what it has been to this point. And so we need to do things. We need to put things in place, and we need to shift our processes to ensure that it is exactly that

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Tara Jaye Frank

. So there are just there are assumptions that people make when they've been used to being advantaged, that something belongs to them. And you're going to take it when in fact, it does not. And it should not.

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Brian McComak

I really appreciate that, that phrase and I see that JD And put it in the chat as well. That opportunity doesn't belong to any group or any one individual and we should all have access to opportunity. So I really love that message.

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Brian McComak

And, and I, you know, you know, another way that I, I actually had a really great conversation with the Inclusion Advisory Council at one of our clients last week around the same topic of and it was interesting in the room there was this question about how do we help the the white men in the room feel like

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Brian McComak

they're comfortable with that? And I'm just like, I'm I'm not here to make people comfortable. That's not my goal. And I do want them to be part of the conversation. We want everyone to be part of the conversation.

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Brian McComak

We want everyone to be included. And we need to find ways to include those individuals in this work in the conversation. But comfort is not the goal. It's change and it's equity and it's righting the wrongs of the past.

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Brian McComak

And so we have to find our way through that. And one of the people in the room shared and, you know, another example that I love, which is, you know, it's, you know, equal rights for you and me is not equal rights for me does not mean less rights for you.

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Brian McComak

It's not pie we can opportunity is not a you know I love the success is not a mutually exclusive concept. Tara you can be a successful culture firm and hummingbird way makers and we can be a successful culture firm at Hummingbird and everyone wins.

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Tara Jaye Frank

So yeah, no, I totally agree. And you know, you bring up a really important point. I believe this whole notion of, you know, how do we make white men comfortable to your point? I think that that is the wrong question.

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Tara Jaye Frank

That is not a question that I ever answer, because I don't believe it's the right question. Here's how I think about it. And I know that you and I see some of this very similarly. I think anytime you're in the midst of a major change, we all know this, right?

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Tara Jaye Frank

Tipping point theory. You're always going to have about 20% of the people at the front end of that change, like let's go, let's change approximately 20% on the back end. Like, you know, don't touch my stuff. I don't want to change.

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Tara Jaye Frank

I like it this way. But the majority of people are usually in the middle watching, waiting, observing, you know, trying to figure out if they have a role to play in whatever, whatever's happening right now, if they do have a role, what that role is, if they have a sense of what that role should be, they're trying

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Tara Jaye Frank

to get up their courage to actually engage. These are the people, honestly, who I wrote the way makers for the way makers is an invitation to all those people in the middle who have been on the fence to get off the fence and into the equity arena.

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Tara Jaye Frank

Because if they did something different, if they chose to be part of the solution, we would actually create the kind of change that would make a meaningful difference. Right? We wouldn't be having the same conversation 20 or 30 years from now.

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Tara Jaye Frank

So it really is about change and it's about the degree to which we are open to and accept change and the role that we are willing to play in facilitating meaningful change where every single person can thrive, can fulfill their aspirations.

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Tara Jaye Frank

So we have a chance to create that together, but we only get there together.

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Brian McComak

I'm all for off on the better together bandwagon. So we can we will definitely talk more about that. One thing that I want to I want to just go back to something you said earlier, because I I think this is a it's important to to highlight is, you know, the as we think about how do we invite

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Brian McComak

others into the work, into the conversation, into the change that we're looking to make. As you know, I fully, you know, will I will offer that I have an expertize in I'm sure I do have an expertize. I am also always learning every single day and I and actively invite the team at Hummingbird, for example, who have

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Brian McComak

I have a wonderful group of humans who have different backgrounds than mine and write them to challenge me. Say, Brian, I know what you're trying to do, but you're missing this piece of the puzzle because I always know there's something more for me to learn.

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Brian McComak

And one of the conversations we had recently, and that spirit of what's in our lane and what's outside of our lane is where is our expertise. And so, you know, there are I have an understanding of systemic oppression.

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Brian McComak

And my my expertise in that is understanding how that has impacted employees in the workplace and workplace cultures. Like that's where I play and I'm grateful that there are other humans. We work with some great clients. For example, one of our clients is the Children's Literacy Institute and they work with how to bring how to help black

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Brian McComak

and Latinx children in K through three have early childhood literacy. Well, they're better at that. I don't know anything about that. Like and so like, it's going to take all of us doing our things and our in our lanes and our, you know, into to make the change that we're looking to see in the world.

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Tara Jaye Frank

It's really great.

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Brian McComak

Yeah. And I think this goes to what like the core message of the way makers, which is, you know, acknowledging like we understand the systems of oppression and but it's about what we each do. So how do you and I think that's the core to the definition of the way maker.

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Brian McComak

So how do you describe Away Maker?

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Tara Jaye Frank

Yeah. So of course, I love this question of a winemaker is a person who opens doors, removes barriers and helps usher people through to greater levels of contribution. Now clearly contribution can be defined in many different ways and there are so many doors for us to open.

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Tara Jaye Frank

I wrote The Way Makers again for that 60% of those people with power and position inside workplaces to make different choices, to exhibit different behaviors. Right. That we're going to unlock opportunities for more people, especially those who've been historically denied.

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Tara Jaye Frank

But people have asked me, can anyone be a way maker? And my answer is absolutely, because we all have some power in some position in our various places and spaces where we exist, right? And where we lead. We may know something that someone else needs to know but doesn't.

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Tara Jaye Frank

We may know a person someone else needs to know, but does it right. We might have access to information. So we all have an opportunity to make a way for people who need us to make a way for them.

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Tara Jaye Frank

But that's how I define it opening doors, removing the barriers, ushering people through. And the reason I call it the way makers, you know, people have asked me why why that title is because to your point about systems, if every single black and brown person I know, for example, who has made it to the top of their

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Tara Jaye Frank

organization, to the top of their game, has made it not because of systems change alone, but because someone made a way for them. Someone cared enough. Someone was invested in them as a person, but also in their expertise, and they opened the door for them.

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Tara Jaye Frank

And so, in my opinion, we need more of those people. We need more way makers to do exactly that.

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Brian McComak

And what I when I hear you describe this, what what it feels like is there's a there's also an under current sub for us to be aware of. Maybe that's not the right phrase, but that the reality is, as we know, predominantly white men are in the roles of leadership.

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Brian McComak

And we, as any of us as humans, are more likely to sponsor or mentor people that look like us. And so it's also those white men that got to those places of leadership because someone said, hey, I believe in you.

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Brian McComak

And so how do we make sure that we're spreading that I believe in you to all of the different groups, particularly those that have been most marginalized or of our history? Is that is that does that align with how you sort of think about it?

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Tara Jaye Frank

Oh, absolutely. You know, in the book, I talk about how we clear the path right to workplace equity. And I kind of talk about these three steps, one being realism, meaning we have to be honest with ourselves about who we are and where we are in our journey today.

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Tara Jaye Frank

The second is responsibility. We as leaders have to take responsibility for facilitating change again. We have to get off that fence and into the arena. But the third and in my point, you know, in my opinion, one of the most important is we have to build relationship and we have to build relationships across difference.

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Tara Jaye Frank

You probably know, you know, few years ago, I'll never forget this. And I talk about it often co-equal, formerly known as Center for Talent Innovation, released some research basically saying that white people in America had 91 times as many white friends as they do black friends.

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Tara Jaye Frank

91 times. I don't know about you, Brian, but I don't have 91 friends. So we can imagine, right, what the law of averages tells us about that. And if we're that isolated and insulated at home, we are likely doing that at work as well.

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Tara Jaye Frank

And so that affinity bias, right. Which I believe is the most insidious of the biases when we talk about actually achieving equity, that affinity bias plays itself out in a very unchecked, unconscious way. Inside our workplaces. We tend to see potential in people who remind us of ourselves.

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Tara Jaye Frank

As you well know, we see possibility there. We give people the benefit of the doubt that they may or may not have earned. But we do that when we can see ourselves with another person and we say, Well, I believe they have what it takes.

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Tara Jaye Frank

I think that he or she is going to rise to the occasion. They have an IT factor. We don't even recognize that what we're really doing is mirroring. Right. And when people don't remind us of ourselves, we want to give them stretch assignments.

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Tara Jaye Frank

We want to give them a chance to prove their agility, to demonstrate their competence. We asked them to do that two, three, four or five times. I actually I call it the burden of proof, otherwise known as the Hoop Jumping Olympics.

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Tara Jaye Frank

And by the time they've done four or five assignments to try to make us comfortable with their competence, now they have an edge. Now they're resentful because they realize they've had to jump through hoops that other people have not tried to jump, had to jump through, and they're resentful, legitimately, you know, in my opinion.

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Tara Jaye Frank

And it creates another issue, right? We then start saying they're not professional. They're negative. So these are the kinds of things that play out inside our workplaces, and it's a huge problem.

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Brian McComak

Oh, absolutely. The you know, and we're all we're all I said we're all I know, you and I and I'm sure many others with us today. Are you aware of some of those you know, those realities that that experience?

00:26:06:09 - 00:26:18:23

Brian McComak

And I the one that I quote a lot in our work and my work is that we know that women and there's two sides of this women are more likely to apply for jobs that they know they're qualified for and men are more likely to apply for jobs.

00:26:18:23 - 00:26:32:22

Brian McComak

They're like, I got 50% of that. I'm going to raise my hand. And then part of that is because on the flip side, what we know is men are given opportunity based on possibility or potential and women are given opportunity on proven capability.

00:26:32:22 - 00:26:49:02

Brian McComak

And and so those two things go hand in hand to over the course of time, which we know because of the reality of workplaces today, we're resulting in lesser representation of women in leadership roles or lower pay equity for women.

00:26:49:02 - 00:26:59:23

Brian McComak

And so those they perpetuate and they sit there and each of the little moments where someone makes one of those decisions, they, you know, they build on each other over time. So it's it's how do.

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Tara Jaye Frank

We I love that. But yeah, I love that you're saying that because sometimes what we say is, you know, women only apply for jobs when they're 100% qualified. And then we try to make that a confidence issue. But it's it's not always it's a conditioning issue.

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Tara Jaye Frank

I mean, to your point, it's because, you know, that one time the woman did apply or a couple of times she did apply for something she wasn't 100% qualified for. She didn't get the opportunity to do it because she wasn't 100% qualified for it.

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Tara Jaye Frank

Whereas the man has gotten that opportunity because of those affinities. Right. Because of that possibility by. But so it's conditioning. When we say it's confidence only we actually remove ourselves from, you know, a power position. We, we say there's nothing I can do about that.

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Tara Jaye Frank

That's just her and her confidence issue. And that's B.S. because we as leaders make different choices and exhibit different behaviors. We can actually change that conditioning. And that's really what we're asking people to do.

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Brian McComak

Yeah, I, I love that build on that and I will start to add that language in there because that is part of what I'm trying to say when I, when I provide the two sides of the coin is if we put the responsibility only on women in that scenario, then we've we have taken ourselves out of being

00:28:23:19 - 00:28:29:04

Brian McComak

responsible for how do we be part how are we part of the change or how am I part of the change?

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Tara Jaye Frank

So we are advocating our leadership responsibility. And for me, that's one of the main areas of emphasis in the way makers book is is that to be a way maker, you have to be a conscious leader. And conscious leaders do these things.

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Tara Jaye Frank

They behave in these ways. They make these kinds of choices. And, you know, we're trying to in my mind, we're trying to usher in a new era of leadership, of conscious and compassionate and courageous leadership.

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Brian McComak

Conscious, courageous and compassionate leadership. Love that. Love that. Well, and one of the one other example that I just wanted to share for those of us with us today, and I'm going to guess you probably have some activity like this or may even use this activity as something, an activity that I like to offer as the circle

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Brian McComak

of trust of right down your ten closest advisors. Just write them down in a list and then write down their then list, their race. And unless their gender, unless their sexual orientation and list their religion and list their education.

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Brian McComak

And and I fully own that. The first time I did this, my list was cisgender, gay white guys who were Gen-Xers who and most of us went to state schools like that was the and most of us identified as as Christian or didn't have a sort of a public sort of approach to our religious beliefs.

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Brian McComak

But but it was very similar. And I'm like, I want to be a web maker. And that's new language I'll start using now. I didn't have that, you know, at the time, but but I'm like, I want to do this.

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Brian McComak

And so I have a responsibility now to say, how do I change this list? What does that look like as as actively taking ownership for that? And, you know, it sounds like that's part of what you're trying to do is get people to realize that ownership and responsibility.

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Tara Jaye Frank

Absolutely. I you know, I do have an exercise like similar to that, and I call it the go to crew. And so there are kind of there's there are a series of questions. It's like, who do you go to first when you have a business problem?

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Tara Jaye Frank

Right. So there are it's a series of questions that I ask people to think about and to write lists down, and then, of course, to explore the different dimensions of identity that are present on their list. What I've learned over time, Brian, is that white men tend to have mostly white men on their lists.

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Tara Jaye Frank

But if you think about people who are furthest removed from that power core, which happen to be women of color in these environments, their lists are often the most diverse. Why? Because, of course, they're the least represented. They don't have the option for all of their confidants, all of their advisers, all their collaborators to be just like

00:31:21:17 - 00:31:38:01

Tara Jaye Frank

them. That option does not exist when you're underrepresented. And so you actually have to learn to build those bridges across difference if you're going to be successful. Whereas white men in many of these environments never have to learn that.

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Tara Jaye Frank

Should they, though? Yeah. Do they have the opportunity to. Would they benefit from doing so? If they want their businesses to be sustainable into the future? Absolutely. Yes, on every count. And, you know, again, that's what I think we're trying to move to.

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Tara Jaye Frank

Yeah.

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Brian McComak

Absolutely. Absolutely. Well, and I think the you know, it's there's also the when we think about this systemic in in influences that we all have. So I am one of those white guys. So that's why my list was the way it was.

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Brian McComak

And I also know that and I knew this early on in my professional career, that I would not thrive in an environment that was not diverse. I just innately knew that I had to be around others that were different, too, because I knew I was different as a gay man and as a person with a disability.

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Brian McComak

And I'm also 66. And so I realized that most people think that that is like and I realize it has privilege from a visible perspective, but I feel like an outsider. So many words other day. Oh, so those things like, you know, I'm like, I need to be a place where people get me and I've now I've

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Brian McComak

I've had to understand and figure out, okay, well, how do I bring this, these, this, you know? So to put away those influences which led me to align with more white men and the reality of success of my journey and say, how do I embrace these people that make me feel accepted and included because they're also different

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Brian McComak

and unique as well. How do you how do you define a wave makers and how does someone become a way maker like it's you know, I feel like you and I have signed up, but I'm like, I mean, make sure I'm.

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Brian McComak

Is there a checklist? Can I can I go? So to say I'm doing all these things.

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Tara Jaye Frank

You know, it's this is such a good question. And in the book, the way makers I literally here's why here's why I wrote it if we back up a little bit I was spending time, as I'm sure you do, with my clients who are mostly CEOs and C-suite teams over the course of time.

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Tara Jaye Frank

And I noticed that most of them had three things in common. So, one, they wanted to do the right thing, too. They didn't know exactly what the right thing was. And three. Many of them felt a little bit unsure about how to step into the work.

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Tara Jaye Frank

No one wanted to offend or insult or bring reputational risk upon themselves, quite frankly. And so there was a hesitancy about getting into this work in a meaningful and bold way. And so I wrote the book to literally help someone with a heart to make a way.

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Tara Jaye Frank

So that's the first step. Someone with a heart to make a way. I wrote it so that they would build the competence. This is why the mouthful, right? Subtitle So that they would build the competence to do it well and the confidence to put themselves out there.

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Tara Jaye Frank

You know, recognizing that there is no way to do this work. With zero mistakes. You know, people don't want to do the work or they're afraid to step into the work because they don't want to make any mistakes.

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Tara Jaye Frank

They want to do it perfectly. You know, they want to feel protected and safe in doing it. And I say, look, humanity is messy. You know, there is no clean air or free way to step into the middle of this work.

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Tara Jaye Frank

So we have to be courageous in how we do that. And part of the confidence comes in recognizing that in recognizing that there is no risk free way to engage in way making. So the book is really a guide in that way.

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Tara Jaye Frank

It says, one, Do you have a heart to do this? If so, you can. You can. And I'm going to show you how. And it starts with, again, learning how to get a true and honest sense of where your culture is today, whether that culture is company culture or a team culture, whatever level.

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Tara Jaye Frank

How do you get a sense of what that actual employee experience is right now? And so I want people through climate assessments and the different ways to do them. Then it goes into that responsibility. One of the things we did in preparation for the book is some proprietary research in partnership with Brand Trust.

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Tara Jaye Frank

And Brand Trust is a brand strategy firm that uses social and behavioral sciences to solve complex business problems. And we did a narrative inquiry study brain. So we asked hundreds of employees to tell us stories of times they felt seen, respected, valued and protected, and to tell us stories of times they felt invisible and disrespected and underappreciated

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Tara Jaye Frank

and scrutinized. And we called those hundreds of stories to kind of pull out the key leadership choices and behaviors that contribute to that more inclusive feeling. Right. And experience and that contribute to the opposite of that. So we break all that down in the book.

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Tara Jaye Frank

Look, this is what leaders do and how they behave that really do cultivate inclusion. And here's what they do and how they behave that does the opposite. And so I want to try to help people understand this on an extremely practical right, tactical day in and day out level, because that's what makes a culture.

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Tara Jaye Frank

Right? How we behave and show up every single day. Now what we say about it, not even the rules we put in place, but how we lead on a daily basis.

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Brian McComak

Actions speak louder than words.

00:37:04:01 - 00:37:07:24

Tara Jaye Frank

Absolutely. And what are our consistent actions?

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Brian McComak

Sure. Right. What what does what what what do I see happening repeatedly over the course of time, whether it's, you know, who's included, who's not included, what's said or not said? What decisions are made or not made like all of those.

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Brian McComak

They they answer the questions of what is our culture that you know? And you can like you said, you know, I love having a great mission, vision values. And if the actions don't match, it's and one of my favorite things to do to encourage our clients to do and we've done this with a couple of clients is

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Brian McComak

can we need to map out what are the behaviors that represent your values because it's so great that you have them. But if people don't know how to show up and live them. And then how do you how do you assess whether those are happening or not?

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Brian McComak

If you're if you're not all on the same page, how do you define what those behaviors are?

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Tara Jaye Frank

Right. Well, and the accountability piece. Right. I was in conversation with somebody just yesterday and they said, okay, so you can have your vision and your mission and your values. You can talk even about the behaviors, what you're going to do to actually live that.

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Tara Jaye Frank

But if you don't hold people accountable to that, it all kind of falls apart. And I think that's really important as well, which is why I am so big on and I talk about this in the way makers as well.

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Tara Jaye Frank

I'm so big on holding ourselves and our other leaders accountable for leading in more equitable and inclusive ways. Like what does that look like? What can we reasonably expect if we lead this way over time? How will we know if we're doing it well or if we're not doing it well?

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Tara Jaye Frank

What are we going to how are we going to intervene to help kind of right the ship? And then if there are people if there are leaders who either don't have the will to lead in this way or can't develop the skill to lead in this way.

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Tara Jaye Frank

What choices are we going to make then? Because honestly, as you well know. Leaders who are toxic, let's just say. Hurt everybody in any environment. So toxic leaders hurt everybody. But they hurt the marginalized the most. Well, we just need to be accountable totally.

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Brian McComak

And when you have one of those leaders and I can I have a list that's forming in my head of the ones I've seen over the course of my career. If you're, let's say, a CEO and you know that you have one of those leaders on your team, everyone is paying attention.

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Brian McComak

And whether you're holding that person accountable or not. And that and and it and that is an action that speaks to whether you as a CEO, stand behind your values or you don't.

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Tara Jaye Frank

That's absolutely right.

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Brian McComak

Yeah. And so it's and I get that it's it's not always easy. Like I, you know, being a CEO and having to make those tough decisions. You know, it's easy for me to sit from the sidelines and say, why aren't you making the tough decision or having the conversation?

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Brian McComak

And I get that. And, you know, and so I, I honor the humanity of the challenge and also say you have to lean into this comfort, because otherwise.

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Tara Jaye Frank

That's why the courage part of this is so important, because we have to do hard things, you know, in order to really kind of usher this work in I, I talk about this in one of my trainings, like, imagine this.

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Tara Jaye Frank

There's a mountain. Right. And you have kind of these three levels of culture. So as I mentioned earlier, you have the claim or what you say about yourself. You have the policies are the rules you put in place to reinforce those claims.

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Tara Jaye Frank

And then you have those norms, those daily choices and behaviors in the way I explain it to leaders is, you know, if you have this mountain and claims is at the top and then you have policies and then you have norms and you have the employee experience at the bottom.

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Tara Jaye Frank

Like I'm just the person, I'm the employee trying to climb this mountain toward who we say we are as a company. So if we say, I value diversity and inclusion, you say that I'm the employee, I'm like, okay, that's good.

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Tara Jaye Frank

I like that if you put policies in place to reinforce that, I'm like, Okay, this feels good. So I'm going to start coming up that mountain because you're saying the right things and you're doing some of the right things.

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Tara Jaye Frank

But the second I run into that norm, meaning I'm in a meeting and someone says something, you know, racially insensitive and nobody intervenes, I'm falling all the way back down that mountain. And that's what leaders have to recognize, that your norms define your culture, not any of the other stuff that we know is important but doesn't get

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Tara Jaye Frank

it done right.

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Brian McComak

Yeah. Agreed, agreed. And, and I think this goes back to something you were saying same earlier around the you know how and many of us will have heard the phrase that perfection is the barrier to progress. You know, and you know, I am I'm fortunate that I was gifted with a mind that gave me academic success.

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Brian McComak

And so I you know, I was one of those annoyingly straight A's students all through college. And and so when I got to the workplace and I started and some of this, I, of course, understand now as from the perspective of the messages the world has given me and expected me to show up perfectly when I would

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Brian McComak

start to get feedback, it would be really uncomfortable for me and I wouldn't like it. I didn't handle it well and you know, as it really, really was, I wish I would have said I could say that I had really owned that I learned how to accept feedback before eight or nine years ago in a meaningful way

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Brian McComak

. But it was really stepping into this work where I from a heart perspective, as you mentioned earlier, said, I, I want to do this job well, this work well, this job well because I care about these other humans who've been marginalized and I have an opportunity to make change.

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Brian McComak

And that means I have to let go of my ego, let go of my desire to be perfect and say someone is choosing to take a risk, be vulnerable, and tell me something I've gotten wrong. And that helps me do what I want to do better.

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Brian McComak

And if leaders can lean into that, have the courage to say, I'm going to be open to those conversations, in those moments when something gets said, I don't expect people to be perfect. I expect you to say, I got it wrong.

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Brian McComak

If someone says that I've got it wrong and own that and then try to try to do better.

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Tara Jaye Frank

Yeah, it's so true. You know, it reminds me, I think about the relationship between an employee and an employer, and you can think about that as an employee and a company or an employee and a manager. I think about that relationship, quite honestly, the way I think about any relationship.

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Tara Jaye Frank

We build trust through a series of pleasant interactions over time. That's how we build trust with individuals. That's how we build trust with organizations. So we need to recognize that that's what builds the trust over time. And whenever you have a relationship that is that is tenuous or that gets fractured, we have to ask ourselves, do I

00:44:02:11 - 00:44:18:08

Tara Jaye Frank

want to be right or do I want to do right? What is my end game? What am I trying to really create and cultivate here? And I have to recognize that the only way I get there is by learning my way there.

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Tara Jaye Frank

It's true for any worthwhile endeavor. Whenever we want to do anything new that is worthwhile, we are going to make mistakes. We are going to start Berto. We're going to trip and fall. But we get back up again and we keep going.

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Tara Jaye Frank

The reality is, this is a hard thing to get wrong. It's a very personal thing to get wrong that causes us to question who we are. It quest it causes us to question our idea of who we are, quite frankly, which is a very, I think, scary and vulnerable thing to do.

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Tara Jaye Frank

But if we want to get to. Great. We need to think of it as we do any other worthwhile and challenging endeavor, and that is we will learn our way there. My my thought is I want to learn my way there in partnership with other people.

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Tara Jaye Frank

Let's learn our way there together and kind of support each other along the way.

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Brian McComak

There's that word together again. And it's my.

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Tara Jaye Frank

Happiness.

00:45:20:20 - 00:45:36:21

Brian McComak

Yeah, well, and having been in my last in house role at Tapestry, which is the home of Coach Kate Spade, Stuart Weitzman, as the you know, I was the global head of diversity, of inclusion. There are 23,000 employees globally in that organization.

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Brian McComak

And as much as I want to believe that I am a superhuman individual who can drive change around the globe. I am a single person with only so many hours in the day and people I want to spend time with outside of work and things I like to do and I want to have balance.

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Brian McComak

And and so, you know, I said to, you know, on many occasions, I can't do it alone anyway. Like it's just not possible. So. And it's more fun. It's more interesting. It's also truly more aligned with the work if we're doing it together and we're inviting others to be part of it with us.

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Tara Jaye Frank

Yeah, for sure. And, you know, I'm kind of watching the chat here in there, too. You know, Sherman brought up a really important point that leaders need to be coached to develop this mindset. They need capacity building. You know, I think the other thing we recognize as well is you can have a heart to make a way

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Tara Jaye Frank

, but if you don't have the mindset and the hands to make a way, if you will, if you don't have the tools, if you don't have the strategies, if you don't have the concepts, if you're not willing to kind of practice and then refine along the way, then you're not really going to make the kind of impact

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Tara Jaye Frank

that you want. So I tried, you know, in the way makers to be again, really practical about all of that because I, I didn't want to write a book that just said, yes, you can and CareMore, you know and my harder and it's going to be okay and just love the people like that's not the kind of

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Tara Jaye Frank

book I wanted to write because I recognize that even people who are good people, people who have good intentions, people who want to do the right thing again, don't know in every case what the right thing is, and they don't know how.

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Tara Jaye Frank

So we do need our leaders to build capacity to lead equitably and inclusively. And that is a very intentional thing for companies to invest in. They they not they're not all investing in that. But they should.

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Brian McComak

Oh, I absolutely agree. Well, and you know, the well, first of all, before I say anything else, I just want to invite everyone who's with us. If you have questions for Tara. Feel free to add those to the chat and we'll we'll get to as many questions as we can.

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Brian McComak

So I want to just to invite that from from the group. And I love the engagement in the chat and the conversation that's happening there. You know, the, you know, when I spend time with leaders. So I haven't my first book hasn't come out yet.

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Brian McComak

So everyone says, Brian, be careful about committing to your second book. But what I have found in my first book and I do the first chapter is on fear. So just acknowledging that, stepping into the discomfort of this, I'm I think it's necessary.

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Brian McComak

I think it's necessary as humans. I think it's necessary for business. I think it's important. And I so I want leaders to do it just because they should. And I also want to acknowledge they're humans who we're asking them to do something different than they were trained to do.

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Brian McComak

They were brought up to do. They don't have the muscles, you know, the sort of metaphysical muscles, not the actual like do we have biceps, but. And so I want to acknowledge that that fear is part of it.

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Brian McComak

And that came from which is the idea that I have for the second book, which is the working title is The Things That I Got Wrong While I was trying to get it right. Because yeah, because there's I mean, that's the reality.

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Brian McComak

And what I find is a lot of times when I'm with groups of leaders, when I actually they're like, Brian, I'm on board like, I want to do the right thing. I want to figure this out. I want to create environments that are inclusive and equitable and diverse.

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Brian McComak

And I know that I'm going to get it wrong. I know that I'm going to make mistakes. I know that that I have things to learn. I know I don't know how I have find the time for all of that.

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Brian McComak

And, you know, so there's all of these things that come up. And so the things that they really need from me aren't yes, it is some of understanding, systemic oppression and they have to understand what does it mean to be perverse, equitable, inclusive company.

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Brian McComak

So there's some education, but the harder part for them is how do I navigate through this in a way that is that sort of allows me to do it in a way that is respectful and meaningful while also acknowledging that I'm a human going through change.

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Tara Jaye Frank

Yeah. Yeah. You know, it's that's why, too, there's a there is a part in the book that talks about. The way maker principles. And there's also kind of choices that way makers make and behaviors, again, that they abide by.

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Tara Jaye Frank

And part of this is just bridge building. Like, how do we build bridges between people, between individuals? So whenever anybody asks me for a list, like, what's the script? You know, what's the list of things to do or not do?

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Tara Jaye Frank

And the things to say and not say which people ask all the time. I say, you know, that's not going to help you really like you think it will. Because if you focus on rules versus principles, this game, if you will, continues to change.

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Tara Jaye Frank

And every time the game changes, the rules will change too. If, however, you determine a set of principles by which you will abide, you will always be able to show up in the present moment, right, in a principled way that allows you to evolve in partnership with other people.

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Tara Jaye Frank

And to me, that is one of the secret ingredients here, is that people need to stop asking for the manual, stop asking for the rules, for the things to do and not do and say and not say. Certainly there are some baseline things, right?

00:51:04:11 - 00:51:19:20

Tara Jaye Frank

Don't call anybody this word. I mean, whatever. But generally speaking, this is about relationship. This is about me coming to you and saying, Brian, welcome to my team. I'm so glad you're here. I want to just talk to you about the kind of leader I aspire to be.

00:51:20:17 - 00:51:32:02

Tara Jaye Frank

I will acknowledge now that I will not always show up in the way that is perfectly aligned with my aspiration. If and when I do lead in a way that goes against the kind of leader I say I want to be.

00:51:32:07 - 00:51:51:21

Tara Jaye Frank

I invite you to let me know I'm on a learning journey just like you are, right? That's the kind of transparency and humility that allows us to create the kinds of connections that open doors to communication. And as long as we're talking to each other about what we need and whether we're getting it, we will get there

00:51:52:18 - 00:52:02:24

Tara Jaye Frank

. Maybe not in a straight line, maybe not as fast as we want to, but we will get there. And that's the kind of courage and vulnerability I'm talking about. Hmm.

00:52:03:09 - 00:52:18:14

Brian McComak

I love that. I love that. Absolutely. Absolutely. And I really appreciate the. Well, I'm a big fan of guiding principles. And I use actually the team at Hummingbird probably has heard me mention guiding principles more times than they would like to admit.

00:52:19:13 - 00:52:30:24

Brian McComak

But, you know, I'm a big believer. If you if you you know, the way that I often say it is, if you don't know where you're heading, then everything is a good answer. And even the bad answers are good answers, right?

00:52:30:24 - 00:52:49:05

Brian McComak

So the guiding principles are a directional tool and you can evolve them and adjust them over as you learn and grow as a human or as an organization. Those guiding principles can be really helpful. And you can also similar to the concept of value use, you can play them out of like, okay, I have a guiding principle

00:52:49:06 - 00:52:57:24

Brian McComak

. What are the behaviors that match these guiding principles? So I can say what this is what that looks like. Well, there's a group question in the chat here that. Oh, I'm sorry. Did you want to say something?

00:52:58:11 - 00:52:59:03

Tara Jaye Frank

Oh, no.

00:52:59:03 - 00:53:17:00

Brian McComak

Oh, I want to the there's a question who has made a way for you in your own career, Tara? And I think that's an interesting question because I was, I, I, I, when I think about it of sometimes and oftentimes when we are doing something like writing a book, it's really based on something that's been meaningful for

00:53:17:00 - 00:53:19:17

Brian McComak

us. So have you had way makers in your career?

00:53:21:00 - 00:53:40:15

Tara Jaye Frank

Absolutely. And I've had so many, you know, and I like this question because sometimes people say, who is your winemaker? And I'm like, ooh, let's add an S to the end of that. I've had many, you know, when I first started my career, I had people who created a safe place for me to ask all my dumb

00:53:40:15 - 00:53:56:08

Tara Jaye Frank

questions so that I could learn my way forward relatively early. Later in my career, I had, you know, specific women who won. Somebody kind of pulled the curtain back and told me what it took to to succeed as an executive.

00:53:56:08 - 00:54:09:24

Tara Jaye Frank

As she was preparing me to succeed her, another connected me to all the people who are really the influencers you have the people who have power, and then you have people who have influence and they're different. So I've had people who connected me to them.

00:54:10:13 - 00:54:24:10

Tara Jaye Frank

One of the big stories, you know, that I sometimes shared that was really powerful in my entire life, not just my corporate career, was I actually worked directly with Dr. Maya Angelou for a decade when I was at Hallmark, where I was her editing partner, if you will.

00:54:24:10 - 00:54:43:01

Tara Jaye Frank

We had greeting cards and gifts with her words on them, and we were having an experience in Santa monica and long table bunch of people in this meeting. And I was initially standing across from the seat she was and and we had two more people come in and I was going to give them my seat because I

00:54:43:01 - 00:54:50:17

Tara Jaye Frank

was trying to be courteous. And she kind of looked at me across the table and with her eyes, like sat me down, if you can imagine.

00:54:50:23 - 00:54:51:16

Brian McComak

I love that.

00:54:52:17 - 00:55:09:24

Tara Jaye Frank

So I sat down across from her and she leaned in and she said, You are just as worthy of that seat as anyone in this room. Don't ever give your seat up for anyone. And so you have those moments where people make a way for you by how they help you see yourself.

00:55:10:09 - 00:55:24:19

Tara Jaye Frank

They hold a mirror up to you and help you see something that maybe was not as clear to you. But there are other times when it is really pointed, like, I want you to meet this person because you have this need, they have this gift.

00:55:24:22 - 00:55:40:06

Tara Jaye Frank

And if I bring the two of you together, right, that's going to create opportunity for you. And other times, again, it's just pouring into you. It's just helping you see the best in yourself. And I believe every single person on this planet has an opportunity to be at least that for somebody.

00:55:42:22 - 00:55:58:03

Brian McComak

We all can make a difference in someone else's life. Absolutely. Absolutely. And I'm a bit jealous that you got to spend that much time with Dr. Maya Angelou. So I'll be I'll be giving you a buzz later. I mean, like, we got to talk and we got to talk greeting cards.

00:55:59:08 - 00:56:10:20

Brian McComak

I think greeting cards are a lost art, and I have a whole drawer of them, so we can talk about that one day. But thank you for sharing that that really beautiful story. And I think the what it what it.

00:56:12:00 - 00:56:32:19

Brian McComak

Illuminates from ear reminds me is you know sometimes we think that the the the this work to be a way maker to be an advocate to be a mentor is. And I want it to be for for those of us that take the responsibility and the commitment to be something we do on a regular basis and in

00:56:32:19 - 00:56:44:15

Brian McComak

a repeated way over the course of time. But sometimes it's really about a moment that you do something that makes a difference for a human. And some of those moments are the ones that I remember in my life that are the most meaningful.

00:56:44:15 - 00:56:59:05

Brian McComak

It's it's when someone makes you feel seen, makes you feel that helps you feel valued and included and that you're, you know, that you're making a difference. And and, you know, those sometimes those moments are big moments and sometimes they're small moments, but those moments are meaningful.

00:56:59:17 - 00:57:19:07

Tara Jaye Frank

I love that. And I completely agree with you. And, you know, for me, I consider myself a way maker at heart and in practicality. And one thing I have learned to do over time is ask people who reach out to me, how can I help?

00:57:20:24 - 00:57:34:08

Tara Jaye Frank

Because that help looks different to people depending on where they are in their journey, you know, and what it is they're trying to achieve. But to me that like that way maker status, right, where your mindset is always just how can I help?

00:57:34:23 - 00:57:52:11

Tara Jaye Frank

How can I serve you, how can I serve this moment? That's where I'm trying to get to consistently, you know, to be that person who makes life better for other people by what I know, what I do, what I commit to and what I say.

00:57:52:11 - 00:57:58:17

Tara Jaye Frank

Even so, it is a journey. It's a way. Make a journey. I'm on it. I know you're on it, Bryan.

00:57:59:00 - 00:57:59:22

Brian McComak

Oh, absolutely.

00:57:59:22 - 00:58:10:07

Tara Jaye Frank

Like many, many more people on it, I hope people will order the way makers and share it with others because it is time it is time for us to do our part.

00:58:10:21 - 00:58:20:14

Brian McComak

Absolutely. Absolutely. Well, I know we're I mean, I have so many other things I want to talk to you about and we can find time for that. I want to be respectful of your time today and everyone who's with us.

00:58:21:10 - 00:58:32:09

Brian McComak

How do people I've been asked you two questions for efficiency. So how do people find you, follow you, connect with you? I think we've included some things in chat, but I would love to have that for you to answer it.

00:58:32:09 - 00:58:36:18

Brian McComak

So for those that are watching and then what are what would be the final words that you'd like to leave the group with?

00:58:37:21 - 00:58:53:16

Tara Jaye Frank

Yeah. So they can find me at. J Frank that Tom we are the way makers scum. I know that Mark has been great about putting things in the chat for sure. Please do you know preorder. The book gets anywhere, books are sold you can preorder right now comes out on May 3rd.

00:58:54:06 - 00:59:11:17

Tara Jaye Frank

And then what I'd like to leave people with is, you know, when we men the deepest wound we heal the body, meaning if we can better understand the workplace experience that people on the margins are having, if we can understand what they need most right now and we can meet those needs meaningfully, we can actually create a

00:59:11:17 - 00:59:27:04

Tara Jaye Frank

better workplace and a better experience for every single person in our charge. And so to me, that's the hack, right? That's the innovation hat. Start with the deepest pain and we have a chance to heal the body. And I hope that's what we choose to do together.

00:59:28:20 - 00:59:40:14

Brian McComak

Thank you for that important message. Well, Tara, it was such a pleasure to have you with us today. Thank you so much again for saying yes. I know, releasing a book, you have lots of people who want to hear from you.

00:59:40:14 - 00:59:54:01

Brian McComak

And I really appreciate you choosing to spend time with us. Hummingbird and the Hummingbird community, I wish you much success being invited. Well, you're welcome. Of course. Of course. Well, you know, I wish you success because I want you to be successful.

00:59:54:08 - 01:00:04:11

Brian McComak

I also really want your message to reach people. I think it's so important. It is a journey and we need everyone on it together. So thank you so much, Tara, everyone that's with us today. Thank you so much for being here.

01:00:04:16 - 01:00:12:02

Brian McComak

Thank you for sharing in the chat. Thank you for choosing to spend your time with us. And until next month, stay safe and be well by everyone.

01:00:12:02 - 01:00:13:17

Tara Jaye Frank

Take care, everyone. Thank you.

