

1
00:00:06,360 --> 00:00:07,580
- Welcome everyone.

2
00:00:07,580 --> 00:00:10,060
I am Chris Hyams, the CEO of Indeed,

3
00:00:10,060 --> 00:00:13,230
and welcome to the next
installment of Here To Help.

4
00:00:13,230 --> 00:00:15,700
This is our look at how
Indeed has been navigating

5
00:00:15,700 --> 00:00:18,540
the global impact of COVID-19.

6
00:00:18,540 --> 00:00:21,660
Today is June 8th and we are on day 97

7
00:00:21,660 --> 00:00:23,730
of global work from home.

8
00:00:23,730 --> 00:00:26,200
But today's discussion
will be a little different

9
00:00:26,200 --> 00:00:28,020
than our previous episodes.

10
00:00:28,020 --> 00:00:30,520
Two weeks ago today,
George Floyd, was killed

11
00:00:30,520 --> 00:00:32,190
in Minneapolis, Minnesota

12
00:00:32,190 --> 00:00:34,560

by a police officer, Derek Chauvin,

13

00:00:34,560 --> 00:00:36,973

while three other
officers sat by his side.

14

00:00:37,890 --> 00:00:40,710

Millions of people have
watched the horrifying video.

15

00:00:40,710 --> 00:00:43,370

And over the past two weeks,
we've seen demonstrations

16

00:00:43,370 --> 00:00:45,770

and protests in major U.S. cities,

17

00:00:45,770 --> 00:00:47,930

and also in smaller
communities across the country

18

00:00:47,930 --> 00:00:50,380

where these might be the
first ever in support

19

00:00:50,380 --> 00:00:52,780

of the Black Lives Matter movement.

20

00:00:52,780 --> 00:00:55,330

We've also seen thousands of
people in countries all over

21

00:00:55,330 --> 00:00:58,780

the world stand together and
supported the Black community.

22

00:00:58,780 --> 00:01:01,900

So today I'd like to
welcome, LaFawn Davis,

23

00:01:01,900 --> 00:01:03,130
Indeed's Vice President

24

00:01:03,130 --> 00:01:05,630
of Diversity, Inclusion and Belonging.

25

00:01:05,630 --> 00:01:07,130
- Thanks for having me, Chris.

26

00:01:08,030 --> 00:01:09,870
- LaFawn, has worked in the field of DI&B

27

00:01:09,870 --> 00:01:14,430
for over 15 years at
Google, Yahoo, eBay, PayPal,

28

00:01:14,430 --> 00:01:16,660
and most recently Twilio.

29

00:01:16,660 --> 00:01:20,170
LaFawn, was recently named
to the Fast Company Queer 50,

30

00:01:20,170 --> 00:01:24,750
Fast Company's first ever
list of the top 50 LGBTQ women

31

00:01:24,750 --> 00:01:28,320
and non-binary innovators
in business and tech.

32

00:01:28,320 --> 00:01:31,040
LaFawn, joined Indeed just
a year ago this month,

33

00:01:31,040 --> 00:01:33,330
and I am very grateful to be joined by her

34

00:01:33,330 --> 00:01:35,470
for today's discussion.

35
00:01:35,470 --> 00:01:38,130
A couple of quick caveats.

36
00:01:38,130 --> 00:01:39,850
First, the issues that we have to talk

37
00:01:39,850 --> 00:01:42,780
about today can barely
be summarized in an hour.

38
00:01:42,780 --> 00:01:45,490
We'll do our best to
start the conversation

39
00:01:45,490 --> 00:01:47,950
and we'll leave out or
just skim the surface

40
00:01:47,950 --> 00:01:49,550
on many aspects.

41
00:01:49,550 --> 00:01:50,930
This is an ongoing dialogue,

42
00:01:50,930 --> 00:01:52,973
so today is just one small part.

43
00:01:53,880 --> 00:01:56,580
Also, we haven't had to do
this in previous conversations,

44
00:01:56,580 --> 00:01:58,940
but I will start with a content warning.

45
00:01:58,940 --> 00:02:01,700
The following discussion will

address issues of racism,

46

00:02:01,700 --> 00:02:04,503
murder, police brutality,
and may be triggering.

47

00:02:05,600 --> 00:02:08,400
So with that welcome,
LaFawn, and let's start

48

00:02:08,400 --> 00:02:11,690
where I always start these
conversations though,

49

00:02:11,690 --> 00:02:13,860
with another caveat
that I know that asking

50

00:02:13,860 --> 00:02:17,570
this question right now is
loaded in a number of ways.

51

00:02:17,570 --> 00:02:21,140
So tell us, how are you doing right now?

52

00:02:21,140 --> 00:02:24,150
- That is a very, very
loaded question, (laughs)

53

00:02:24,150 --> 00:02:27,610
especially for me in the role that I have

54

00:02:27,610 --> 00:02:29,520
and also who I am as a person.

55

00:02:29,520 --> 00:02:33,680
So I'd like to actually
answer this question

56

00:02:33,680 --> 00:02:36,240
with intersectionality,
and for those of you

57
00:02:36,240 --> 00:02:38,130
who haven't heard that term before,

58
00:02:38,130 --> 00:02:40,490
it is the concept that we all have layers

59
00:02:40,490 --> 00:02:42,970
and those layers have

60
00:02:42,970 --> 00:02:45,120
us experience things differently, right?

61
00:02:45,120 --> 00:02:47,410
So none of us are binary identity.

62
00:02:47,410 --> 00:02:50,980
I am Black, I am queer, I am a woman.

63
00:02:50,980 --> 00:02:52,680
I am (clearing throat)

64
00:02:52,680 --> 00:02:57,450
over 40, I have an adult child,

65
00:02:57,450 --> 00:02:59,560
so I'm also a parent.

66
00:02:59,560 --> 00:03:03,140
I have a soon to be 98
year old grandmother,

67
00:03:03,140 --> 00:03:04,510
so also a caregiver

68

00:03:04,510 --> 00:03:06,430
and 72 year old parents.

69
00:03:06,430 --> 00:03:09,863
So all of those things actually impact

70
00:03:11,610 --> 00:03:16,120
how I am experiencing
work, life around me,

71
00:03:16,120 --> 00:03:18,163
my community and everything else.

72
00:03:19,060 --> 00:03:20,610
So because of those layers,

73
00:03:20,610 --> 00:03:23,930
I also want to say happy Pride Month.

74
00:03:23,930 --> 00:03:27,470
I am queer, so I'm on the,
in the LGBTQ plus community.

75
00:03:27,470 --> 00:03:31,180
And most people forget that
Pride just isn't celebrations

76
00:03:31,180 --> 00:03:35,150
and floats, and sprinkles and rainbows.

77
00:03:35,150 --> 00:03:39,510
Pride started because of the
Stonewall protests and riots,

78
00:03:39,510 --> 00:03:43,050
fighting against police
brutality and civil rights

79
00:03:43,050 --> 00:03:43,883

was what P

80

00:03:43,883 --> 00:03:44,716

ride is actually all about.

81

00:03:44,716 --> 00:03:47,710

So very much connected for me right now

82

00:03:47,710 --> 00:03:48,543

that this is Pride Month

83

00:03:48,543 --> 00:03:49,860

and also what is happening

84

00:03:49,860 --> 00:03:52,280

around Black Lives Matter.

85

00:03:52,280 --> 00:03:53,490

There's also another layer,

86

00:03:53,490 --> 00:03:56,820

that layer I talked about being a mother,

87

00:03:56,820 --> 00:03:59,533

and the mother of a Black son.

88

00:04:01,050 --> 00:04:04,870

Understanding that I have to
have conversations with my son

89

00:04:04,870 --> 00:04:08,410

that other parents probably don't.

90

00:04:08,410 --> 00:04:09,560

So other parents, especially

91

00:04:09,560 --> 00:04:11,450

that aren't Black, probably don't.

92

00:04:11,450 --> 00:04:15,050

So instead of have a good time, you know,

93

00:04:15,050 --> 00:04:17,440

make sure you get in before curfew

94

00:04:17,440 --> 00:04:18,560

or anything like that,

95

00:04:18,560 --> 00:04:22,770

I'm telling my son stay safe, stay alive.

96

00:04:22,770 --> 00:04:26,980

I am talking to my son
about how to interact

97

00:04:26,980 --> 00:04:29,010

if he gets pulled over by the police

98

00:04:29,010 --> 00:04:31,300

or interacts with the police.

99

00:04:31,300 --> 00:04:34,720

If he interacts with people who are racist

100

00:04:34,720 --> 00:04:36,670

or people who believe that

101

00:04:36,670 --> 00:04:39,180

because of the color of his
skin, he is lesser than.

102

00:04:39,180 --> 00:04:43,790

Those are the conversations
that I'm having with my child,

103

00:04:43,790 --> 00:04:46,580

that other parents and
caregivers might not be.

104

00:04:46,580 --> 00:04:49,350
I also am looking at

105

00:04:49,350 --> 00:04:53,070
my veterans and military
personnel right now,

106

00:04:53,070 --> 00:04:55,890
seeing some of them deployed into reserves

107

00:04:55,890 --> 00:04:59,010
and deployed into our communities,

108

00:04:59,010 --> 00:05:01,900
and some of the struggle that

109

00:05:01,900 --> 00:05:04,220
some of them might be facing right now,

110

00:05:04,220 --> 00:05:06,850
in wanting to support a
movement for equality,

111

00:05:06,850 --> 00:05:10,420
but also serving and doing their duty.

112

00:05:10,420 --> 00:05:11,750
I see you too, right?

113

00:05:11,750 --> 00:05:15,620
And that also weighs
on me as we talk about

114

00:05:15,620 --> 00:05:17,290
all the things that are
happening right now.

115

00:05:17,290 --> 00:05:20,220

So just lots of layers, give me

116

00:05:20,220 --> 00:05:23,320

a different perspective on the space.

117

00:05:23,320 --> 00:05:26,400

And that's why it's such a
complicated and loaded question.

118

00:05:26,400 --> 00:05:27,810

I could just say fine,

119

00:05:27,810 --> 00:05:30,670

but we all know that,
that's not deep enough.

120

00:05:30,670 --> 00:05:34,140

So those are the kinds of
outlooks I have and just

121

00:05:36,000 --> 00:05:39,910

kind of weighing between fatigue
and wanting to be active,

122

00:05:39,910 --> 00:05:43,900

and also wanting to
decompress and take space.

123

00:05:43,900 --> 00:05:46,300

So I know it's a long, complicated answer,

124

00:05:46,300 --> 00:05:48,700

but these are really complicated feelings

125

00:05:48,700 --> 00:05:50,143

and very complicated times.

126

00:05:51,630 --> 00:05:53,330

- Yeah, I don't think any
part of this discussion

127

00:05:53,330 --> 00:05:56,203

will have short uncomplicated answers.

128

00:05:57,360 --> 00:06:00,930

So let's talk a little
bit just about your role

129

00:06:00,930 --> 00:06:03,960

and the field that you're
in, which is a field

130

00:06:03,960 --> 00:06:06,640

of work that didn't exist
a couple of decades ago,

131

00:06:06,640 --> 00:06:08,610

and you've been involved really almost

132

00:06:08,610 --> 00:06:10,400

as long as people have been talking

133

00:06:10,400 --> 00:06:11,910

about these issues, certainly in tech.

134

00:06:11,910 --> 00:06:13,600

Can you just talk a little
bit about your background

135

00:06:13,600 --> 00:06:15,330

and how you got to be where you are?

136

00:06:15,330 --> 00:06:16,350

I think it's a helpful lens

137

00:06:16,350 --> 00:06:17,820
for the rest of the conversation.

138
00:06:17,820 --> 00:06:20,083
- Absolutely and Chris, you're right.

139
00:06:20,083 --> 00:06:21,780
I would say about 20 years ago,

140
00:06:21,780 --> 00:06:23,780
this was not a topic of conversation.

141
00:06:23,780 --> 00:06:27,200
My career actually started

142
00:06:27,200 --> 00:06:29,950
during the first dot-com bubble and burst.

143
00:06:29,950 --> 00:06:33,110
This was not really a topic of discussion

144
00:06:33,110 --> 00:06:37,060
and even growing up, I
didn't really realize

145
00:06:37,060 --> 00:06:40,570
that diversity work was a thing.

146
00:06:40,570 --> 00:06:44,042
I definitely realized that
people, I was surrounding,

147
00:06:44,042 --> 00:06:48,870
that surrounded me at work,
didn't necessarily look like me,

148
00:06:48,870 --> 00:06:50,540
but I was kind of used to that,

149

00:06:50,540 --> 00:06:53,560

I grew up in a very diverse city.

150

00:06:53,560 --> 00:06:58,070

But my parents and my family
was all in Oakland, California.

151

00:06:58,070 --> 00:07:00,380

We were the only ones that
moved down to San Jose.

152

00:07:00,380 --> 00:07:04,160

And so not really understanding
when I became an adult,

153

00:07:04,160 --> 00:07:06,910

but I was being kind of
trained for this my whole life.

154

00:07:07,780 --> 00:07:10,490

You know, we weren't
learning any other history,

155

00:07:10,490 --> 00:07:12,860

but European history in school.

156

00:07:12,860 --> 00:07:14,330

And so my parents would supplement

157

00:07:14,330 --> 00:07:17,450

that with Black History Month
board games and comic books.

158

00:07:17,450 --> 00:07:19,510

And, you know, we would
talk about more than

159

00:07:19,510 --> 00:07:21,550

just the one paragraph

on Martin Luther the King

160

00:07:21,550 --> 00:07:23,493

that was in my history book.

161

00:07:24,420 --> 00:07:27,530

We would talk through
things that surrounded us.

162

00:07:27,530 --> 00:07:31,040

Like my dad taught us
we had to be bilingual.

163

00:07:31,040 --> 00:07:33,840

And what he really meant
was code switching.

164

00:07:33,840 --> 00:07:35,240

It wasn't really another language,

165

00:07:35,240 --> 00:07:36,910

it was more a different tone.

166

00:07:36,910 --> 00:07:39,233

And that was a survival tactic, right?

167

00:07:40,450 --> 00:07:43,160

You know, understanding
that representation matters

168

00:07:43,160 --> 00:07:44,620

and the things that we
watched and the music

169

00:07:44,620 --> 00:07:48,903

that we listened to and the
culture that surrounded us.

170

00:07:49,810 --> 00:07:52,430

Chris, you and I had a
conversation, I think last week

171

00:07:52,430 --> 00:07:55,950
where I was telling you
my first interaction with

172

00:07:55,950 --> 00:08:00,490
a racist behavior was
actually in first grade.

173

00:08:00,490 --> 00:08:04,030
I was in first grade
swinging on the swing,

174

00:08:04,030 --> 00:08:05,720
playing with all of my friends,

175

00:08:05,720 --> 00:08:09,120
when I was called the N
word by one of my friends.

176

00:08:09,120 --> 00:08:11,470
Clearly too young to know

177

00:08:11,470 --> 00:08:13,730
what that really meant or where that was.

178

00:08:13,730 --> 00:08:18,730
But I ran home to my family
and didn't really understand

179

00:08:18,840 --> 00:08:21,350
why my friend would
say something that felt

180

00:08:21,350 --> 00:08:24,040
so bad and so horrible.

181

00:08:24,040 --> 00:08:26,670
So all my life I've been
going through these things.

182
00:08:26,670 --> 00:08:30,120
And then I ended up in
tech where I noticed,

183
00:08:30,120 --> 00:08:32,280
it wasn't just the lack of
people that look like me,

184
00:08:32,280 --> 00:08:34,760
it was also knowing that people couldn't

185
00:08:34,760 --> 00:08:36,720
really get into tech very easily.

186
00:08:36,720 --> 00:08:41,720
It was definitely a gap between
folks I saw in my community

187
00:08:42,030 --> 00:08:44,210
and the people that were in tech.

188
00:08:44,210 --> 00:08:49,110
And I know that talent is
evenly distributed, right?

189
00:08:49,110 --> 00:08:54,110
But that was my real life
example that opportunity is not.

190
00:08:55,060 --> 00:08:58,480
And so I started really understanding

191
00:08:58,480 --> 00:09:01,330
that work needed to happen and not just

192

00:09:01,330 --> 00:09:04,640
at the surface level, hire
someone here, do a program there,

193
00:09:04,640 --> 00:09:08,900
but real true systemic infrastructure,

194
00:09:08,900 --> 00:09:12,660
you know, legislative
issues needed to occur.

195
00:09:12,660 --> 00:09:15,600
So that was just kind of
through my upbringing,

196
00:09:15,600 --> 00:09:19,640
and then at tech, I actually
became an ERG leader,

197
00:09:19,640 --> 00:09:23,340
you know, ERG is employee resource groups.

198
00:09:23,340 --> 00:09:26,350
We call them IRGs at Indeed,
inclusion resource groups,

199
00:09:26,350 --> 00:09:29,690
but I became a founding
member of one of those groups

200
00:09:29,690 --> 00:09:33,980
and actually saw the strategic
work that could happen.

201
00:09:33,980 --> 00:09:37,300
And through that lens, you
know, got a lot of experience

202
00:09:37,300 --> 00:09:40,170
and ended up being a business

partner, ended up, you know,

203

00:09:40,170 --> 00:09:43,090
taking on roles to lead it for companies.

204

00:09:43,090 --> 00:09:46,690
So it's really been kind of a journey

205

00:09:46,690 --> 00:09:50,750
from who I am as a person,
what I learned from my family,

206

00:09:50,750 --> 00:09:53,100
the things that have
happened in the country

207

00:09:53,100 --> 00:09:55,690
that I've lived in that
has evolved into the work

208

00:09:55,690 --> 00:09:57,160
that I now want to do

209

00:09:57,160 --> 00:10:00,870
to create real long term systemic change.

210

00:10:00,870 --> 00:10:02,150
- So let's talk a little bit about

211

00:10:02,150 --> 00:10:04,120
what's going on in the world right now.

212

00:10:04,120 --> 00:10:07,230
And before we get to even
the last couple of weeks,

213

00:10:07,230 --> 00:10:11,480
we are a few months now
into the global pandemic.

214

00:10:11,480 --> 00:10:15,140

And we've seen on multiple
different dimensions,

215

00:10:15,140 --> 00:10:19,250

how this has, you know,
exposed and even exacerbated

216

00:10:19,250 --> 00:10:21,780

many inequalities that already exist here.

217

00:10:21,780 --> 00:10:26,130

Black Americans are far more
likely to contract coronavirus,

218

00:10:26,130 --> 00:10:28,070

they're more likely to die from it.

219

00:10:28,070 --> 00:10:30,790

Nursing homes that are
predominantly Black and Brown have

220

00:10:30,790 --> 00:10:34,660

much higher incidents of
contraction and death,

221

00:10:34,660 --> 00:10:37,960

unemployment and who
in fact are the people

222

00:10:37,960 --> 00:10:42,260

who are like us, safely working
from home and those who are

223

00:10:42,260 --> 00:10:44,310

the essential workers on the front lines.

224

00:10:45,530 --> 00:10:47,080

And in the middle of all of that also

225

00:10:47,080 --> 00:10:50,430
we've had, Ahmaud Arbery
and Breonna Taylor.

226

00:10:50,430 --> 00:10:52,850
So even before we got here,
can you talk a little bit about

227

00:10:52,850 --> 00:10:56,700
just what's been going on
during the COVID-19 outbreak

228

00:10:56,700 --> 00:11:00,390
within the community and in
terms of awareness and exposure?

229

00:11:00,390 --> 00:11:02,180
- Absolutely, thanks, Chris.

230

00:11:02,180 --> 00:11:05,110
So, you know, this is kind of like going

231

00:11:05,110 --> 00:11:08,950
through the pandemic of 1918,
the great depression of 1929

232

00:11:08,950 --> 00:11:13,330
and then the 1968 race riots
all at the same time, right?

233

00:11:13,330 --> 00:11:17,170
I think when we go through
things like a global pandemic

234

00:11:17,170 --> 00:11:20,140
and also an economic crisis,

235

00:11:20,140 --> 00:11:23,170
the things that are...

236
00:11:23,170 --> 00:11:24,930
Structural, systemic start

237
00:11:24,930 --> 00:11:27,790
to come even more to light, right?

238
00:11:27,790 --> 00:11:29,340
All of those things that you mentioned

239
00:11:29,340 --> 00:11:32,040
about the Black community are true.

240
00:11:32,040 --> 00:11:34,570
Unemployment has been lower

241
00:11:34,570 --> 00:11:37,100
than the general population
for the Black community.

242
00:11:37,100 --> 00:11:39,420
There has been systemic racism happening.

243
00:11:39,420 --> 00:11:44,420
There have been too many
names to name on this podcast,

244
00:11:44,440 --> 00:11:47,620
we would spend the entire
hour, probably just naming

245
00:11:47,620 --> 00:11:52,590
the names of people who have
been killed in police custody,

246
00:11:53,450 --> 00:11:57,140
or during police brutality.

247

00:11:57,140 --> 00:11:59,670

So it's not new, what is happening,

248

00:11:59,670 --> 00:12:02,050

it's just that this pandemic
and the economic crisis

249

00:12:02,050 --> 00:12:04,870

are really bubbling up all of the issues

250

00:12:04,870 --> 00:12:06,270

that were already there.

251

00:12:06,270 --> 00:12:09,190

And we have countries around the world,

252

00:12:09,190 --> 00:12:12,810

around the world that are waking up

253

00:12:12,810 --> 00:12:14,810

to what is going on, right?

254

00:12:14,810 --> 00:12:15,730

There, as you mentioned,

255

00:12:15,730 --> 00:12:16,910

there are protests happening everywhere.

256

00:12:16,910 --> 00:12:19,420

There've been protest in
all 50 states in the U.S.

257

00:12:19,420 --> 00:12:22,740

and 18 plus countries around the world.

258

00:12:22,740 --> 00:12:25,380

So it's not just an American thing.

259

00:12:25,380 --> 00:12:28,440

It's not even just a
Black community thing.

260

00:12:28,440 --> 00:12:30,560

People are waking up to police brutality.

261

00:12:30,560 --> 00:12:33,880

They're waking up to systemic racism

262

00:12:33,880 --> 00:12:38,140

and wrapping it around
support for a community that

263

00:12:38,140 --> 00:12:40,460

is really hurting right now.

264

00:12:40,460 --> 00:12:41,680

And that's been a beautiful thing,

265

00:12:41,680 --> 00:12:43,890

like watching that support
and watching people

266

00:12:43,890 --> 00:12:46,013

kind of wake up around that.

267

00:12:46,990 --> 00:12:51,380

So the activity that we're
seeing it's not that it's new,

268

00:12:51,380 --> 00:12:54,780

it's that people are
starting to watch and see it.

269

00:12:54,780 --> 00:12:57,249

Gil Scott Heron, said,

270
00:12:57,249 --> 00:13:00,190
"The revolution will not be televised."

271
00:13:00,190 --> 00:13:02,290
It's being televised now.

272
00:13:02,290 --> 00:13:04,640
It's not new, but people
are able to watch it,

273
00:13:04,640 --> 00:13:06,920
they're able to see it,
people are recording it.

274
00:13:06,920 --> 00:13:10,230
So history is not actually just being told

275
00:13:10,230 --> 00:13:12,980
by the victors or by the oppressors,

276
00:13:12,980 --> 00:13:16,130
history is unfolding in
front of everyone, right?

277
00:13:16,130 --> 00:13:18,800
So there's no way to turn a blind eye.

278
00:13:18,800 --> 00:13:21,910
There's no way to gaslight people.

279
00:13:21,910 --> 00:13:24,340
And for those of you who
don't know, gaslighting

280
00:13:24,340 --> 00:13:28,190
is making someone question their sanity.

281
00:13:28,190 --> 00:13:29,800

That's not really happening.

282

00:13:29,800 --> 00:13:32,160

That's not what's going on.

283

00:13:32,160 --> 00:13:36,180

You just need to pull yourself
up by your bootstraps.

284

00:13:36,180 --> 00:13:38,630

There's no systemic racism.

285

00:13:38,630 --> 00:13:40,000

That's what used to happen.

286

00:13:40,000 --> 00:13:42,260

And now I think we're starting to see

287

00:13:42,260 --> 00:13:43,460

something a little bit different.

288

00:13:43,460 --> 00:13:47,540

So what's coming to light is
unfortunately on the backs

289

00:13:47,540 --> 00:13:49,470

of what happened with George Floyd,

290

00:13:49,470 --> 00:13:52,960

but all of those other names,

291

00:13:52,960 --> 00:13:56,750

hopefully will be brought to
light as well and recognized.

292

00:13:56,750 --> 00:13:58,330

- You know, we've spent a lot of time,

293

00:13:58,330 --> 00:14:00,364
it's amazing, actually,
I was just sitting down

294
00:14:00,364 --> 00:14:03,690
to get started here and looking
at the calendar, realizing

295
00:14:03,690 --> 00:14:05,253
it was just two weeks ago,

296
00:14:06,090 --> 00:14:08,790
when the current...

297
00:14:11,100 --> 00:14:15,590
focus from, George Floyd, really started.

298
00:14:15,590 --> 00:14:20,503
And you touched on this before but,

299
00:14:21,550 --> 00:14:23,560
the George Floyd case

300
00:14:23,560 --> 00:14:27,810
is really on the surface,
the same as Eric Garner,

301
00:14:27,810 --> 00:14:29,350
what we saw with on Ahmaud Arbery is,

302
00:14:29,350 --> 00:14:31,330
the same as Trayvon Martin.

303
00:14:31,330 --> 00:14:36,330
Why is it just COVID-19
that's making all of this

304
00:14:36,450 --> 00:14:37,450
sort of...

305

00:14:39,340 --> 00:14:41,900
raise the global awareness to the level

306

00:14:41,900 --> 00:14:42,733
that it is right now.

307

00:14:42,733 --> 00:14:44,990
There other things that just like,

308

00:14:44,990 --> 00:14:46,590
why is the last two weeks different

309

00:14:46,590 --> 00:14:49,110
than everything else that's
happened before, given

310

00:14:49,110 --> 00:14:52,480
as you said, how not new any of this is?

311

00:14:52,480 --> 00:14:56,130
- Yeah, I think it's
because everything else

312

00:14:56,130 --> 00:14:58,590
just exacerbates the
issues that are there.

313

00:14:58,590 --> 00:15:01,530
You're right, it wasn't
different than those deaths

314

00:15:01,530 --> 00:15:03,070
that have happened before,

315

00:15:03,070 --> 00:15:06,030
but there's so much unemployment, right?

316

00:15:06,030 --> 00:15:07,850
There's people who are out of work.

317
00:15:07,850 --> 00:15:09,980
They're already angry.

318
00:15:09,980 --> 00:15:13,400
Folks are looking at change to happen,

319
00:15:13,400 --> 00:15:17,500
and they are again, waking up
that we're not in this bubble,

320
00:15:17,500 --> 00:15:20,370
where bad things don't happen, right?

321
00:15:20,370 --> 00:15:22,730
They can see it because the world

322
00:15:22,730 --> 00:15:25,120
is already kind of on fire. (laughs)

323
00:15:25,120 --> 00:15:28,980
So it's people recognizing now.

324
00:15:28,980 --> 00:15:32,670
And again, the global outpouring means

325
00:15:32,670 --> 00:15:36,350
that we can't just turn
a blind eye, right?

326
00:15:36,350 --> 00:15:40,110
It's this momentum to say,
no, this is not good enough.

327
00:15:40,110 --> 00:15:43,340
And I have to say that Generation Z

328

00:15:43,340 --> 00:15:45,790
is coming out in full force.

329

00:15:45,790 --> 00:15:49,030
Generation Z is saying,
nope, not our generation.

330

00:15:49,030 --> 00:15:50,780
This is not okay.

331

00:15:50,780 --> 00:15:52,610
And we are going to fight for it.

332

00:15:52,610 --> 00:15:54,480
There is a different feeling.

333

00:15:54,480 --> 00:15:59,060
Our ancestors, our grandparents,
all of those fought

334

00:15:59,060 --> 00:16:01,450
for these same rights we're
fighting for right now.

335

00:16:01,450 --> 00:16:05,680
But there is this renewed outcry,

336

00:16:05,680 --> 00:16:08,270
that this is no longer acceptable.

337

00:16:09,268 --> 00:16:12,190
And it doesn't matter what
other narrative is being spun,

338

00:16:12,190 --> 00:16:15,930
people are staying on track
to make sure that we dismantle

339

00:16:15,930 --> 00:16:19,030
the systems that have been
put in place so long ago.

340
00:16:19,030 --> 00:16:21,470
- Let's talk a little bit about your job.

341
00:16:21,470 --> 00:16:23,993
And so, as you touched
on in the beginning,

342
00:16:24,990 --> 00:16:26,940
you're a Black woman

343
00:16:26,940 --> 00:16:29,500
personally, you're trying
to make sense of the world

344
00:16:29,500 --> 00:16:31,050
and be there for your friends

345
00:16:31,050 --> 00:16:33,170
and family, take care of yourself.

346
00:16:33,170 --> 00:16:38,170
At the same time, your job
at Indeed is to help lead

347
00:16:38,350 --> 00:16:41,540
how we, as a business,
make sense of the world

348
00:16:41,540 --> 00:16:45,900
and navigate how we show
up for 10,000 employees

349
00:16:45,900 --> 00:16:49,290
who are all looking to you
for answers that (laughs)

350

00:16:49,290 --> 00:16:52,380
you don't have all of,
because nobody can have.

351

00:16:52,380 --> 00:16:54,130
As well as millions of customers,

352

00:16:54,130 --> 00:16:57,650
hundreds of millions of job
seekers and the world around us.

353

00:16:57,650 --> 00:17:00,240
So just walk us through

354

00:17:00,240 --> 00:17:04,270
your work life in the
last couple of weeks.

355

00:17:04,270 --> 00:17:09,100
- So I have to tell you, I,
and every colleague I have

356

00:17:09,100 --> 00:17:10,420
that does this kind of role

357

00:17:10,420 --> 00:17:14,240
at a company is exhausted. (laughs)

358

00:17:14,240 --> 00:17:17,160
We are thoroughly exhausted.

359

00:17:17,160 --> 00:17:20,110
You know, great work is happening
and everyone wants to do,

360

00:17:20,110 --> 00:17:23,340
tends to want to do the
right thing, but there is

361

00:17:23,340 --> 00:17:25,790
a lot of energy coming from
a lot of different places.

362

00:17:25,790 --> 00:17:28,600
And as you mentioned, I am
also a human and a person.

363

00:17:28,600 --> 00:17:32,820
So making sure that I take time to process

364

00:17:32,820 --> 00:17:35,500
the real feelings that I
have with all of the layers

365

00:17:35,500 --> 00:17:37,370
that I talked about earlier.

366

00:17:37,370 --> 00:17:38,700
We're also in this space

367

00:17:38,700 --> 00:17:40,630
where we've been asking for companies

368

00:17:40,630 --> 00:17:43,140
to wake up about this for a long time now.

369

00:17:43,140 --> 00:17:44,820
I've been doing this work for 15 years

370

00:17:44,820 --> 00:17:46,450
and what I've been shouting

371

00:17:46,450 --> 00:17:49,380
from the mountain tops hasn't changed.

372

00:17:49,380 --> 00:17:52,320
And so there's a lot of this, like, oh,

373

00:17:52,320 --> 00:17:57,080
finally getting some
recognition about this work

374

00:17:57,080 --> 00:18:00,089
that needs to change.

375

00:18:00,089 --> 00:18:04,930
For us at Indeed, I think
for the first time put

376

00:18:06,040 --> 00:18:08,750
a message of solidarity on the homepage,

377

00:18:08,750 --> 00:18:12,120
also did a logo color
change to Black from blue,

378

00:18:12,120 --> 00:18:15,063
we did an external statement of support.

379

00:18:16,610 --> 00:18:20,040
Internally we are doing
much more storytelling

380

00:18:20,040 --> 00:18:22,680
because I fundamentally
believe storytelling is really

381

00:18:22,680 --> 00:18:26,550
what helps connect people
around these experiences.

382

00:18:26,550 --> 00:18:28,240
We're doing brave spaces.

383

00:18:28,240 --> 00:18:31,930
We had one last week, we have

one today right after this,

384

00:18:31,930 --> 00:18:36,590
to really dive into the
psychological things that happen,

385

00:18:36,590 --> 00:18:40,480
with racism and other isms and phobias,

386

00:18:40,480 --> 00:18:41,460
including a six week,

387

00:18:41,460 --> 00:18:42,890
we're going to start
doing six week boot camps

388

00:18:42,890 --> 00:18:43,990
for marginalized communities,

389

00:18:43,990 --> 00:18:46,820
not only to talk about
kind of where we are now,

390

00:18:46,820 --> 00:18:50,600
but really start to unpack,
like the generational trauma

391

00:18:50,600 --> 00:18:55,530
that actually occurs with
racism, with isms and phobias.

392

00:18:55,530 --> 00:18:57,550
We're going to do company-wide town halls.

393

00:18:57,550 --> 00:18:59,400
We are doing manager guides.

394

00:18:59,400 --> 00:19:01,280
There's one that just

came out this morning

395

00:19:01,280 --> 00:19:03,170
about leading through uncertain times.

396

00:19:03,170 --> 00:19:05,270
And we're also going to do
more leadership actions.

397

00:19:05,270 --> 00:19:06,480
What do they need to know?

398

00:19:06,480 --> 00:19:07,313
What do they need to say?

399

00:19:07,313 --> 00:19:09,270
What do they need to do?

400

00:19:09,270 --> 00:19:11,040
So I think that work has
started to come together

401

00:19:11,040 --> 00:19:13,898
very quickly because of
the time that we're in.

402

00:19:13,898 --> 00:19:17,700
But it's great to see the momentum of

403

00:19:17,700 --> 00:19:20,020
not only employees and
leaders, and managers,

404

00:19:20,020 --> 00:19:23,350
and people waking up, but
also companies starting

405

00:19:23,350 --> 00:19:25,810
to understand what they need to do

406

00:19:25,810 --> 00:19:27,960
to actually create change.

407

00:19:27,960 --> 00:19:30,000
And, you know, there are some people

408

00:19:30,000 --> 00:19:33,650
that are upset about things and

409

00:19:33,650 --> 00:19:37,020
want things to either stay
the same or don't believe

410

00:19:38,040 --> 00:19:39,410
what's occurring systemically.

411

00:19:39,410 --> 00:19:42,740
And I will say this,
accountability feels like an attack

412

00:19:42,740 --> 00:19:44,740
when you're not ready to
acknowledge your behavior

413

00:19:44,740 --> 00:19:46,560
and how it harms others.

414

00:19:46,560 --> 00:19:50,810
So the best thing that we
can all do, even in this work

415

00:19:50,810 --> 00:19:52,440
is start to examine ourselves.

416

00:19:52,440 --> 00:19:54,080
And that's everyone.

417

00:19:54,080 --> 00:19:56,810
When I'm talking about
all the isms and phobias,

418
00:19:56,810 --> 00:20:00,210
this is not White people
against Black people.

419
00:20:00,210 --> 00:20:01,330
I know I've said this before,

420
00:20:01,330 --> 00:20:03,830
this is everyone against racism.

421
00:20:03,830 --> 00:20:07,270
This is everyone against
the isms and phobias.

422
00:20:07,270 --> 00:20:11,880
So it's examining ourselves
and I'm including in that,

423
00:20:11,880 --> 00:20:13,940
it's examining ourselves and making sure

424
00:20:13,940 --> 00:20:17,000
that our behavior is
not harmful to others.

425
00:20:17,000 --> 00:20:19,170
So I don't do this work alone.

426
00:20:19,170 --> 00:20:20,510
I couldn't do this work alone.

427
00:20:20,510 --> 00:20:22,540
I've definitely been in positions

428
00:20:22,540 --> 00:20:24,010

where I was supposed
to do this work alone,

429

00:20:24,010 --> 00:20:28,290
but I am so lucky to have an amazing team.

430

00:20:28,290 --> 00:20:31,970
So I have a team that's comprised
of DI&B business partners,

431

00:20:31,970 --> 00:20:34,750
that's diversity inclusion and
belonging, business partners,

432

00:20:34,750 --> 00:20:35,910
IRG program managers.

433

00:20:35,910 --> 00:20:38,570
So IRGs are inclusion resource groups.

434

00:20:38,570 --> 00:20:40,780
Sometimes even internally
that acronym is like, wait,

435

00:20:40,780 --> 00:20:42,683
what is that, what's going on?

436

00:20:44,040 --> 00:20:46,530
I have a team that's looking
over the employee life cycle.

437

00:20:46,530 --> 00:20:49,830
So looking at how we
attract, recruit, retain,

438

00:20:49,830 --> 00:20:52,460
and develop our employees,

439

00:20:52,460 --> 00:20:55,820

We have a PMO and an operations team that's really trying

440

00:20:55,820 --> 00:20:58,550
to help us be more
accountable as a company

441

00:20:58,550 --> 00:21:00,590
and look at our collective impact.

442

00:21:00,590 --> 00:21:03,080
Communications and storytelling,
which I mentioned before,

443

00:21:03,080 --> 00:21:06,570
storytelling is a great way
to really connect communities.

444

00:21:06,570 --> 00:21:10,630
And we also have accessibility
and product inclusion.

445

00:21:10,630 --> 00:21:14,350
And the reason that that
work is really important is

446

00:21:14,350 --> 00:21:15,540
around three different things.

447

00:21:15,540 --> 00:21:18,230
It's not just about having an HR program

448

00:21:18,230 --> 00:21:19,950
that sits in the corner.

449

00:21:19,950 --> 00:21:22,710
You know, the reason I came to Indeed

450

00:21:22,710 --> 00:21:27,640

is to impact the world,
and not through a consumer

451

00:21:27,640 --> 00:21:31,090
kind of product, but through
helping people get jobs, right?

452

00:21:31,090 --> 00:21:33,320
I fundamentally believe
that that's life changing.

453

00:21:33,320 --> 00:21:35,930
And we've already talked
about, Chris, you and I

454

00:21:35,930 --> 00:21:37,970
a couple of times that
talent is evenly distributed,

455

00:21:37,970 --> 00:21:39,460
opportunity is not.

456

00:21:39,460 --> 00:21:41,920
So one of the greatest ways I
think we can accomplish that

457

00:21:41,920 --> 00:21:43,370
on my team and through the company

458

00:21:43,370 --> 00:21:45,190
is to remove bias and barriers.

459

00:21:45,190 --> 00:21:47,260
And that is making sure
that our workforce reflects

460

00:21:47,260 --> 00:21:49,070
the diversity of communities
and where we operate,

461
00:21:49,070 --> 00:21:51,990
but also making sure that we have

462
00:21:51,990 --> 00:21:54,380
an unbiased recruiting
process, that we continue

463
00:21:54,380 --> 00:21:56,960
our commitment to equal pay
and promotion opportunities,

464
00:21:56,960 --> 00:21:59,560
that we are removing barriers to entry

465
00:21:59,560 --> 00:22:01,750
by hiring people with
nontraditional backgrounds

466
00:22:01,750 --> 00:22:04,920
and helping other companies do the same.

467
00:22:04,920 --> 00:22:09,250
We get requests all the time
from our sales teams asking

468
00:22:09,250 --> 00:22:11,610
if we'll talk to certain
companies who are asking,

469
00:22:11,610 --> 00:22:15,370
how can I actually hire
a more diverse force?

470
00:22:15,370 --> 00:22:16,203
What do I need to do?

471
00:22:16,203 --> 00:22:18,110
What things do I need to have in place?

472

00:22:19,370 --> 00:22:21,560

We also need to focus on
building inclusive teams

473

00:22:21,560 --> 00:22:22,990

and products, right?

474

00:22:22,990 --> 00:22:26,870

Having a diverse set of
perspectives on product teams

475

00:22:26,870 --> 00:22:29,460

will allow us to create
products that serve the world

476

00:22:29,460 --> 00:22:32,490

and continue to create an
environment of respect,

477

00:22:32,490 --> 00:22:35,960

collaboration, psychological safety,

478

00:22:35,960 --> 00:22:38,830

where the richness of all of
these ideas and backgrounds

479

00:22:38,830 --> 00:22:42,483

and perspectives really are
what make innovation possible.

480

00:22:43,530 --> 00:22:45,800

And that includes accessibility, right?

481

00:22:45,800 --> 00:22:47,480

If we focus on accessibility
in our products,

482

00:22:47,480 --> 00:22:50,280

we can help all people get jobs.

483

00:22:50,280 --> 00:22:52,580

And then the last thing is
creating a sense of belonging

484

00:22:52,580 --> 00:22:55,570

and that term belonging
is newer in this space,

485

00:22:55,570 --> 00:22:58,400

but that's really about
being a part of a community.

486

00:22:58,400 --> 00:23:02,200

It's the people and experiences
that make us feel connected.

487

00:23:02,200 --> 00:23:04,900

So whether that's through our IRGs or

488

00:23:04,900 --> 00:23:07,430

the team that someone is on,
the office that we're in now,

489

00:23:07,430 --> 00:23:08,480

none of us are in offices,

490

00:23:08,480 --> 00:23:09,830

so we should all be feeling

491

00:23:09,830 --> 00:23:12,600

a sense of belonging in that case.

492

00:23:12,600 --> 00:23:14,350

But it's us feeling connected.

493

00:23:14,350 --> 00:23:17,460

And so through those three
different things, I think

494

00:23:17,460 --> 00:23:20,160
that's the work that my
team is doubling down on

495

00:23:20,160 --> 00:23:22,540
and looking at this work differently.

496

00:23:22,540 --> 00:23:25,440
So I think before I got here,
a lot of the work that we did

497

00:23:25,440 --> 00:23:27,720
at Indeed was around the
inclusion resource groups,

498

00:23:27,720 --> 00:23:30,140
starting them, showing
them up, supporting them,

499

00:23:30,140 --> 00:23:32,510
and they have done amazing, amazing work.

500

00:23:32,510 --> 00:23:36,470
I view IRGs as an
extension of my core team.

501

00:23:36,470 --> 00:23:38,280
And my core team is now here

502

00:23:38,280 --> 00:23:41,520
to really double down on
the strategic efforts.

503

00:23:41,520 --> 00:23:43,870
- We've had a lot of
work over the last year,

504

00:23:43,870 --> 00:23:45,160

since you've been here.

505

00:23:45,160 --> 00:23:48,380

These are things that we
started laying the groundwork on

506

00:23:48,380 --> 00:23:51,360

and working on for a few years.

507

00:23:51,360 --> 00:23:54,070

It's also really clear that
there's a lot of work to do.

508

00:23:54,070 --> 00:23:55,610

So I mean, you rattled off
a whole bunch of stuff,

509

00:23:55,610 --> 00:23:56,730

and that sounds great.

510

00:23:56,730 --> 00:23:59,850

And I would love to say,
you know, congratulations.

511

00:23:59,850 --> 00:24:01,504

Indeed, we're doing amazing here.

512

00:24:01,504 --> 00:24:03,453

We still have so much work to do.

513

00:24:05,490 --> 00:24:06,470

You know, one thing you said that

514

00:24:06,470 --> 00:24:10,010

other companies have been
reaching out to us and to you

515

00:24:10,010 --> 00:24:11,660

to ask about this, you know,

516

00:24:11,660 --> 00:24:15,640

I think about this, Andrew
Hudson, our CTO, he likes to say,

517

00:24:15,640 --> 00:24:18,697

you know, "The best time to
plant a tree was 20 years ago.

518

00:24:18,697 --> 00:24:20,640

"The second best time is today."

519

00:24:20,640 --> 00:24:23,240

I think there are a lot
of companies out there

520

00:24:23,240 --> 00:24:25,890

who are just really,
because of what's happening

521

00:24:25,890 --> 00:24:28,540

in the world right this
instant, trying to figure out

522

00:24:28,540 --> 00:24:29,820

how to get started.

523

00:24:29,820 --> 00:24:33,850

And obviously, it would have
been better to be thinking

524

00:24:33,850 --> 00:24:37,770

about these things before, but
if you are just tackling this

525

00:24:37,770 --> 00:24:40,490

or coming to realize that
there's work to be done,

526

00:24:40,490 --> 00:24:43,030
do you have advice for other
companies who are just trying

527
00:24:43,030 --> 00:24:45,280
to figure out how do I
even get started here?

528
00:24:46,210 --> 00:24:48,450
- Yes I do. (laughs)

529
00:24:48,450 --> 00:24:50,600
So I get it.

530
00:24:50,600 --> 00:24:54,000
I get the desire to do
something very quickly,

531
00:24:54,000 --> 00:24:55,200
to do something right now.

532
00:24:55,200 --> 00:24:57,960
There's a lot of momentum, a lot of energy

533
00:24:57,960 --> 00:24:59,643
about making change.

534
00:25:01,010 --> 00:25:06,010
I think companies need to focus
on longterm systemic change.

535
00:25:06,420 --> 00:25:09,010
It's not just about a message of support.

536
00:25:09,010 --> 00:25:12,000
It's not just about,
you know, maybe donating

537
00:25:12,000 --> 00:25:13,560

to a cause one time.

538

00:25:13,560 --> 00:25:17,890
It's not just about, you know,
telling your Black employees

539

00:25:17,890 --> 00:25:21,240
that you appreciate them and
you want them to be safe.

540

00:25:21,240 --> 00:25:23,930
It is much more longterm, right?

541

00:25:23,930 --> 00:25:27,160
It is when we come out
of all of the energy

542

00:25:27,160 --> 00:25:30,610
that is happening now, what
impact are you going to make?

543

00:25:30,610 --> 00:25:35,380
So those things in a company
is really taking a look at

544

00:25:35,380 --> 00:25:37,310
your own systems.

545

00:25:37,310 --> 00:25:39,130
How you hire people,

546

00:25:39,130 --> 00:25:42,410
how you grow them within an organization,

547

00:25:42,410 --> 00:25:44,340
the opportunities that they have.

548

00:25:44,340 --> 00:25:47,940
Are you removing bias

from things like that,

549

00:25:47,940 --> 00:25:50,830
from your hiring process,
from a succession planning

550

00:25:50,830 --> 00:25:54,870
and talent reviews, is it
one of your core values

551

00:25:54,870 --> 00:25:57,150
where you are asking your
employees and your leaders

552

00:25:57,150 --> 00:26:00,090
and your managers to make
decisions based on inclusion

553

00:26:00,090 --> 00:26:05,090
and belonging, are you actively
working towards change?

554

00:26:05,190 --> 00:26:06,770
And that means you're
going to have to take

555

00:26:06,770 --> 00:26:08,570
a really hard look at yourself

556

00:26:08,570 --> 00:26:12,800
from the board members on down
throughout the organization.

557

00:26:12,800 --> 00:26:16,080
And be accountable to the way things are,

558

00:26:16,080 --> 00:26:19,370
recognize where things are in your company

559

00:26:19,370 --> 00:26:22,010
and actively work to make change.

560
00:26:22,010 --> 00:26:24,640
All of the other things that
people want to do out of

561
00:26:24,640 --> 00:26:27,200
support are great, but not
focusing on the longterm

562
00:26:27,200 --> 00:26:30,600
is actually going to be
detrimental to real change.

563
00:26:30,600 --> 00:26:34,080
So that is my recommendation,
is get started, right?

564
00:26:34,080 --> 00:26:35,830
'Cause some companies reach out saying,

565
00:26:35,830 --> 00:26:39,650
they don't have anybody
that's looking at this work.

566
00:26:39,650 --> 00:26:40,970
They looked up and all of a sudden

567
00:26:40,970 --> 00:26:42,810
their company looks a particular way

568
00:26:42,810 --> 00:26:46,250
or they're recognizing kind
of shortfalls that they had

569
00:26:46,250 --> 00:26:47,870
in the systems that they set up.

570

00:26:47,870 --> 00:26:50,280
And so it starts somewhere, right?

571
00:26:50,280 --> 00:26:52,110
Really take a look at what you're doing

572
00:26:52,110 --> 00:26:54,170
and start to make those changes.

573
00:26:54,170 --> 00:26:56,420
One of the changes that
we're looking at here,

574
00:26:56,420 --> 00:26:59,460
or do we take a look at
rubric hiring and make sure

575
00:26:59,460 --> 00:27:01,230
that the things we're hiring for

576
00:27:01,230 --> 00:27:03,380
are as objective as possible.

577
00:27:03,380 --> 00:27:06,450
That way you don't have all
of the bias that creeps in

578
00:27:06,450 --> 00:27:10,000
when people are all evaluating
on something different.

579
00:27:10,000 --> 00:27:11,440
So there are small things

580
00:27:11,440 --> 00:27:13,220
that a company can do to get started.

581
00:27:13,220 --> 00:27:15,430
And if they already

have programs in place,

582

00:27:15,430 --> 00:27:18,320

it's really analyzing
those programs to make sure

583

00:27:18,320 --> 00:27:20,120

that they're making an impact.

584

00:27:20,120 --> 00:27:21,270

So that's normally the advice

585

00:27:21,270 --> 00:27:23,380

that we're giving to other companies.

586

00:27:23,380 --> 00:27:24,970

The other thing that they can do is not

587

00:27:24,970 --> 00:27:29,830

just focus on hiring, but also
focus on employees, right?

588

00:27:29,830 --> 00:27:33,310

So we know that the impact
of racism on mental health

589

00:27:33,310 --> 00:27:36,560

is that employees, not just employees,

590

00:27:36,560 --> 00:27:39,530

people in general feel
disconnected and lonely.

591

00:27:39,530 --> 00:27:42,310

You start second guessing
yourself and other things.

592

00:27:42,310 --> 00:27:46,250

There's this decreased hope

in the future, in justice,

593

00:27:46,250 --> 00:27:48,640

in your government, wherever you are.

594

00:27:48,640 --> 00:27:51,620

There's an increased survival mode, which is actually

595

00:27:51,620 --> 00:27:54,200

the opposite of psychological safety.

596

00:27:54,200 --> 00:27:56,300

You're doing whatever it takes to survive.

597

00:27:57,450 --> 00:28:01,060

Decreased trust in those around you, you are worried,

598

00:28:01,060 --> 00:28:04,040

you have feelings of powerlessness, right?

599

00:28:04,040 --> 00:28:06,370

So that's the feeling that you can do the right thing

600

00:28:06,370 --> 00:28:09,773

and still end up with a horrific outcome.

601

00:28:11,140 --> 00:28:14,053

An increased risk of depression and anxiety,

602

00:28:15,140 --> 00:28:20,140

trauma and trauma is anything that is intolerable to you.

603

00:28:20,270 --> 00:28:22,880

It's not just, you know,

you fell off a ladder

604

00:28:22,880 --> 00:28:24,050

or you got in a car accident,

605

00:28:24,050 --> 00:28:25,430

it's anything that's intolerable.

606

00:28:25,430 --> 00:28:27,850

So looking at the trauma from the present

607

00:28:27,850 --> 00:28:30,880

and also that past trauma

or generational trauma,

608

00:28:30,880 --> 00:28:33,480

you start to do some

existential questioning, right?

609

00:28:33,480 --> 00:28:35,440

So how could the world be so cruel?

610

00:28:35,440 --> 00:28:39,560

How can my community hate me

based on the color of my skin?

611

00:28:39,560 --> 00:28:42,730

How can the world, how can

this really be happening?

612

00:28:42,730 --> 00:28:44,880

How do I protect my children

613

00:28:44,880 --> 00:28:46,720

from a world that's like this, right?

614

00:28:46,720 --> 00:28:47,970

You start to have those questions

615

00:28:47,970 --> 00:28:50,150
and then you also start to panic.

616

00:28:50,150 --> 00:28:52,340
And so companies recognizing that

617

00:28:52,340 --> 00:28:55,930
the impact that that has on employees is

618

00:28:55,930 --> 00:28:57,640
an employee's productivity goes down,

619

00:28:57,640 --> 00:29:00,660
their innovation capacity,
morale goes down,

620

00:29:00,660 --> 00:29:03,470
their engagement, performance
sense of belonging,

621

00:29:03,470 --> 00:29:05,470
that psychological safety
I've been talking about,

622

00:29:05,470 --> 00:29:07,600
all of those things decline because

623

00:29:07,600 --> 00:29:11,110
when you're holding all of
that, that I mentioned before,

624

00:29:11,110 --> 00:29:15,350
how do you have 100% left
for all of the things

625

00:29:15,350 --> 00:29:16,853
that you want to do in your job?

626

00:29:17,720 --> 00:29:18,770
Like that's not possible.

627
00:29:18,770 --> 00:29:23,460
It's not possible to hold on
to all of that emotional labor

628
00:29:24,310 --> 00:29:27,440
and also be 100% productive

629
00:29:27,440 --> 00:29:29,800
for the company that you work for.

630
00:29:29,800 --> 00:29:34,650
And so it is now time that
companies wake up to that fact

631
00:29:34,650 --> 00:29:36,520
and really start to look at building

632
00:29:36,520 --> 00:29:38,420
that culture of inclusion and belonging

633
00:29:38,420 --> 00:29:41,060
within their company, on the teams,

634
00:29:41,060 --> 00:29:45,210
their employees day to day
for things to actually change.

635
00:29:45,210 --> 00:29:46,970
- It's very clear that there's

636
00:29:46,970 --> 00:29:50,140
a whole bunch of deeply...

637
00:29:51,230 --> 00:29:54,180
Problematic things that can be improved

638

00:29:55,280 --> 00:29:58,280

when you can create a sense
of inclusion and belonging,

639

00:29:58,280 --> 00:30:01,660

when you can increase the
diversity of your workforce.

640

00:30:01,660 --> 00:30:04,600

But a lot of what you were
talking about earlier and

641

00:30:05,740 --> 00:30:08,130

what has drawn us, I think to this work,

642

00:30:08,130 --> 00:30:12,300

in addition to just creating
a better workplace is

643

00:30:12,300 --> 00:30:15,290

really becoming a better business, right?

644

00:30:15,290 --> 00:30:18,550

There's tons and tons, and
tons of research about the fact

645

00:30:18,550 --> 00:30:22,230

that more diverse teams are
just simply more innovative,

646

00:30:22,230 --> 00:30:25,190

that bringing different
ideas and experiences

647

00:30:25,190 --> 00:30:28,720

to the same problem comes
up with more novel solutions

648

00:30:28,720 --> 00:30:30,250

to those problems.

649

00:30:30,250 --> 00:30:31,730

The ability to actually look

650

00:30:31,730 --> 00:30:34,770

at market opportunities differently.

651

00:30:34,770 --> 00:30:38,490

And there's tons and tons of studies

652

00:30:38,490 --> 00:30:41,420

of how companies look at a consumer in

653

00:30:41,420 --> 00:30:43,550

through one narrow lens,
because it's what they know.

654

00:30:43,550 --> 00:30:45,170

And when they start thinking about

655

00:30:45,170 --> 00:30:47,030

what those other lenses might be

656

00:30:48,210 --> 00:30:49,610

that can open up new opportunity.

657

00:30:49,610 --> 00:30:53,150

And then in our case, because
as you touched on our mission

658

00:30:53,150 --> 00:30:55,000

as a business, is that
we help people get jobs.

659

00:30:55,000 --> 00:30:59,010

And so one of the things that
for me has been really vital

660

00:30:59,010 --> 00:31:02,550
in this conversation is
obviously how can we be aware

661

00:31:02,550 --> 00:31:05,250
of what's going on and how
people are being affected.

662

00:31:05,250 --> 00:31:08,810
But part of that powerlessness
for a whole bunch of people

663

00:31:08,810 --> 00:31:11,120
is just looking at a problem and saying,

664

00:31:11,120 --> 00:31:12,813
I can't do anything about this.

665

00:31:14,110 --> 00:31:17,730
And I guess we have this,

666

00:31:17,730 --> 00:31:19,140
you know, maybe irrational,

667

00:31:19,140 --> 00:31:23,030
but really core belief
that we can do something,

668

00:31:23,030 --> 00:31:28,030
and that economic disparity
is really a core foundation

669

00:31:28,940 --> 00:31:32,490
of any other solution to any
of these systemic problems.

670

00:31:32,490 --> 00:31:34,770
It's not the whole system itself,

671
00:31:34,770 --> 00:31:38,850
but without true economic equality,

672
00:31:38,850 --> 00:31:41,810
none of the other things that
we want to happen can happen.

673
00:31:41,810 --> 00:31:46,810
And so we're spending this
time trying to figure out

674
00:31:46,940 --> 00:31:48,970
how we can bring

675
00:31:50,240 --> 00:31:51,580
a different perspective,

676
00:31:51,580 --> 00:31:55,190
a novel set of ideas to
addressing these problems and...

677
00:31:56,090 --> 00:31:58,140
Lowering those barriers

678
00:31:58,140 --> 00:32:00,730
and reducing bias and things like that.

679
00:32:00,730 --> 00:32:03,830
So maybe you could talk really briefly,

680
00:32:03,830 --> 00:32:05,510
I think you sort of
touched on this before,

681
00:32:05,510 --> 00:32:07,310
but even just the idea
of the product council

682

00:32:07,310 --> 00:32:10,640
that we put together, you
know, it was a really novel one

683
00:32:10,640 --> 00:32:13,670
because a lot of companies
like ours would sit around

684
00:32:13,670 --> 00:32:16,110
and say, well, we're
not diverse enough yet

685
00:32:16,110 --> 00:32:18,450
really to have on every single team,

686
00:32:18,450 --> 00:32:19,540
these different perspectives

687
00:32:19,540 --> 00:32:21,240
to help us look at these
problems differently.

688
00:32:21,240 --> 00:32:24,340
And we did come up with, I
think, a novel approach to that.

689
00:32:24,340 --> 00:32:25,443
I'd love to have you talk
a little bit about it.

690
00:32:26,440 --> 00:32:27,273
- Thanks, Chris.

691
00:32:27,273 --> 00:32:29,550
Absolutely, so part of
the product inclusion work

692
00:32:29,550 --> 00:32:32,210
that we're doing along those lines,

693
00:32:32,210 --> 00:32:36,590
because we don't always have
all the perspectives necessary

694
00:32:36,590 --> 00:32:39,690
on our products teams, on our UX teams,

695
00:32:39,690 --> 00:32:41,990
just as we're looking at
changing some of the systems

696
00:32:41,990 --> 00:32:45,520
that I talked about
earlier, we started an IRG,

697
00:32:45,520 --> 00:32:47,300
which again is inclusion resource group,

698
00:32:47,300 --> 00:32:49,730
global product advisory council.

699
00:32:49,730 --> 00:32:51,870
And the goal of that
product advisory council

700
00:32:51,870 --> 00:32:55,940
is really to provide that
perspective to product teams

701
00:32:55,940 --> 00:32:59,240
before we launch new
features, new products,

702
00:32:59,240 --> 00:33:01,100
just thinking about, you know, making sure

703
00:33:01,100 --> 00:33:04,140
that we are serving
all of the communities,

704

00:33:04,140 --> 00:33:05,910
that exist in our world.

705

00:33:05,910 --> 00:33:08,230
And it started off with just product,

706

00:33:08,230 --> 00:33:11,310
but it's also brand and marketing,

707

00:33:11,310 --> 00:33:14,960
and making sure that things
will land in the right way

708

00:33:14,960 --> 00:33:16,010
with different communities.

709

00:33:16,010 --> 00:33:20,820
It is also taking a look
at ethics, AI ethics bias

710

00:33:20,820 --> 00:33:23,330
across the board as well.

711

00:33:23,330 --> 00:33:25,760
There is that product element

712

00:33:25,760 --> 00:33:28,160
and also taking a look at accessibility.

713

00:33:28,160 --> 00:33:31,110
And this, this allows our IRGs to go from

714

00:33:31,110 --> 00:33:36,110
just building community to
really making business impact.

715

00:33:36,460 --> 00:33:39,260

We do things like usability studies and surveys,

716

00:33:39,260 --> 00:33:43,510

we have folks in that group, in the IRG GPAC,

717

00:33:43,510 --> 00:33:46,690

we have them testing things, just providing feedback,

718

00:33:46,690 --> 00:33:48,740

sometimes in a different perspective,

719

00:33:48,740 --> 00:33:50,330

saying, hey, if you actually did it in this way

720

00:33:50,330 --> 00:33:52,823

it would make more sense for everyone.

721

00:33:53,700 --> 00:33:57,360

And it's been phenomenal to see the IRG members

722

00:33:57,360 --> 00:34:00,290

that are part of it, I think we have a little over 100 folks

723

00:34:00,290 --> 00:34:04,470

that are part of that GPAC that help all the product teams

724

00:34:04,470 --> 00:34:05,880

and the marketing teams as well.

725

00:34:05,880 --> 00:34:10,030

And so to me, it was a way to really get the voices

726

00:34:10,030 --> 00:34:11,960
of communities together

727

00:34:11,960 --> 00:34:15,050
and really help us be a better company.

728

00:34:15,050 --> 00:34:16,800
And they're providing valuable feedback.

729

00:34:16,800 --> 00:34:18,420
It's not just, here's how I feel.

730

00:34:18,420 --> 00:34:21,230
It's also, here's some
data, here's some research,

731

00:34:21,230 --> 00:34:25,040
here's what you may not
know or how this may land.

732

00:34:25,040 --> 00:34:28,210
And it's just been phenomenal
to see the IRGs use

733

00:34:28,210 --> 00:34:31,710
their voice in that
way to make real impact

734

00:34:31,710 --> 00:34:33,760
to real change in the company

735

00:34:33,760 --> 00:34:36,530
- With all of the attention and awareness

736

00:34:36,530 --> 00:34:38,860
that has been generated again,

737

00:34:38,860 --> 00:34:40,790

just in the last couple of weeks, it's still astounding

738

00:34:40,790 --> 00:34:42,690
that it's only been a couple of weeks,

739

00:34:43,640 --> 00:34:45,670
there are millions of people all over the world

740

00:34:45,670 --> 00:34:47,090
who are wondering what they can do

741

00:34:47,090 --> 00:34:50,010
to support the Black community.

742

00:34:50,010 --> 00:34:52,260
Obviously we've spent a lot of time at Indeed

743

00:34:52,260 --> 00:34:55,740
in the last couple of weeks exploring those questions,

744

00:34:55,740 --> 00:34:58,960
and you talked about safe spaces and brave spaces,

745

00:34:58,960 --> 00:35:00,340
and things like that.

746

00:35:00,340 --> 00:35:02,800
Can you talk a little bit about the role of allyship

747

00:35:02,800 --> 00:35:07,470
and especially, you know, for people who have this intention

748

00:35:07,470 --> 00:35:10,710
that they want to be helpful,
they want to be useful,

749
00:35:10,710 --> 00:35:11,820
but they don't know where to start.

750
00:35:11,820 --> 00:35:15,730
What is the role of an ally
and what can people do?

751
00:35:15,730 --> 00:35:19,240
- Yeah, I, you know, I've
talked to a lot of allies

752
00:35:19,240 --> 00:35:23,193
who are kind of frozen
into inaction right now.

753
00:35:24,242 --> 00:35:26,560
There's a lot of fear along with all

754
00:35:26,560 --> 00:35:30,456
the other complicated
emotions of recognizing

755
00:35:30,456 --> 00:35:34,420
one own behavior or privilege
or anything like that.

756
00:35:34,420 --> 00:35:36,890
So one, don't be afraid to be wrong.

757
00:35:36,890 --> 00:35:41,100
There are going to be people
who want to talk about this,

758
00:35:41,100 --> 00:35:43,940
there are going to be others that don't,

759

00:35:43,940 --> 00:35:47,870
and that should be okay for them.

760

00:35:47,870 --> 00:35:51,300
There are going to be folks
that do want to talk about it.

761

00:35:51,300 --> 00:35:53,420
There's going to be folks that
want to talk about what to do,

762

00:35:53,420 --> 00:35:55,500
and that should be okay to.

763

00:35:55,500 --> 00:35:58,650
Don't be afraid to be wrong, right?

764

00:35:58,650 --> 00:36:01,660
Because you're trying, and I
think that's the important part

765

00:36:01,660 --> 00:36:03,230
of all of this.

766

00:36:03,230 --> 00:36:06,960
The second one that I shared
was that marginalized people

767

00:36:06,960 --> 00:36:11,270
are not required to
educate you as an ally.

768

00:36:11,270 --> 00:36:12,430
It is not their job.

769

00:36:12,430 --> 00:36:15,080
So in the case of what's happening
with the Black community,

770

00:36:15,080 --> 00:36:17,890
don't reach out to your
Black friends and colleagues,

771

00:36:17,890 --> 00:36:20,840
and peers, and ask them
what you should do.

772

00:36:20,840 --> 00:36:25,700
They're already holding a heavy burden of

773

00:36:25,700 --> 00:36:27,200
their own feelings through this

774

00:36:27,200 --> 00:36:28,760
and protecting themselves through this.

775

00:36:28,760 --> 00:36:32,130
So the best thing you can
do is educate yourself.

776

00:36:32,130 --> 00:36:34,090
Google is your friend.

777

00:36:34,090 --> 00:36:37,370
In terms of internally, we've
also provided, you know,

778

00:36:37,370 --> 00:36:39,690
with managers, a lot
of different resources

779

00:36:39,690 --> 00:36:41,690
where you can educate yourself,

780

00:36:41,690 --> 00:36:44,620
but just kind of Googling
things around anti-racism

781
00:36:44,620 --> 00:36:46,763
is a great start.

782
00:36:48,270 --> 00:36:51,690
The third one I'll say is
get uncomfortable, right?

783
00:36:51,690 --> 00:36:54,630
And welcome to the party, allies. (laughs)

784
00:36:54,630 --> 00:36:55,900
Get uncomfortable.

785
00:36:55,900 --> 00:37:00,200
Marginalized people are
uncomfortable every single day,

786
00:37:00,200 --> 00:37:04,340
trying to figure out how to
maneuver and wade through

787
00:37:06,520 --> 00:37:09,920
everything about this work
and what they have to do,

788
00:37:09,920 --> 00:37:11,130
and what they have to accomplish.

789
00:37:11,130 --> 00:37:13,433
So get uncomfortable, right?

790
00:37:15,170 --> 00:37:18,990
Think about what your
contribution should be.

791
00:37:18,990 --> 00:37:22,390
It may be money and
contributing to a cause,

792

00:37:22,390 --> 00:37:26,460
but it may also be making sure
that you're amplifying voices

793

00:37:26,460 --> 00:37:29,930
of marginalized communities,
amplify Black voices,

794

00:37:29,930 --> 00:37:33,490
contribute things like art
and time and opportunities,

795

00:37:33,490 --> 00:37:37,560
and making sure that if
there's a job you're hiring for

796

00:37:37,560 --> 00:37:40,730
that, you really do consider
a diverse hiring slate.

797

00:37:40,730 --> 00:37:43,300
Creating opportunities
is one of the best ways

798

00:37:43,300 --> 00:37:44,563
that you can contribute.

799

00:37:45,700 --> 00:37:47,573
The fifth one is use your privilege.

800

00:37:49,590 --> 00:37:52,650
You don't ever have to
apologize for who you are.

801

00:37:52,650 --> 00:37:55,970
And privilege is something that you have

802

00:37:55,970 --> 00:37:57,990
that you didn't earn.

803

00:37:57,990 --> 00:37:59,910

You don't get privileged because

804

00:37:59,910 --> 00:38:01,350

you're a great person, right?

805

00:38:01,350 --> 00:38:04,380

You get privileged because
of the systems around you,

806

00:38:04,380 --> 00:38:06,490

that are historical,
that were put into place

807

00:38:06,490 --> 00:38:10,180

a long time ago, but that
you get to enjoy today.

808

00:38:10,180 --> 00:38:12,740

So use that privilege for lots of reasons.

809

00:38:12,740 --> 00:38:13,740

It could be voting.

810

00:38:13,740 --> 00:38:17,620

It could be, you know,
there are ways that allies

811

00:38:17,620 --> 00:38:20,470

are putting themselves in front of,

812

00:38:20,470 --> 00:38:23,650

you know, protesters or, you
know, the Black community,

813

00:38:23,650 --> 00:38:25,340

they're putting themselves first

814

00:38:25,340 --> 00:38:28,010
when it comes to shielding
them from police brutality,

815

00:38:28,010 --> 00:38:32,440
when it comes to being treated
wrong and saying something,

816

00:38:32,440 --> 00:38:35,620
using your voice to say
something in that moment

817

00:38:35,620 --> 00:38:38,303
is a great way for active change.

818

00:38:39,450 --> 00:38:41,090
Destroy the myth.

819

00:38:41,090 --> 00:38:44,650
So don't gaslight saying
things aren't happening.

820

00:38:44,650 --> 00:38:48,430
Don't make people question
their reality and their sanity,

821

00:38:48,430 --> 00:38:52,170
listen to experiences that
you may never have had

822

00:38:52,170 --> 00:38:54,380
and may never have. Listen

823

00:38:54,380 --> 00:38:55,870
and really start to understand that.

824

00:38:55,870 --> 00:38:57,470
And that goes for any community.

825

00:38:57,470 --> 00:39:01,430

Again, this is not White
and Black, this is everyone

826

00:39:01,430 --> 00:39:03,660

really understanding the experiences.

827

00:39:03,660 --> 00:39:06,120

And then lastly, you know, amplifying,

828

00:39:06,120 --> 00:39:07,470

and I mentioned this a little bit before,

829

00:39:07,470 --> 00:39:10,730

but sharing stories, sharing
voices, sharing opportunities

830

00:39:10,730 --> 00:39:13,240

in this time and beyond.

831

00:39:13,240 --> 00:39:18,020

So again, like really working
through systemic change

832

00:39:18,020 --> 00:39:21,890

and longterm change is the
best thing that allies can do,

833

00:39:21,890 --> 00:39:24,143

and not just in this moment.

834

00:39:25,424 --> 00:39:29,170

- To wrap things up again,
just for today's conversation,

835

00:39:29,170 --> 00:39:32,840

'cause we're not wrapping
anything up at all here.

836
00:39:32,840 --> 00:39:35,440
You know, this series is here to help,

837
00:39:35,440 --> 00:39:37,290
interview series that we started,

838
00:39:37,290 --> 00:39:38,780
was originally started a few months ago

839
00:39:38,780 --> 00:39:40,860
with this focus on COVID-19.

840
00:39:40,860 --> 00:39:45,530
And, you know, what has
changed and you know,

841
00:39:45,530 --> 00:39:49,340
how we're navigating this
change, and I usually wrap up

842
00:39:49,340 --> 00:39:53,150
these conversations with
the acknowledgement that

843
00:39:53,150 --> 00:39:56,970
this pandemic and the economic
crisis have been terrible

844
00:39:56,970 --> 00:39:59,750
on every single dimension.

845
00:39:59,750 --> 00:40:02,230
But at the same time crisis, you know,

846
00:40:02,230 --> 00:40:06,300
huge immovable obstacles force

847
00:40:06,300 --> 00:40:07,830

us into a new sense

848

00:40:07,830 --> 00:40:11,370
of perspective and to look
at things differently.

849

00:40:11,370 --> 00:40:14,010
And so, you know, again,
that these underlying issues

850

00:40:14,010 --> 00:40:17,680
of systemic racism,
inequality, police brutality,

851

00:40:17,680 --> 00:40:18,870
there's nothing new about those,

852

00:40:18,870 --> 00:40:20,840
but from the past few
months, and then especially

853

00:40:20,840 --> 00:40:22,660
the last couple of weeks, you know,

854

00:40:22,660 --> 00:40:25,590
what new perspective do
you have on, on all of this

855

00:40:25,590 --> 00:40:28,490
and where do you think
we might go from here?

856

00:40:28,490 --> 00:40:33,490
- Yeah, I, you know, I
have to have hope, right?

857

00:40:33,800 --> 00:40:36,120
These issues are not new, but I think

858

00:40:36,120 --> 00:40:41,120
the global awakening is new.

859
00:40:41,230 --> 00:40:46,230
I am seeing more and more
allies using their voices

860
00:40:46,870 --> 00:40:51,070
and their resources for good than before.

861
00:40:51,070 --> 00:40:52,933
And honestly, that's what we need.

862
00:40:53,970 --> 00:40:56,030
You know, when you're
in the Black community

863
00:40:56,030 --> 00:40:59,150
and things like systemic
racism is happening around you,

864
00:40:59,150 --> 00:41:00,950
which it does all the time,

865
00:41:00,950 --> 00:41:04,780
it's not on us to fix the problem.

866
00:41:04,780 --> 00:41:06,670
We can't fix the problem.

867
00:41:06,670 --> 00:41:08,570
We need that allyship.

868
00:41:08,570 --> 00:41:11,230
We need people to step
in that have privilege

869
00:41:11,230 --> 00:41:14,710
in order to make things

better for everyone.

870

00:41:14,710 --> 00:41:17,830

And so what I'm starting to see is an awakening of that.

871

00:41:17,830 --> 00:41:19,430

There are countries protesting

872

00:41:19,430 --> 00:41:22,480

that would have never protested before

873

00:41:22,480 --> 00:41:26,060

or where these types of topics are really taboo.

874

00:41:26,060 --> 00:41:29,070

And to see them out in full force using their voice,

875

00:41:29,070 --> 00:41:32,150

to see them, you know, correcting people

876

00:41:32,150 --> 00:41:35,130

and saying, no, this is happening, and no, it's not okay,

877

00:41:35,130 --> 00:41:36,270

and we're going to make change.

878

00:41:36,270 --> 00:41:39,890

I think that's been the biggest difference for me,

879

00:41:39,890 --> 00:41:42,870

and that's what gives me hope.

880

00:41:42,870 --> 00:41:46,040

All of those things that I

mentioned and the feeling

881

00:41:46,040 --> 00:41:47,610
that marginalized communities get,

882

00:41:47,610 --> 00:41:50,570
the feelings that Black
communities are getting,

883

00:41:50,570 --> 00:41:52,910
all of those things are
very real and very heavy,

884

00:41:52,910 --> 00:41:56,560
but when we have also the
recognition that it's real,

885

00:41:56,560 --> 00:41:58,980
when we have the allyship and support,

886

00:41:58,980 --> 00:42:02,330
when we have companies
waking up to their role

887

00:42:02,330 --> 00:42:04,150
in making this change,

888

00:42:04,150 --> 00:42:06,300
I think that's what I'm starting to see,

889

00:42:06,300 --> 00:42:08,250
and that's what's given me hope here.

890

00:42:08,250 --> 00:42:12,800
I really, really do think we
can make change if we focus

891

00:42:12,800 --> 00:42:16,170
on the longterm systemic

things that are important.

892

00:42:16,170 --> 00:42:17,740

And that's what I'm seeing.

893

00:42:17,740 --> 00:42:19,890

I'm seeing that around the world.

894

00:42:19,890 --> 00:42:23,640

I'm seeing that people are
actually taking action.

895

00:42:23,640 --> 00:42:28,640

And so I'm hoping we come
out of this horrible time,

896

00:42:29,330 --> 00:42:32,180

with all the pandemic and
economic crisis and murder hornets

897

00:42:32,180 --> 00:42:34,550

and cicadas running from
the ground and locust,

898

00:42:34,550 --> 00:42:36,020

and all the other things
that are happening.

899

00:42:36,020 --> 00:42:38,100

I hope we rise out of this,

900

00:42:38,100 --> 00:42:40,660

just a better people and a better world.

901

00:42:40,660 --> 00:42:43,640

So education alone doesn't
solve any of these problems,

902

00:42:43,640 --> 00:42:45,230

but it is a necessary precursor.

903

00:42:45,230 --> 00:42:47,890

And you know, of all the
things that we've seen

904

00:42:47,890 --> 00:42:50,230

and you and I have been talking about this

905

00:42:50,230 --> 00:42:52,050

for the last couple of weeks about

906

00:42:52,050 --> 00:42:54,730

who's making statements and
who's showing up at protests,

907

00:42:54,730 --> 00:42:56,860

and people that you
haven't seen, as well as

908

00:42:56,860 --> 00:42:59,300

just individual conversations
with people that I know

909

00:42:59,300 --> 00:43:02,238

who've never asked questions
before asking these questions,

910

00:43:02,238 --> 00:43:05,150

but to me the most telling
thing, we were both noting last,

911

00:43:05,150 --> 00:43:07,820

that as of last week on Amazon,

912

00:43:07,820 --> 00:43:11,737

that, "How to Be an
Antiracist" by Ibram Kendi,

913

00:43:11,737 --> 00:43:14,460
"White Fragility" and "The New Jim Crow"

914
00:43:14,460 --> 00:43:16,352
are all sold out in paperback.

915
00:43:16,352 --> 00:43:20,710
And that's some empirical
evidence that people

916
00:43:20,710 --> 00:43:23,150
are paying attention in a different way.

917
00:43:23,150 --> 00:43:27,430
So it is nice to have a little bit of hope

918
00:43:27,430 --> 00:43:30,060
in the face of all this.

919
00:43:30,060 --> 00:43:33,020
Thank you so much, LaFawn,
for taking the time again,

920
00:43:33,020 --> 00:43:34,340
just to start this conversation,

921
00:43:34,340 --> 00:43:36,340
we have a lot more to talk about.

922
00:43:36,340 --> 00:43:37,730
We'll wind up a little early because

923
00:43:37,730 --> 00:43:41,193
you have another conversation
to get ready for right now.

924
00:43:42,080 --> 00:43:46,300
But thank you for everything
that you do for Indeed,

925

00:43:46,300 --> 00:43:49,750
for the world and for me personally.

926

00:43:49,750 --> 00:43:52,720
You have been a tremendous

927

00:43:52,720 --> 00:43:56,360
influence and support and

928

00:43:57,840 --> 00:43:59,660
have really helped me change

929

00:43:59,660 --> 00:44:02,900
the way that I look at the world
even just in this last year

930

00:44:02,900 --> 00:44:04,860
in a really profound and meaningful way.

931

00:44:04,860 --> 00:44:06,340
So I want to thank you for that.

932

00:44:06,340 --> 00:44:08,170
I also, I left this out of the front,

933

00:44:08,170 --> 00:44:09,450
so I'm just going to say this at the end.

934

00:44:09,450 --> 00:44:11,480
I also just wanted to
offer congratulations.

935

00:44:11,480 --> 00:44:14,700
It went around for a number
of other people, but LaFawn,

936

00:44:14,700 --> 00:44:17,120

was just recognized a
little over a week ago

937

00:44:17,120 --> 00:44:20,390
by Fast Company Magazine
as one of the Queer 50.

938

00:44:20,390 --> 00:44:24,880
So the Top 50 Queer Women

939

00:44:24,880 --> 00:44:28,000
and Non-Binary Innovators

940

00:44:28,000 --> 00:44:28,910
around the world.

941

00:44:28,910 --> 00:44:33,040
And with all the stuff going
on, it's nice to actually have

942

00:44:33,040 --> 00:44:35,870
a moment to take a step
back and recognize that,

943

00:44:35,870 --> 00:44:37,780
and applaud everything that you've done.

944

00:44:37,780 --> 00:44:40,110
So thank you for all of that, LaFawn.

945

00:44:40,110 --> 00:44:40,950
- Thank you so much, Chris.

946

00:44:40,950 --> 00:44:42,450
I appreciate that.