

EMERGE STRONGER

Architecting a More Inclusive & Equitable Future of Work

Spring Edition 2020

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LETTER FROM THE CEO

The COVID-19 pandemic has been challenging for all of us, and the impact has been more significant for some than others. Wherever you have felt its effects, we want to acknowledge its magnitude and complexity, and the disparate ways it has turned so many lives upside down. We see you.

As we navigate our new reality, we suddenly have an unprecedented opportunity to come together around our shared experiences. Now, more than ever, is the time to champion diversity, equity and inclusion to fundamentally change the world on the other side of this crisis.

I want to acknowledge that the focus on ideas and strategies, and the efforts to capitalize on what might be changed for the better are exercises most easily accomplished by those with the privilege; those who have the mental and physical space, focus, financial and emotional stability, parenting support, and other mechanisms to do so. As such, it is incumbent upon all of us who are aligned with this work, regardless of our access to privilege, to educate others about the persistent inequities being laid bare, and to ensure we advocate for lasting, systemic change whenever we have the capacity to do so.

On the subject of systemic change, the traditional workplace has been upended by this pandemic, which has created space for a new reality to emerge. The hierarchies, command-and-control leadership, punishing commutes, lack of flexible work arrangements, stigma of stepping outside of the norm, and expectations of assimilation are all firmly rooted in an outdated workplace model. This has long made bringing our whole or best selves to work a challenge, even for those who have significant privilege, and thwarted the contributions, potential, and professional journeys of those who are more marginalized.

Together, we can create real, tangible change with the opening this crisis provides. If we act now to shift norms and challenge business as usual, I believe a radically altered workplace that works for more of us is possible.

My intent when I started hosting regular calls for the Diversity, Equity and Inclusion (DEI) community toward the beginning of this crisis was to hold space for champions of DEI to share, learn and connect with one

another during a time of uncertainty. As our discussions deepened, a powerful vision for change began to emerge. The call for more accountability, empathy, and transparency has always existed, but it is undeniably louder than ever before. The need for systemic change has always been clear, but the underlying institutional inequities have never been more apparent than they are now. The challenge ahead is how we will heed the call, and construct a more truthful foundation upon which to rebuild.

The resilience we have built through our labor to create a more equitable world is fueling us right now, and equipping us in a unique way. I know from personal experience how much resilience, resourcefulness, and bravery the fight of being an underrepresented founder, as a woman and a member of the LGBTQ+ community, has instilled in me, and that I wouldn't be the leader I am without having had to overcome these challenges time and again.

Amidst so much uncertainty about the future, my vision is that those of you reading this will continue to steer critical decision-making processes and teams; that we'll expect and see more balance through the elevation of leadership traits like empathy, vulnerability, and active listening; that we'll unleash a new generation of allies and co-champions who will work to improve access for all—not just on paper, but with concrete and visible actions and commitments; that more contributors and voices will be welcomed to participate in the workforce, as we reveal and correct for the limitations that prevented access to the physical workplace in the past; that some forbidden or difficult but pressing topics—especially, but not exclusively, mental health—will finally get the attention and resources they deserve.

We are so grateful to all who joined our community calls and who are reading this. Your resourcefulness and generosity are immense. This paper is our way of sharing just some of what we learned, and hope to continue to learn together, as we reflect, grow, and strategize through this crisis and the impending new normal.

We will continue to become, as always, stronger together.

What have we been shown that will become an undeniable drumbeat for change?

– Jennifer Brown



Jennifer Brown
CEO, Jennifer Brown Consulting
Author, [How to be an Inclusive Leader](#)



HIGHLIGHTS & KEY THEMES

When answers are in short supply, great questions can feel just as productive and illuminating. We anchored each call with the following questions:

- How can we continue to lead inclusively during this unprecedented time?
- How can we mitigate speed as one of the worst enablers of bias?
- How can we adapt DEI events, training, and programming in a virtual environment?
- How can we better support employees who are parents and caregivers?
- How can we mobilize in solidarity with those who are disproportionately affected right now?
- How can we take care of ourselves as we experience anxiety, overwhelm, and fear?

We will need as many lenses as possible to navigate this uncertain future. These questions helped us dig into the tensions, dichotomies, and conundrums of our current situation, and to unearth some of the more nuanced aspects of the crisis as only a diverse community can.

We've oriented this paper's structure around seven key themes that arose:

- 1) Leadership
- 2) Employee Resource Groups (ERGs)
- 3) DEI Strategies
- 4) Inclusive Virtual Work
- 5) Allyship
- 6) Mental Health
- 7) The Future of Work

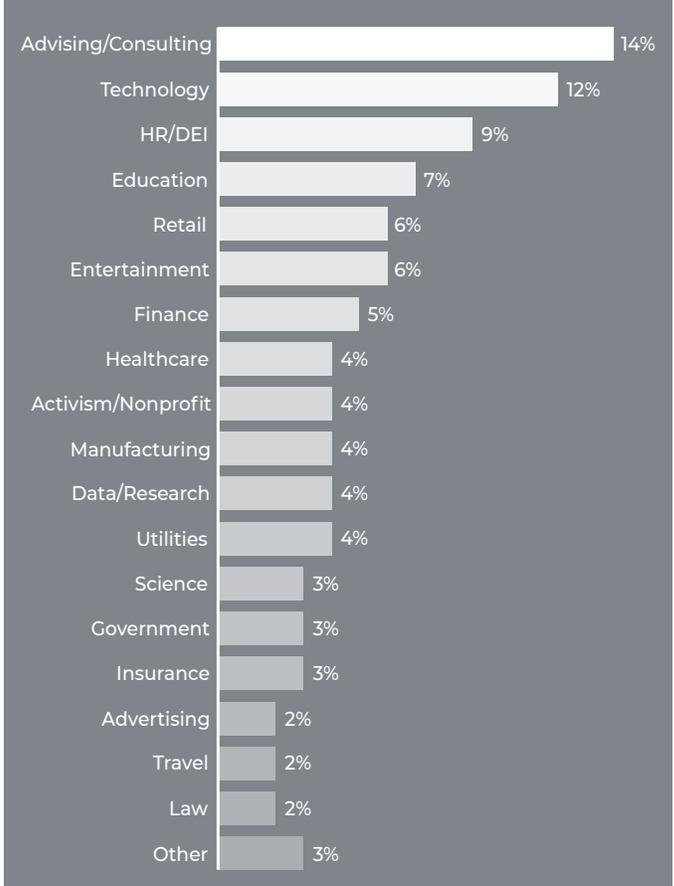
We kept returning to two key questions to contextualize uncertainty as productive.

First: What can go right?

Rather than “what can go wrong,” let's think about what can go right. In many cases, some of the best opportunities for improvement come from the potential to create more people-centered businesses—but they also show up as disruption.

The transparency and vulnerability of this moment isn't comfortable for those who continue to feel uncertain about whether or not they are accepted at work, which makes this moment an especially important one to reach out to and affirm diverse folk. With the move to a virtual workplace, we have been unintentionally invited into each other's homes. But as we peer deeper into one another's lives, families, and

PARTICIPANT INDUSTRY BREAKDOWN



constraints from behind our screens—and feel more ‘on display’ than ever—is there an opportunity to challenge the perfectionism we use as shields for survival and assimilation? To trust each other with our truths, finally? Will the empathy that is being generated through this experience permanently change us and the way we appreciate and account for difference?

Strategic storytelling and role modeling have come up as some of the best mechanisms for creating awareness of our differences. There are more chances than ever, in our world of virtual interactions, to be bolder and more courageous with what we share, as well as what we encourage others to be more open about. Doing this in a virtual world may feel more psychologically safe for some. For others, the risk of isolation and disconnection from community and other sustaining mechanisms in a virtual working environment is real.

Employee Resource Groups or any kind of affinity network, as well as DEI teams, are providing critical touchpoints and single-handedly generating belonging and supporting well-being in these times. These networks and teams must be supported, funded, and consulted when it comes to determining what employees are struggling with, and how they can be helped and supported. New networks are emerging, such as mental health, virtual work, parenting and caregiving networks, and the topic of intersectionality is beginning to be understood more deeply. We are discovering so many universal experiences across our differences; it is revealing fertile ground in which to break down the silos that ERGs and identity-focused efforts sometimes inadvertently create.

So much else is being questioned, and rightly so. Can virtual employees be more productive? What needs to happen face to face and what doesn't? Is empathy expected as a core leadership value, and how will performance expectations need to shift as a result of what we're learning?

Second: Why is this happening for us?

Rather than “why is this happening to us,” we can think in ways that enable us to take stock in a way that reflects uncertainty back to us in a positive light. So much truth has been revealed by this crisis. Which socioeconomic disparities and disparate health impacts do we need to better understand the origins of and address head on? Who hasn't been able to afford access and opportunities, and what are the ways that a more digital world opens up that access? Inclusion of geographically remote employees and team members is more possible than ever before, as physical locations like headquarters that held sway all of a sudden lose their center of gravity. What is the impact of the racism that has arisen during this crisis, and which many have glossed over in the past? What can we now more easily talk about in the workplace that we couldn't—or wouldn't—talk about before? What have we been revealed in stark detail that will become an undeniable drumbeat for change?

Workplaces that weren't built by or for all of us will not succeed in the future. But the fear of change and the desire to go back to business as normal is strong, and speaking up and sharing a vision for more equitable workplaces does not come without risk—especially

during a time of great professional uncertainty and job upheaval. Even in the best of times, job losses are incurred mainly by underrepresented identities, and this will likely continue through this crisis.

Our calls have addressed at length the difficulty of finding a balance in pressing for change at a time when there is greater resistance and fear. In the coming weeks and months, we will hopefully see which employers are more committed to continuing the work of DEI in the face of other priorities, and which sideline the conversation because it does not seem like a business imperative. All eyes are on these leaders and choices, and it's my prediction that those who put DEI first will be celebrated for their acuity, and those who miss the mark will face a reckoning in the marketplace.

One thing is certain: We must demonstrate and document how the DEI lens is one of the most powerful tools to tackle challenges in an uncertain, unpredictable landscape. This means that, more than ever, we need to marry our vision for change with the pain points of our “constituents”—our leaders and coworkers—and activate our partnerships for mutual gain.

The resources shared in this paper—which includes articles, best practices, community resources, virtual events, and self-care tips—will guide and support you in your pivot.

Finally, I'd like to acknowledge the tireless JBC team members whose faith in this work and energy for this project has helped keep me very motivated throughout these past days and weeks: Katie Livornese, Veronica Pirillo, Nikki Groom, Andrius Alvarez-Backus, Robert Beaven, Brian McComak, and Shavondalyn Givens contributed many hours to these calls, sharing out links and replays, and capturing the most salient points for all of our benefits in a beautiful, intuitive design. And for the many others in the JBC family, this work is so much richer— and the world so much more full of hope— with you in it. I am honored every day we get to work together.

We also welcome input to our ongoing research on the pandemic's impact on the workplace via [this survey](#), and would appreciate as many best and “next” practices as possible, to share in future thought leadership.

WHO IS IMPACTED MOST?

Far from an “equalizer,” the coronavirus pandemic is magnifying preexisting social inequities tied to various diversity dimensions. Minorities and marginalized groups are particularly vulnerable to more severe impacts, as economic disparities rooted in systemic inequalities will compound the effects. Marginalized groups are more likely than the general population to live in poverty and lack access to adequate medical care, paid medical leave, and basic necessities.

Why is this information critical? Comprehensive data broken down by demographics is critical to understanding the impacts of COVID-19 across communities. This data will also be important for understanding the extent to which there are disparities in access to health and economic relief during crises, which will ultimately shape response and relief efforts. Here are some other figures that show how certain effects are delineated by demographics:¹

17%
of LGBTQ
adults

23%
of LGBTQ
adults of color

32%
of transgender
adults of color

have no form of health insurance coverage, compared to 12% of non-LGBTQ adults.²

1,500

incidents of verbal & physical harassment
against Asian Americans

have been reported across the country in only one month, despite the fact that stay at home orders were in effect.³

33.5%

of COVID-19 patients
are African American

despite the fact African Americans constitute around 13% of the general population.⁴

Adults over the age of
60

and especially over 80, are particularly vulnerable to severe or fatal infection. The highest fatality rate is among older people, particularly those with underlying medical conditions.⁵

Counties that are black-majority have

3x
the rate of
infections

6x
the rate of
deaths

than white-majority counties.⁶

The preliminary death rate for Hispanic people in New York City is approx.

22 people
per 100,000

as compared to 10 per 100,000 for white people.⁷

Adults with disabilities are

3x
more likely

than adults without disabilities to have heart disease, strokes, diabetes, or cancer.⁸ This puts them at higher risk for more severe illness from COVID-19.

18.9%
of Latino
workers

22%
of female
workers

faced unemployment in April, as compared to 14.2% of white workers and 18% of male workers.⁹

1. Data updated as of May 12, 2020.

2. Charlie Whittington, Katalina Hadfield, “The Lives & Livelihoods of Many in the LGBTQ Community are at Risk Amidst COVID-19 Crisis,” HRC Foundation, 2020.

3. “In One Month, STOP AAPI HATE Receives almost 1500 Incident Reports of Verbal Harassment, Shunning and Physical Assaults,” STOP AAPI HATE, 2020.

4. “Cases of Coronavirus Disease (COVID-19) in the U.S.” Center for Disease Control and Prevention, 2020.

5. Katie Hafner, “How to Protect Older People From the Coronavirus,” New York Times, 2020.

6. Reis Thebault, Andrew Ba Tran, Vanessa Williams, “The coronavirus is infecting and killing black Americans at an alarmingly high rate,” Washington Post, 2020.

7. “Age adjusted rate of fatal lab confirmed COVID-19 cases per 100,000 by race/ethnicity group,” NYC Department of Health and Mental Hygiene, 2020.

8. “People with disabilities,” Center for Disease Control and Prevention, 2020.

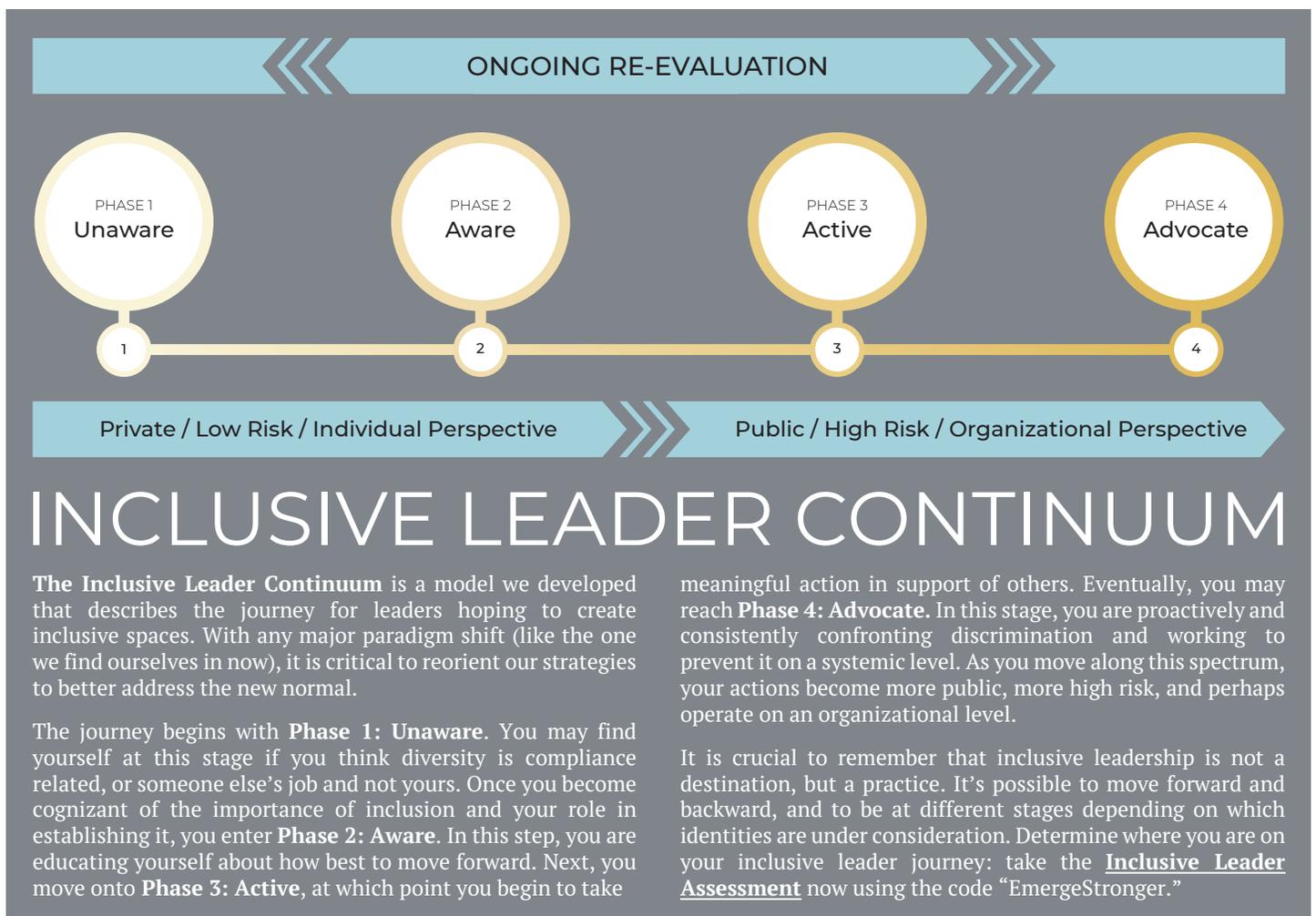
9. Carlie Porterfield, “April’s Jobs Losses Hit Racial Minorities, Women The Hardest,” Forbes, May 2020.

Community Questions: ON INCLUSIVE LEADERSHIP

“What are other leaders doing right now that’s resonating?”

During a humanitarian crisis like this, it’s crucial that leaders highlight the “human” in themselves and connect through empathy, emotion, and honesty. As we’ve moved to virtual spaces, sharing our stories will allow us to get to know each other on an intimate level yet through limited means.

Leaders need to take a “family first” approach. It’s not enough to only give permission for people to put their families first; employees need to feel like it is the expectation. This is a great call to action for “people first” leaders to communicate to their teams. Storytelling is one tactic leaders can use in order to model vulnerability and empathy. Some CEOs are sending out weekly videos that allow employees to see directly into their homes as they discuss the challenges they have been experiencing. Other leaders have been writing blog posts, but no matter the mode of delivery, the most important takeaway is for leaders to be vulnerable and share their own stories. Vulnerability builds trust and leads to deeper commitment.



Community Questions: ON INCLUSIVE LEADERSHIP

“How can leaders bridge the divide between those who can work from home and those who can’t?”

Leaders can support the emotional health of their employees by demonstrating “I care about you and I care about what you contribute/what you do,” by reaching out with heartfelt communications to essential workers on the front lines, as well as to those completing essential work from home in a consistent and authentic manner. This is the time to suspend corporate speak by telling personal DEI stories to connect. There is uncertainty and stress being felt by both groups.

This is the time to lead by example and action without the mistake of saying “I know how you feel.” Instead, leaders might consider using the suggested wording of, “I don’t know how you’re feeling, but I’m here for you.” This is one of many actions inclusive leaders can take.

As we navigate this transition, it is also important to ensure all team members have equal access to the necessary tools and technologies that working remotely requires. Between internet inequality and conflicting time zones, keep in mind the various barriers that online collaboration may pose and connect with each of your team members to ensure you are addressing their individual needs.

“How as a leader do you create a sense of safety when people don’t feel safe?”

First, recognize that this is not ‘business as usual’. As a leader, if you approach work without acknowledging and appreciating these unique circumstances, you’re going to lose a lot of credibility.

Second—but just as importantly—ask questions to help your team members identify their own feelings. There are so many emotions to process right now and they are hard to label. Do not expect your employees to replicate the intensity of their normal work week when there are so many elements of uncertainty. Clearly articulate these expectations to your team and encourage them to prioritize self care.

“As the lines begin to blur between work and personal lives, what can leaders do to create an environment where people feel comfortable being vulnerable?”

Vulnerable and curious dialogue can create psychological safety for direct reports and all employees to share their concerns around work and personal life simultaneously. Encouraging individuals to approach a “both/and” mindset as their leaders are doing the same can ease tension and anxiety during uncertain times. Supportive language encourages open dialogue without judgment; for example, take a coaching approach by asking, “How can you look at this situation differently?” This will engender the possibility of new ideas surfacing as well as showing that leaders are open to including and engaging diverse voices. We need our leaders to be flexible and empathetic.

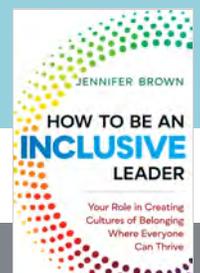
“What will leadership look like after the crisis?”

This is an unprecedented event. Everyone is going through this for the first time, including our leaders. As this is not a traditional leadership challenge, our leaders are not going to have all of the answers. Leadership pre-COVID-19 and post-COVID-19 is going to be radically altered.

Traditional leadership qualities will not suffice during the crisis. We will need to broaden our skill set to include vulnerability, fluidity, adaptability, emotional intelligence, empathy, and resonance. These are traits we’ve always known were important, but are now absolutely vital to successful leadership. Leaders will need to create a more complete, holistic leadership skill set in order to thrive in this new normal.

Featured Resources:

How to Be an Inclusive Leader,
by Jennifer Brown.



Community Questions: ON INCLUSIVE LEADERSHIP

“How can we support our leaders during this unprecedented moment?”

It's important to remember that we need to have compassion for our leaders right now. They are being met with a new set of challenges and are also uncertain about the future. As we expect to find comfort and certainty from our leaders, there is an expectation that they have everything together, are strong, and know all the answers. But they are still human. The emotions that we are feeling because we are human are also affecting our leaders. We need to show compassion and allow/encourage our leaders to be vulnerable.

Leaders are people too. It's important to remember that colleagues at all levels are going through some version of uncertainty and fear due to the crisis, through the prism of their own identity, their loved ones, and their community. Everyone is deserving of empathy. Check in with your leaders, offer support and collaboration, and also use this opportunity to engage them in the multiple learnings that have been made available through the crisis, about communities being disproportionately impacted, and about how allyship needs to be demonstrated in a crisis. Help them develop a plan of action.

Secondly, the expectation of leaders has historically been to maintain a confident image, as someone with answers, giving clear direction. However, what is sorely needed during this crisis is more empathy, vulnerability, and transparency about not knowing answers, and about sharing struggles more openly. This is what's resonating with – and appreciated by – many in the workplace right now. For many leaders, it's an unfamiliar skillset, and approach, and the likelihood of reverting to old leadership styles is high because it's a comfort zone, and because of the high levels of stress and pressure right now, which don't bring out the best in many of us. We can encourage leaders to embrace these new aspects and articulate the importance of doing so – to remain credible and resonant with their colleagues, and to provide the right kind of moral support.

“How do leaders identify and start to practice flexing their vulnerability muscles, if it's not an area they are familiar or comfortable with?”

As many of us have had to adapt to our workplaces becoming virtual and remote, we have also had to adapt to our true lives being more on display, more noticeable, and more unavoidable. For some of us, this additional scrutiny can feel uncomfortable, even invasive. But when colleagues have such a rare opportunity to learn more about each other's day to day lives, a great deal of empathy can also be built.

Building trust relies on vulnerability. When we trust each other and share our true thoughts, feelings, and experiences, we grow our ability to connect, and give other people permission to show up as their full selves. Being vulnerable about how we are or aren't coping with the uncertainty, fear, or fatigue from this crisis has the potential to bond us. While leaders are accustomed to 'rallying the troops' and presenting a confident face, we need to stretch our leadership muscles, build trust and openness, and support each other with concern, questions, and caring above all else, while sharing about our journey more openly.

It is incumbent on leaders to educate themselves about who feels most vulnerable in this pandemic and beyond, and to educate about it, as well as listen, support, and flex to accommodate others wherever possible. This can feel like vulnerability, too, as we broaden our focus from task accomplishment to how people are feeling, and what productivity looks like in a pandemic. We cannot lead as before.

Featured Resources:

[“Learning to Bend & Not Break: Resilience as a Source of Power & Leadership,”](#) WTC podcast episode, feat. Jennifer Brown & Dr. Jeff Hull.

[“Getting Real in Times of Crisis: Authenticity With Jennifer Brown,”](#) BetterMan Webinar.

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Principal Consultant,
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Jeffery L. Smith is a dedicated HR executive with a successful track record of improving employee productivity and contributing to employee growth and development. Known for his ability to build highly effective teams and deliver operational excellence, Jeffery has consistently enhanced the performance of several business units within Fortune 50 companies. He partners with influential business leaders to prioritize organization goals.

As a business leader with over 25 years' experience, Jeffery has been recognized in Sales and HR for delivering breakthrough results at Procter & Gamble, a Fortune 50 company. Throughout his career, he has developed expertise, and was sought to lead in the areas of D&I, Strategy Development, Employee Relations, Recruitment & Selection, Organization Assessment & Design, and Leadership Development.

Jeffery was Associate Director for Global Diversity & Inclusion, where he was instrumental in improving public relations, driving organizational efficiency, and developing strategy. As a Human Relations Business Partner, Jeffery led organization designs that closed budget gaps up to \$5 million. He also successfully managed a range of high risk employee relations cases and served as regional recruiter for multiple sales regions.

Most recently, he was Executive Director of Diversity Best Practices where he worked with Fortune 500 C-Suite leaders to develop diversity and organizational strategies. He was also recognized as a leader in ERG strategy development and infrastructure building. He was also a featured speaker and panelist at DBP's domestic and global conferences.

A global leader, he has led training and development sessions in Western Europe, Latin America, North America, and Asia. He has also been a featured panelist and speaker on D&I at several conferences throughout the country.

To contact Jeffery, visit his [LinkedIn](#).



“You are not just a DEI leader;
you are a business leader.
So your role is as critical to the
business as the other roles.”

Community Questions: ON EMPLOYEE RESOURCE GROUPS

“How do you articulate the value of ERGs during a time when it is not seen as a priority?”

This is the time to create your value proposition, especially knowing that we will return to a workplace that looks different than before. During this time, ERG leaders should sit down and clearly define the ERGs impact on the workplace, workforce and marketplace.

Additionally, many companies are turning to their ERGs to drive the engagement strategy due to budget cuts. As leadership begins to rely more and more on its ERGs, be sure to document what you're doing and the results so that when this crisis is over, you're able to show the value you've brought to the organization. Leaders are encouraged to empower their ERG members and leaders to share success stories as well as involve Corporate Communications to publish these stories. Corporate Communications should also communicate and encourage employees at all levels to be involved with ERGs, perhaps through short videos showing various business leaders affirming and advocating the importance of ERGs, because “ERGs are essential voices to support our people and the business success as we are all part of the success of our organization.”

There is a need to educate middle managers. To ensure that ERGs can be internally marketed as "essential to our business at all locations" with consistency and frequency, it is vital that middle managers and supervisors be educated on the importance of ERGs to the social connectivity of their teams and their operational goals and achievements.

“How can we support ERG leaders during this time when they are so overwhelmed with work?”

While ERG leaders are essential to creating inclusive virtual cultures, the burden can not be solely put on them. We all need to pull our weight, especially leadership. We also need to give ERG leaders support and patience during a time when they are holding the necessary space for everyone else.

During a time when underrepresented communities feel ERGs are more essential than ever, we need to support our ERG leaders by not adding too much to their plates. This pandemic has affected everyone in one way or another. We need to recognize that we are all overloaded with stress, family, and work, and not as productive as we normally are. This means minimizing the number of community events or spreading planning and hosting responsibilities among members.

Inclusive Leaders can be active champions of the “business inside the business” role of ERGs in terms of talent attraction, development and retention as well as business goal achievements. Communication is essential to let individuals know they are important and valued, especially during times of overwhelming work. Recognize and reward ERG Leaders for their dual leadership skills— they play an important role in supporting constituencies, and during times of uncertainty, also serve as a thermostat to gauge the temperature of various groups within the organization.

Make sure that you are able to align Diversity and Inclusion with an organization's pain points so people can hear and understand why it matters right now. Because if you're not able to do that, if you're not able to tell someone how you're making their life easier or better right now, you are going to be minimized as part of the noise that's going on in the world.

– Elfi Martinez

Community Questions: ON EMPLOYEE RESOURCE GROUPS

“How can we engage ERG members from all parts of the business, not just corporate?”

Often, there are barriers to including shift workers or those at remote locations in ERG events. For example, pausing work for shift workers in manufacturing to participate in an ERG event is not an option. One solution is to incorporate a location ambassador who can oversee the roll out of an event organically under that location’s unique constraints. Leveraging digital tools, including live streaming events and recording them for later distribution is essential. Leveraging technology to develop a community component, i.e. a Slack channel or online forum may also be relevant.

“What are the ideal role(s) that executive sponsors can play during these difficult times?”

In JBC’s “Executive Sponsors Fuel High-Performing ERGs” report (see “Featured Resources” on this page), we identify five key roles for Executive Sponsors: strategist, evangelist, innovator, broker and mentor. One could argue that each of these hats is even more critical in times of crisis, from helping to re-work strategies that best address emerging business pain points, to evangelizing ever more loudly for the value of DEI for organizations, and for affinity networks and the communities they serve, specifically.

Given their seniority, these Sponsors can locate and marshal needed resources to move quickly and seamlessly, cut through bureaucracy, and mentor members about their career paths in a time of great career upheaval. They can ensure underrepresented talent is not sidelined or impacted disproportionately in the inevitable restructures as the economy contracts.

“How are ERGs activating during this time?”

Some ERG networks are planning virtual heritage month events for the coming months. Other ERG leaders are reaching out to their members just to touch base, creating online forums or channels to continue building connections, hosting virtual lunches and Netflix watch parties, or offering guided meditations. While there’s no “one size fits all” approach, it is important to let your community know you’re still there and supportive.

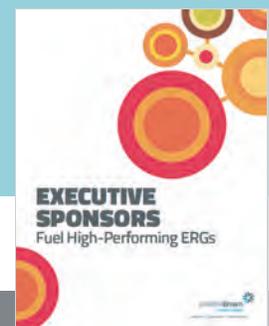
Some ERGs have begun collaborating with other ERGs in a different way. They are supporting each other in articulating their value and teaming up to put on virtual events that engage disparate communities and provide intersectional approaches to identity.

Featured Resources:

[“COVID-19 ERG Discussion,”](#) by Disability:IN.

[“Employee Resource Groups that Drive Business,”](#) by Jennifer Brown Consulting.

[“Executive Sponsors Fuel High-Performing ERGs,”](#) by Jennifer Brown Consulting.



GUEST CONTRIBUTOR: CLAIRE TSE

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Claire Tse is a JBC strategic partner and client-based lead located in Reston, VA. She is known for using her expertise as a multi-lingual Organizational Development Consultant to infuse social neuroscience with optimal team performance. Claire facilitates strategic planning to uncover root causal factors, then collaborates with clients to make solid decisions that elevate employee and manager engagement, optimizing performances and achieving missions both efficiently and effectively.

Her results-oriented deliverables include global cultural intelligence, emotional quotient competency, pipeline forecasting, identifying the ROI of Talent Development, and a solid communication plan with an end-goal of talent optimization. Some of her workshops focus on Cultural IQ, Creativity and Innovation, Unconscious Bias, Global Team Cohesiveness, Influencing Through Storytelling, Transgender 101, and Resiliency, and have contributed to increased talent retention, improved business processes, and the changing of workplace culture to honor both people and process.

Current clients include Fortune 100 companies, Federal and Local government and nonprofit organizations. Claire has clients throughout the United States, and in England, Puerto Rico, Taiwan, China, Colombia and Brazil. Her early years as Mobil Oil Corporation's first female, Asian Marketing Representative offered Claire 15 years of in-house corporate life.

Claire earned her Behavioral Psychology B.A. from Barnard College, Columbia University and a Masters of General Administration from University of Maryland University College. She is an EXCEL and Leading Edge instructor at Howard Community College and previously taught at the Georgetown University Center for Professional Development. Claire is a Commissioner-at-Large for the Fairfax County Small Business Commission, and on the McLean Community Players Board of Directors. She is the co-author of "The SOLVE Communication™ Method" to support intercultural understanding via culturally respectful dialogue.

To contact Claire, visit her [LinkedIn](#).



“The new structures of equity, inclusion and engagement with the current and future workforce will only be successful if the senior leaders believe in the importance of their people as well as being vulnerable to allow all individuals to do their best work without historical biases.”

GUEST CONTRIBUTOR: CURTIS BAKER

Foreign Trainer Recruiter,
The Walt Disney Company (Shanghai)

Curtis obtained a B.A. in Public Relations from Murray State University, and an Advanced Degree in counseling. After a 7-year career in the music industry in Nashville, he relocated to Orlando, shifting careers to education working in both public and private sectors. In 2013, ready for a new adventure, Curtis relocated again to China to work with The Walt Disney Company where he is currently in the Human Resources Talent Acquisition Team in Foreign Recruitment.

Curtis started and continues to lead the Disney PRIDE Greater China (LGBT+ ERG) at both The Walt Disney Company Greater China and at Shanghai Disneyland Resort while also an active member of the Diversity & Inclusion Team. Curtis serves on the ShanghaiPRIDE Executive Team helping to lead the first Out & Equal Roundtable in China in 2018. He is the founder of the Inter-Company LGBT China Network connecting and mentoring other companies to advance LGBT+ within the workplace in China. In March 2020, completed his Certification for D&I for HR through Cornell University.

Curtis lives in Shanghai with his partner Guo Yanbo, or "Jason."

To contact Curtis, visit his [LinkedIn](#).



“Exposing people to differences in the workplace through storytelling really works. When you put an authentic story to a label, it's no longer a label but a person.”

Community Questions: ON DEI STRATEGIES

“Are there any specific DEI programs that are particularly compatible with teleconferencing?”

Though in-person activities are no longer an option, the value of group discussion still holds true in virtual spaces— it just takes some effort to move those dialogues online. Take advantage of all the bells and whistles of teleconferencing technology: use polls to learn what your clients actually want out of DEI trainings, use breakout channels for smaller group work, use screen-sharing for presentations you would otherwise do in person, and use video chat for panels and Q&A sessions. Virtual DEI programs can be delivered just as effectively and be just as interactive as an in person session with new technology.

“At a time like this when budgets are being cut and jobs are at risk, how can we make sure DEI efforts aren't being totally abandoned?”

Contributor Elfi Martinez says, “diversity & inclusion is often seen as a luxury rather than a necessity. So, when times get tough like they are right now, it is one of the first things that gets jettisoned or minimized because it’s not part of the core of what we do at our organizations. So, one of the things that is a challenge for us to really focus on at this time is how do we message that diversity and inclusion is not a luxury but actually a core function... if you’re not able to tell someone how you’re making their life easier or better right now, you are going to be minimized as part of the noise that’s going on in the world.” As was true before, it may help to stress the business case of DEI, but focus your case on how diversity and inclusion can support the company’s goals right now.

Contributor Chelsea C. Williams says delivering DEI programming virtually through micro-learning or bite sized chunks is particularly impactful. This might be the best way to consume DEI content and ensure it isn’t abandoned while companies look to other priorities.

“What are some smaller, ‘lower stakes’ things we can do in the virtual world to maintain an awareness of DEI?”

There are several small steps to make our online spaces inclusive:

- Create individual video chats between managers and their direct reports.
- Call direct reports to let them know how important they are, then be curious to find out how they are doing personally and professionally.
- Encourage employees to check in with their managers to find out how they are doing personally and professionally.
- Create some short videos to share why DEI is important and post them on YouTube as well as share with the organization.
- Create a blog where employees can share and compare experiences.
- Host CEO/COO online meetings monthly where everyone is invited to “open online door” Q&A sessions for no more than 60 minutes (without corporate jargon).
- Include pronouns in your usernames.
- Provide meeting agendas ahead of time to allow for individual preparation.
- Set expectations around interrupting.
- Offer pre- or post-conference smaller breakouts in case some feel uncomfortable in larger groups.
- Make use of live closed captioning during meetings (if your software allows it).

With the current crisis, things are different. With it comes the ability to restructure how we see power. Not completely, but in the way that we form our groups, who we talk to, who we share with and how we share.

– Gearah Goldstein

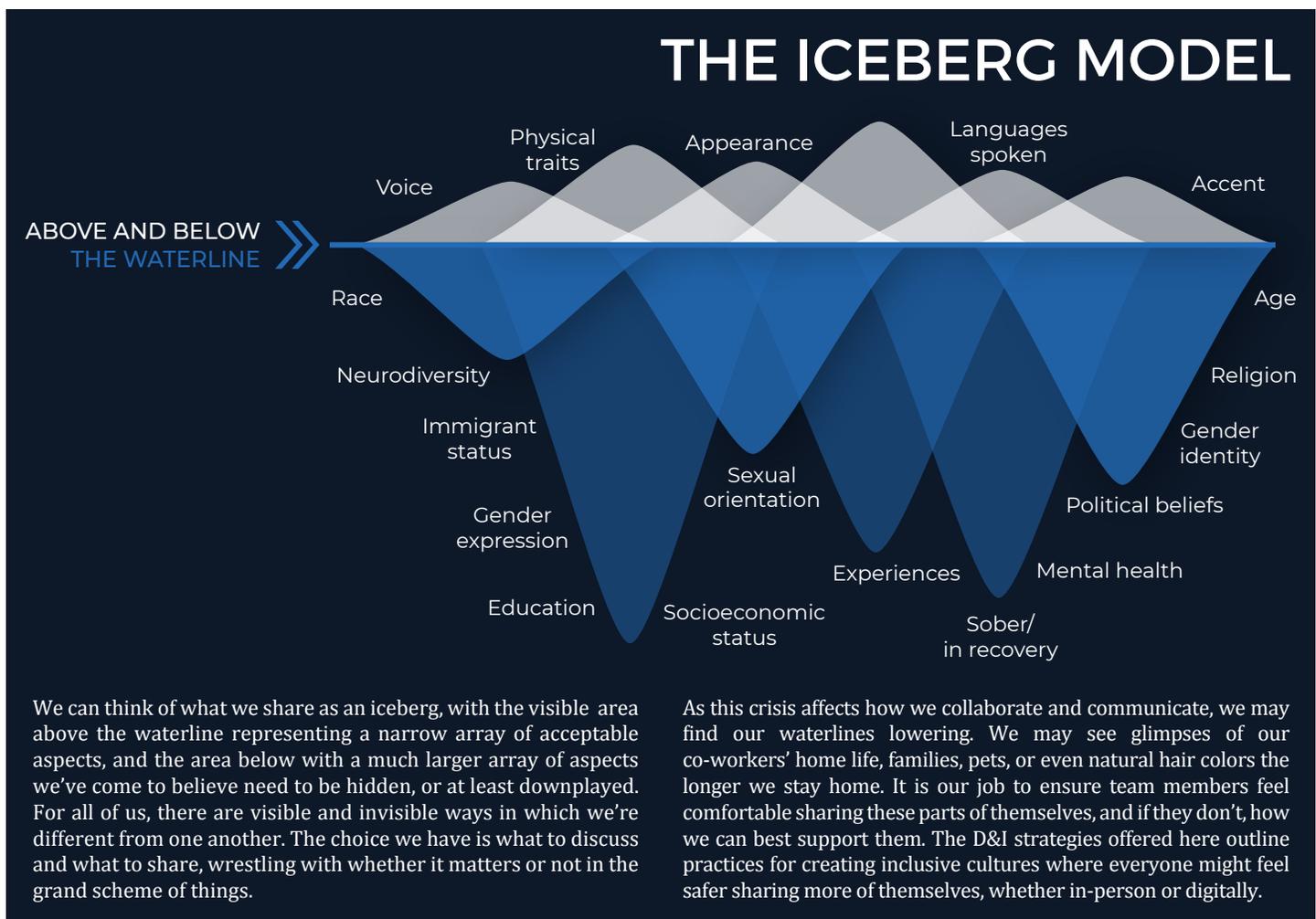
Community Questions: ON DEI STRATEGIES

“How can we stress the business imperative of DEI during this time?”

Due to the uncertainty caused by COVID-19, companies are focused on the pain points surfacing right now. Figure out what these pain points are and articulate how DEI initiatives can help address the immediate concerns.

Interview clients, customers, executives and community partners with one question, “Why is DEI so important?” Capture these answers and have them available to share through various media so employees and clients can see your company’s continued commitment to DEI. Clients will appreciate being included in this activity and when leaders see DEI as an important value to their clients, it will remain a priority for the business. ERGs can step up their importance by taking this project on and being visually present.

People need to see, hear, and feel the importance of DEI to the business today, and especially moving forward in a post-COVID-19 world.



Community Questions: ON DEI STRATEGIES

“Since speed is one of the worst enablers of bias, how can we ensure diverse experiences and needs are reflected as we quickly build new structures (e.g. working from home)?”

Ensure that teams planning new processes, procedures, and policies have wide representation. Being inclusive from the start will make it much easier to reduce bias in execution/implementation.

Senior leaders need to acknowledge the importance of how individuals are feeling when working at home, on staggered shifts at work where the office is almost empty, and also the experiences of individuals who have been furloughed. Once they recognize the importance of their talent and how to encourage productivity during times of emotional stress, their feelings, thoughts and “forward progress” actions need to be shared with their direct reports and then can flow to the various levels.

The old world mindset that “I need to see you working” and “these are the star performers” need to be updated, and fast. Competitors that pivot and embrace this new way of working will make job opportunities available, and individuals will leave for them if they don’t feel valued, respected and heard, or don’t anticipate career advancement opportunities where they are. Meaningful, honest feedback is required for all individuals, no matter the discomfort, to share true feelings in a two-way manner, in order to overcome historical and current bias. This will open up communication to mitigate some future biases by creating psychological safety for true dialogue without ego.

The new structures of equity, inclusion & engagement with the current and future workforce will only be successful if the senior leaders believe in the importance of their people as well as being vulnerable to allow all individuals to do their best work without historical biases. This messaging should be expressed at all levels, as individuals tend to hold on to negative feedback and may be their own barrier to success.

“If DEI is being put on hold right now, how can we get the momentum back as quickly as possible?”

Though it seems like DEI isn’t a priority, many of the corporate consequences of the COVID-19 may yield positive results for DEI efforts. For example, remote work will level the playing field for differently abled leaders, leaders with caretaking responsibilities, or leaders of diverse economic backgrounds who may feel excluded from costly in-person conferences.

COVID-19 has also led to a democratization of power. Senior leaders that once had schedules so full you couldn’t get fifteen minutes of their time are now accessible. Leverage this time to have conversations with those senior stakeholders to get buy in for diversity and inclusion initiatives.

“Where can we continue to find new DEI best practices during this time?”

COVID-19 has forced our communities to look elsewhere for best practices as we fight to keep our initiatives alive. Where we look for best practices needs to change; we need to look more globally and also to places that may do things very differently from us. For example, if your ERG is located in a big city, perhaps reach out to a local chapter in a more rural setting to see how they are accomplishing their goals.

Many of the best ideas, like intersectionality and belonging, are readily apparent amongst high school students. The future of work starts with and can be inspired by our youth, where DEI is the norm. Scanning social media is a great way to discover new DEI practices without ego-based ideation.

Featured Resources:

[“The Silver Lining: Here is How the COVID-19 Pandemic Might Lead to Greater Inclusion,”](#) by Paolo Gaudiano for Forbes.

GUEST CONTRIBUTOR: JAE REQUIRO

Vice President of Diversity,
Equity and Inclusion, AEG

Jennifer “Jae” Pi’ilani Requiró is the Vice President of Diversity, Equity, and Inclusion for AEG. In this role, she develops, implements, and drives the DEI strategy. In 2016, Jae wrote the foreword to the best-selling business book by Jennifer Brown, *Inclusion: Diversity, The New Workplace, and The Will to Change*.

Outside the office, Jae lives her passion, serving as a Sensei at a karate studio in Southern California. The dojo has earned a reputation as a nurturing and safe space for students with special abilities to thrive. Jae encourages her students to find their “ikigai.” Ikigai is a Japanese concept that means “a reason for being.”

Jae serves on the national non-profit board of directors for the Asian & Pacific Islander American Health Forum (APIAHF). Jae is a co-chair for the APIAHF Business Leadership Circle, which works towards addressing the unique and complex challenges facing AAs and NHPIs, while creating value for their partners’ brands and businesses.

Prior to AEG, Jae was the Director of Global Diversity and Inclusion at Thermo Fisher Scientific. Her responsibilities included diversity & inclusion education and consultation, and employee resource groups. She started her career at Toyota, building and implementing their diversity and inclusion strategy. Her responsibilities included executive accountability and mentoring. In addition, Jae developed strategies to enhance Toyota’s corporate reputation and increase partnerships with certified diverse suppliers. She has presented at several conferences, workshops and educational forums sharing insights on employee resource groups and generational diversity.

In May 2014, Jae received the California Multicultural Leadership Award from the National Diversity Council. Jae earned a bachelor’s degree in sociology with a specialization in stratification, race, and ethnicity and an emphasis in business from UCLA. In her spare time, Jae performs hula, paddles outrigger canoes and is a single mom to a college-aged daughter, her source of inspiration and perspiration.

To contact Jae, visit her [LinkedIn](#).



“Leader doesn’t mean executive.
Leader doesn’t mean manager.
Leader means who you are as you
build a more inclusive workplace.”

GUEST CONTRIBUTOR: CHELSEA C. WILLIAMS

Senior Consultant,
Jennifer Brown Consulting

Chelsea C. Williams is a talent strategist, professional trainer and speaker, and the proud Founder & CEO of College Code. With 75% of the workforce expected to encompass GenZ and Millennials by 2025, College Code plays a role in preparing for the future of work by helping national organizations develop & retain diverse early career talent.

Chelsea is a highly sought contributor for The Muse, the go-to destination for the next gen workforce to research companies and careers and The National Association of Colleges & Employers (NACE). Prior to College Code, Chelsea spent nearly 10 years on Wall Street managing and leading global human capital initiatives across the United States, Europe, and Asia.

Chelsea obtained her BA in Economics from Spelman College. She currently resides in New York City.

To contact Chelsea, visit the [College Code website](#), or her [LinkedIn](#).



“Maximizing human potential, making sure talent feels safe, supported and has access to what they need to do their work is essential. The priority of practitioners is to help support the investment in people.”

Community Questions: ON INCLUSIVE VIRTUAL WORK

“What inclusive practices can we implement in our virtual meetings?”

Change your name in Zoom meetings to include your pronouns by hovering over your name. This is a huge signal to our colleagues that we see them, hear them, and are not assuming their identity.

In Zoom, choose “gallery view” so everyone shares the screen equally and you’re not just looking at the person who is speaking.

Do not make Zoom video mandatory. Not everyone wants to blur the line between the personal and the professional. There may be certain aspects of home life that they want to keep private (i.e. socioeconomic circumstances, children etc.) Forcing someone to be on video can feel like forcing yourself into someone’s home. Additionally, some individuals have suffered an emotional toll from looking at themselves on video for hours at a time. It’s important to be understanding and know that when working from home, we all have different preferences and should defer to what makes us most comfortable and effective while working.

“How are we supporting our workforce with accessibility challenges right now?”

Use closed captioning in all Zoom & Microsoft Team meetings.

Many internet companies are currently offering free WiFi hotspots, although you may need to have access to a smartphone. AT&T, Xfinity, Verizon, and Spectrum all have programs. Check the providers in your area.

Be aware that some employees may have access to the internet, but not have enough bandwidth to be part of a video meeting. Encourage employees to participate in meetings however they can. For example, if you’re using zoom, you can use your phone to call into a meeting, rather than using the internet. In order to ensure inclusivity, be sure to share any materials that will be shared via screen in advance and any meeting notes afterwards.

Vulnerability is the hardest and perhaps most risky for leaders who are looked to for the answers.

We look to leaders for solid direction, but it's those leaders that are feeling incredibly uncertain.

We need diversity of thought and identity now more than ever to figure out the new challenges we're experiencing because we don't have the answers. This is not a traditional leadership challenge.

– Jennifer Brown

Community Questions: ON INCLUSIVE VIRTUAL WORK

“How can we be sure to include introverts who may be struggling with video meetings?”

Consider providing multiple methods for engagement as a way to ensure you're allowing the opportunity for all kinds of communication styles to participate, i.e. Slack, email, chat functions on virtual meetings, private messaging, or one-on-ones with direct reports.

For those who may need more time to process information, consider circulating an agenda as well as assign “speakers” so the introverts are prepared to speak as well as know they have time to contribute. Generally speaking, introverts will tend to listen during calls because of the intensity of “too much eye contact” as well as their need to collect their ideas to address the topics at hand in a meaningful and thoughtful manner. Assigning different voices and facilitating extraverts who “take too much time and space” will create space for introverts (who many times have the solutions) to contribute.

“How can we make sure those who could be even more isolated during this time continue to stay connected?”

Online community forums where individuals can post questions or provide feedback have been helpful for some companies. Be sure to include an option to post anonymously to account for psychological safety.

Start all calls with a check-in. Simply asking “How are you doing?” at the beginning of the call goes a long way. This is a simple way to show employees that they are seen and heard during a time when everyone is struggling in their own way.

“How can we still create meaningful connections in a virtual world?”

While virtual happy hours are a great way to connect employees, they are not inclusive or accessible. It is essential to remember that not all of our co-workers partake or have interest in these activities. Some other suggested activities and events to offer as opportunities for meaningful connection include:

- **QuaranTEA:** Have a weekly or daily tea or coffee break where co-workers can discuss their concerns.
- **PAWty:** Host a virtual meeting where team members are encouraged to bring their pets and discuss something other than work or COVID-19.
- **Dedicated Slack Channels:** i.e. a “Spark Joy Channel” with a constant feed of articles, stories, videos, or pictures that spark joy.

“What new inclusive practices and trends are we seeing from virtual events & meetings?”

Contributor Curtis Baker observes that more people are able to participate in his LGBTQ ERG events virtually. Some individuals may not feel comfortable showing up to live events if they aren't out in the workplace (We know 50% of those who identify as LGBTQ are closeted in the workplace). Virtual events allow attendees to participate without video, and even with a different name. These circumstances allow for participants who otherwise may be isolated to become part of the community and find support.

Featured Resources:

[“Why We Should Embrace Remote Work as a Powerful Tool for Inclusion,”](#) by Elizabeth Roy on Medium.

[“How to Create an Inclusive Virtual Culture During a Pandemic,”](#) by Katie Livornese & Grace Yi on LinkedIn.

GUEST CONTRIBUTOR: LIA GARVIN

Senior Inclusion and
Operations Manager, Google

Lia has almost a decade of experience working in some of the largest and most influential companies in tech including Microsoft, Apple, and Google. As a Senior Operations Manager at Google and professional coach, Lia leverages her leadership coaching and program management skills to examine the challenges holding teams back from doing their best work, and help them reframe to a focus on inclusion and effectiveness. Lia built the Diversity & Inclusion program for Google's Augmented and Virtual Reality team, and now mentors and coaches program managers across the company about how to drive impactful and measurable D&I programming. As a coach, she partners with my clients to identify their true calling and help them map out the steps towards achieving fulfillment in their lives and work. She writes extensively on Medium about how to foster inclusion and build effective teams, and has a bachelor's degree in sociology from UCLA.

Outside of work Lia enjoys baking, yoga, writing, and spending time with family. Lia lives in the San Francisco Bay Area with her husband, baby daughter, and mini goldendoodle.

To contact Lia Garvin, visit her [LinkedIn](#), her [coaching website](#), or her page on [Medium](#).



“ Under these uncertain times, it’s easy to fall into old patterns. Be mindful of not being exclusive in an effort to index towards convenience. ”

GUEST CONTRIBUTOR: ELFI MARTINEZ

Principal Director,
Jennifer Brown Consulting

Elfi Martinez is a walker of several worlds. From inner city Chicago to Wall Street to Hollywood, he has lived a life of eclectic experiences that have honed a unique worldview and creative approaches to obstacles. He cultivated his ability to create emotionally resonant messages while writing for television as a selectee to the prestigious Warner Brothers Television Writers' Workshop and the CBS Writers Mentoring Program.

Elfi develops his strategic and facilitation acumen as an independent Organizational Development Consultant, specializing in Leadership Development, Emotional Intelligence, Visioning and Business Development, and Diversity & Inclusion for nonprofits and Fortune 500 clients including Microsoft, T-Mobile, LinkedIn, NPR, PBS, GlaxoSmithKline, Capital One, The Red Cross and Education Pioneers.

Elfi earned a MBA in Corporate Finance and Accounting from the Simon School of Business at the University of Rochester, and later served as Assistant Vice-President in Securities Lending for the Bank of New York.

Elfi enjoys giving back to the Latino Community as a member of Prospanica, where he has held several leadership positions including Vice President of Marketing and Corporate Relations for the chapter in Philadelphia. He was elected chapter President in 2014, where he led a Board of 11 Officers and over 500 members, and served as the key liaison with corporate partners.

To contact Elfi Martinez, visit his [LinkedIn](#), or email: elfi@jenniferbrownconsulting.com



“The people that are thriving right now are people that lead from places of authenticity and vulnerability, people that have spent a lot of time building connections underneath the surface with other people across differences.”

Community Questions: ON ALLYSHIP

“What does allyship look like in this new normal?”

The crisis has led to organic partnership development between different departments within a company. For example, one company’s Generations ERG and the Learning and Development team partnered together to host a “training” on how to teach now that parents are expected to be homeschooling their children.

Be extra aware of your privilege. Some people don’t have access to the internet or are working a full-time job and managing having their children at home. Work on developing empathy and create a safe place for team members to show up authentically and share concerns.

“How can we approach layoffs with an equitable lens?”

The first step is to look at the creation of essential personnel: why are they and how are these individuals evaluated on annual performance reviews?

The next step is questioning if the individuals were rated fairly, what performance improvements were needed/achieved, was coaching offered for performance improvements, how frequently was feedback offered, what hindrances to performance were removed. This will take some time to distill assessment biases in place and where personality differences were encountered.

Subsequent steps are needed to analyze the trends of who was identified as “layoff candidates” along with the mitigating circumstances to retain individuals who “had high tenure and historical contributions” where favoritism or a sense of duty were in place.

Then a panel of diverse leaders, including executive sponsors of various ERGs, should review the list of layoffs, with an action plan to ensure performance metrics are fair, high potential skills are factored in, as well as future rehiring options available when the needs arise.

“What new structures of exclusion may develop in this virtual format of working?”

In virtual meetings, there are still power dynamics at play we should be aware of. Not everyone may feel comfortable speaking up, and some people need more time to process information and write responses. Try to appreciate moments of silence (however awkward), and avoid the urge to fill the gap. Also be mindful that not all remote setups are created equal. Parents with children at home may be dealing with stress and require personalized accommodations. In short, we should remember that home is not always safe, secure, or resourced across the board. There also may be issues for team members with disabilities, or those who use assistive technology.

Additionally, studies have shown that when people can work from home, they normally end up working longer hours. With all of the uncertainty right now, there is added pressure to work hard due to the underlying fear of being laid off. As people try harder to show that they aren’t losing step or falling behind, instituting firm hours around working or setting expectations around how many hours someone should work is a great way to ensure employees are not tiring themselves out and instead, bringing their best selves to work.

There's a fear zone that we have to walk into before we get to the growth zone. That fear zone allows us to learn. If we never step in and become vulnerable, we'll never understand the systemic inequities impacting our colleagues. So have the courage to step out of comfort and move to growth.

– Jorge Quezada

Community Questions: ON ALLYSHIP

“How can we mobilize in solidarity with those who are being disproportionately affected by the current crisis?”

On the personal level, direct donations to trusted nonprofits, hospitals, and charities are always helpful if you're in a financially secure position, and making an effort to support local businesses is helpful. On an organizational level, connect with management and other leaders to see if your organization is contributing in any large-scale meaningful ways, and learn how you can support those efforts. On a DEI specific level, we should be addressing the widespread increase in discrimination against Asian Americans & Pacific Islanders, and beginning to create support networks for combating that bias. Additionally, we should make domestic violence and child abuse resources widely available so those who are trapped in unsafe homes due to the crisis have access to the resources they need.

“How can we balance our personal needs and security with the ongoing call of being an ally/advocate?”

Be real, and believe in what you are saying if you truly are an ally or an advocate. Consistency is essential in showing you truly believe in the critical need for DEI, even if the future is uncertain or you have had to furlough or layoff some employees. In the face of uncertainty, individuals will appreciate an ally being human by sharing their feelings, and advocates need to balance their personal needs with their unwavering strong beliefs in the importance of DEI.

Additionally, in order to be an effective ally, we must achieve internal stability before we're able to help others; it is difficult to be helpful and easy to make missteps from a place of weakness and instability. Adopt the “Put your mask on first” model to ensure you have the space and capacity to support others. In the short term, try incorporating wellness breaks into your schedule, even though you may already be working from home.

“How can we work together in a more equitable way that acknowledges that we are all experiencing this moment differently?”

There is a lot of discussion about how some groups are disproportionately impacted by the crisis. For example, we know that Black Americans are dying at higher rates and Asian Americans are afraid to leave the house in fear of racist harassment. We need to have conversations to understand how we are each impacted by the crisis and allow the space for open and honest communication.

It's important to understand that some of these experiences may be hard to share, so it may take time and effort to create this space. You may need to connect with someone 10 times, and each time it may feel like you aren't doing anything, but it's important to not give up. Each time you show up and provide the space, you are creating a valuable connection point with another human being. That has power and it will create a shift that may initially be hard to see. Connection starts with intent and showing intent is the critical first step to building understanding.

Featured Resources:

[“5 Ally Actions,”](#) by Better Allies.

[“Allyship: Activating Your Ally Voice,”](#) Will to Change podcast episode feat. Jennifer Brown

[“The Empathy Crisis of White America,”](#) by Phillip Picardi.

Community Questions: ON ALLYSHIP

“How can we support parents and caregivers during this time?”

Have empathy and patience. Expect that children will be interrupting meetings. Parents who have worked hard to leave work at work and be a present parent at home are now blurring lines and their children don't always understand the boundary between work and play.

Parents are now not only responsible for their full time job, but also teaching their children their school curriculum. Consider putting together a virtual panel of teachers of different ages to give tips or answer questions about how to effectively teach children.

As parents are expected to teach subjects they haven't thought about since grade school, some companies have put together “Homework Clubs” where parents can share their expertise in different topics to support each other and their children's development.

Companies have started live streaming kid-friendly cooking classes for parents and their children to partake in together. They've also started a storytelling series for parents to watch with their kids to keep them occupied and stimulated.

“How are companies proactively addressing the xenophobia being reported?”

Implement “Share & Care” circles for communities that are falling victim to xenophobia. This promotes a safe place to share experiences and reactions to these types of remarks.

Senior leadership should be transparent in their approach to addressing this problem. Leaders should send out an all-staff email addressing what they are hearing in the news, what xenophobia is, state their support for diverse groups, and how they plan to address the issue now and when employees return.

Engage your ERGs in your “return-to-work” planning to ensure you are being as inclusive as possible.

In these uncertain times it's easy to fall into old patterns.

It's easier to make quick decisions with fewer people because it's harder to get a bunch of people on a meeting at the same time. It's easier to just have the loudest voices make the decisions or chime in.

But those are all things we've worked for years to fight against and we don't want to lose the traction that we've built just for convenience.

– Lia Garvin

GUEST CONTRIBUTOR: GEARAH GOLDSTEIN

Co-Founder, GenderCool Project;
Inclusion & Diversity Consultant

Gearah Goldstein is a diversity and inclusion consultant and nationally-recognized LGBTQ subject matter expert who works to illuminate topics of ethnicity, race, gender, age, equity, disability, and acceptance. Her transgender life experience and people-first attitude encourage a positive learning environment that opens hearts and minds. Gearah is warm, approachable, engaging and always finds ways to bring people together.

A main focus of her work involves training within businesses, organizations, schools, hospital networks, government agencies, and law-enforcement personnel. Her training curriculum employs best practices as outlined in the WPATH Standards of Care and HRC's Corporate Equality Index.

Gearah is frequently quoted in the media supporting the narrative of accepting and protecting people who identify within the LGBTQ community. Her visibility has reached millions of people around the world, having been featured in media such as the TODAY show; The New York Times; Rolling Stone; ABC, CBS, NBC national news; NPR, and many other outlets.

Gearah is often invited to speak at professional schools, conferences, and universities. She is the co-founder of The GenderCool Project, a national storytelling campaign that showcases successful and talented young people who identify as transgender. GenderCool is empowering the world to see diversity as positive and important.

To contact Gearah Goldstein, visit her [Twitter](#), her [LinkedIn](#), [The GenderCool Project's website](#), or her [personal website](#).



“Right now in the current state that we are in with this quarantine, gratitude is as important as the water I drink every day. Find gratitude in the simplest things... In a crisis, focusing on what we need to do today is all we can do.”

GUEST CONTRIBUTOR: RYAN LATHRUM

Senior Director of D&I,
BounceX (soon to be
Wunderkind)

Ryan was a Division I scholar-athlete at the University of Nevada, Las Vegas and graduated with a bachelor's degree in Spanish Literature. He also earned a M.Ed. in Educational Leadership. Ryan began his career in higher education with hybrid roles in academic advising and student engagement at the University of Nevada, Las Vegas, and Arizona State University. Ryan transitioned to corporate America after moving to Jersey City and held roles at American Express on the Executive Recruitment, and Global D&I team. From Corporate America to start-ups, Ryan moved over to jet.com, and led New Employee Onboarding and the rollout and launch of jet.com's first Employee Resource Group platform that included 5 ERGs. His role expanded after jet.com was acquired by Walmart, and he led many D&I initiatives across all of eCommerce. Ryan is currently the Senior Director of Diversity and Inclusion at BounceX leading global inclusion efforts that include a focus on equity, allyship, business impact.

To contact Ryan Lathrum, visit his [LinkedIn](#), his [Instagram](#), or email ryan.lathrum@bouncex.com.



“ We know that ERGs shouldn't have to be the sole maintainers of belonging at work, but at the same time, we should realize the opportunity now more than ever to be culture champions, and step into our vast expertise on the power of connection and engagement. ”

ON MENTAL HEALTH

“What strategies can we implement to be there for our employees who may be struggling mentally or emotionally during this crisis?”

Senior leadership and team leaders should continue to share frequent and transparent communications with all employees. As uncertainty exacerbates concerns around the future and impacts our overall mental state, be sure to remain transparent during a time of rapid change.

Implement a “slack status” system. For example, mark yourself with ‘yellow’ if you’re doing okay, ‘red’ if you’re not doing well and would like someone to reach out to you for support, and ‘green’ if you’re doing okay and have the mental capacity to support others. This amplifies our connections and encourages employees and team leaders to reach out to those who need help, or lets those who need help know where they can get it.

Some companies have begun to implement mindfulness initiatives that address real-time needs. They include virtual training from outside experts, tips and tricks, and slack channel conversations. For example, try a 10 minute guided meditation every day at lunch time.

“What are some ways to practice self-care during the crisis?”

Try to maintain your normal routine, i.e. continue to workout, wake up at the same time, sleep at the same time etc. Stay active with exercises that you can do at home such as yoga or taking solo social distancing walks. Also, the peloton app is free for 90 days to take live or pre-recorded classes. Hop on a Zoom meeting with a friend and take the class together.

Sometimes reading the news can be very discouraging. Try to take a media hiatus when you’re feeling particularly hopeless. Instead, try to watch funny, inspirational videos like John Krasinski’s weekly “Some Good News” segment.

Ensure you are still connecting with friends and family. Human connection during a time of isolation is vital.

Those with the capacity might also invest in their own professional development. Continuing to learn and grow is a great way to practice self-care.

Block time in your calendar called “Time For Self” to ensure you are taking care of yourself during a time when there are many conflicting priorities. Try a meditation or relaxation app like Calm or Headspace. It’s easy to not make yourself a priority when you’re taking care of others.

“Can we trust each other with our true stories? That's where we find belonging.”

– Jennifer Brown

Featured Resources:

[“What Could Go Right: Naming Grief, Surrendering, and Beginning to Create in the Age of COVID-19,”](#) WTC podcast minisode feat. Jennifer Brown.

GUEST CONTRIBUTOR: KAY FABELLA

D&I Consultant for Remote Teams,
kayfabella.com

Kay's mission is to amplify the voices of under-represented groups, who are ready to step up as the leaders our companies and communities need. As a DEI Consultant and Remote Team Strategist, Kay Fabella has worked with companies across seventeen industries, including Google and S&P, to leverage the power of storytelling for organizational change.

A Filipina American expat living in Spain since 2010, Kay draws from her own lived experiences as a "multi-hyphenate" woman of color, a daughter of immigrants, and an immigrant herself to build bridges for belonging. She believes that more inclusive workplace cultures start with sharing non-linear stories from allies and minorities alike— to redefine concepts of identity, expand worldviews, challenge cultural perceptions, and prepare companies for the future of work in a virtual world. She now works with organizations to translate their D&I initiatives intersectionally across cultures and countries to create equitable workplaces where diverse talent can thrive. Kay's work has been featured in Forbes, Fast Company, Thrive Global, Huffington Post and El País, and in her weekly podcast: Inclusion in Progress.

When she isn't working, you'll find Kay singing, writing, practicing yoga, visiting family in California, or eating her way through Europe. She lives in Madrid with her Spanish husband and their two cat rescues, and the official language in their house is Spanglish.

To contact Kay Fabella, visit her [LinkedIn](#), her [Twitter](#), or book a call through her [website](#).



“Flexible working opportunities and technology make it possible for individuals from all backgrounds, abilities and countries to contribute meaningfully to our organizations. Remote work policies were often the missing link in DEI — and after COVID-19, inclusion-driven companies have a unique opportunity to systemically level the playing field for diverse talent.”

GUEST CONTRIBUTOR: NANCY MACE

Senior Consultant,
Jennifer Brown Consulting

Nancy Mace brings more than 25 years of experience to the JBC team, helping corporations and nonprofits grow and develop. Nancy has held executive-level roles in human resources at Dreyer's Grand Ice Cream, Marine Terminals Corporation, and Barclays Global Investors. She has experience in training design and facilitation, program design and management, cultural engagement, talent management and leadership development and has worked in-house and as an independent consultant for a variety of organizations, including Yahoo!, Capital One, Coca-Cola, HP, Intel, Clorox, Oracle, BlackRock, Swedish Institute of Management, SF Aids Walk and Out & Equal Workplace Advocates.

Nancy has led multiple leadership universities, and designed and facilitated programs in conflict resolution, strategic planning, and performance consulting, and many other subjects. In her role as the Director of Community Empowerment with Out & Equal, Nancy drew on her vast experience and personal passion to support, engage, resource and coach the networks of dedicated volunteers who are committed to Out & Equal's mission of ending workplace discrimination for the LGBTQ+ community. Nancy's role was centered on rewarding collaborations with Regional Affiliates, Employee Resource and Affinity Groups and LGBT partner organizations.

Her LGBT work began first by becoming certified as an LGBT diversity trainer. It was from there she began working with employee resource groups and leadership in strategic planning and team effectiveness. She has since helped coach numerous ERGs, their leaders and sponsors to achieve higher personal performance and transformative team results.

Nancy served on the Board of Directors for over 10 years at the YMCA in San Francisco's Tenderloin neighborhood. She holds a BA in Sociology and Organizational Development from the University of California, Davis. She lives and laughs with her partner, Andy, and their spunky rescue dog, Biscuit, in the San Francisco Bay Area.

To contact Nancy, visit her [LinkedIn](#).



“ During this crisis, inclusive leaders should empty themselves of all expectations, and create the space for someone else to step in so we can support each other. ”

Community Questions: ON THE FUTURE OF WORK

“Will these short term changes companies are making now have any long term effects on their DEI strategies in the future?”

The short-term changes experienced by companies furloughing their DEI departments personnel will have a long-term effect on the mindsets and emotions of their upcoming workforce. Individuals remember how they are treated and why, especially in dire financial situations. The human factor is very important in business. Organizations that demonstrate old mindsets of “I can find replacements of you” will experience difficulty finding the “right talent” who will perform over time. Emotional and Psychological Safety are very important to the younger generations, as well as physical and mental health focuses, so the DEI strategies moving forward will need to be more specific, meaningful and supported by senior and lower leaders without hesitation.

The adjustments being made now will fundamentally affect the way we communicate and connect with one another. As with all forms of communication, there is bound to be emerging forms of exclusion, imbalance, or inequity. Looking to the long term, DEI strategies may increasingly focus on virtual collaboration, equal access to technology, and providing more support to the most affected populations.

“What should our commitment to D&I look like after we emerge from this crisis?”

The DEI commitment should be especially present now, as employees are in states of fear around their importance to the company. By demonstrating the understanding that all work is done by people, even in technology and manufacturing, there will be more emotional loyalty and commitment around the company, with leaders caring for all of their employees as part of the bottom line.

Organizations and companies that have not focused on their human capital during the pandemic will have to make more intense focus on DEI a priority after emerging from the current situation. “Business as usual” will not be the reality. There will be a “new business normal” evolving where employees and future employees pay close attention to how organizations treat their people as they decide where they want to work and who they want to work for.

Finally, it is important to acknowledge that although we have all been impacted by the pandemic, we have not been impacted equally. Those with less privilege are likely to have been impacted most severely by the pandemic, and we should take extra steps to support them as we try to recover.

“People may believe that more voices slow things down, but more voices create more opportunities for innovative thinking and collaboration.”

– Jae Requiro

Featured Resources:

[“Seeing is Believing: How Transparency Can Accelerate Inclusion and the Future of Work,”](#)
WTC podcast minisode, feat. Jennifer Brown.

Community Questions: ON THE FUTURE OF WORK

“What strategies are companies implementing to bring people back to a workplace that looks very different?”

Don't bring people back in an equal way, bring them back in an equitable way. Employers must acknowledge the difficulties faced by some, and what might be better for others, in the post COVID-19, workplace.

Consult with your Employee Resource Groups (Parenting/Caregiving, Generations, Veterans, different ethnicities). These groups will be facing different challenges when coming back into the workplace. Be sure to connect with these leaders so you develop effective strategies to address the challenges and obstacles faced by various communities of identity.

“What are we seeing in terms of the job market at our various companies? Is it still worth networking and applying for jobs?”

While many companies have hiring freezes and are laying off employees, other industries are booming, including many technology companies that support our work in a virtual world. Inclusion Allies Coalition has developed a [curated job board](#) for open positions in DEI.

Companies that have implemented a hiring freeze are focused on training their talent acquisition team so as soon as they are able, their team will be set up to compete for the excellent talent that has lost their job due to COVID-19 inflicted layoffs.

Now may be time to invest in “Professional Self-Care”: updating your resume, cover letters, LinkedIn profiles, and personal brand so you're well-positioned when the crisis is over and recruiting resumes.

If you still have a job, be sure you are documenting what you've been doing so you can self-advocate in the future.

“What will inclusion look like in the 'future way of working'?”

If there's anything this crisis has taught us, it's that nothing can be predicted! But we would anticipate a greater focus on wellness teams, virtual ERG engagement, and ensuring that online forums are inclusive environments in their own right. Certain dimensions of diversity that we hadn't discussed before such as mental health will come to the fore.

We also anticipate a greater understanding for flexible work hours. The crisis has forced us to adapt to an “as long as the work gets done” mentality instead of a 9AM-5PM mentality.

This is going to reveal some of the deeper challenges that we've had, or maybe shine light on some new areas of inclusion or equity challenges in organizations that we would have never been able to observe if this hadn't happened.

There's going to be a lot of room for us to see new areas to focus.

– Chelsea C. Williams

GUEST CONTRIBUTOR: PAOLO GAUDIANO

Co-Founder & CEO, Aleria;
Co-Founder & President,
Aleria Research Corp.

Paolo Gaudiano is President of Aleria Research, CEO of Aleria, and Executive Director of Quantitative Studies of Diversity and Inclusion (QSDI) at the City College of New York. These organizations combine Paolo's decades of experience in business, technology and academia, to transform how people think about diversity and what they do about it, with the ultimate goal of making our society more inclusive and equitable.

Paolo is a Forbes contributor on Diversity & Inclusion, has written for and been interviewed by a number of other media outlets, and is a sought-after public speaker, having given hundreds of presentations in the US and abroad, including a TED talk. He holds degrees in Applied Mathematics, Aerospace Engineering and Computational Neuroscience, and is the recipient of numerous awards including a Neuroscience Fellowship from the Sloan Foundation, a Young Investigator Award from the Office of Naval Research, and a Moonshot House Fellowship from the Kravis Center for Social Impact. He was a tenured faculty member at Boston University and has also taught at Tufts University and CCNY.

To contact Paolo Gaudiano, visit his Twitter ([@icopaolo](#) (personal); [@alериapbc](#) (company)), his [website](#), or his [LinkedIn](#). Click here to listen to Paolo's [Tedx Talk](#).



“ There has been growing realization that having a remote workforce is great for diversity and inclusion because it gives people less pressure, especially people from underrepresented groups, who may be subjected to daily microaggressions, who may have to do things like covering and code-switching. Being able to work remotely relieves a lot of the day-to-day psychological pressure and that has pretty profound implications. ”

GUEST CONTRIBUTOR: JORGE QUEZADA

Vice President of Diversity & Inclusion, Granite Construction

Jorge Quezada is Granite Construction's, Vice President of Diversity & Inclusion. In this role, he is responsible for implementing strategies that address Granite's guiding belief that diverse backgrounds, perspectives, and experiences enhance creativity and innovation. He brings an innovative approach to D&I and is looking forward to making a lasting impact at Granite.

Jorge has served as Senior Director of Diversity and Inclusion – Leadership Development at Northwestern Mutual; Chief Diversity Officer at Kraft Foods, and spent over 25 years at Allstate Insurance Company where he held leadership roles in Human Resources, D&I, Product Operations, Marketing, Claims and Sales.

Throughout the years, Jorge has been active in various community organizations, such as the Association of Hispanic Professionals for Education, the Urban League of Orange County (CA), Big Brothers & Sisters of Los Angeles. Most recently he has had active participation in Leadership Greater Chicago, the Latino Policy Forum, the Hispanic Alliance for Career Enhancement, and the Chicago Posse Foundation.

Jorge holds a bachelor's degree in political science from Whittier College and a Master's in Business Administration from the University of Illinois at Chicago. Jorge lives with his wife, Judith, and two children, Venezia and Marc Anthony, in Soquel, California.

To contact Jorge Quezada, visit his [LinkedIn](#).



[In quarantine] we're going to build stronger selves. We're going to be in a position where we're going to understand our routines. We're going to understand what change feels like to us. And then I really believe that this work is going to build stronger relationships because in the absence of a handshake, a hug, a head acknowledgement of people, we're creating new ways of engaging people.

RESOURCE APPENDIX

THE DEI BUSINESS CASE

[“Why Leadership Diversity Matters in Handling Crises Like COVID-19,”](#) by Lloyd W. Howell, Jr. for the Wharton School of the University of Pennsylvania.

DEI IN THE VIRTUAL WORLD

[“How To Create Effective Online Diversity Trainings,”](#) by Janice Gassam for Forbes.

[“Managing Your Remote Team Inclusively: Knowledge Burst,”](#) by Catalyst.

[“Zoom Effectively: Discover Ways to Lead Inclusive Meetings and Participate Productively,”](#) by UIT News for Stanford.

[“How to Create an Inclusive Virtual Culture During a Pandemic,”](#) by Katie Livornese and Grace Yi.

[“Why Zoom Meetings Can Exhaust Us,”](#) by Jeremy Bailenson for the Wall Street Journal.

[“How to Combat Zoom Fatigue,”](#) by Lisa Fosslien & Mollie West Duffy for Harvard Business Review.

DEI IN THE AGE OF COVID-19

[“How Employee Resource Groups Can Help Manage COVID-19 or Coronavirus Fears,”](#) by Dr. Theresa M. Welbourne for Morning Consult.

[“The Silver Lining: Here Is How The COVID-19 Pandemic Might Lead To Greater Inclusion,”](#) by Paolo Gaudiano for Forbes.

[“The COVID-19 DEI Crisis Action Strategy Guide: Recommendations to Drive Inclusive Excellence,”](#) by Damon A. Williams for Center for Strategic Diversity Leadership & Social Innovation.

[“How to Create a New Blueprint for Inclusion in a COVID-19 World,”](#) by Oshoke Abalu for Fast Company.

[“The Importance of Diversity and Inclusion During Uncertain Times,”](#) by Alissa Carpenter for Entrepreneur.

[“If You’re Choosing Between ‘DEI’ and Crisis Management, You’re Choosing Wrong,”](#) by Vanessa Douyon for Promise54.

[Remote Life Resources](#) by JustWorks.

[“Adapt Your DEI Efforts to the Reality of the Crisis,”](#) by Lily Zheng for Harvard Business Review.

[“How Diversity Heads are Steering Their Companies through the COVID-19 Crisis,”](#) by Ruth Umoh for Forbes

[“Code Switch,”](#) Podcast by NPR.

PRIVILEGE

[“15 Privileges During the Pandemic,”](#) by Better Allies.

[“White Fragility,”](#) by Robin DiAngelo for the International Journal of Critical Pedagogy.

AUTHENTIC LEADERSHIP IN CRISES

[“Empathy First: Claude Silver, Chief Heart Officer of VaynerMedia, on the Future of Leadership,”](#) The Will to Change podcast hosted by Jennifer Brown.

[“Marriott’s CEO Demonstrates Truly Authentic Leadership In A Remarkably Emotional Video,”](#) by Carmine Gallo for Forbes.

[“Emotional Intelligence Leadership Needed in a VUCA World,”](#) by Relly Nadler for Psychology Today.

[“How to Be an Inclusive Leader: 5 Ways to Develop Your Leadership Style and Create a Culture of Belonging,”](#) by Jennifer Brown for Berrett-Koehler Blog.

[“Healthcare Workers Taping Photos of Themselves to their Protective Gear to Help Put COVID-19 Patients at Ease,”](#) by Talia Lakritz for Business Insider.

EFFECTIVE ONLINE ENGAGEMENT

[“How to Get People to Actually Participate in Virtual Meetings,”](#) by Justin Hale and Joseph Grenny for Harvard Business Review.

[“Definitive Guide to Hosting Kickass Virtual Meetings,”](#) by Matthew Cahill for the Percipio Company.

FEMINISM & GENDER INEQUITY

[“Everyone Is Home Right Now, But Who’s Doing All the ‘Home’ Work?”](#) by Eve Rodsky for Harper’s Bazaar.

[“COVID-19 Resources for Women-Owned Businesses,”](#) by Women’s Business Enterprise National Council (WBENC).

[“Why The Economic Crisis Differs From the Last One for Women,”](#) by Alisha Haridasani Gupta for New York Times.

[“Women are Paid Less Than Men - and that Hits Harder During an Economic Crisis,”](#) by Lean In.

GRIEF AND LOSS

[“That Discomfort You’re Feeling Is Grief,”](#) by Scott Berinato for Harvard Business Review.

[“Grieving the Losses of Coronavirus,”](#) by Lori Gottlieb for the New York Times.

[“Can you still do IVF During the Coronavirus Pandemic?”](#) by Katherine Harmon Courage for Vox.

SELF-CARE & MENTAL HEALTH

[“The Best Places on the Internet for People of Color to Talk About Therapy.”](#) by Jolie A. Doggett for Huffington Post.

[“Maslow’s Hierarchy of Needs,”](#) by Saul MacLeod for Simply Psychology.

[“Working Remotely During COVID-19,”](#) by the Center for Workplace Mental Health

[Oprah & Deepak 21-Day Meditation Experience.](#)

[Weathering the storm:](#) free guided meditations from Headspace.

PARENTING & CAREGIVING

[“Working Moms’ COVID-19-related Anxiety Will Cost the US Economy \\$341 Billion,”](#) by Audrey Goodson Kingo for Working Mother.

[“What Moms Always Knew About Working From Home,”](#) by Brigid Schulte for New York Times.

[“The Parents Are Not All Right,”](#) Chloe Cooney for Medium.

[“Viral ‘BBC Dad’ Returns to Discuss Working From Home ‘Just Really, Really, Tough,’”](#) by Bill Chappell for NPR.

[“The Fertility Sector Braces for a Recession,”](#) by Daria Solovieva for Fortune.

[“Microsoft Gives Parents 12 Weeks Paid Parental Leave,”](#) by Arianne Cohen for Fast Company.

[“Anti-Oppressive/Anti-Racist Home School Options During Quarantine.”](#)

[“My Husband Took Paternity Leave and Now There’s a New Dynamic in Our Family,”](#) by Yian Mui for The Washington Post.

THE FUTURE

[“We’re in the Midst of a Massive Work-From-Home Experiment. What If It Works?”](#) by Lindsay Tigar for Fast Company.

COVERING

[“Uncovering Talent: A New Model of Inclusion,”](#) by Deloitte.

[“Latinos at Work: Unleashing the Power of Culture,”](#) by the Center for Talent Innovation.

FINDING JOY AND OPTIMISM

[“DJ D-Nice Is Throwing Quarantine Dance Parties on Instagram With Guests Like Oprah,”](#) by Arianna Davis for O Magazine.

RACIAL INEQUALITY & XENOPHOBIA

[“It’s a racial justice issue’: Black Americans are Dying in Greater Numbers from COVID-19,”](#) by Kenya Evelyn for The Guardian.

[“Working from home reveals another fault line in America’s racial and educational divide,”](#) by Christian Davenport, Aaron Gregg and Craig Timberg for the Washington Post.

[“Coronavirus and Racism: Take Precautions to Fight Discrimination,”](#) by Katie Gurchiek for SHRM.

[“Senator Kamala Harris On the Inherent Inequalities of the COVID-19 Pandemic,”](#) by Kamala Harris for Elle.

[“Coronavirus Reminds Asian American’s Like Me That Our Belonging is Conditional,”](#) John Cho for LA Times.

[“How Discrimination Due to Coronavirus can be Damaging to a Person’s Physical Health,”](#) by Theodora Yu for The Sacramento Bee.

[“Show Up: Your Guide To Bystander Intervention,”](#) by CUP & Hollaback.

[America for Americans: A History of Xenophobia in the United States](#) by Erika Lee.

[Stamped from the Beginning: The Definitive History of Racist Ideas in America](#) by Ibram X. Kendi.

[“COVID-19 Toolkit on Response to Racism & Xenophobia,”](#) by Unknown.

[“Black Los Angeles Demands in Light of COVID-19 and Rates of Black Death,”](#) by more than 50 Black Los Angeles Community Leaders.

[“COVID-19: Journalists of Color Racial Equity Focused Articles,”](#) by Equity Matters.

ABLEISM & REMOTE WORK

[“The Coronavirus Crisis Proves Reasonable Workplace Accessibility has been Possible All Along,”](#) by Caroline Casey for Quartz.

[“5 Things To Know About Coronavirus And People With Disabilities,”](#) by Andrew Pulrang for Forbes.

[“COVID-19 and the Workforce- Intersections of Coronavirus, Employment and Disability Inclusion,”](#) by Disability:IN.

[“Use live captions in a Teams meeting,”](#) by Microsoft Teams.

[“Getting started with closed captioning,”](#) by Zoom.

APPLICATIONS

[InsightTimer](#), [Audible](#), [Calm](#), [Headspace](#)



ABOUT JENNIFER BROWN CONSULTING

Jennifer Brown Consulting believes in unleashing the power of human potential, embracing diversity, and helping people—and organizations—to thrive. The company is on a mission to set a new tone for business, and the world, and to create a more inclusive reality for generations to come by helping organizations create the type of workplace where people no longer feel pressure to downplay aspects of their identity in order to survive; instead, they begin to feel free to bring their full selves to work and motivated to contribute in a way that fuels bottom-line growth.

As a certified woman- and LGBT-owned strategic leadership and diversity consulting firm, JBC understands how important it is to empower leaders to drive positive organizational change and the future of work in today's rapidly changing business landscape. Based in New York City with a global presence, JBC partners with HR, talent management, DEI, and business leadership teams on

change management efforts relating to human capital everywhere from North America to Southeast Asia.

Whether JBC is building classroom training on unconscious bias, setting up diversity councils, launching an executive learning curriculum, rolling out diverse talent programs for an entire organization, leveraging its proprietary ERG Progress ModelSM to transform resource groups into true business partners, or providing eLearning training, everything is customized to resolve each client's unique challenges.

Past clients include Walmart, Starbucks, the City of New York, Toyota, Microsoft, T-Mobile, and many others, from the Fortune 1000 to government agencies and nonprofits. JBC has worked with clients at all stages of their diversity and inclusion journey.



CONTACT US

Learn more about how JBC can support your diversity, equity, and inclusion efforts [here](#).

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