**Why Diversity and Inclusion Need to Be a Small Business Priority**

I am so excited to be here today. Thank you all for attending this webinar. Diversity and inclusion have been hot topics for many large organizations in recent years. And rightfully so. The more research and studies we do, the clearer it becomes that there are many benefits to an inclusive, diverse workforce, such as better retention rates, stronger workforce performance, and higher engagement rates. Let's diversity and inclusion are also priorities that small business owners need to embrace to achieve these benefits and more. So, by the end of the session today, you will understand and be able to articulate why diversity and inclusion are important to your visit -- business, and using a simple framework, take steps to establish a diverse and inclusive as miss culture. You will know how to analyze how your behavior influences the way you perceive and interact with others, and understand what unconscious biases are, and how to recognize, and take steps to overcome them in your workplace. Recognize that, as a leader, creating an inclusive culture begins with you. let's begin by examining the changing demographics in the United States. 2042, there will be no single demographic majority. People of color will compromise -- comprise more than 50% of the U.S. population. By 2050, one in five people living in the U.S. will be Hispanic. Currently, there are four generations in the workplace, soon to be five. And the disabilities really affect 25% of all Americans. Lastly, there are an estimated 9 million LGBT individuals in the United States. These changing demographics are affecting the state of American small business. Women-owned businesses currently make up 39% of the 28 million small businesses operating across the United States. Did you know that the number of women-owned businesses increased by 45% from 2007 to 2016? And that women-owned businesses employ nearly 9 million people, and generate more than $1.6 trillion in revenues? At SCORE, women represent 60% of our client base. Minority owned firms generate $1.4 trillion in revenue. And what we mean by minority owned firms are those including African-American, Hispanic, American Indian, and Asian individuals. There was a 38% increase in minority owned firms between 2002 and 2017. revenues for minority owned businesses increased 35% from 2002 to 2017. And Latinos represent the fastest-growing group of small business owners in the United States. At SCORE, minorities comprise 39% of our client base. It is clear that the changing demographics in America are having a positive effect on women and minority owned small businesses. Before we examine the business case for a diverse and inclusive business culture, let's take a moment to define the terms diversity and inclusion. What is diversity? Diversity is the quality, stage, facts, or instance of being diverse. It is any dimension that is different. We characterize diversity in terms of age, gender, race, ethnicity, religion, spoken languages, abilities and disabilities, countries of origin, and sexual orientation, to name a few. What do we mean when we talk about inclusion? Inclusion is the process of valuing all individuals, and leveraging their diverse talents. Not, in spite of their differences, but because of them. Inclusion requires a conscious effort. It puts diversity into action by creating an environment of engagement, respect, and collaboration, where the richness of ideas, backgrounds, and perspectives are harnessed to create business value. In order for inclusion to occur, the environment must represent these values, and those that promote cohesion, as well as equal physical, and social access. as a small business owner, why should I strive to have a diverse and inclusive business culture? Research has shown diverse teams are more creative and perform better in problem-solving than homogeneous teams. Diversity in work processes results in better decision-making. Inclusive organizations have the highest employee engagement, which in turn leads to higher performance, and productivity. In 2015, a study by McKinsey and Company found that gender diverse companies are 15% more likely to financially outperform their peers. And ethnically diverse companies are 35% more likely to financially outperform their peers. Another survey, done in 2013, found that when employees see their company as not only committed to diversity, but also as an organization with an inclusive culture, 83% reported more innovation. 31% reported increased responsiveness to customer needs. 42% reported more team collaboration. So, it's clear that leaders who prioritize more diverse and inclusive workforces elevate the effectiveness of their businesses, the satisfaction of employees, and their overall success. But the effects of diversity are highly dependent on the presence of facilitating or inhibiting conditions within the organization. Organizations need both diversity and inclusion to be successful. now that we have examined the business case for why diversity and inclusion should be small business priorities, how do we get there? We can create a strategic framework that communicates our organization's commitment to diversity and inclusion. This chart outlines one organization's approach. The workplace and workforce focus on diversity inclusion, internal to the organization. The bottom blocks of marketplace and community, communicate the organization's external focus. Diversity and inclusion work hand in hand. Policies and procedures can deliver diversity, but inclusion is achieved, and delivered through individuals. Using SCORE as an example, let's look at simple steps you can take to increase diversity and inclusion in your organization. you start by making a commitment to diversity, and making sure that everyone in your company understands how much we all benefit from diverse backgrounds and perspectives. Creating inclusive and diverse culture is something you do because it's the right thing to do, but it can also be a competitive advantage. You can begin by educating and communicating the importance of diversity and inclusion within your workforce, and within your work place. At SCORE, diversity and inclusion are grounded in our five core values. Clients matter, volunteers matter, and relationships matter, experiences matter, and diversity matters. Respecting values allows all to get involved. At SCORE, everyone must complete diversity and inclusion training annually. We have also incorporated this training into our on boarding process. It's one thing to make a concerted effort with programs and policies, but without the entire organization understanding, and believing the reasons why it's important, even the best intentions can fail. we have all heard stories about the brand-new employee who has a great solution to a problem or the quiet employee who changes the course of the company with an innovative idea, but these are not going to happen if meetings are conducted in a way that people feel their voice or point of view is not going to be hard. Some organizations address these situations by making meeting etiquette a part of the work laced culture statements. This might include clear language about giving everyone a chance to participate, and offering input in meetings without interruption. Or, they might be banning electronic devices during meetings that would otherwise distract participants from giving their undivided attention to colleagues when they are speaking. At SCORE, we want to make sure that everyone's voice is heard, build connections between people who might otherwise see themselves as separate. At SCORE, relationships and experience matter. In relationships, we act with integrity, respect, honesty, purpose, and professionalism. We listen with an open mind, encourage, and openly communicate with all people seeking help from SCORE. We ensure that our volunteers find value and satisfaction while engaged with SCORE. Everyone should have the right to add value to meetings. No one should be made to feel invisible. If employees feel respected, they will be solid contributors to the company's mission. diversity is more than a numbers game. Companies with a workforce where everyone thinks and looks the same are limited to the narrow experiences their employees share, whether from a cultural, gender, or skill set perspective. Bringing diverse voices into the mix can help your company glean insight into current, and more importantly, potential customers. It can foster new ways of thinking and innovating, and increase the likelihood that bad ideas will be challenged earlier on. If we hire talent from all walks of life, and understand the power of diversity in the talent branding efforts, we can seek out candidates who might have the will and don't yet have the skill. We can find alternative ways to bring in new thinking to the environment. At SCORE, volunteers and diversity matter. SCORE believes in the importance, value, and power of diversity. Diversity of people and diversity of thought. The diversity of race, gender, ethnicity, geography, and experience is important and valuable at SCORE. We strive to achieve diversity of our volunteer cores, staff, and clients. One of the tools we use at SCORE is called behavior-based interviewing. That entails using open-ended questions based on past behavior, to predict how a candidate might behave in a situation they are likely to encounter. What this does is it ensures that a candidate's values are aligned with SCORE's values. Diversity plus inclusivity sets companies apart, and can create competitive value, and advantage. When people consider a company for employment, the ultimate question they ask is, will I fit in? It's important to show the diversity that you represent when promoting your employer brand. If potential candidates see no one like him, how likely are they to say, yes, I will fit in. once you have successfully established an internal culture that embraces diversity and inclusion, you can next focus on diversity and inclusion in your marketplace, and in your community. How can you expand your marketplace and reach a more diverse client base? Understand the power of diversity in marketing, and product service branding efforts. At SCORE, clients and relationships matter. We view client success as our success. We ensure that our clients have a positive experience. Personal long-term relationships are a driver of small business success. So, do your marketing materials and initiatives reflect your new culture? At SCORE, we looked at our marketing materials that were being developed to attract more women and minority volunteers, and clients to our organization. We employed multicultural marketing techniques, and deployed them on several social media platforms to expand our outreach. In that way, creating a more diverse and inclusive marketplace. More emphasis today is being focused on companies being socially responsible. It is becoming increasingly responsible to the people you employ, and the potential customers you serve. You can create a diverse and inclusive community by demonstrating social responsibility to support local charitable causes. You can also support employee volunteerism. At SCORE, volunteers, relationships, and giving back matter. Did you know that SCORE volunteers donate over 1 million hours of their time each year to the with their communities? Community alliances are critical to the success of SCORE. We give volunteers, stakeholders, and sponsors, the ability to give back to their communities through the support of SCORE. Being active in local causes can positively influence your brand, and gain you additional marketing outreach. now that we felt the business case for creating a diverse and inclusive organization, and outlined how diversity and inclusion fit within our strategic framework, let's take a look at some potential challenges we face as we strive to create this intentional culture. If we are not being intentionally inclusive, then we are being unintentionally exclusive. Scientists estimate that we are exposed to as many as 11 million pieces of information at any one time, but our brains can only functionally deal with 40 or 50 pieces of data at a time. In order to process all of that data, biases are our brain's way to shortcut the process time. They are created based on our upbringing, personal relationships, and experiences. Oftentimes, they are subtle or hidden, but can still come into the forefront at times, and influence our interactions with others. We are all susceptible to unconscious biases. What is an unconscious bias? Unconscious bias refers to a bias that we are unaware of. And, which happens outside of our control. It's a bias that happens automatically and is triggered by our brain, making quick judgments and assessments of people, and situations. Influenced by our background, cultural environment, and personal experiences. Having an unconscious bias does not mean you are prejudiced against another person or group. Let's take a look at how unconscious bias manifests itself in the workplace.

 What would the world look like if everybody were aware of the stereotypes that they have and the biases that they have? When we talk about unconscious bias, we are basically saying, our worldview can exert and influence beyond our conscious awareness. It creates ambiguity.

 We go to an engineer who has built something extremely innovative. You say, who do you think your user is? This is where we have the most fun. I let that work for three years. Write down everything you think you know about your user with respect to abilities, and abilities, special abilities, disabilities almost every assumption that you write down on that whiteboard about this is the user I think I am building for, is questionable because our various unconscious biases define the boundaries you are unwilling to expand.

 These biases are the shortcuts our brain has created, so that we can deal with the information that we process every single day

 Right when we see anyone, whether we think about it or not, we are implicitly, automatically making judgments about how warm and competent that person is.

 All humans need to make decisions, so we fill in the blanks because our brains are wired to do that. We fill in the things we don't know with past experience. You pattern map to someone I think I should hire, so I will hire you versus is person because they don't look like me or they are not from my same background, so I kept the -- I can't see how they are going to make the jump.

 It's really hard for us to see potential when we are so powerfully guided by what we expect to be true.

 I grew up surrounded by this conversation about what you can't do and won't be able to do. I am an autistic software engineer. The first time I go through the performance review process, I was asked for five strengths. It was the first time I had ever been prompted to think in that way about myself. It was really a life-changing moment for me.

 When we are working in our day to day jobs, we are still making judgments about the people around us, the r&#233;sum&#233;s we see, the employees we are trying to decide whether to put them on teams or not. But people are very wedded to the idea that they can perceive something objectively, and statistically, they are wrong. But it's hard. You become attached to this idea that you can assess something by looking at it.

 These subtle assumptions we make about people can have lasting effects on who we are promoting, who we are hiring, who we are putting in leadership sessions. We have the responsibility to understand the assumptions, and errors we make.

 It's not just for the collective good. If you take the time to understand more about this, there are things you can implement for yourselves that will help you develop as a leader, and to do your job even better.

 It made me realize how often I have a very strong belief that is simply incorrect. When I look at one of these evaluation situations, the first question is, how can I eliminate the source of potential bias, and see how we can make better decisions?

 If you're not conscious of the biases that you have, you are just not contributing at the level that you could, and you are not innovating at the level you could, so your products will not be as good. Your results will not be as good.

 When you think outside the box about assumptions you've made about how somebody would use this wonderful thing your felt, you can sort of brought in that perspective as to who you have built it for. You build it for something even bigger.

 Unconscious bias undermines diversity because it can lead to groupthink. People automatically thinking and acting like those around them, because it's familiar, and it's comfortable. This plays out in the leaders we choose, the staff we hire, and the opportunities that we extend. Unconscious biases are notoriously difficult to change. However, business leaders committed to creating an inclusive culture must look at ways to reduce the effects of unconscious biases. The best way to do this is through awareness, and education. Start with yourself. Then lead by example. An implicit Association test monitors attitudes and beliefs that people may be unwilling or unable to work. Here on the slide is a link to an implicit Association test by Harvard. It's very good. I suggest that you take the time later to go through it yourself. Understanding and mitigating the impact of unconscious bias is a crucial leadership skill. Online training tools from organizations, such as catalyst, offer free interactive training courses where participants learn leadership skills to counter the negative impact of unconscious bias in the workplace. Here is an example and a link that you will be able to use to access some of that training. to increase awareness at work, consider using educational videos, webcasts, or podcasts in group settings to facilitate discussions on these topics. I have listed a Carlsberg video here that's great to use in a meeting to start a conversation. The most proven tool to mitigate unconscious bias is something called counter stereotyping. Counter stereotyping is when you acknowledge a bias that you want to change, and then you look at counterexamples. If you are more likely to associate negative attributes to people with a particular attribute, then you look at Pictures and watch short films about successful people with that attribute. After a while, your biases will become less. As you associate with the positive attributes. But counter stereotyping is hard because you have to openly admit to the bias, and then openly want to change it. But it can help you to practice inclusive behaviors. some inclusive behaviors are listed on this slide. Value others is one way. Especially when they are different from us. Acknowledge someone for who they really are, and then make them feel appreciated for it. Build bridges to people, to bring them together when their differences are pulling them apart. Protect others. Step into support for people when they are at risk of being excluded. Other examples include inclusive language, and avoiding generalizations. Using inclusive behaviors promotes a feeling of psychological safety in your organization, where people feel that they can be themselves at work. We have examined how demographics in America are changing, and how these changes are affecting small businesses. The American marketplace and workforce is becoming increasingly more diverse. We built the business case for why diversity and inclusion should be small business priorities. Gender, and ethnicity, ethnically diverse businesses, financially outperform their peers and health more engaged, and productive workforce is. Diversity, plus inclusivity, sets companies apart, and can create competitive advantage. We have talked about how diversity and inclusion fit within an organization, and using SCORE as an example, explored simple ways to get started. We examined the negative effects of unconscious biases in the workplace. And some ways to overcome them. Unconscious biases left unaddressed, can undermine inclusion efforts. And finally, by practicing inclusive behaviors, we can create an environment where everybody feels psychologically safe. Organizations need both diversity and inclusion to be successful. The key to inclusion is to value differences. diversity is something that can be observed and measured. Inclusion is sense and perception based. This moving video captures what lack of inclusion feels like and reinforces the message that inclusion starts with dye.

 Inclusion starts with I. it's the unease of walking into a meeting where no one else like me. And the unease of being judged when I leave early to pick up my children.

 It's a frustration when I am not asked for my opinion or talked over in meetings.

 And the frustration of asserting my opinion, only to be labeled aggressive or angry.

 It's the annoyance when people presume I am less committed to my family life because I am a man.

 And the annoyance when people presume I am less committed to my work because I am a mother.

 It's the pressure to be superhuman and not talk about how I am really feeling.

 And the pressure to fit in.

 It's anxiety of sharing my personal life because most people around me are heterosexual.

 And the anxiety of how others may react to my disability. Gets the awkwardness when I get mistaken for someone else of the same ethnicity.

 And the awkwardness when my client assumes that my white, male colleague is in charge.

 It's the strain of feeling I am expected to do more simply because I don't have children.

 And the strain when conversations aren't in my first language.

 It's the excess ration of being labeled entitled and lacking Drive.

 And the exasperation when people assume I don't have relevant skills or ambition anymore.

 It's the indignation of feeling that my promotion is not celebrated as much as others.

 And the indignation when you think I was promoted just because I am a woman.

 It's about the everyday. It's about the big, and the small.

 It's about the fact that --

 For every $100 a woman, a man makes $250.

 Women hold 3% of fetal positions.

 7 in 10 working others need more flex ability. But disabled people are significantly more likely to experience unfair treatment at work than nondisabled people.

 Transgender people are twice as likely to be unemployed and four times as likely to be in poverty.

 One in four of us will experience a mental health issue this year.

 And team performance improves by 50% when everyone feels included.

 Inclusion and diversity is not just about gender, ethnicity, sexual orientation, background, disability, culture, age, mental health.

 It's about you. It's about me. It's about all of us.

 We are all human.

 We are all unique.

 And we all just want a chance.

 A chance to feel valued and respected for who we are.

 And for our differences to be embraced as strengths.

 Inclusion promotes belonging, purpose, and well-being. But diversity ignites creativity, problem-solving, and innovation.

 It's about the type of world we want to live in and the choices we make every day.

 It's the vision of a better world for our children.

 And all it takes is one.

 One person to care. One commitment to act.

 Be the one.

 Join the conversation.

 Inclusion starts with I.

 Establishing an intentional business culture that embraces diversity and inclusion begins with you as the business leader. What steps will you take? I want to thank you for your attention today. This concludes my presentation. I would like to turn it over to Alexa, who will facilitate the question and answer session.

 Okay. Sounds great. We will go ahead and move into the Q&A portion of this webinar. We will spend the remainder of the time addressing as many audience questions as possible, and we just want to mention that, if we receive too many questions, where we don't have time to address them all during this live webinar, we would like to recommend that you connect with your SCORE mentor after the session is over today, to assist you with answering those questions, and assisting you further with your business needs. If you are not already working with a SCORE mentor, you can get more information about doing so, and request a SCORE mentor by going to www.score.org/find-mentor. There is a tab at the top of your screen that says score resources. You can access the link there, as well. With that, we will go ahead and move into these questions. We have a few here, so far from the audience, and so the first few questions here, come to us from Andrea. The first question is, is there data that provides a break down of the industries and diversity profiles? For example, person of ethnicity, gender, age, sexual orientation, and such?

 There is a lot of empirical data, but recognize that those companies that are defense contractors are required by EEOC to report on diversity within their organizations in the private sector, everything is voluntary, so I don't have any specific research studies that I can point you to accept the two that I expected. I guess, that's the best answer I can give you right now.

 Okay. Sounds great. The next question is, can you provide how small businesses can best use website and social media outlets to promote diversity philosophy internally and externally?

 Sure. I am going to assume that, as a small business, you've already got your mission, values, and vision statements established. In so doing, it would be good to have those things support whatever you are using in your websites and social media. Use Pictures within your organization to demonstrate your commitment to diversity and inclusion, you know? Look at your workforce. Look at how you represent yourself in terms of branding, and then is the platforms of social media to communicate your commitment to these initiatives.

 Okay. Next question, from an HR perspective, if there are two candidates that are highly qualified for an open position, to include personality and alignment to the company or organizational philosophy, is it appropriate to select the candidate that meets diversity goals over the other, equally qualified candidate that is not a minority? Your thoughts there?

 Well, my advice, in my experience, has always been pick the best candidate for your organization. It goes beyond just age, race, gender. You've got the personality questions down. That's why I went back to behavioral-based interviewing. If you use behavioral-based interviewing and see which Canada best aligns with your values as a company. Because you are probably going to get the best fit from that perspective regardless of whether or not they are a minority.

 Okay. This next question is from Jonathan, who is asking, how do you assess an organization's view of diversity? We did have a question from Catherine come in, asking if there is a list of companies that you can access that welcome diversity, as an applicant, so is there anywhere that small business owners can post this type of information? What is your take on that?

 Google is your friend. Just like they have the best companies to work for, from an overall perspective, you can drill down into companies that really have successful diversity and inclusion efforts by just going down to Google in that respect. What was the second question?

 The second question is, as far as an applicant knowing what companies follow this philosophy, and, you know, if there is anywhere to go?

 If I was looking at a particular company, I would go to their website, and look at their mission, vision, value statements, and see if they have a specific value associated with inclusion and diversity. You could also look to see whether or not they have taken it to a level where they have openly, and publicly published their commitment to these particular initiatives. That is true in large organizations. In large organizations, you might have a sweet level individual committed to diversity and inclusion. We see in HR, a lot of focus going from human resources to people person, so we are focusing on the individual as opposed to the human capital way of describing employees.

 Okay. This next question is asking how does a small business owner position themselves to work with corporations in diversity or inclusion programs?

 I would first contact the community outreach person and see what they are doing in that respect because the community outreach person in a large organization is responsible for tapping into a diverse business community and establishing partnerships there. So the community outreach person, I think is one of the ways that you can gain insight into what that organization is commitment is to diversity and inclusion, relative to partnerships.

 Okay. Next question comes from Earl, asking if there are resources for funding opportunities for diverse and inclusive businesses.

 Not that I am aware of, at this point. I haven't really researched that, but again, I would say Google is your friend. Google funding. It might be through foundation efforts, particularly if there are organizations who are supporting disenfranchised or disadvantaged groups of individuals. There may be grant opportunities available that that would come from community foundation awards.

 Okay, next question from Jonathan. Jonathan says, the presentation discusses traditional demographics but isn't diversity also really about diversity of thought? And not just diversity of color, ethnicity, and so on?

 Absolutely. It's just very difficult to measure diversity of thought. But, when you achieve diversity within those other attributes, by virtue of that, you will almost always get a diversity of thought because of the experiences that these individuals have had

 Okay. This next question is coming to us from Sam. Sam would like to know, how do you make diversity a priority rather than come off as biased?

 You mean prejudiced? Do I take bias for prejudice? I don't understand the question. The priority begins with the business leader. That is to make a commitment to diversity, and make sure everyone in your company understands what the benefits are, so you have to start by communicating. You can't just make a slogan or post something on the wall. The business leaders have to embrace an inclusive culture. To me, I like to start with inclusion. Once you establish a culture and a climate that is inclusive, diversity will happen. Once you have a climate where everyone feels psychologically safe, they will welcome those that are different from them. It all begins at the top, the business leader level. You have to start with yourself. Like I said in some of the training, understand what your own unconscious biases are, so that you understand how it might be affecting how you influence or how you interact with people in your organization, external to your organization. Hopefully, that answers the question.

 Okay. Our next question comes from Alana. Where can we access or get behavior based interview questions?

 They are all over the web. If you are a member of the Society for human resource management, that is in their toolkit. You can also find them on the web. But you can use those -- I would say, use those as examples because you want to structure your behavioral based interview questions around your own company's values. You want to make sure what you're asking of the applicant is not just some pie in the sky hypothetical. It's the questions that relate to your company's values because what you are seeking is a good fit. You want someone who is going to feel safe, and feel like, I made a decision and I fit in here. It's really about what does your company value.

 Okay. This next question comes to us from Jonathan. Jonathan is rephrasing a question he had earlier. He is just letting us know that he is a consultant and one of his clients wants to know how their company regards diversity, so not necessarily in their mission Eapmon, but in the actual culture. Jonathan wants to know, if there is an assessment tool that can help to examine this.

 Yes. There are assessment tools available. We developed one SCORE on how to assess whether or not you have an inclusive chapter. I don't know that it would necessarily be appropriate to his organization, but you can really start by surveying the workforce of the population about how they feel. Do they feel safe at work psychologically? Are they okay to be themselves? Do they see themselves as a homogeneous or heterogeneous organization? Does everyone think alike? Do they feel welcome at meetings? Do they structure a focus group survey within that organization? Okay.

 All right. Next question here.' On the best way for minority small business owners with businesses located in largely minority populated locations to gain buy-in from the community, in choosing to hire a staff member or members who may not be like the customers.

 That's an interesting question. I think it's about how well that later communicate their organizational commitment to establishing an inclusive business culture, and a diverse workforce, and to outline some of the benefits that I've outlined in this presentation because, we don't want to have groupthink, okay? We will then be constrained by all of the experiences that we have had as a team within a homogeneous environment. We want to welcome the thoughts and experiences of those who are different to us because that will make us better. You campsite the data that was out there in terms of the fact that you are going to financially outperform your peers. There is data that suggests, as well, but on the converse, let me see if I can pull it up. I had it somewhere. Let me see. Meteorologist Brian Monahan diverse companies are 20% more likely to underperform against their peers. The business case, you have a better engaged team. They are more collaborative. You can position yourself to financially outperform your peers. Pitch the business case, but also pitch the fact that we really want to value differences. Because it's the differences that will make us enter.

 Okay, Karla. This next question comes to us from Louise. Louise wants to know if you have recommendations for how to approach or address apparent bias in a team environment, saying the written mission is an important step, but it does take the individual employees to make it work. What are your recommendations on that?

 Gave me a second to think about this one. is it an individual who is a problem? I am reading her question. How to approach apparent bias in a team environment, possibly being perceived as a bias in a team environment. Well, as the team comfortable enough with discussing it? Those are hard conversations to have, but -- or is it something that needs to be addressed at a managerial level? Without a lot of details, I don't really have a good way to respond to this question, unfortunately.

 Okay. Could you speak to how a manager would address any issues that arise in the team regarding this?

 Okay, let's assume this particular team project or organization has a mission statement, and a value statement, and in their value statement, they value diversity of thought, etc.. Okay. Whatever behaviors are being exhibited by this team member, the manager can address in the framework of not supporting those values. Then explore why that individual feels that way. Remember, biases are the result -- they are not necessarily bad. They are not prejudices necessarily, but they are a result of our experiences. Explore in detail what led that individual to perceive this act in this way. And then perhaps, suggesting that the individual become more aware by doing some self-assessment, or use videos, podcasts, webinars, or online training to build into that awareness.

 This next question comes from Yvonne. Yvonne is a speaker on social interactions with Chinese and East Asian cultures. She is looking to find out how to connect with people in large organizations but she might be able to get in with, to utilize her services as a trainer and presenter. Who would she go to in these organizations?

 Well, again, I would look at the community outreach person because they are generally the first door. If a large organization has a diversity and inclusion staff member, I would reach out to them. If they participate in any networking, for example. Society for human resource chapter meetings, or events of that relation, you can make some connections and network through the HR people because, generally, if HR people don't have specific DNI personnel or departments, it falls under the umbrella of HR, the person or the people person. I would look to see who those people are and connect to them. Another way. Here's one that I am using here. Some chambers of commerce are actually taking up an initiative through their multicultural committees, and their chamber members will often have multicultural networking events, where you can meet various business leaders, and then connect with them through networking.

 Okay. Looking, we have a -- one more question, it looks like. One statement from an audience member. Jos&#233; asks if we are able to provide the links to the videos that were presented today. Can we share this with the audience?

 Of course. But what we will do is we will include those links in the postevent email, and that will be included with the presentation slide deck, and linked to the recording. Okay. We did have a recommendation hear from Lisa. With regards to the free resources for CEOs on diversity and inclusion. There is a site called CEO action.com. It has best practices and lessons learned from 900 plus company CEOs that have committed to drive diversity and inclusion through the organization. That's great.

 That's fantastic. Thank you.

 We had another question pop in from Stephanie, asking if sharing this webinar with other executives in the community would be the best way to get others online or on board with inclusion and diversity regarding community taskforces.

 Absolutely. This webinar has been recorded and will be available on the SCORE sites, so you can direct them to that.

 Okay, seeing a device to share again from Lisa. Once we share this, we will go ahead and close out for today. Recommending speakers. Reach out to area diverse professional groups were members of corporate employee resource group hear speakers to hire and bring into their organizations, such as www.ascendleadership.org, or pan- Asian business professionals. Thank you so much for that. Okay. Those are all the questions we will address in today's live webinar session. I want to thank you all so much for taking time out of your day to join us for this live webinar, and just after the session ends today, we will be sending out a link to the recording, the presentation slide, and we will also include those links to the video, as well. At any time, if you have not already been on the www.score.org website, you can access this, and all of the live webinars that SCORE has recorded. We archived those at www.score.org/take workshop you can go in there at any time. On behalf of SCORE, I would like to thank you all for attending today. I would like to give a very special thank you to Karla Micka for presenting with us, as well. Karla, thank you so much.

 My pleasure.

 I wish you all a wonderful rest of your day. We look forward to next time. Thank you again and take care.

 [ Event Concluded ]