

# Looking back: highlights from a year of Change Conversations (Part 2)

**Hosts:**

**Emmanuel Acho**, Bestselling author, Emmy-winning host, *Uncomfortable Conversations with a Black Man*

**Jimmy Etheredge**, CEO Accenture North America

**With highlights from:**

**Aly Raisman**, gold medal gymnast, advocate, best-selling author

**Angela F. Williams**, President and CEO, United Way Worldwide

**Bill Strahan**, Executive Vice President, Human Resources, Comcast Cable

**Brenda Darden Wilkerson**, president and CEO of AnitaB.org

**Dr. Cheryl Pegus**, Executive Vice President, Health & Wellness, Walmart

**Dee Poku-Spalding**, Founder and CEO, The WIE Suite

**Lisa Skeete Tatum**, Founder and CEO, Landit

**Michele C. Meyer-Shipp**, CEO, Dress for Success Worldwide, former Chief People & Culture officer at Major League Baseball

**Rachel Thomas**, Co-founder and CEO, LeanIn.org and OptionB.org

**Steven Preston**, president and CEO of Goodwill Industries International

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00:00	<b>Jimmy Etheredge:</b> When we look back over the past year of Change Conversations, there were so many interesting and tough conversations that left an impression on us.
00:10	<b>Jimmy Etheredge:</b> Prioritizing mental health, reducing barriers to employment, making healthcare more equitable, how to better support women in the workforce.
00:19	<b>Jimmy Etheredge:</b> I'm Jimmy Etheredge, CEO of Accenture North America. This time around, my co-host, Emmanuel Acho and I are sharing highlights from an impressive group of people that includes authors and entrepreneurs, CEOs, and even an Olympian.
00:36	<b>Jimmy Etheredge:</b> Emmanuel has a first highlight queued up and ready to go.
00:43	<b>Emmanuel Acho:</b> Women, work, and COVID. That was a topic we dove into at the 2021 Milken Institute Global Conference in LA. We had a panel of some of the most brilliant and accomplished minds to talk to us about the she session.
00:57	<b>Emmanuel Acho:</b> To boil it down, at the time we recorded that panel, 5.3 million women had left or lost their jobs during the pandemic. It's been said that

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	the pandemic didn't create the crisis. It just exposed it. We turned that entire discussion into a two-part episode.
01:16	<b>Emmanuel Acho:</b> There was so much important stuff to talk about, it was hard to trim it to just one. I have a couple of highlights from those episodes.
01:23	<b>Jimmy Etheredge:</b> Me too. Me too Emmanuel.
01:25	<b>Emmanuel Acho:</b> So let's start with this one. Lisa Skeete Tatum is the founder and CEO of Landit. I asked her if we'll ever see the light at the end of the tunnel for women in the workforce.
01:34	<b>Emmanuel Acho:</b> Uh-oh.
01:35	<b>Lisa Skeete Tatum:</b> Well, in some ways I hope the suffering is over, but I hope the inflection point continues because as you said, COVID and workplace social injustice, woke-ness, didn't create this. Women were already not succeeding in the workplace. Not because we're not capable, but because we didn't have the access. And I think what the environment did is it brought it to a point where people made decisions.
01:58	<b>Lisa Skeete Tatum:</b> If I'm not feeling the love, the visibility, the promotion here, I'm going to go elsewhere. But we also have those who had to opt-out because they didn't have a choice. We always think it's a choice. This is where, as you said, companies have a huge responsibility. How do you enable everyone to have a shot? And if people don't take care of their people, they're not going to stay. So I think it's an awakening whose time has long come.
02:19	<b>Emmanuel Acho:</b> You say companies have a huge responsibility. What do you think that responsibility is?
02:25	<b>Lisa Skeete Tatum:</b> So many companies focus on intake, which is really important, but equally, if not more important is what happens when someone gets there: do they stay, do they thrive, do they progress? And companies are not uniformly, whether it's women or people of color investing in the success and progression of their people, right? Opportunity is not wide distributed, but talent is.
02:45	<b>Lisa Skeete Tatum:</b> And so I think what this has done is it's made companies sit up and take notice, right? To match the words with the actions to actually invest and the success. Otherwise, people have choices.
02:55	<b>Jimmy Etheredge:</b> Some great points from Lisa. And we were just talking about is she says to focus on intake, to me, that's around the optics, but what's really important is what are you doing to progress people when they get there, more around the outcomes. Emmanuel, since you were open with me, I'm going to

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	also make a confession here. And that is-
03:12	<b>Emmanuel Acho:</b> Uh-oh.
03:12	<b>Jimmy Etheredge:</b> ... One of the highlights from that panel that people haven't started talking about is that we both showed up on stage with our suits on, but no socks. And that was me trying to upgrade my fashion sense and following you.
03:24	<b>Jimmy Etheredge:</b> And I have to say, when people ask me, "What's up with not wearing socks?" I don't attribute that to you. I just pretend like it's my own good fashion sense.
03:32	<b>Emmanuel Acho:</b> Look, we both got a good little fashion sense. For those that are wondering, you wear the pants, but they don't go all the way down to your heel. They crop about two inches above the ankle.
03:44	<b>Emmanuel Acho:</b> You wear no socks. Don't worry. As long as Jimmy's pulling it off, I will take credit. But if it doesn't look good, I never knew you, Jimmy.
03:53	<b>Jimmy Etheredge:</b> [LAUGHS] Now, burnout was a topic that Rachel Thomas got into during our discussion. And Rachel is the co-founder and CEO of LeanIn.org and OptionB.org.
04:13	<b>Rachel Thomas:</b> We know that burnout is up compared to last year and the gap between women and men has more than doubled. So women are really burned out. But I think if we're going to talk about burnout, we need to slow down and go back to a point Dee made, which is women aren't burned out because we're less resilient. Women are burned out because we're doing more at home and we're doing more at work.
04:36	<b>Rachel Thomas:</b> So again, we know that women are more likely to be doing... Wellbeing-focused work as managers right now. We know women are more likely to be taking the helm on D & I work outside of their formal job. We know women are more likely to be showing up as allies for their coworkers.
04:53	<b>Rachel Thomas:</b> So this is work, upon work, upon work. So to your question, then the answer is what do we do? There's no silver bullet. We know that organizations have invested a lot more in employee wellbeing.
05:06	<b>Rachel Thomas:</b> We know a lot of organizations have stepped up and given more flexibility to employees, we know employees are taking advantage of that flexibility and it's a priority for them. The one thing that I want organizations to be thinking more about is what is flexibility with boundaries look like?
05:22	<b>Emmanuel Acho:</b> I loved that conversation. I know just a real quick thought is

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	<p>when we talk about empathy and we talk about growing in empathy, being able to just listen to these women speak their hearts was incredibly powerful. In regards to burnout, women are doing more at home. Women are doing more at work.</p>
05:38	<p><b>Emmanuel Acho:</b> Dee Poku-Spalding, the founder and CEO of The WIE Suite, she talked about the challenges companies have in creating cultures that are truly inclusive as well.</p>
05:48	<p><b>Dee Poku-Spalding:</b> It's all about creating workplace cultures where women feel they can bring their full selves to work. And I think that's not as easy a thing to achieve as companies think. So most companies think they have great workplaces that are sort of positive and inclusive.</p>
06:04	<p><b>Dee Poku-Spalding:</b> I speak at a lot of corporations, I try to be open and vulnerable about my own career journey, and inevitably at the end of every talk I give, the women of color, the young black women, will come up to me at the end to tell me their stories. And they're always heartbreaking stories of feeling marginalized, feeling alone, not able to sort of speak openly about what they're feeling, what they need. And it was certainly sort of... My experience navigating spaces, I was very sort of practiced at it.</p>
06:34	<p><b>Dee Poku-Spalding:</b> I had been brought up in environments where I learn to code-switch, I learned to sort of be in spaces and appear to belong, but when you sort of dig deeper, there was a lot more going on and it wasn't as easy as it looked. So I think that if we want to create comfortable, diverse spaces, we need to create cultures where the people of color in those spaces are willing to bring other people in.</p>
07:00	<p><b>Jimmy Etheredge:</b> Some really insightful points from Dee and hearing her talk about how she would have women of color coming up to her after she spoke, feeling marginalized. It's a little discouraging. And again, to me, Emmanuel, it goes back to... It's not just about looking at your hiring practices and making sure that you're bringing in diverse employees. It's also about how you create this environment where they can be their authentic selves.</p>
07:29	<p><b>Jimmy Etheredge:</b> And that's, again, what we heard from Dee was the code-switching, the feeling marginalized, not having the sense of feeling safe and seen with what's different about me. This is one of the things I think when we talk about the inclusion needs as part of D &amp; I, that we've got to focus on.</p>
07:50	<p><b>Jimmy Etheredge:</b> We had Angela Williams, who is the President and CEO of United Way, with us on that panel and she told us about the risk we run if we don't intervene to help women that really the pandemic had impacted the most.</p>

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08:05	<p><b>Angela Williams:</b> If we are honest with ourselves, by leaving women out of the equation, that affects our economy. Women bring so much to the table and I think you probably know more the statistics than I do. But when you have the diversity in the room as part of organizations, it makes a difference to shareholder value. You talked about output and outcomes. It makes a difference.</p>
08:33	<p><b>Angela Williams:</b> I am concerned when companies, leaders at all levels do not take into account the need to listen, the need to invite employees, women to the table, and let us design what works for us at all levels. And it then becomes a company policy, as opposed to saying, "This is what we think is appropriate for you." And then I'm also concerned about the lower-skilled jobs... Hospitality industry, I think about, or caregivers, where some of those women are making less than minimum wage. They can't work anymore.</p>
09:19	<p><b>Angela Williams:</b> Now what? We are losing so much intelligence, leadership, creativity, and skill because we are not paying attention to a variety of demographics, but especially women at those levels as well.</p>
09:35	<p><b>Emmanuel Acho:</b> The biggest takeaway in my mind is understanding that you can't just fight for diversity if the diversity looks like you. Like me, as a black man, I can't just want to see diversity as it pertains to black people or diversity as it pertains to men of color, but we have to fight for diversity across the board.</p>
09:54	<p><b>Emmanuel Acho:</b> We have to fight for diversity as it pertains to women. We have to fight for diversity as it pertains to our Latinx community, as it pertains to our Asian American community, and any minority community. I love the whole conversation in regards to the she session, but mostly I love that the greater diversity there is in an organization, the greater the output of that organization. And that is the takeaway.</p>
10:20	<p><b>Jimmy Etheredge:</b> It reminds me Emmanuel, I had a conversation with a woman who's running a startup. This startup was very focused on connecting diverse executives and employees with opportunities, sort of a crowdsourcing kind of connection. One of the things she said that really struck me was how the work schedule nine to five, Monday through Friday... I mean, this was really created a long time ago for a far, far less diverse workforce.</p>
10:51	<p><b>Jimmy Etheredge:</b> It did not have a lot of women in it. It did not have a lot of people of color in it. It did not have a lot of disabled people in it. And one of the things with this pandemic, where there was the great resignation or the she session, for a lot of people, they're now flipping that and saying, "Look, I've got something to contribute, but I need to do it on my terms when I can and how I can."</p>

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11:17	<p><b>Jimmy Etheredge:</b> And I'd not really thought about that, that style of work that we've had for so long, it's not really inclusive at all.</p>
11:25	<p><b>Emmanuel Acho:</b> No, you're exactly right and I'm glad you led me there because we got into that subject of inclusive workplace cultures. It's not just about diversity, counting numbers, but inclusion, making sure that the numbers count.</p>
11:38	<p><b>Emmanuel Acho:</b> Michele C. Meyer-Shipp, CEO of Dress For Success Worldwide, was one of our guests on that episode. And she talked about how to create an inclusive environment.</p>
11:48	<p><b>Michele C. Meyer-Shipp:</b> It's incredibly important that organizations ask their people what they need to feel engaged and included because we don't know what we don't know about one another's experience. The leaders at the top are not experiencing the day-to-day of the line employee. So I am a fan, a huge fan of employee engagement surveys in many different formats, focus groups, things of that nature because your employees will see things and experience things that you may not appreciate.</p>
12:17	<p><b>Michele C. Meyer-Shipp:</b> We have to get comfortable being uncomfortable. We have to have conversations across the organization from leadership all the way down to an individual contributor so that everyone is able to share their insights on what makes the workplace inclusive for them. And then we work together to create that environment.</p>
12:34	<p><b>Jimmy Etheredge:</b> I think Michele was spot on with this need to survey and measure employee engagement. Now, again, it's one of those things. When we talk about optics and outcomes, it's important to survey and measure, but what's really important is what actions or interventions you put in place. When we did these engagement surveys at Accenture, this is where I really began to connect with this importance around feeling seen, feeling safe, feeling connected, feeling part of something bigger than yourself.</p>
13:11	<p><b>Jimmy Etheredge:</b> And that's when I began to also connect. When people talk about feeling seen and feeling safe, it means that I can be my authentic self at work. Then I'd really feel seen instead of having to code-switch. When it comes to feeling safe, it means I need to talk about things that are happening in the world outside of me, that affect me.</p>
13:32	<p><b>Jimmy Etheredge:</b> And if everyone's just sort of acting like nothing has happened, I don't feel safe at all. I don't think I would've ever gotten that insight had we not spent a lot of time really trying to understand employee engagement and in particular looking for some of those diverse groups of employees that I was really not hearing their voices.</p>

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13:54	<p><b>Emmanuel Acho:</b> Ask, that's the operative word of the sound bite we just heard. It's incredibly important that organizations ask their people what they need to feel engaged and included. Jimmy, I've made it a highlight when I'm meeting somebody for the first time. I ask them two questions, "Hey, what do people call you?" And the second question I ask, "What do you like to be called?"</p>
14:17	<p><b>Emmanuel Acho:</b> Because the first level of communication we often miss by calling somebody a name they don't even like to be called. And we have to do a better job of just simply asking. Just by simply asking, we can make people feel better engaged, and we can make people feel more included.</p>
14:35	<p><b>Emmanuel Acho:</b> So it's not a matter of a lack of desire. It's not a matter of a lack of effort. It's a matter of a lack of asking those individuals and our employees. How can we better serve you? The second we ask, the second we get an answer, and the moment we can serve.</p>
14:52	<p><b>Jimmy Etheredge:</b> Great point Emmanuel. And that is that disconnect between people that are eager to work, that are very capable of work, but people are leaving the workforce and then companies are struggling to fill the roles that they need. In episode seven, we had Goodwill's CEO, Steve Preston.</p>
15:10	<p><b>Jimmy Etheredge:</b> Now, again, I get so much out of these podcasts, one of the other big takeaways, whenever I talk to other people, I'm like Goodwill. What do you think of when I say Goodwill? Well, Goodwill, that's where I take clothes and stuff, and then people that need clothes they can get it. I'm like, that's kind of what I thought.</p>
15:27	<p><b>Jimmy Etheredge:</b> Goodwill is one of the best workforce development companies around. And that's what Goodwill CEO, Steve Preston, really shared was a lot around workforce development and how important it is for companies to make sure that they're not screening the right people out from positions that they could excel in.</p>
15:49	<p><b>Steve Preston:</b> I was hiring an HR head and the recruiter came and said, "You know I've got a lot of these candidates, somebody here who doesn't have a college degree, so you probably don't want to talk to her." And I said, "Well, tell me about her." Well, of course, I ended up hiring her. She was terrific. She had worked her way up the ladder, self-taught, was incredibly savvy, had a greater EEQ.</p>
16:11	<p><b>Steve Preston:</b> And by the way, most of our workforce were people on the front line and she completely understood our workforce. She was truly one of the best HR professionals I had ever worked with. It's so ironic that the recruiter that was screening candidates for me actually said, "You probably don't want to talk to her, but I just want to ask you just in case."</p>

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16:30	<p><b>Steve Preston:</b> And I'm still in touch with her to this day, but she was a terrific leader in my organization, nobody was going to outwork her or outthink her. She committed to learning and growing and adding value every day. It was just a great affirmation of where you can find a great candidate.</p>
16:47	<p><b>Emmanuel Acho:</b> Not only did Steve drop so many gems during that episode, but in the same episode, Brenda Darden Wilkerson, President and CEO of the Anita B Organization, told us that there's a huge segment of women being overlooked for tech jobs.</p>
17:01	<p><b>Brenda Darden Wilkerson:</b> I've heard people say, "Well, there are only 18% of the people who are going after CS degrees are women, and so there is not enough of them." And my question to them is, "Do you still have your degree?" And they'd say, "Well, yeah." And I said, "Me too." So why are we always just looking at the college grads?</p>
17:22	<p><b>Brenda Darden Wilkerson:</b> There are mid-career women who are technical women who for various reasons have left the tech workforce. They were dissatisfied, looked over. That is a great brain trust that we are not tapping into. Maybe they are part of that sandwich generation, as I once was.</p>
17:38	<p><b>Brenda Darden Wilkerson:</b> I had little kids and I was also taking care of an elderly parent. I needed to focus then. Are we going back and getting them? And I've seen that be successful with some of our partners who are in India, who really focus on going back and getting those women who have left the workforce and providing that bridge for them to come back because they're skilled. It doesn't take that long for them to get back up to speed.</p>
18:02	<p><b>Jimmy Etheredge:</b> Emmanuel, we started our apprentice program at Accenture five years ago, and it has truly been trying transformational. We're at the point now where 45% of all the entry-level jobs at Accenture, big-time technology, consulting and services firm, 45% of those do not require a four-year degree. Because as we began to really focus on skills, then we could start to look at, "All right, well, what skills do I need to be successful? What's the best way to train people to have those skills?"</p>
18:33	<p><b>Jimmy Etheredge:</b> And there were all sorts of talent out there that we were not bringing into our recruiting pipeline that we began to access. And this year, 20% of all the entry-level people that we will hire in the US will come through the apprentice program, and 80% of those people will not have a four-year degree. I'm not here to say four-year degrees are dead.</p>
18:56	<p><b>Jimmy Etheredge:</b> What I am saying is it goes back to what Brenda was saying. It's really about what are the skills and how you can look for talent at a point where everyone feels like there's not enough talent for them. You can look for talent in places you weren't looking before.</p>

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19:11	<p><b>Emmanuel Acho:</b> I loved this conversation, particularly because we are in such an era that simply says, "Talent looks like X or talent looks like Y." As a result, we are blinded by the other aspects of what talent might look like. This conversation just reminded me so much so of the aspect of we typically search for information where it's easiest to assess, as opposed to the information that would serve us best.</p>
19:37	<p><b>Emmanuel Acho:</b> Oftentimes it's easiest to assess certain universities, certain individuals, but rather than going where it's easiest to assess, we need to start to search for where we can find what is best, phenomenal conversation, incredibly illuminating.</p>
19:53	<p><b>Jimmy Etheredge:</b> Just last month, we turned to the experts to discuss healthcare equity in episode eight. We were joined by Dr. Cheryl Pegus, who is the Executive Vice President of Health and Wellness at Walmart, and Bill Strahan, who is the Head of Human Resources at Comcast.</p>
20:11	<p><b>Jimmy Etheredge:</b> There was a lot of good stuff in that conversation and Dr. Pegus explained the value of telehealth and how it really comes down to trust.</p>
20:20	<p><b>Dr. Cheryl Pegus:</b> You came to Walmart, you came to our pharmacy, we're able to link you to everything else. And technology enables that pharmacist to be able to recruit in other members of the team, that person now has a very cost-effective way to get all of their answers met. They're talking to someone from their community.</p>
20:40	<p><b>Dr. Cheryl Pegus:</b> Most of our pharmacists, opticians, our community health workers, they live in these communities. So they understand, and frankly represent the communities that they serve so that there's trust. Now we're able to bring things to you, as opposed to having you go to many different sites to get it. That is achieving health equity. It's helping you access healthcare in a local community in the ways that you can digest.</p>
21:08	<p><b>Emmanuel Acho:</b> Everybody deserves a fair shot at health equity. I think what we learned from that conversation was simply the individuals living within those communities have to continue to get to know their healthcare providers and the healthcare providers have to continue to earn the trust of the individuals living in the communities from the pharmacist to the opticians, because there's such a fracture Jimmy, between the healthcare workers and those in need of healthcare. Do you have any thoughts on that episode?</p>
21:38	<p><b>Jimmy Etheredge:</b> The other thing that really struck me was as we think about healthcare being, not just physical health, but mental health, and the importance of that. Another area that telehealth is starting to make a difference.</p>

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21:52	<b>Jimmy Etheredge:</b> And as you know, after that, we had Olympic gymnast and medalist, Aly Raisman, as our guest, which was a lot of fun because I'm the only person on that podcast that isn't a great athlete and has multiple best sellers. But Aly was our guest as we took a deep dive into the topic of mental health.
22:13	<b>Emmanuel Acho:</b> And she turned the tables on you, Jimmy. You were talking about how everyone has a voice in their head that's never satisfied and I thought she took the conversation in a very interesting direction.
22:25	<b>Aly Raisman:</b> I have a question for you if you don't mind.
22:27	<b>Jimmy Etheredge:</b> Sure.
22:27	<b>Aly Raisman:</b> Do you find that when you are picking yourself apart and saying, "I could have done this better, I could have woken up early," does it ever help you? Does it ever serve you to be hard on yourself?
22:37	<b>Jimmy Etheredge:</b> There are times that I think I stubbornly power through adversity. That voice or that perspective of I'm not going to give in to this adversity, that I break on through to the other side, that I think if I'm being honest, I think that it can be helpful for me. But more often it's a situation of even when someone says, "Wow, what a great job you did," my head is thinking about the things that I could have done a little bit better, which is not helpful at all.
23:14	<b>Aly Raisman:</b> Yeah, it's interesting because I read this quote recently that said, "You've been criticizing yourself for years and how's that going for you?" And that really struck me and it's something I think about a lot because I don't feel like it serves me. I think I learned through doing therapy that I had this fear of, "Okay, if I'm nice to myself, maybe I won't be as good. Maybe I won't be as hard-working," but I realized when I'm kinder to myself, I feel more energy.
23:44	<b>Aly Raisman:</b> I feel less exhausted and I feel more courage to do more things. I also read this other quote the other day that said, "Who would you be without that thought and what would you be doing?" And that was life-changing for me because it made me realize the thought in my head. It's almost like I thought of it as like, I'm kind of in a verbal-abusive relationship with myself.
24:09	<b>Aly Raisman:</b> I'm being so hard on myself at times and without this thought, I'm like, "I'd probably be dancing. I'd be like outside. I'd be playing with my dog." And so I try to have those moments throughout the day and I even... I wrote that quote around my house so that if I'm having a thought, I'm trying to create that habit where I'm like, "Is this serving me? Is it something I'm making up in my head? Do I know this to be true?"
24:33	<b>Aly Raisman:</b> It's been very helpful, but it's hard. And I think you're right, it's

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	<p>what has made us successful into who we are. And it's just finding that balance of knowing when to push ourselves but also knowing when it's okay for us to just let it go.</p>
24:49	<p><b>Jimmy Etheredge:</b> I mean, this was one of my favorite discussions. First of all, to have Aly, one of the most successful Olympic gymnasts the US has ever had talk about these kinds of mental health challenges... And it reminds me as I go out and talk to people about mental health, two things that I probably say too much, one is, "It's okay not to be okay."</p>
25:12	<p><b>Jimmy Etheredge:</b> And two, "Is the importance of being kind to yourself, so you can be kind to others," but that can sound a little bit trite, but it's amazing how hard it is to be kind to yourself. It's amazing how hard it is to tell yourself, "Hey, it's okay that I'm not okay," because for a lot of people, they've got those thoughts or that voice in their head that is constantly pushing them, never satisfied. It's really hard to just let it go.</p>
25:41	<p><b>Emmanuel Acho:</b> You've been criticizing yourself for years and how's that going for you? I love that bite because we've all done it. We've all fallen victim to self-critique. If we're being honest, we are our own biggest enemy, far too often. This conversation was pure gold, Aly. I asked her that question, Jimmy of, "Is winning worth it?" Aly is 10 times the athlete I could ever dream of being, truly an Olympic gold medalist, a few times over.</p>
26:11	<p><b>Emmanuel Acho:</b> However, she has had to traverse so many issues, assault of different types, and she has reached the highest of highs, but Aly's dedication to her own mental health is unparalleled. And it is truly just a motivation for so many of us to take care of ourselves.</p>
26:30	<p><b>Emmanuel Acho:</b> As we've taken time to look back on some of the big topics and tough conversations of the past year. Let's look ahead to where we go from here. If you were to prioritize three things that are imperative to change in the next 12 months, what would they be?</p>
26:44	<p><b>Jimmy Etheredge:</b> I think one of the things I would put on that list is to continue to look for ways to increase the amount of dialogue because I think people understanding more about other people's lived experiences is a great way to create the opportunity for connection, the opportunity for learning. Today, things to me, Emmanuel, they still feel very divided, still feel pretty closed down. Most people are quite focused on sort of listening within their own little echo chamber. So that would be one thing that I would love to prioritize.</p>
27:22	<p><b>Jimmy Etheredge:</b> I think a second thing that I would put on the top of that list is this focus on mobility for people. I continue to read... I had a lunch meeting today where someone was sharing that for today, African American generation</p>

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	<p>are not projected to be as successful as their parents. And again, that kind of gets down to some of the challenges that I think we're having with creating mobility.</p>
27:51	<p><b>Jimmy Etheredge:</b> That means education. That means health. That means opportunity. All those things that we've talked about over the course of these podcasts. I think the third thing of the next 12 months want to make sure I'm doing some more podcasts with you. What about you?</p>
28:07	<p><b>Emmanuel Acho:</b> My brother. Man, firstly, I really want to talk about just self-harm. As a society, I think we are letting that just kind of lay by the wayside because it's such a tough and uncomfortable conversation, Jimmy. But if we're being frank with ourselves from 2000 to 2020, the suicide rate has increased by 30%, 150 people take their lives a day. So we have to address that.</p>
28:31	<p><b>Emmanuel Acho:</b> We have to address that and tackle that with empathy, with grace, with compassion, with understanding, and with courage. I also want to dialogue just simply around understanding. You bring up a great point in that I think that there are still people speaking in echo chambers. Let's tackle the why. Why are we still speaking in echo chambers? And is there an aspect of, "Well, you know what, I don't understand where you're coming from, but at least I understand that I don't understand where you're coming from."</p>
29:04	<p><b>Emmanuel Acho:</b> There's a pivotal difference here. Some people are ignorant to the problem and some people at least acknowledge, "You know what? I just don't understand that, but at least now I can lend that more grace." And then lastly, I just want to continue exploring the conversations as they come to us.</p>
29:19	<p><b>Emmanuel Acho:</b> You know mental health was a huge thing, really kicked off at the Olympic games with Naomi Osaka, Simone Biles, they really brought the greatest light and attention to it. So you and I just continuing to tackle the tough topics as they arise and not shying away from conversations that hopefully change the world.</p>
29:46	<p><b>Emmanuel Acho:</b> Well, thanks for joining us on this episode of Change Conversations. Remember to subscribe on Apple, Google podcast, Spotify, Audible, or wherever you get your podcast. And if you like what you hear, you better let a friend or business colleague know about Change Conversations. We'll talk to you all soon.</p>

Time	Script
30:13	<p data-bbox="350 373 454 403"><i>Credits</i></p> <p data-bbox="350 443 1349 506"><i>Thanks for listening to Change Conversations with Jimmy Etheredge and Emmanuel Acho.</i></p> <p data-bbox="350 548 1393 611"><i>This podcast is supported by Accenture and produced by Laura Regehr and Alexis Green at Antica Productions.</i></p> <p data-bbox="350 653 1354 682"><i>Stuart Coxe is Executive Producer. Nina Beveridge is Head of Production.</i></p> <p data-bbox="350 724 915 753"><i>Mixing and Sound Design by Reza Dahya.</i></p> <p data-bbox="350 795 1430 858"><i>Join us for our next conversation. Let's make equality for all a movement, not a moment.</i></p>