ROUGH EDITED COPY

CONFERTEL

RESPECTABILITY 6269075

APRIL 17, 2019

Authentic Inclusion - Lessons on Innovation and Diversity

from Frances West

\* \* \* \* \*

This is being provided in a rough-draft format. Communication Access Realtime Translation (CART) is provided in order to facilitate communication accessibility and may not be a totally verbatim record of the proceedings

\* \* \* \*

>> Good afternoon, and welcome to the RespectAbility webinar today is April 17th, 2017 and I'm delighted to be here with Frances West. Now, if you are -- if you've done any work in the disability inclusion space you've done any work around disability employment, accessibility, technology, you have heard of Frances and I am so humbled and delighted to be with her today. As you may have seen from our website and I included a very short bio and it was really tough to include what to mention about her career, her vision, what authentic inclusion looks like. Just as a quick snapshot of who she is in case there's anybody here who doesn't necessarily know who Frances is, she is an internationally recognized woman in technology trailblazer. She has worked in innovation technology, business transformation, she is the founder of Frances West.CO, a global strategies advisory company focused on operationalizing inclusion as a business and technology comparative through her unique authentic inclusion blueprint. Get the book. We will be talking about this book. Buy the book I'll include an Amazon link very shortly.

She has done so much for the world of accessibility because among her many highlights of her career she was IBM's first chief accessibility officer so she has done a lot, worked on a lot of issues and she has been very involved with the efforts to try to get the United Nations Convention on the rights of people with disability passed through the Senate. She has been recognized globally for her work and as we were just talking about it she is calling the -- calling been town home these days though she's joining us remotely from New York City. Frances, thank you so much for joining us today and I'd Love to kick off with just a few questions then you can talk about the some of the slides and the insights you gained in your career embracing the full spectrum of disability, authenticity, inclusion, Frances?  
>> Thank you for that great crazy intro and this is a great day to be on this webinar and especially with friends and colleagues at RespectAbility.

You guys are actually doing amazing work too. So I'm very honored to be on the show today.  
>> Great. So first and foremost as I mentioned we talk about your book authentic inclusion and I just finished rereading it this morning again. But I am really curious for the first question, what led you to create authentic inclusion?  
>> Well, I decided to write this book after my leaving IBM which is June 2016 and if you remember three years ago there was quite a few waves of movement. Actually it started out with the ‘Black Lives Matter’ and then it was the ‘Me Too Movement’ and around that time there was a significant discussion and actually concerns about, you know in this case, the women and the ‘Diversity in Silicon Valley.’ So for those of you who can see me on the video you can tell that I am a -- I'm a Chinese by descent, I'm an immigrant, first generation immigrant and a woman in tech and now I'm over age 50. So one could say that I've gone through this kind of inclusion business so to speak, every single day. And I've felt very strongly after I watch and see a lot of the discussion about this topic of inclusion that I wanted to have a chance to really put my point of view out there which is at least for me because of my background in technology and the pervasiveness of technology in everybody's life now I felt if we have a point of view about inclusion that is what I call TAT, talent and technology. These two elements are actually are inseparable and also, so that's point number one and then point number two was that I felt like everybody's talking about inclusion but as a challenge is how do you operationalize inclusion and that was really the kind of backdrop and the driver for my book.  
>> Understood. It's easy to talk inclusion. It's much harder to actually do inclusion. That is, one of the lessons I've learned working professionally at RespectAbility is, you know, it's easy to say the right things but it's much harder to actually do the right things. Especially when you're trying to take an organization and make it more inclusive and to have to fully embrace that. My next question is, at a very high level, how do you take a business organization or enterprise from having that inclusion discussion to actually implementing authentic inclusion.  
>> I think fundamentally we have to not just shift but potentially turn the thinking upside down, right? Historically we put inclusion in there-- because inclusion is about people, so it's logical up to this point to put the inclusion topic inside the human resources discussion. They tend to be the lead with organizations. But I think we are at the point where there is the inflection point that because, again, going back to my first point of the technology pervasive and it affects everything we do. Every business actually think about technology as they're differentiated strategy and then, so I want to put out this -- a point of view that, then, include is actually necessary or foundational for innovation. And because without innovation you won't be able to sustain your business so from that kind of a logic you actually back into then inclusion becomes the foundation for disruptive innovation that drives sustained profitability.  
>> Gotcha. And I was going to say is it's really interesting especially when you try to deal with organizations because you have kind of an institutional inertia because things have always been done a certain way but changing that really takes a pivot and you need the buy in from the top. You need the managers, you need to take it out from HR and one of the interesting tidbits in your book that I thought was very insightful was the fact that the accessibility center was part of the research division and I see why that was such an important piece of what IBM was doing. So pivoting then, so in your back you talk about how inclusion goes beyond just people with disabilities, it touches on aging and other diverse populations so I'm curious, can you talk about how to ensure a broad discussion of diversity inclusion in different dimensions and elements?  
>> I think inclusion, especially advocacy groups like, you know, RespectAbility, we all have done a tremendous job in advocating for people who are given this. And that's why I think some of the results of that is, you know, legislation, whether it's American Disability Act or if you look at globally the U.N. Convention on the rights of people with disability. I think we should really pat ourselves on the shoulders, on the back, or shoulder, whatever (laughs) you know, to say that we have done a great job of moving the movement forward and having a legislative or the policy kind of establishment recognizing the importance. So when we start talking about business, a business is very actually -- any business that wants to sell their product to the most people, that's the most profit. So in that case, the broader we can think about inclusion, and then instead of segmenting it as more of a, you know, smaller segment, we actually can collectively get attention of the business. And to me, the, again, going back to my area of expertise within technology, especially with disability, in a way I look at it is that, technology is there to support each or actually to celebrate each person’s difference. So from that standpoint, the business is about, you know, catering to individual customer's needs or wants or personalization so the broader we can think about inclusion, and then also think about the disability or accessibility design principles actually can benefit tremendously. Especially in the aging population. Because we all know that that's one situation we will all end up in. If you're over 50 you will gain these, unfortunately, vision or hearing impairments and as time goes on maybe even the mobility. So, I think there is a broad scope of inclusion narrative that can be had. If we can look for these that can personalize the technology experience.

That's why I'm all for thinking inclusion at the broader level. And then fundamentally, you know, having businesses recognize and implement organizations construct really celebrates the differences that we have.  
>> Gotcha. What I was going to say is just think about telework and, you know that has become a very important part of lot of organization and how they do their business and that, you know, is technology and requires human connection and it -- I was recently at a New York City society for human resource management conference and one of the presenters was actually a company that connects aging Americans with telework. And so that way they can, you know, because they've been a CPA for 30 years but they're retiring, they're living in Florida. They're living their best life and enjoying retirement but they still need that drive to have an impact on the world and there's technology to bridge them and connect them and they use a platform which also has a whole piece of accessibility features. So those kind of interconnections are so important and so as, you know, one more question before we kind of talk in detail about the slides and open it up to our audience. So, after everyone goes out from the webinar and buys your book, what are some of the key steps that people can take to start putting the recommendations that you have for us into actual action?  
>> I would just say there are actually two things one can do, right? One is that I always believe that anything, especially in this case, we're talking about shifting a cultural mindset. I think each one of us actually owns the responsibility and really to begin to think about especially if you are person with a disability or aging. To think about how you use technology to really better quality of life. And be very vocal about it. Right? Because technology frankly is one area the younger generation, you know, are digital native and that's what they’re most interested. If we want to innovate people with disability or are aging one of them is to meet them where they are and really have the conversation in the area that they are most interested in. So as that is our individual level another thing is really making sure that if you are working in any kind of organization whether it is an enterprise or start-up, make sure you engage the technology in that organization and ask them, and in some cases you need to educate them and I know when I got into the accessibility business it was almost by accident. It made a profound impact when I first saw a blind person using computers surfing the web. That experiential exposure is so important. I would say, begin to think about technology and use that almost as a bridge, you know, to educate and in some cases into, you know, to elaborate on how your particular, let's say, difference in your ability can add to the creativity and also the differentiation of a product, of a service. So those are the things that I think each person can do and should do.  
>> Absolutely. And you talk about the great way in bringing, you know, your heritage and your insights and, again, as I said, there's an Amazon link in the chatbox. I highly encourage you to go out and buy Frances's book. It's about a hundred pages and a quick read. It's one of those books that you can go back and reread multiple times. How this is going to move forward is Frances is going to talk through some of the slides that she very kindly put together that kind of touch on some of the detail  -- details in the book and there's a chance for audience questions and then we'll wrap it up and make inclusion a reality. Frances, it's yours now.  
>> Thank you so much. Like Philip mentioned I wrote this book because I feel very strongly, I wanted to share some of the experiences and also observations that I went through in my technology career with the audience like yourself.

And that I also wanted the book to give some recommendations so that is actionable because to me, inclusion should not just be a discussion or a white paper topic. Inclusion needs to be operationalized. It needs to be, you know, actionable. Because that's when it really matters the most. So what is authentic inclusion. Like I mentioned earlier with Philip it's really a concept that both combine both the talent in this case human and also with technology. Plus the organization. To me, these are like kind of the three elements that you have a human being in an organization, especially in the workplace setting, and that in order to have charity and productivity, it doesn't matter, you know, what kind of disability you have or what kind of gender, what kind of sexual orientation or religion. The workplace should be enabled through technology so that each person can have that, like I said, a parity in productivity and to a great extent, you know a kind of satisfaction at work. And in order to do that, then you need a third element, which is that organization construct that can maintain the kind of parity day in and day out. So that means that one has to view this as a business imperative. And that is more -- we certainly want HR, the human resources help because that's where they do their, you know -- you know the best in terms of identifying the talent but the rest of the institution or the rest of the organization also has to come together so if you look at this chart I kind of stated the -- I guess a formal definition or authentic inclusion and I'm going to read it out loud so -- because the print, font size may be a little small. So the authentic inclusion the way I defined it is that it is the institutional insight that human diversity is at the core of disruptive innovation. It calls for holistic actions across all parts of an institution to respect an individual human's ability to make a difference not in spite of, but because of, their difference. By putting humans first, prosperity can have longevity because principle, purpose, and profit are harmoniously aligned. And the reason that I call out these elements is that I mentioned that I am a technologist and what I have seen of the technology is moving so fast. And we are actually at a point where the next generation of technology will have profound impact in how we live, how we learn, how we play, how we work. So that every organization really needs to actually be very, very intentional about the putting human first. When I say human first, that means the technology is there to augment human. Not the other way around. So if you truly are authentically trying to make sure, especially as an executive or as the senior leaders of an organization that you want to be inclusive, then you have to think about the human element or human impact or human consequences and in this case I'm talking about the big H. The big human, right? In collectively because the human race is made of different races, different religion, different cultural backgrounds. So having that very, very intentional understanding or respect for the human is foundational to authentic inclusion and that also because I'm suggesting that the inclusion as a phrase going forward will have fundamental impact on how a business is run. Because it can create very disruptive innovation. Why is that? Because the people, especially with disability tend to be extremely creative because by nature they have to learn how to navigate the barriers, the difficulties, every single day. So they have become, you know, they're agile in they're thinking. Very creative and very empathetic because they are either giving or soliciting help from others so their human relationship skills are extremely strong.

And by the way these are actually the skills that one would need and actually some, a lot of the researcher have a buddy that these -- these soft skills are going to make a difference because in the world of the future we're going to have a lot of robots so thinking about inclusion or thinking about disability or ability into your organization is really the driver for disruptive innovation.

And by thinking that way then you begin to shift your orientation of inclusion from a kind of HR axis to a business imperative axis. And the reason I want to stress this a business imperative we will give it the right amount of attention in terms of resources.

It can be human resources, financial resource, it can be investment resources. For whatever it is and then also you will institute measurements to make sure that you view -- you execute upon it and you measure against, you know, the progress so this is how I think that inclusion will become real or become operational and that it is a holistic kind of a process. One organization or any organization should think about is to have this kind of organization blueprint because we are talking about a transformational thinking. So that we will have an incredible opportunity if we think this way. The opportunity to impact technology and to make sure it's really there to support us as humans and not the other way around.

So I talked about this is business imperative because it has to be viewed in that context in that I think a lot of the businesses are beginning to understand that and view that as important. One data point I can share with you is everybody probably heard of the World Economic Forum which is really one of the premiere I would say conference that's held every January, usually in Davos in Switzerland.

Every president of, you know, the G7 countries -- or G12 now go there and that's when they talk about business, kind of growth and what kind of economic policy needs to be put in place.

So this year for the first time the topic of disability or inclusion made the Davos or World Economic Forum discussion list so that means that they are, what I call the early adopter businesses. Recognizing that people with disability or people with a different constituency is becoming a market force that cannot be ignored. And that's partially due to the demographic is with us. We know that the whole world is aging. And by 2050 for the first time we will have more older people than younger people. And you have country like China, you know, by 2030, a quarter of their population which is about 360 million people. That's almost the entire size of the United States population will be aging. The same phenomenon is happening in Spain, in Italy, and of course most notably Japan. So what does that mean? That means whether you get old you will acquire disability. Vision, hearing and you know, all those -- and immobility that means you'll see industry and solutions kind of catering to this population. So the demographic is really giving us a great platform to begin to socialize this concept that, hey, inclusion is not just HR. Right? Inclusion is about business and then you also have legislation. Before I took on the disability responsibility at IBM I actually was not very knowledgeable about advocacy groups work or nonprofit work. But since I start getting involved in this world, I realized, you know, what a tremendous kind of a groundwork the nonprofit has done in raising the awareness, in pushing the government around the world in this case with U.N. convention on the rights of people with disability. To establish legislation so that there's truly an aspirational goal that we all can strive for as a society in general so legislation such as, of course we know Americans with disability act that has translated into the digital inclusion act. Such as the Section 508 which is of course the United States procurement law at the federal level but that's implemented at the very progressive states like the state of Texas and Massachusetts and globally earlier this year European Union just passed a disability legislation as well. So we've seen now the legislation momentum is really picking up. If you are a global company, if you operate beyond just the state of the United States, then you really have to pay attention to your technology accessibility. In cases like in state -- like country like Canada or Australia. They actually have even more stringent accessibility standards so again legislation will create a kind of -- I would begin to say kind of a mod two kind of phenomenon. And I personally really have been promoting it. And I do believe that accessibility should be thought of as part of the technology infrastructure in privacy. And thirdly is that the social expectation is changing. I mean with the rise of the social media, each one of us can voice our, you know, our concerns and also our praise. Right? So lots of companies are beginning to understand and recognize that the social parity is very much in the populated kind of side kick and I do want to do a shout-out to the millennials. In some cases our generation did not do as good of a job as the millennials perhaps because of the mainstreaming of people with disabilities in the school environment. I do see the next generation or the generation even beyond coming up a lot more aware and a lot more supportive of inclusive society. So and there was actually a study I think done by Deloitte in saying that, you know, the millennial or the employee will choose to leave a company if they don't feel like the company's authentically inclusive. I think there is a tremendous, because with the unemployment rate under 4% there's a tremendous fight for talent. A company has to pay attention to understand the talent of today actually view inclusion as one of their decision criteria. And last but not least, the technology. Right? I mean, technology has moved so much. I remember thirty years ago, thirty plus years ago when I first joined IBM we were selling the mainframe. At that point the computer was only made for business and all you could do was about speed up the processing. But today, you have the technology in your pocket like your iPhone, right? In technology is driven so that the word personalization can actually be realized and I say that accessibility is extreme personalization. You know, we shouldn't think of it as a niche design thinking, right.  
>> I personally now prefer font size 14 as a minimum. That's just my personal preference. It doesn't need to -- I don't need to share that as a disability that my vision is getting impaired and I have low vision. It's just my preference so I think we're at the cusp where humans actually can dictate how technology behaves for each individual and we are getting to the market of one, the business construct so all these kind of elements make the business imperative discussion a very timely. And then technology, as I mentioned. We are at the point where we have to make sure that technology actually works with human where human puts human first. In my book I talked about as technology is getting more human because, for example, everyone knows that there is all kinds of robots being developed to take care of everything. All the way from cleaning did floor like the little Roombas running around, picking up, cleaning up dirt off of the floor to, for example, care robots that are being produced in countries like Japan.

You know, we have to think about if you, you know, not to say, one example I talked about in my book is not that I have any objection to a 25-year-old designing care robots. But somehow one can only imagine a person with a disability can really empathize for example the state of an elderly grandmother's being. That he or she may become design partners because they have much more nuance and deep understanding of that experience. And what logic needs to be built into that care robot. So that's why I say, you know, as technology gets more human, human needs to get more human. And then another thing is, you know, technology by people for people. I'm a naturalized U.S. citizen and when I started looking at technology, accessibility as a technology for aging people with disabilities, it was profoundly inspiring to me it's a really great example of frankly democracy, flight because here we're talking about digital barrier potentially needs to be brought down. Because that really is the essence of what we are here, are all for, right? It's for that liberty, for that equality of all people. So I think the technology really needs to begin to take on some ethical kind of principles and I think time has come to have that kind of not just discussion but action. And the next point is from the business perspective why I think there is readiness to embrace even though we are in the early stages of that. I mention the valuable of 500 initiative. Oh, by the way, I didn't mention the name, it was valuable 500 initiative that was shown at Davos this year and there is actually one of my good friend and actually he's younger than me but I will call him my mentor because I really wanted to learn about the Silicon Valley start-up business and in this case Pete H. talked about impact 500 versus Fortune 500. In his definition. By the way it's all in my book.

I quoted him is that, you know, we really have to think about the social impact of the technology beyond just profit. And another source I referenced in my back is the Michael Porter's he wrote an article almost ten years ago on the kind of a shared value of the stakeholders and in that he talked about how the kind of capitalist and as we understand it today, won't sustain unless, you know, we can have a different, a shared value perspective. Because profit for-profit seeking is not just going to sustain. So these are the kind of style leadership beginning to emerge and the second point is we often hear about, oh, you want a business to embrace inclusion or a diversity or, in this case, accessibility. We need to create ROI. Return on investment.

And I personally feel that return on investment is a measurement of a here in today. It's -- it definitely is a kind of business school measurement and here we are talking about human and we have to really challenge that the human impact on technology which is never really been measured before because we never have to, you know, kind of pick technology against a human. There's all kinds of discussion about whether AI's good, artificial intelligence is good or bad, right? So I think we need to get out of even the current kind of business metrics like return on investment to think about maybe return on innovation for humanity because these are our new ways -- we know that they will have impact and therefore we have to be conscious of then creating a new parameters or new metrics to quantify and to measure the technology impact and I think the next chart I'm just going to kind of talk through it because I'm very conscious of the time. In that for any organization like I mentioned earlier my book will -- it's almost like a starter kit. If you view ways of think about way to operationalize inclusion. And in -- in kind of an overview of fashion, I talked about, you know, it really needs to be a kind of a very din, embedded in a company or institution or organization's vision and business strategy. And then you really have to think holistically, you know, are you, for example, involving different people with diversity of people in your innovation and process, right? Within your start-up incubator or your accelerator, do you have the diversity in there? Do you have diversity in your private design and development? And is your marketing. Will you put your website out there for accessibility's sake? Are you thinking about tracking all customers of different, you know, background. Not just economic, you know, or targeting millennial or baby boomer. You know, are -- can you -- can person with a low vision or deafness watch your video and have the capability of getting the same information and is your information technology, is your CIO your CTO engaged in the inclusion talk? It's sad to say I have seen very few inclusion topic in the for example the CIO form or the CTO forum and we should challenge that. Why is inclusion not part of that? Because, you know, again, my hypothesis, my understanding in the space that I've done is based on some of the foundational belief that diversity is very important. All right? So and last but not least we certainly do need our friend in HR and I put down that legal because the interpretation for the legislation globally will need the help from the corporate function like HR and legal. But holistically there are ways to institutionalize or operationalize inclusion under each of these organization elements. Again, I am not going to take you through the detail because some of that is laid out in the book but couple find point I want to mention is that it is very important that we think about inclusion not just kind of, you know, them kind of initiative, in other words, I'm a person, like I said, I am -- when I first came to this country, I only had a couple years of English in high school so my English was broken and I didn't really know a lot of the western etiquette. I had to learn all that and take responsibility and blend into this melting pot so individually we all have that responsibility and I would say that if you are a technologist, if you are a programmer or a designer, you actually can make difference. You can choose for example, to spend that maybe extra minute or two, hour or two, designing a website to be, to think about the guideline, the accessibility guideline or do the, you know, color contrast testing so that people who are low vision can still look at your website so each individual have that responsibility. Each manager when you do your hiring when you're using your automated tool to screen candidates are you applying the extra human touch, the human first, again, in my book I talk about my only experience getting hired by IBM, it was a tremendously authentic inclusion story because why? Because of the individual called Frank who was a recruiting manager who made a difference. And then executive. Obviously the senior executives, especially the C-Suite and the board room executives, if you really care about inclusion then let's operationalize it. Let's put structure around it so it's sustainable, it's scaleable. And that is the last point about organization. I don't think we can sustain without an organizational construct so my whole kind of authentic book and also this blueprint is trying to help to address that. So why now? You know, we talk about future work, future society, all depends on the technology as the underpinning so we all have to really take this kind of challenge and also the same opportunity to influence the technology because in the end if we put human in the design thinking of the next generation, artificial intelligence or care robots then I will benefit all of us. If we don't do that, frankly, we potentially will risk you know all the issues we begin to see coming up. Like unconscious bias. Building artificial intelligence. Just today the New York University just published a research on artificial intelligence and it's lack of diversity. You should look it up. It's by the AI Now Institute it's a tremendous piece of work and if we don't insert ourselves human back into this artificial intelligence process then we should be concerned. So my last chart people say why do you, since you -- made -- since you retired from IBM why are you still doing this? Why are you so passionate? It goes back that I think I was brought up in Taiwan under some Confucius idea is that there is such a thing called the great way. The great way to a society is that you really have a society where everybody belongs and everybody has a place. And my way of thinking is that, you know, I'm a technologist so I want to do my part to make sure that digital promise is truly delivered and that there is really inclusion for all in that, you know just because you're different. The difference is actually the kind of the seed for creativity and ingenuity so let's celebrate that instead of looking at it as a deficit.

My book is on Amazon and also on Kindle and also on Barnes & Noble. When I wrote the book I actually wanted to be relatively short so easy to read. So, and then also hopefully is the book that you can take away some ideas that you can go into action. Instead of just discussion. So with that, I guess, I'm going to turn it back to Philip.  
>> Great. Well thank you so much, Frances. So for those of us who are joining us online there's two ways that you can ask Frances a question because I have a million different thoughts still I would love to bring up. So there's the chatbox, over on the left. You can type your question in -- there's the chatbox, you can ask a question there. You can also use the Q&A box down at the bottom left to type your question and I will read it out to everyone and for those of us listening into the webinar, operator, can you explain how to ask a phone question?  
>> Participants who have called in on the phone can press 7# on their telephone keypad. That's 7 followed by the # sign on their telephone keypad to indicate they'd like to speak. Listen for your announcement and ask your question on cue. Thank you.  
>> Great. And so quickly, you know, as we're waiting for, you know, anybody to ask a question, I'm curious, you know, Frances, can you plug your pluggables where can you find you online and where can we further the conversation beyond just today.  
>> Well thank you, you can follow me on twitter at West 34 and also on LinkedIn. And my website is Frances West.CO. This is a place where you can get additional information and you can actually, if you go to my website it will connect you to the link. If you are interested in buying the book directly. And also it'll give you some information about what I'm doing now with my kind of advisory services company.

One of the things I really want to do is to, you know, through a platform like a keynoting platform is to get the message out. What I hope to do is to create a new narrative, a new way of thinking about this. Especially with executives, because I see so many inclusion conferences, right? And in many cases, I feel this is potentially a different point of view in that, you know, in that there could be different technology accentuated discussion. I know there's opportunity to promote a new kind of podcast, as technology is the central point and, you know, the CEO is kind of working on that. I think inclusion and thinking about technology and human together, there's kind of a voice that needs to be amplified so I'm doing my part and I hope, you know, more audience will join us.  
>> Absolutely, so one kind of humorous question is did you choose authentic inclusion as the titling because it's AI or is it just a lucky happenstance.  
>> You know what? Actually, I wish I had a prize for that person. That was actually part of my motivation. Is that, I mean, I thought about authentic inclusion but then one day it did dawn on me that it was AI and that's one of the reason I trademarked it because I feel like this is not one-off. It's not -- hopefully it's not a -- I don't want it to be a program de jure, right? That's why I want to share the knowledge, I want to create a blueprint so that it can be codified. Right? And then from that point on people can use it in their individual workplace or in their organization construct.  
>> That's right. So one, you know, another question from here in the conference room is, you know, obviously you, in your book you make it very clear how important it is to have people involved with -- how important it is to have people with disabilities involved in conversations about inclusion but I'm curious what do you think are the best ways for the people who are kind of managing those conversations to find the right people? You know is it internships programs. Is it working with advocacy groups? How do you get the people with the most diverse work experience transformation at your organization.  
>> I think like you read the book so there's a chapter on, you know, if you want to get -- you need to get physical. In other words, you need to get to know, right? Because we're talking about human topic I think a lot of companies, especially decision makers, the higher up they are sometimes they really lack the awareness of the experiential impact of understanding a person with disability for example can contribute. And so I am actually, one of the things I'm motivated to do and figure out how can I do it effectively, efficiently, is to really, I want to work with, for example, the start-up. Right? In the start-up, to me is the next generation IBM, Google, yet if you look at the start-up process today.

Forget about people with disabilities, not even many women, right, can get either the funding or the mentoring and all that. That, and yet, money around the world is going to the start-up process. So I'm hoping, you know, to work with, I mean, experimenting the idea with, you know, a couple nonprofit and to see how we can engage, you know, different in this case different cities. I mean, there is accessible city initiative going on sponsored by GPICT and AT&T doing great work. Through that process, I'm hoping to introduce engage, you know, advocacy groups and nonprofits in the city or in the construct and have them be working with, you know, with technologists.   
>> I think there's resonance there one statistic I know off the top of my head. When you look at people with disabilities that have jobs about one in ten are self-employed. You have folks out there that have that entrepreneurial spirit and if we can get them to those start-ups there's a chance for transformative change to happen. Operator, any chance we have a phone question?  
>> No phone questions at this time.  
>> Frances, I think you stunned them into silence but this has really been a wonderful conversation. We appreciate your time, Frances, we'll wrap things up for today. Send everybody home little early so they can click on that Amazon link and go and buy your book and think about how to transform their organization through authentic inclusion. Frances, any final words for us?  
>> No, I just want to thank you, again, I think this is a -- I think timing is great for businesses and nonprofit coming together. This is truly a great kind of example of public private partnership. I don't use those three Ps lightly. I think in this case if we can use technology as a kind of, almost like a medium to connect, you know, to connect different people, the future will be extremely bright from the employment perspective especially so I think there's a lot of work that needs to be done and, you know, I'm here if I can be of any help but, again, thank you very much for the invitation for me to speak today.  
>> Well, it has been a pleasure and an honor to spend time with you today. That was Frances, everyone, my name is Philip Kahn-Pauli and the Policies Director here at respectAbility we hope you all take advantage of these online resources and keep this conversation forward and thank you for your time today and have a good one.  
>> Thank you.