>> Philip Kahn-Pauli: All right, well, good afternoon everyone. Hello, my name is Philip Kahn-Pauli, I am the policy and practices director for RespectAbility, and I am so delighted to be here and with you today, virtually. This week marks the 31st anniversary of the Americans with Disabilities Act and there has been a lot of time and a lot of change in 31 years, and I think we all can agree that we've witnessed a lot of change in just the past year of the world, of COVID pandemic, virtual learning for students with disabilities, Zoom meetings, remote work, mask mandates, and now vaccinations. But in reflecting on this year of change, I really wanna look ahead, 31 is not a big anniversary, there's no special diamond jubilee, but really, it's a chance for all of us in the disability community to look ahead, to look ahead to a world that is going to be different profoundly, because of COVID, because of the past year of crisis and really grapple with, what does the future look like and how can we make a more inclusive future? And we're going to feel as a nation, and as the world facing a more inclusive future, due to the hard work of leaders like Jim Sinocchi and who is our special guest for today, Jim heads the Office of Disability Inclusion at JPMorgan Chase, and he is truly a thought leader in the space of inclusion in disability, he has been working for decades to make really workplaces inclusive for people with disabilities, transforming business culture, but he definitely has a lot of lived experience, but more important than that, he has a very clear vision of how to make accessibility a reality, how to improve accommodations, and most importantly for today, lessons on inclusion for the post-COVID world. And so, Jim, I am so delighted to be here with you, I will be running our slide deck, we're gonna... how this will go is, now that I've introduced you, Jim, you'll talk through your slides, audience members, you'll be able to ask us questions in either the chat box or the Q&A box. After we run through Jim's slides, I will open it up with a few questions that I have burning in my heart for Jim, then will open it to audience questions and get that fireside chat going. So with that, I'm going to open up and start the screen share and welcome to the webinar today, Jim, how are you doing?

>> Jim Sinocchi: Thank you, I'm doing okay, except for a cold. So please forgive me and I caught the cold over the weekend, flying back from Washington State and it was a good thing. I'll open it with this, I chair the Accommodations Air Carrier Act Board, and we're looking at trying to make airline travel more conducive for people with disabilities. Basically to be blunt, have us fly in our wheelchairs in airplanes. So we spent the day with the Boeing engineers and talked about this, and we did see a demo of a seating program, where they could board a wheelchair rider, power chair or manual, you stay in your chair, you don't have to get lifted and go through all that with (mumbles), and the seat slides over another seat and they dock you right into the side of that. Now what a vision is that to change the paradigm in terms of people with disabilities? And because I work at Chase and was nominated to the board and as chair was a gift, I just wanted to be a board member, we have the opportunity to influence other businesses and people to make our lives more easily available and accessible to things that we wanna do. There's no reason why we shouldn't be able to fly in our wheelchairs today in the 21st century. So I'll open with that, that's probably the most exciting thing you'll hear from me today. So thank you very much for listening and again, I'm sorry for my cold. Next slide, please. What I try to do at the firm, is, my basic job is this, and I know everybody talks about the ADA, one the most important pieces of legislation that the United States passed for people with disabilities. However, what is more important is our ability to take advantage of the products and services and the rights in a world that's not barrier free for people with disabilities. And what I try to do at the firm, is not only make my bank accessible and I'll talk a little bit about that, but how do we change the culture in an organization? How do we get people to see disabled people as part of humanity, we're just not disabled people, we're human beings that had something bad happen to us. I haven't met one disabled person that being blind was the greatest thing since sliced bread, that he or she faced. So what I try to do is make able-bodied people, feel a little more comfortable about what I do as a disabled person. Now, some of my colleagues in this space disagree with me. They say they should just understand it, get it done with, but in my interactions in the corporate world, I worked for IBM for 39 years and then Chase for five, so that puts me almost 45 years in the corporate environment. And I had to deal with more able-bodied people, than I had to deal with disabled people. And what that tells you is that I've been able to work in an able-bodied organization, even though I'm disabled. And that's what we all have to strive to do. Yes, people can take it about themselves to learn a little bit more about this space, but I feel like I'm an ambassador for the disabled, so when they get to know me and see, as some of you may, this slide here is a picture of my wife and I on the left taking a boat ride up here in Massachusetts, in Plymouth County, in the middle there's a picture of people surfing, which illustrates where I broke my neck, body surfing in Puerto Rico in Dorado Beach, and on the right, is a trip I took with my daughter's graduation of law school, my wife and my son who works for the federal government and now in private, and so the picture depicts a person that can do some of the things that an able-body can do or have done in the past. But I still have to raise children, I still stayed married to my spouse, we're married now 33 years and I'll tell you a little bit more about that as we go on, but I am me and I have things in common with you and it's not my disability. It's my marriage, it's raising children, it's my values, it's my church, it's my politics, it's all of the same things that you have. And we as people with disabilities have to understand that and help other people understand that as well. Next slide, please. So this slide is called, "Reservations and Attitudes", and the picture depicts a waiter taking a meal order with a woman on the right and a man on the left. And this brings me to the story about what this means. My wife and I were coming back from Canada, where her relatives live, that we made as we crossed the border, the Canadian border, and finally getting into the United States and down to New York. And we stopped for a meal at a local restaurant near the Canadian border. And we get in there, my son was about six years old, my daughter was about eight or nine. The waiter walks up to us and looks at my wife and says, "Hello everyone, how can I help you? And ma'am, what would you like to eat?" And my wife ordered her food, and then he went to ask my daughter, she ordered her food, and then he turned to my son and he ordered his food. Then he turned back to my wife as I was sitting at the table, and said, "What does he wanna eat?" So for those of you that don't know me, I'm a C5-C6 quadriplegic. I'm paralyzed, I was driving at the time, but this guy completely ignored me and my wife as brilliant as she is, and you can't pass that as a trick on her, she said to him, "You better ask him because he's paying the bill". And so the attitudes that people have towards people with disabilities, is either ignorance, they just don't understand, or they haven't had the common courtesy to ask, "Well, how should I address you, sir?" Well, actually talk to me like you talked to anybody else. So this is some of the things that we talk to our managers and employees about at Chase Manhattan Bank as we get people comfortable talking, working with, and for people with disabilities. Next slide. This slide shows, and my slides are pretty sophisticated, there are three little green men with big guys and red suits there, and the title of the slide says, "Alien Encounters". And so what able-body, what happens to able-bodied people, is that when they meet a person with a disability, if they don't know enough about disability inclusion, they don't know what to do or say. So to them we're aliens. They don't know if they see a guy in a wheelchair, how they shake hands or pound by fist, how do you help a person who's blind, how do you get the attention of a person who's deaf, and so we are aliens that able-bodied people... and look, it's not all their fault. Some of the times, they don't know what to do or say, they may have never met anyone like me or like anyone else who's disabled. So I give them a little credit for that. And it was so telling one time when I took my son and my daughter and my wife to the mall when they were younger, I think it was one of the first or second times my son was out with me in public. And as we were walking to the mall, he turned to his mom and I and said, "Mom, why is everybody staring at us?" And it was the first time he was out with his dad in a wheelchair 'cause I worked five days a week, got to go out with the kids in a way, and it was telling that he noticed that and he didn't notice it when he was going out with his mom and his sister that they stared at him like that. So these are telling signs that people still don't understand the disability community or are not comfortable with. And I point this out to you to say, don't get angry with this, think of this as a point of inflection, where you could help people understand what you do. And, go to next slide, please. And when people sort of ask me about this, they say, "Jim, what do you say when you meet a person with a disability?" And I've done this on stage with thousands of people, I say, "How about, 'Hello, would you like a cup of coffee? Can I help you to your table? How was your drive over?'" That's what you talk about. You don't say, "How were you injured, were you born like that, are you blind or deaf or all?" I mean, so you've got to be a coach for some of these people now, and another thing I've learned is that if you were a jerk before your disability, you're gonna be a jerk after your disability. So some people just don't get it. So the slide that I'm looking at now, depicts a bunch of people around, representing our world at JPMorgan Chase. I've got women, I've met people from India, I've met people on the autism spectrum, I got people who are deaf, I got people who are blind, I've got people who have a mental illness, I have people that are wearing embraces. Now, this chart depicts people with just headshots. So when you look at them with just headshots, like on a baseball card, you just see a happy face of people who work here. It doesn't depict disability, but these people are working around the world with disabilities, even in leadership positions. There's a young man there in the middle of the slide, who's at the autism spectrum, he's a vice president, he's a leader, and he drives our autism program in both Europe and in APAC. The guy's brilliant, but you couldn't tell by looking at him at this picture. There's a woman in here that's a quadriplegic, and she's an HR executive. There's another woman that flew for the first time at Wayfaring Technology about a year ago when we gave it to her, and it was the first time she took a flight from New York to Tampa Bay to do a conference at one of the conferences. And so you can see these people at work, doing things everybody does, and these are people, what the slide says, a sampling of our employees with disabilities, driving results across the globe. All these people are either middle managers or vice presidents, and they're very... how should I say? Talented, next slide. So this chart is a chart that has four oranges on a slide in a white background. And the four ovals there start with attitude, accessibility, accommodations, and assimilation. And those are what I call the four As. At IBM I had the three A's there; attitude, accessibility and accommodations. When I came to Chase, I developed a program with these four and what these four terms do, is help make an inclusive organization for work for people with disabilities. And under there are definitions and these definitions can be found in the dictionary. The problem with disability inclusion is, everybody wants to get scientific or talk about this in medical terms. And when you do that, people get nervous, they get alienated, and they wonder if they're gonna catch something from us. And so when we have this attitude, accessibility, accommodations, and assimilation, it helps the company create a culture that works. With attitude is, how do you welcome people who are different at your firm? If they're Black, White, Hispanic, LGBT, whatever, disabled, what's the attitude or the culture of the firm that welcomes everybody that are qualified to work here? Accessibility as you all know, has to do with technology, the ability to go into a building free of barriers. And our real estate team is one of the best at putting in ramps, a braille on elevator doors, we are now even trying to put in technology in building, that would hook up to hearing aids so that people connect to audio video and all that kind of stuff. That takes time, it takes money, but this firm is up to the task. Accommodations you're probably most familiar with, is how do we make our buildings accessible? How do you treat your people who are managers or executives, in terms of getting accessible cars for them when they have to go on trips or on a plane, or go give a talk someplace in the city or elsewhere? How do you make those accommodations? And while I'm there, I could tell you that we've had since 2018, we've delivered 30,000 requests for accommodations at the bank, that includes furniture and other things. In this past May, we set up a technology accommodations team that is exclusively being set up to deliver technology accommodations around the world. For the last three years, we were going to Joe and Mary and trying to get that done, which wasn't efficient, which we knew, but now we ponied up this team of seven people, so we have a fast-track to deliver accommodations that work for people who are disabled. And assimilation means, how do you bring in people who are different, and get them to work in a culture together? How do you look at your disabled people as managers? Do you have disabled people that are managing in your business? Why are people with disabilities, like encouraged to go into management training programs, which we try to do here? Why don't we hire people with disabilities that are managers? We do that here as well. So people with disabilities, have leadership potential, and some of us on the autism or the neurodiverse spectrum for example, outperform people in technology in doing certain jobs. So when you look at this space with different eyes, you'll find a whole nother landscape of humanity, where we could help people with disabilities going forward to be productive, to be leaders, and to fend for themselves, to be self-supporting. Next slide. When we talk about my Office of Disability Inclusion, these are three concentric circles there, but my office touches everything; HR, diversity, legal, education and training, real estate, the C-suite where the top executives manage our business, health and medical, finance, IT, marketing, media, community outreach, external and internal communication, recruiting, government programs and security and doing things like I am now. So my office is as prolific, as any office around. I think it's amazing that we could do this and people on my staff have disabilities, including me, and we have able-bodied people as well. But I have no limits to what I could do at the firm. When Jamie Dimon interviewed me for the job, which was just part of my interview process, I talked to him for about 40 minutes and he said, "Jim, I want you to fix everything you see, go fix everything in the firm". And with leadership like that, how could you not escape the power of going out there 'cause you got people behind you to get this mission done? Next slide. On this slide are some examples of what I showed on the other chart regarding attitude, accessibility, accommodations, and assimilation. So under attitude, we talk about media, media interviews, speaking opportunities. We talk about a firm-wide policy on disability inclusion that I wrote to the firm. And when I wrote the policy for the firm, I wrote it for the managers because the managers needed backup to say, "If I'm gonna hire this guy, Jim Sinocchi who's a quadriplegic and he fails, how does that make me look?" But our policy stated, that if we could do this stuff right, managers don't have to worry about that. Manage disabled people as you manage anyone else, and if they need accommodations, we'll do that too. So we started to get into the roots of the firm to make sure that this was an inclusive company. We also have resources, employee manager guides, videos, internet, newsletters, we have BRG groups as well in our company, accommodations, I talked about that a little bit, we have a live captioning team, we have my accessibility hub that is in charge of delivering accommodations around the world and our assistive technology and real estate teams are terrific. They also produce for us, access badge. So I wear like on my watch a wristband that lets me go through all the gates, like where I have to open the door automatically, 'cause I can't use my hands, so I have a bracelet, I push it against the pad and the doors open automatically. And these are what our teams are doing there. And that wasn't there before I got there, but they figured out how to do this. Assimilation, we talked a little bit about that, is how do you bring in people who are different and give them the same opportunities you give your able-bodied population? And so when you look at this holistically, I think we got most of the numbers right, we got most of the access issues right, and we just got to continue trying to deliver these results. Next slide. This slide just talks about the numbers. Our captioning team increased its services by 224% year-over-year, what that means is we've got a lot of people who use captioning and we have our video studios putting captioning on our videos as many as we can. More than 240 employees are on the spectrum, working in 40 different roles on the Autism at Work Program, 240, and some of those guys outperform able-bodied people in the job they do. We have a This Is Me Campaign around mental illness, mental health (murmurs). More than 90 employees across the (murmurs) share their mental health stories. And you know when we do that, executives have told me that the firm gets smaller. It means because it's more about the people and that accentuates what the people do, in a high intense environment. So I think it's good stuff all around and I talked about the 30,000 accommodations that we handled over the last four years. Next slide, please. And I call technology, "The great equalizer", because like you or me, we couldn't do half the things we do without accessible technology. And technology is giving us more freedom, so we have a central accommodations team that does it. We have an employee accessibility team that if we deliver accommodation, so for example, we've delivered an accommodation to a managing director who was blind or near blind. And he didn't even know, that there was a backlit keyboard on the market. So even though you're disabled, doesn't mean you know all the technology. And what we found out what our techie went over to his home during COVID, the tech said, "Have you ever had a backlit keyboard?" He goes, "No, I never heard of it", so we ordered him one. Now, 'cause he had slight vision progress, and when he got that, it changed his life. He could see the backlit keyboard and type at home and get his job done. And so we're finding new things are happening with this intersectionality of the able-bodied and the disabled in our business and bringing people together. And our interpreters and captioners are doing the same thing. We have people who are deaf to reserve a captioner to listen to a meeting, to go understand what's in the video, if it isn't captioned, and so we try to provide all those services for our people. We have a long way to go, but those are some of the major milestones that we had done there. Next slide. So you managers out there, or people who wanna work in a firm like JPMorgan Chase, the slide shows a picture of some people working and the 80/20 rule's on this thing. So 80% of us with disabilities, send in bios that don't have our disability on it. Because we know that when we send in a bio or a resume that says we're disabled, the managers throw them out. So people with disabilities send in a bio without that and they say all the wonderful things they can do. When they send it in that they are disabled, the same person that sent in the first bio that got accepted, gets rejected. And this was told to me by numerous people with disabilities and even recruiters. So for managers, when you get a bio with a person with a disability, understand that that person has 80% of the skills that you need, that's why the bio went to you. And with able-bodied people and disabled people, you have to teach them the 20%. Everybody has that 20% gap. Even when I took this job at Chase, I didn't have 100% of the skills I needed to be here. I had to acquire them here. So that's the 80/20 rule and never forget it. So you can continue sending in your bios but I was honest, I told them who I was, what I needed, and the bank says... I knew they were committed when they said, "We'll get you whatever you need". Sometimes they gave me too much I had to send it back. I said, "I can't use that trackball mouse, it doesn't work for me". So the idea was but the spirit was there. And so that's what I love about working here and places like IBM. Next slide. This slide is a slide where we have a person getting the disability award, what is this, Able, the Able Community Magazine. And we submit our leaders here for awards and two or three of our people have been featured in the disability inclusion magazine, and talk about what they do and showcase their skills. And so we promote people with disabilities. I probably can't get these people in like the New York Times or Newsweek or even on TV, but I can get them into places where other companies are looking to hire qualified people with disabilities and showcase their skills. And we do that, we do that for our people, and none of our people are embarrassed about it. We just had another young lady that got an award too last month. And so we push people with disabilities, the way you see other business leaders and companies get in Fortune Magazine and elsewhere, so we do that as well. Next slide. This slide just says, talent comes in all sizes, shapes and forms. If you have the qualifications, you can be a leader, a trailblazer, and an incredible team player. All you need is an equal opportunity to prove yourself. I don't want anybody to give me a gift, don't feel sorry for me. Hire me because you think I'm the best at what I do, and I'm happy to compete with anyone who's trying to get the same job... In that job that I told you I got with Chase, they interviewed 100 people. It was one guy that they chose in front of me, and I came in second and his wife didn't wanna work in New York, so I got lucky, but I don't feel bad about that, I feel great that I got the opportunity to perform. And that's what you with people with disabilities has to think about. Don't let people put you in a box, be humble, be aggressive, be smart, have a set of values that you live by, and a lot of people may say a lot of bad things about you, but you wanna ignore those people, you can't fight everybody. Live your life as fully as you want, there's no problem with doing that. Be the person you wanna be. And with that, I thank you, and I'm happy to take any questions.

>> Philip Kahn-Pauli: Stop my screen-share and we already have a comment from Marlin about how that was a wonderful, an amazing presentation. Well, I would agree. Jim, thank you so much for kind of talking us through everything at such a high level and I really love the four A's that you talk about, about attitude, access, accommodations, and assimilation and I really appreciate the opportunities that you are really proving that with the workers, with your employees with disabilities, the work that Chase is doing, we already have a couple of questions in the chat box, we have a Q&A question in the Q&A box, members of the audience, if you would like to ask a question, drop it in the chat box or put it in the Q&A, but I've got a couple of questions I wanna talk about first, and I'm really curious of that accommodations piece, Jim, what does reasonable accommodations look like for Chase in the past year with the pandemic and remote work, and how do you think the accommodations process is going to change in years ahead?

>> Jim Sinocchi: That's a good question. We did place people with disabilities with furniture in their homes or laptops, we did do that. They brought them back afterwards, I don't know what we're gonna do with the furniture that becomes a pain in the butt, moving them back and forth. But we did accommodate people to do their jobs at home, and our bank stood up as a reliable bank throughout the pandemic. So people got their money, they got their checks, they got any government program allowances that we could get through our bank, I think the bank did a fantastic job. Going back to work now, they're doing alternate days, alternate seating, trying to figure out how to get around the virus and keeping people safe. And so some things in life, impact people with disabilities more, but we suffer the same way as able-bodied people sometimes. If you get hit with COVID whether you're able-bodied or disabled, my catching that could be more dire based on my condition, but a lot of able-bodied people died as well. So I think that the differentiation is there, however, we face the same obstacles and we have to assure ourselves and people who work with us, that we have to make the call for ourselves. Like if I don't wanna ride the train, because I think I could catch COVID on it, I won't take the train because it's my life at stake. And so you've got to, and it's life or work and I just gotta figure out what I wanna do, but it's gonna be life. And so I was closed down since last March, when I was at the government doing the Air Carrier Act stuff that I was doing, and I hadn't been out since. I've traveled twice by plane this year, in the last three months to do some business for the bank, I did meetings via Zoom, so we still got the work done with technology.

>> Philip Kahn-Pauli: Gotcha. And that feeds into one of our first audience questions and just very briefly, what are some of the ideas, or how are you thinking about accommodating employees who have previously had COVID or how are you gonna kind of plan to deal with the long-term health consequences for those who have experienced this terrible disease?

>> Jim Sinocchi: Well look, and this is sort of like a differentiation point, like I work for a large bank, we have a pretty good plan for our people, I'll be honest about that, IBM had one too. But there were a lot of good plans out there that can help you and the thing that you've got to do first, is make sure you have the information you need that works for you. And if you don't wanna go out someplace or go in a crowded room or not do, then don't do it. I do things that I wanna do. And my wife and I stayed home as much as we could, while we tried to go see our grandkids, or our son and our daughter, we did that, but we were very cautious and it was very stressful on us. You gotta make your own call on that and don't go out for a lark. I mean, I don't think now is the time for example, since it's opening up, to go into a bar and have a few drinks all night with no masks with people you don't know. I think you should wait a couple of months or at least to the end of the year. So some of this stuff, you've got to make your own decisions on, and look, just because we're disabled, doesn't mean we don't know how to think or make decisions for ourselves. It's up to you to decide that. If someone tells you to do something and you don't wanna do it, then don't do it, walk away.

>> Philip Kahn-Pauli: Absolutely, and that is a very powerful piece of self-advocacy, which I think is really important to always keep in mind. And so, I'm curious, I always love... Jim, I always love when you talk about assimilation because to me, I feel like that is the point at which kind of equity and inclusion work really transforms kinda the culture and the attitude of a firm, whether it's a nonprofit organization or a private business. And so, I'm really curious, can you talk a little, can you go back and talk a little more about kind of how your workers with disabilities are developing their leadership skills and how are you trying to make sure that, you mentioned the magazine profiles, but I'm curious, what are some of the trainings that you think that a person with a disability who wants to become a true leader in their job or in their field, what should they do to really put themselves on that path of leadership?

>> Jim Sinocchi: They, and this goes true with able-bodied, when I was able-bodied or not, you have to ask. No one's gonna walk up to you and say, "Hey Philip, do you wanna be a vice president here? You wanna be president of the company?" That rarely happens unless you're the child of the owner. "Johnny, you're gonna be the next president of my company". Well, how often does that happen? The idea is that you have to ask and ask what you have to do to get ahead. No manager's gonna come up to you and say, "Hey Jim, I've been watching you there for the last four years, and I think you've had done this, this and that you would have gotten ahead faster". You have to ask, "How do I get ahead? What do I need to do to do that job? What training do I have to take?" Ask for the training. That's what, and you have to self propel yourself into leadership. People that go into military and do stuff out of valor, that's one thing, but in the corporate world, it's almost the same thing, but it's a different dynamic. Who's the go getter, who works more overtime to get the job done, who call the manager and say, "Boss, I see you've got that project going, can I help you with that?" Go and ask, and I did that in my career as an executive. I went from manager to director, to corporate director. And so, and all of those steps take time. So that's what I would say to... that's how I think about that.

>> Philip Kahn-Pauli: Gotcha, thank you. And so, obviously, one of the defining features of the pandemic for so many people was remote work and working from home. And now that more people are getting vaccinated and companies are looking to bring people back into their office, I'm really curious, what do you see as being the future of remote work? Do you think attitudes have changed permanently, is it just a temporary change? What does remote work look like in the future, do you think?

>> Jim Sinocchi: I think, and I've always liked remote work as an adjunct to meeting people in the office because when you go out and meet people you network, you learn more, you get different ideas, you get mentors, you get people that you not only listen to, but you watch how they operate. I mean, you just can't... I mean, I'm sure there's some people that could sit in the room that have PhDs and are brilliant, that can think of things and, "Wow, I'll buy the patent" and they become gazillionaires. But interacting with people helps you learn more, helps you learn how to deal with people who are different, gives you a chance to see if your ideas are valid and you can tell a lot by looking at a person rather than just emailing them. They could say, "This is great", over the system and at the other side is saying, "This is really crappy, I'm just telling them it's nice". So the idea is a mix of everything is good and that's how I see it. And I just think you still have to pick your spot. Not everybody finds a good mentor, not everybody has a good buddy, but it takes time to cultivate friendships in people and understanding, and through that, you get a better idea of equity and even intersectionality in terms of people who are different. Because once you're stuck in your house, you end up having another paradigm that you create by yourself, and it's not healthy all the time.

>> Philip Kahn-Pauli: Definitely, and I think that's... I know that trying and navigate that challenge is something that a lot of nonprofits and companies are trying to figure out. We will definitely be seeing a hybrid workplace for a while longer. So I have a question from Bob Lancaster, he was asking about, he mentions how his company doesn't even have an office of disability inclusion, and he was talking about in his Q&A box, he mentions that it speaks to the value and the importance that Chase has put on disability and inclusion that you have an office like that. He's curious, how many years has the office been around at Chase, and secondary to that, how did you get so many different corporate functions built into the office that you're now running?

>> Jim Sinocchi: Shoot! I don't know, I got lucky. I mean, I'm here five years now. So when they hired me, I had retired from IBM after a 39-year career. And I actually told the recruiter that called me, "No, I don't wanna go back to work" and the recruiter says, "Jim, please just talk..." I said, "How did you get my name?" I had moved to Massachusetts by then I wasn't in New York. And finally I told my wife and I said, "Meg, I'm just gonna listen to this". I listened through 17 interviews before they hired me. And then I told my wife, "Meg, they hired me for the job, do you want me to take it?" And if she didn't wanna go back down to New York, I would not have done, but she said to me, "Jim, if you take this job, you can help a lot of people, I know it". And that was the impetus and that lady has been by my side for 33 years, and I trust her with everything and she was right on this one too. But here's the other thing too, that I wanna... I just wanna say before I forget, what we do is not only in the day now in terms of what you see and what I'm doing now. But three years ago, I was featured in our newspaper magazine at the bank with my service dog, Veronique, who unequal passed away about a year and a half ago, I had her for 11 years, and the paper wrote about what I did, how I did it. And this mother wrote back to me and said, "Mr. Sinocchi, I saw your picture in the magazine, and my son saw it and he's disabled. And when I read the story to him about what you were doing, he asked me..." he was about seven years old, she said, and this was about three years ago. He said, "Mommy, I see that guy in the wheelchair, does that mean I can go to work someday too?" And that just stopped me in my tracks, because it's more than what we do for people now, it's what the children see about their future. If they're sitting in a wheelchair someplace, will have braces on or a blind, imagine what they're thinking about their future. And if they could see role models like us on this call doing things, imagine how many other people we could serve better and not let them go through what we went through, although, I think some of the stuff we go through builds character, but that voice is still in my head today, four years later, when I heard that child say that to his mom, as she conveyed it. It's fascinating.

>> Philip Kahn-Pauli: Gotcha. We have another question from the Q&A box about invisible disabilities and the stigma that's associated with a disability that can't be seen, but is very really felt. So I'm curious in how do you handle supporting and addressing those types of accommodations and disability issues in your work place?

>> Jim Sinocchi: It's a great question, and I have another example for that. You know me already, I have an example for everything. A woman came to me when I was first there two years and she sat, she visited my office and people don't come into my office (mumbles) with disabilities, so I knew it was gonna be a question about disability. So I said, "Hi, I'm Jim, tell me your name", and I said, "Whatever you wanna talk about, you got to initiate 'cause I can't ask". It's not polite, it's not... I can't ask for information that is personal and hidden. And she said that she had a hidden disability, but she didn't wanna tell her boss. And I said, "Why not?" And she said to me, "I don't want him or her to hold it against me", which was great point. But then I said to her, I said, "Look, look at me, people see me, they know what I am, I'm worse off than you are". Everything for her but she had a hidden disability truly. And I said, "If you don't tell your manager, how does he or she know what to do or how to help you? And we're trying to create an environment, where you will get the help if you need it and not get discriminated against". But that's always a choice to make, and you may get a jerk in the seat that doesn't know what to do. But we, as people with disabilities, as leaders, have to fight that fight for all of us, we can't hide it and then have your child become disabled and your child has to fight that fight. When does it end? It probably never end, but let's make sure that it doesn't propagate itself and that people tell people... I said, "And maybe if your manager, suppose your manager has nothing against you, but he didn't know about your inability to do something, don't you think giving him the opportunity to help you would be the right thing to do? And then if he doesn't do it, you escalate to me or whoever you want to escalate. But the idea is, if you say nothing, nothing gets done".

>> Philip Kahn-Pauli: And I think that that's where, kind of on the other side of that, is where the training for supervisors and managers is so important, is as a person in the chat box is mentioning, it's if a disability is visible, it's much more believable. Well, in that case then, you need to train your non-disabled managers, your non-disabled supervisors, to basically trust the person and to meet them halfway by... if somebody comes to you saying, "I have this disability, I'm disclosing it to you and I need accommodation Y", the default attitude of the supervisor should be great, "Let's get you your accommodation and let's get you, let's keep you at work and let's keep you as productive as it can be". So it's a give and take, and I think that's again why that idea about how assimilating a culture of inclusion, and really transforming a business, transforming an agency, transforming a nonprofit, really requires that top to down, bottom to top transformation of inclusion and...

>> Jim Sinocchi: And that's what I do. I told you I was with the UK people this week, two weeks ago, I was training technology people at the bank, and a week after that, we were training people in India, executives, the managing directors, the leadership team, and what I would tell them as managers, and I said this before earlier in the call, if you can't get up in front of your people in a staff meeting and talk about disability inclusion, you've got a problem, because they'll never come to you for help. And then you're gonna wonder why the workload is bad, or they can't get the job done. And so you've gotta be that inquisitive as a manager, I mean, we used to talk at IBM about good people managers, what does that do? You ask employees about things; "How was your day, what's going on?" You check in with people. Same thing with people with disabilities. And it just takes some discipline, as a manager, you should wanna do that. I touch base with my people a lot of times 'cause I don't know half the things I should know, they know everything. But the idea is how do you engage, and that's what able-bodied people do. They go on to lunch, they go for coffee, they do different things, people with disabilities don't do that all the time, and we've gotta learn to do that.

>> Philip Kahn-Pauli: Definitely, and I think it also speaks to the fact that it's been 31 years since the ADA became law. It is, basically we have a generation that has been born since the law changed or entering the workforce, been struggling to keep a job, or are working or have completed their degrees, and also this is why we need more people with disabilities in management and leadership positions so that that force of change can keep growing and keep driving.

>> Jim Sinocchi: Well, we've talked about this, Philip, at one of our board meetings. I wanted cabinet position in the presidency to have us have a person lead disability inclusion. It's bullshit, it should be there. We've got 70 million people in the United States, 60, 50 to 70 million people with disabilities. That's a huge voting block if we can get them into accessible polls in terms of what Jennifer keeps talking about, the polling, the polling, the polling. And we talked about this three years ago and it's known that happened. These are easy things to do, but people don't care.

>> Philip Kahn-Pauli: Well, and this is one of those times where if we're not seeing the leadership we need from the public sector, we can see that maybe the private sector is taking the great leap forward and really pushing on these issues and that's why we have thought leaders like Jim Sinocchi come and join us for webinars like this. I'm gonna put one last invitation to our audience members, any final burning questions, any last comments you'd like to make, Jim, I'm really curious, what do you see as being kind of Chase's biggest priorities on inclusion in the year ahead, and what are any final or parting thoughts for our audience today?

>> Jim Sinocchi: Well, we have an excellent leader in Brian Lamb, who came over from Fifth Third Bank about a year ago, and he's done an excellent job with putting, not only disability inclusion on the map more so, but with finding out ways to deliver equity to the under or disadvantaged groups that we have, in the process sort of way. The bank is allocating funds for housing, for homes ownership, jobs, and there's a deliberate approach by all of our sister organizations, the GLBT group, the Black, the Hispanic, the Asian, folks with disabilities, and, now because we're all under one umbrella, we're working together and we cross-promote each other's areas. So you may meet a Black guy in a wheelchair one day or a woman who's Asian and something else, who's blind in another place. So you find out that the intersectionality always exists, but you have to look for it. So when I looked at all the representative groups when I got here, I Googled a bunch of stuff and I found that it's about anywhere from 25 to 30% of people with disabilities in every group. But you don't see them in the women's group in our meetings, or when we recruit, 'cause the people with disabilities are less than in terms of being welcomed into society. Imagine going to school with a wheelchair or being blind or with canes or whatever it is, if you could get through school, you're lucky. I am thankful in one way, that I broke my neck after I got my master's degree, 'cause I probably would have never gotten it after that or before that. So those are the trials and tribulations that we have with disability inclusion.

>> Philip Kahn-Pauli: Definitely. Well, I don't see any more audience questions and I've asked everything I wanted to ask and I think that was a really wonderful parting thought to leave with our audience today. Thank you so much, Jim, thank you so much to our interpreter and our captionist, as well as to Eric for providing behind the scene support, thank you everyone who joined us today, again, this has been our webinar for this week of the 31st anniversary of the ADA, I'm delighted to have you all here, delighted to have Jim showcase his leadership, follow him on the relevant platforms, keep Chase in the news and look for more webinars coming up in the months ahead as this work continues and we get back to school, we get back to work and we get into the wild and wonderful future of the post COVID world. So thank you everybody.

>> Jim Sinocchi: Thank you. Bye-bye.