The Executive Effect – How Engaging

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With that, I am so thrilled to be able to introduce some colleagues who are now going to be kicking off our next session, and bringing with it the lens of what it can mean and what it can look like to engage in pro bono service and with the executive experience AS a part of that, and how that can really be transformative. So without further ado, so we don't have to use too many more cheap cars. I'm going to turn it over to La McDonald's, who will introduce herself and the session. Thank you, ladies.

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Thank you for inviting us here. So again, my name is Elaine McDonald. I use the pronouns she her on the Asian American woman wearing a blazer, jeans and blue glass, a blue glass necklace. And I run a nonprofit called the knowledge Impact Network or kin for short. And what we do is that we inspire executives and senior leadership to provide pro bono talent to support social ventures around the world who are working on many of the UN SDG goals. Specifically, we provide turnkey solutions for companies to engage their top leadership in 90 minutes, short sessions and a flexible manner with social ventures. So they can fit that in with their busy schedules and complex priorities. The topic AS Lindsay has mentioned, for this session, is the executive effect and the value of engaging senior leadership in pro bono activities. And here to talk about that, in a very sort of personal and practical level are three wonderful panelists, Renee, data from Prudential Financial Sadia Malik from Johnson and Johnson, and remotely. Joining us representing the nonprofit experience is Tammy Tibbets. She's the co founder and CEO, she's a first. So we're going to start off first with brief introductions with each person just to describe what their role is in their organizations. And then just briefly touch on where that sits just to tie in yesterday's conversation about where this initiative pro bono engagement sits in organizations can vary. So starting alphabetically here, Renee, by first name, would you like to go first?

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Absolutely. Thank you. I'm thrilled to be here. So Renee data, I'm a vice president with potentials inclusive solutions, I lead the nonprofit capacity and learning team, I'll explain what that is, because there's a lot of words there. I'm a Latino gay man wearing a gray suit that is a little too tight. So and I love the previous conversation, because I too, come from the nonprofit side. So my fame to glory. So I'm I was the executive director of a nonprofit many months ago. And I used to be a grantee of the potential foundation. So at Prudential, our team is called inclusive solutions. It's like implementing other companies, we have been called CSR, we have a diversity and inclusion team. We have the social responsibilities and partnerships team, which is where I sit. And within that we have different teams based on the resources that we manage. So I now have the privilege of leading all the employee community engagement for the company, in addition to managing a portfolio of grants and grantees, and a specifically a portfolio of branches strengthen the capacity of nonprofit organizations. So I started with saying we're just trying to figure out a good name for that. But it's about strengthening capacities. And we do that in a multiple, multiple different ways. We can grants, we have corporate contributions, and we have the time and talent of our employees, which is why we're here today.

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Feeny? Hi, everyone. My name is Satya Malik, thank you for having this summit and Elaine for moderating the session. I'm part of Johnson and Johnson, the global community impact team, which rolls up into global corporate affairs at our company. And we are the CSR bowl. We're for Johnson and Johnson. AS Rene was mentioning, our role is very similar to what he was speaking about in CSR, where we support different grants, advocacy work, product donation, disaster relief, impact ventures, and then also employee engagement, which is the space that I'm in supporting employee volunteerism and skill based volunteering, which what we call at Johnson and Johnson talent.

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Tammy, can you share a little bit about yourself?

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Yes, thank you for having me. Virtually. AS you heard, I'm the co founder and CEO of a global girls rights organization called she's the first and yesterday was actually our 13th birthday. So we are now a teenager just like the girls we serve. And I have used probo No, since when I barely had a staff to today where I lead a global team across the United States, Guatemala and Kenya, and pro bono is a huge part of what helps us to thrive AS a nonprofit that is just under a $2 million annual budget. And then a couple years ago, I published a book called impact a step by step plan to create the world you want to live in, which is relevant, because I'm really passionate about helping people understand how to create real impact with their desire to volunteer and serve. So I'm really glad to be part of this conversation today.

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Thank you, Tammy. So just to begin, so, both Prudential and Johnson and Johnson have a plethora of employee engagement programs. Can you describe in a little bit more detail? You can Rene about how you engage senior leaders in?

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Sure. So I mentioned again, capacity building is it's my bread and butter. So we make grants, we create programs to strengthen the nonprofit sector. And AS part of that, we're always thinking about how, how else can we help. And so we've had a partnership with top route funds partnership with toppers for the last five, six years, doing work pro bono. And we have been very lucky in that we work with our HR group, the talent and Development Organization. And we are the people who are nominated to be team leaders of our pro bono projects, they get to be nominated, they are already been identified AS high potential high performing individuals within the company. So they become the team leaders. And then it's one, it's part of their responsibility to build the teams, they will do the conductor product for projects that we do either in a short term, long term, nonprofits or small businesses. So we've been working, these people tend to be at the VP level. And we have had great results. Last year, we created a new initiative, working with community development corporations in New York, we are based in your group either for 150 years coming up. And we had these very extensive program where nonprofits have access to consulting short term or consulting long term. And again, thinking what else can we do? Where can we tap root, we created an executive partnership program, where we identify these are very senior people from the company who were going through their own executive leadership development program. And we heard them up with senior leaders from the nonprofits. And we didn't call him mentoring or coaching. He was in partnerships, we just wanted two senior leaders to talk to each other. And, again, we have gotten great feedback and results from that, and has opened the doors for us to be able to do so much more.

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Thank you for sharing that video. Can you talk more about the role senior leadership has with your employee engagement programs.

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So we don't have an executive program that focuses specifically on pro bono. But AS a background of the company, Johnson Johnson, AS you guys may know, that it's a health care company. And the vision behind the company is really to change the trajectory of health for humanity. And so that vision kind of, it's in our culture, it's in what we do. And our credo, which is our sort of our guiding principle, it's our moral compass. And you know, whether you're in finance and it, that's sort of the, what we look at, and how we do business and how we interact with people and how we our relationships. And so in our group, global community impact it is feels very organic, to be part of a company that cares about the community wants to give back to the community. So we don't only just, you know, talk the talk, but we walked the walk, right, and we did that's fairly important for us in the programs that we have. And it shows in the support that we receive in the programming. So we have talent for good, which is our employee engagement strategy has a wide array of opportunities for employees to engage in different levels, whether it's locally, hands on volunteering, whether it's coaching, mentoring, not speaking up, or whether it's fully immersive programs where employees can go out and volunteer for a period of time, their skills, and so those are supported through our executive leaders. They show up in various ways, whether it is mentoring or coaching, but it also shows in the support that in the buy in that we get for a lot of our initiatives

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Tami, can you talk more about how senior executives contribute to your nonprofit?

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Absolutely. I mean, I have many pro bono success stories. But one of my favorite to tell involves an executive at Edelman, which is a global PR agency that I hope many of you have heard of. Their chief client officer is Lisa Sepulveda. And she happens to be a member of our Board of Directors. AS an executive at Edelman, Lisa has championed, she's the first and not only her company does make financial donations to us. But what's even more valuable in terms of the cost is their pro bono services. And she has built a team that she is appointed a tapped in. And they have recruited employees from across Edelman's global offices to help meet with she's the first staff and set our communications and media strategy to actively pitch us to the media when we have exciting initiatives going on. They also contribute space, they have beautiful offices across the United States, even in Nairobi, Kenya, where our programs team is based. And they have opened their doors up to provide us with free space to invite our community and donors for events. So there are many ways that they've been thoughtful about evaluating their resources and making it a company wide effort. But none of that would be possible without the leadership and the endorsement of Lisa AS a top executive.

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That's really fantastic hearing these very, very example create a

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specific programs designed

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for executives, how senior leadership sets the tone, laid out, and then very practically speaking to how senior executives can open the doors to a wider set of team members to provide pro bono services, and even office space globally, for nonprofits. So it's great hearing these very different ways that senior leaders can get engaged. And we did you won't be sorry about that. I know I have a voice that doesn't really carry. I'd like to turn the next question to impact, right. So the impact of senior leadership engagement? How do you measure that? And what are you finding when senior leaders engage? Rene, would you like to start there?

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Sure. To one week, please, I don't think thank you. I'm Puerto Rican. So that's okay. We are thinking about how do we do this in a systematic and consistent way. And since now, employee engagement is, AS part of our team, we're looking at what is the social impact of the work that we do? What is the business impact of what we do? So when it comes to the business impact is the impact of course on our people. And we found out it could be, again, because of the partnership with HR, we've been able to do some more assessments, and found out that people who participate in pro bono accrue are staying longer than some of their peers and about a 20 something percent of them have been promoted within five years. So we are looking at those type of metrics. We are now we just launched a new measurement and learning system. So we are beginning to identify what more outcomes but to again to the earlier conversation about other skills like empathy, humility. Now, you know, we've been thinking about those. And we will be able to, hopefully come up with some outcome metrics and something that we can track. But But again, we know that employees, especially senior leaders, who are participants of these programs, feel stronger, stronger connection to our purpose. You could call it here credo we call it purpose of the company's purpose. They build their network. They let me see because Casey sent me some information, some data. They have, they felt proud of the company, they have felt that they can make a meaningful contribution to the nonprofit hence a meaningful contribution to society. And then with that senior executive Partnership Program 88%, most of them said that they can incorporate the partners perspective on their work. And that for us is very critical, because even though we are with the equivalent of a CSR department, we are bringing all the resources that we bring to Prudential to help us think about how do we build the brain, the full power of the company to address these very complex social issues. So we talk we are talking to our senior leader yours about the next generation of clients and customers, where those are some some of the people that are nonprofits serve. And having senior leaders serve on a board, which I, I also managed or pro bono, having that kind of proximity and closeness to the issues at hand, we're hoping that they can bring those that thought leadership back to potential so that we can think of new market opportunities, new products and services, and really, again, solve that our purpose is to solve their financial challenges for our changing world. So managing that power that they can bring to the table.

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Satya, any thoughts on the impact that Johnson Johnson measuring it on the nonprofit side AS well AS internally for your leaders?

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Yeah, so for all of our programs, we actually look at the triple win. The triple win consist of community partners, employees, and our company. And so we measure on those three aspects for all of our programs. The community partners is how are we advancing them in in various areas AS it relates to health? For employees? Are they growing both professionally and personally, while giving back to the community? And then for the company? Some of the things that Rene mentioned? Does it attract new talent? Does it give a sense of purpose for employees? Does it retain employees, those are all three things that we measure in various ways for the programs that we have. And it also shows that we have a lot of commitment from leadership. And so for all of the programs, in addition to looking at those three aspects, we we do a lot of surveying. So after a before program actually starts, we do surveys for employees, we do surveys for nonprofit organizations, and employees manager for particularly the employees and the managers, we look at leadership imperatives that are important to the company. And we try to align with that. So this is just like any other project any other job that you would take in the company, it's just AS important. And so being aligned with HR leadership imperatives gives us a little bit more, you know, stance with with, with executives, to justify to have a business case that these programs are actually really important. And then we further, obviously, we do the same thing with the managers we assess, you know, how they feel their employees have made an improvement, and then the nonprofit organizations AS well. And then finally, I'll just add that we try to stay aligned with other functions within the company. So HR, just because we're very employee facing is very important communication, public relations. But also, we did a pretty extensive surveying of through workforce analytics, where we looked at HR performance data. So we looked at a group of employees that went through a talent for good program, versus group of employees with similar backgrounds, tenure things of that sort. And compare the two. And there was a lot of positive results from folks that have actually done pro bono work with the company, in terms of their sense of purpose, in terms of promotion. So there's some great data that that has actually proven that these programs are really important.

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Great, thank you both for sharing some quantifiable, it sounds like data on the impact of your programming. Tami, I'd love to hear from the nonprofit side AS well AS the senior executives like Lisa, that you've mentioned, any personal stories you've had talking with them about the impact of their work with you on them personally? Oh,

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yeah. I mean, it's obviously very personally fulfilling to them. And the mission of she's the first especially we find for for women resonates with Lisa is the first in her family to graduate from college, AS am I. So she just, it makes her feel good to know that she's moving our organization forward and paying it forward to girls around the world. One thing I've learned from Lisa and I've observed is that, of course, we know executive time is expensive, either the highest paid people in the organization. So some might argue, Well, why would we want our executives to be giving their time away for free? You know, shouldn't we reserve that for the junior staff so that they can grow and develop their skills? Well, yes, I think it's very rewarding for junior staff to be part of pro bono service. The magic of executives getting involved is that it actually doesn't take much of their time, because they have so much social capital. And when you have that, when you can just pick up a phone and people take your calls, and you can send an email and you get a response. You have the CEOs ear, you're able to move resources around and you're able to clear out the obstacles that allows other levels of employees in the company to really engage, and you attract others who not only want to use their skills for good, but also want the benefit of having visibility to executives that they wouldn't otherwise get to communicate with over their clients, they can now have a conversation around the strategy for this organization that they share a passion for, which points to the data where I've just anecdotally seen that the employees who are on Lisa's pro bono team, over the years I have seen them get really significant promotions. And I won't say it was just because it wasn't because of what they did for she's the first alone. But there's an interesting correlation there. Like when you couple, just the performance, you also need to have a strong network within a company to be able to elevate yourself. And I think pro bono is a wonderful opportunity not only for junior talent to build their network, but for executives to get the opportunity to see this talent firsthand, when a lot of times, you know, they're in the C suite conversations, and they don't have the opportunity to witness talent, but they can then personally become invested in in championing. And that's I know, we're going to talk about DNI and that's especially important for underrepresented backgrounds within a company.

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Well, maybe we can jump into that. Since you're you're leading us there for so it was great to hear that there's both quantitative and great qualitative data of the impact of having a senior executive level programming. But yeah, given the the theme that we heard yesterday, and earlier today about Dei, I would feel remiss if we didn't touch upon whether or not these senior leadership engagement programs somehow dovetail and correlate with the objectives. And do you want to start Tammy with your perspective there,

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um, III will, I will just say there's that one point I made about how I think it gives an opportunity for more people within the company to get exposure to executives, but also AS an organization that leads by its values of being anti oppressive and girl centered. These are concepts that aren't often talked about AS openly and in a for profit, corporate environment. And it's a chance to, especially for groups that are represent, you know, white people who are privileged and other ways for them to kind of through the nonprofit learn a vocabulary and about concepts that they can then bring into the workplace and think about, you know, and just in the way that she's the first thinks about our power dynamics globally, and how we interact with the leaders of community based organizations. And with girls, if you're involved in serving us through probe pro bono, you're learning all about that. And I would think it gives you a different lens, when you're sitting at your in your zoom calls, your conference room tables to think about, well, what voices aren't at the table? And what are the power dynamics at play in in the business work and try to ask questions that could make your workplace more equitable, just in the way that nonprofits approach this with their programs.

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Thank you, Renee, I think you had shared with me earlier that there is some dovetailing here between the DEI objectives of Prudential and and your programming. Do you want to share more about that? Sure. So

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I mentioned again, that our originally our program was people get nominated to be team leaders, they pull together their teams, and we so every time I talk about pro bono people around how do I get engaged, it was like, well, you need to be nominated. So not a good answer. And also, we wanted to democratize this and make it available to more diverse people within the company. And he was a senior leader, who will have led one of our employee resource groups, called Women Empowered, who reach out to me and say, why don't we do this for the weekend and BRGs for the BRGs. So in addition to our regular pro bono programming, working with HR, we now created a program working with a big Stan we shift the model there now that BRGs get to nominate their organizations, they get to make a lot of decisions with us. And then they feel that the teams across multiple BRGs so it's, it gave us the opportunity again, to democratize and engage more people and women, people of color, and the results that we got the first time that we this was amazing. I mean the NPS score the 100% across some some metrics were were really impressive. So we We weren't responding responding to that to that need. And especially because most of the organizations that we working with, especially in New York were organizations led by women or people of color. So it was it was just been great. And now we are on our second year during the pro bono program with the BRGs. And we wanted to continue to do more.

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What a great when Satya did you want to touch on that AS well, that topic?

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Thank you. So, Johnson and Johnson and actually, last year made a commitment to our race to health equity, which is addressing racial and social injustice, and addressing health inequities in people of color and communities of color. And through this work, there's three parts to it, the people, communities and process, so is working on internally, people to make sure that we have people of color in leadership roles in particularly in roles that are making influences. The second piece is in communities, which I'll talk about. And the third is in processes that's pertinent to our company, for example, in clinical trials, do we have the right representation. So AS for communities, we had to align in talent for good our programming, to our ways to health equity. And so I'll give you a couple of examples, two out of the three examples that I'll give you, we've already had in place. And I'm proud of that, because it's been important to us. And we're just now making a more concerted effort towards it. And so one of them is a program called Bridge to employment, bridge to employment, excuse me, which it allows our employees to mentor high school students from 10th to 12th grade in communities that are typically underserved. And so they mentor them for a three year period to ensure that they go into college and they're ready for college and have those skills. We extended that program to a program that we call pathways where we allow these students to have two internships within Johnson and Johnson, and that is to make sure that they are ready for the real world. And it actually creates a talent pipeline, a diverse talent pipeline for the company AS well. The second program is around our STEM, which focuses on sparking interest in STEM areas, because we know those are future jobs. It also creates a pipeline for Johnson and Johnson. But we've made a concerted effort to really look at people of color and women and children to focus on spaces of that area. And then finally, pro bono for health equity, which is a program that we work with taproot we started last year, which is specifically came out of this enterprise commitment, our base to health equity, that this is a skill based volunteering program where employees for a 12 week period work with community health centers to address topics and challenges that they have related to health equity, health inequities. Specifically we work with community health centers, is because they tend to be they they lower the barrier of entry for people of color and communities of color, where primary care is, is underserved. And so we wanted to make a concerted effort to really focus in a space where we can make a difference using our skills, our resources, our employees to give back in this way.

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Thank you. So we heard some really different ways in which senior leadership are engaged in support pro bono activities heard about the the wonderful data, both qualitative and quantitative, and the impact of that, AS well AS how these programs can also advance dei objectives. I had one more question for my panelists, but I'm looking to the organizers. If I have time for that, or whether I should move to q&a. I think we probably have three minutes. Okay. So I mean, my final question is, I mean, we've just, I think made it super compelling, you know, argument for engaging senior leadership and executives and pro bono services. So what advice would you give and I'll start with you Saudia this time, what advice would you give briefly, for a company, just starting out looking to develop a senior leadership program?

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I think the first one is obvious, just getting buy in from leadership. And sometimes it's hard if you don't have the data, right? If you don't have a program in place, I would look at industry level data to see if that's can make a compelling business case for you. But I think the easiest way to approach something like this, if you're starting off is really to align with your company's vision. your mission, your employees skill sets their passion, and really approach it that way. Because I think that will be that will feel more organic. And that will probably get you a little bit further. So I know we're short on time. So I'll pass it on.

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I would say work with HR, be nice to HR, they have been tremendous partners for us and carrying their vine has been just instrumental in for us to be able to not only measure but get things done and create be creative, we are thinking about new programs and stuff to do with that. So

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CAMI I don't know, if you have any thoughts. They're

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just talking to your executives about what causes they're already involved in and passionate about, versus kind of throwing a new one into the mix and then see if any of those organizations, nonprofits connect with your values and focus AS a company and really let your executives lead with their own passion.

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And with that, we'll open it up to q&a for the panelists here. Yes. Yeah.

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So I wanted I have a question about time commitment and the longevity that's needed to make this type of impact work. And I heard a couple of different things. You know, I mean, I've heard you talking about how the time commitment is actually not a big hurdle for you. I would love to hear from the both of you on what the time commitments look like I heard a little bit Saadia from you that this is there's a three year program. And so for me, I work in the architecture and design industry, our projects can be, you know, one to three years, I've been on a three year project myself right now, and it's still not done. How do you get leadership buy in with this type of time commitment? And how do you position those long term outcomes that you're able to find to convince them to take part in this?

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I'm just going to repeat the question in case those can't hear on line, the practice of the question is time commitment and the longevity? How do we measure that given? There's many different types of programs of different lengths? And how do you? How do you manage the varying time commitment? For me, it

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starts by by trying to be AS clear AS we can of what is the time commitment, right. So with pro bono, we have a we do what we used to call a marathon that you do in one day. So working with Todd route, we know how many hours people more or less will have to devote to this, then we have a 12 week engagement. So we will tell people, you know, and working with HR, they know, this is the type of leadership program, this is the time commitment, this is the cost because now I'm paying that now they're paying to be part of my pro bono program. And then we bought service, it's it's normally I do the same, it's like that sometimes there's a three year board seat that they need to commit to. So being upfront, for me has worked.

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Yep. Similar to what Renee was saying, we offer a wide array of programs. So it gives an opportunity to work for, you know, volunteer for four hours, all the way up to three years, AS I mentioned. So being open and transparent, I think is important. Also trying to align with your commitments is always a great way to justify the long term commitments, right. So for our it's being in the healthcare space, our credo, our vision, moving the trajectory of health, if you can prove any of that it's easier to justify to to leadership. And so in terms of your question around metrics, the long term, obviously, the outcomes and metrics to follow a three year program, it obviously takes a lot longer. So the program that I mentioned, the bridge to employment, it's been around for almost 30 years. And so we are able to collect that type of data and present the benefits of that. But that also helps us with other programs, because we can say that we have a proof point. And it doesn't have to be a longitudinal data, but it can be a small data that you have for a program that was much shorter, but at least use those metrics. So set yourself up in the sense that you define what success means to you what will be successful for this program, and then make sure that you measure it properly. So you can use that to market other things.

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Thank you. And I could just add to answering that question. At Kim. The programming we have for senior leadership and executives are 90 minute session. So it's, it's really short. But to AS Tammy has mentioned, even though it's a short program, it doesn't take a lot of time. The impact that these executives can have with their connections and contacts and introductions can be pretty powerful. And what will you do at the end of these sessions is we ask everybody to make a knowledge pledge. Have some sort of follow up with the social venture, again, a connection reviewing one more one on one meeting or something at a flexible time whenever it's convenient. So there's a lot of different ways to, I think, engage leadership with different varying levels of time commitment. Any other questions? Yes. It's curious

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how you feel storytelling kind of plays into executive engagement, both from the standpoint of getting their buy in and getting them engaged to begin with, but then also leveraging them and their network to elevate the stories that you do have.

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I think storytelling is very powerful. And companies and organizations should really make a concerted effort to put some effort into having a space where employees, nonprofit, organizations, managers, leadership can actually tell those stories. In many of our programs, we actually allow employees to submit blogs, we have like this link, that while you're in a program, you can submit your information and then work with us or communications to kind of put together a post and we make it pretty casual, you can post it on your LinkedIn without a lot of red tape, because otherwise, you have to go through communications. But if if an employee themselves post something, and they just need a little help in terms of assets and how to do it, it actually gets a lot more hits. People can relate to it, it's, you know, you see your own colleagues actually doing some of that, that great work, so it's more meaningful. So I would definitely create a space for for storytelling, because I think it's really powerful.

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It's something that we're starting to talk about, because I still don't not at the point of the social media stuff, and that's where I want to kick so. But one thing that we are clear about is we also want to do be able to do ethical storytelling, or what was the conversation earlier, or an asset framing and tell the stories from an ethical point of view, and and, and extracted and all that. So one of the things that we just did recently, we had a big town hall, and in that town hall, we were able to highlight the senior leaders who participated in this program. And the feedback that he's stories were very honest and, and touching and, and we had a coach would work with us and that coaching on the storytelling side. And I think it was very powerful.

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I certainly believe that the storytelling is a key piece hearing, Tammy story, very specific example from Edelman I think is something that that sticks. So I don't know if you want to add anything else, or that was a great example of a story that, yeah,

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I mean, that's my favorite story to tell. But there are many others where I would be delighted if a company reached out to me to say, we would like to tell the story of what this employee did, this executive did for your organization, because I don't have a lot of bandwidth on my team to do that. But when I can share that story, it gives other companies in she's the first network, a real example that they can follow. And in my case is a global organization. There are often people who want to directly mentor girls that we serve. And it's not the most, it's not the appropriate fit to connect an American to a girl in Kenya or India or Tanzania. She needs to be mentored by women who look like her who have you know, started where she is and have overcome obstacles and like learn from that kind of a role model. Instead, I want to show employees how the skills that they have, can support a girl's success. It doesn't have to be directly working with her. It can be directly supporting events and campaigns that make she's the first thrive and be sustainable. So the more stories that companies support their staff and publishing on their own LinkedIn, nonprofits are so thrilled to amplify that on our channels AS well.

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That's great to hear. I think we may have time for one more question. Yes. From the audience. Yes,

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we have a digital question. I think you all can hear me, but you can repeat the question if needed. Sure. So one of our digital attendees asked building on Tommy's point about potential advancement opportunities arising out of pro bono work. Are there examples of companies considering participation in the corporate pro bono program during performance evaluation?

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So building off of Tammy time repeating, building off of Tamizh examples of the

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advancement opportunities and opportunities.

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Are there examples of companies that

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sorry, yeah, that consider participation AS part of performance evaluation.

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Oh, that consider pro bono parties? The patient AS part of the probono.

18:31:13

Great question. Thanks. So for us, we encourage the employees to put the talent for good programs that are participating in into their goals and objectives AS a personal development opportunity. So it is considered like a stretch assignment, like an extra project and employee has taken on and like I mentioned before we assess the employees on their leadership imperatives and all those skills that they have gained, whether they're soft skills or or hard skills. So I think it's important to have that openly communicated to the company. And it gives a little bit more meat to what you're doing AS well. In addition to that, on our talent development site, that is for internal employees, we also list talent for good opportunities. So employees know that you can work on a myriad of things, and one of them is talent for good. And so I think that's really important that it's listed AS AS a way that employees can actually develop skills.

18:32:21

And we are working on all that AS well. One of the things, one of the tools that we have, it's an internal tool called Talent marketplace, where people can put their skills and look for big assignments within potential and all that. And we're working with them to give badges for participation in pro bono onboard service.

18:32:40

That's cool gamifying it in a little bit. Well, thank you so much, Tammy, sadiya, and Renee for sharing some inspirational stories. And I believe pretty compelling stories of how engaging senior leadership and pro bono activities can reap so many different rewards and multiple levels. And thank you, taproots.

18:33:05

Thank you to Tammy. An example I'll share on her behalf was that one of the many areas of support, AS I understand it was when you had the chance to be on the Today Show, in part thanks to the PR and communications work that's been such a core part. Thank you so much for joining us virtually. And thank you so much to our panelists in the room. We have a break now until 325. Eastern and I am so excited to bring us back from the break to dive right into two back to back topics that pick up on so many amazing threads from these last few conversations, in particular around storytelling and really being able to help push in question and push the envelope a bit too on the expectations placed on organizations for how AS nonprofits we do tell our story and what's asked of us, and also how we ask the right questions about what an organization's needs are. And it goes really well back to that wonderful comment from the earlier session. How nonprofit organizations are forced to tell I'm embellishing a bit here but 1000 Little Lies every time you get into a great reporting or grant making cycle. So really excited to welcome you back at 325. Eastern for that and continuing this conversation. Thank you