

# THE MAIN STREET DIARY

## *Diversity & Inclusion Executive Work Session Special Edition*

Tuesday, September 27, 2005

### **Diversity Begins and Ends with YOU and ME Creating an Inclusive Environment**

There are lots of books out there to read on how to foster an **inclusive** environment that touches **Everyone**... an environment that respects **Everyone**... an environment that makes **Everyone** feel special... an environment that treats **Everyone** as an individual... and an environment that provides development opportunities for **Everyone**, so that each and every individual can achieve the level of his or her own ability.

The Diversity Leadership Advisory Board (DLAB) recently discussed how we could best continue to educate **all** our Leaders on their roles and responsibilities for promoting a truly inclusive environment for **Everyone**.

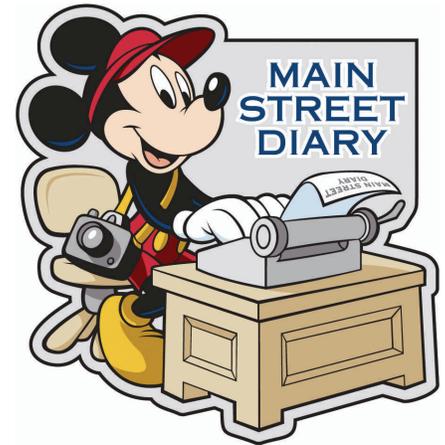
The DLAB team read a couple of books on this subject and at first thought that it would be a good idea to just give all of our executives a

copy of those same books so they could read them. We felt at that time that this would help to continue the great work in the area of diversity that we have achieved over the last 12 years.

After further thinking—and frankly after reading some of these books—it became more and more clear to us that we already have a story... and that we should write that book instead of looking for answers, education, and inspiration from someone else's story. We have a great story to tell. It is a never-ending story.

We have made tremendous progress over the years, as have many other companies, in becoming more educated on the subject of diversity. Today, the *Walt Disney World*® Resort is a place that truly respects all people, no matter where they are from... or what their culture is... or what religion they practice... or what race they are... or what gender they are... or what age they are... or what their sexual orientation is... or what their dietary needs are... or what their physical ability is... or what level of education they have achieved... and on and on and on.

We should be proud of what we have done. We have achieved this because of great leadership, as we have with all of the important things that we have done together



throughout the years. From the Front-Line Cast, to our Leaders and to our Executives, we have the most competent group of Leaders in any business anywhere in the world. We should be proud of what we have accomplished, while at the same time

understanding that there is always more to do. We are good in the area of diversity and inclusiveness, but, yes, we can do even more. As with anything else that we do, we can always be better.

**Fostering an inclusive environment truly is a journey that never ends. There is no final destination in this ever-changing world.**

**Focused leadership is the number one way that we will continue to succeed in this area.** Like all environmental changes, they take time. Environments usually do not get a lot better or a lot worse quickly. We need to have the patience, as well as persistence, to continue to move our environment along. While we may not be able to change the environment and culture of America as quickly as we would like to, we can change our own Company's environment and culture 20 times faster (or more) than that of our country. We do control our destiny.

In my Time/Life Management class we always ask the question, "What should you do today that won't pay off for 5, 10, 15, 20, 25, 30, 35, or 40 years or more?"

*(Continued on page 8)*



Lee Cockerell,  
Executive Vice President  
Walt Disney World® Operations

## Workplace Inclusion

Here's how you can think about Workplace Inclusion: While diversity focuses on our differences and similarities, workplace inclusion focuses on the respect and appreciation we show one another, so no one feels left out. Feelings are a big deal. If people feel left out, then they are left out.

**To put it even more simply, workplace inclusion is making sure that everyone matters... and that everyone knows that he or she matters.** We make people feel included by talking and listening to them, recognizing them, knowing them well, and by developing them... or at the least by assisting them with their development by encouraging them, and by getting them into the right kind of training.

The problem is that it is not going to work as well unless everyone is doing this—which is a no-brainer—because if people feel excluded, whether it is because someone is preoccupied and not paying attention or for some other reason, then the idea of inclusion is lost.

Creating the right environment is one of the main responsibilities of a Leader. The great Leaders do this especially well. Whether it is at home or at work, the environment matters, and we as Leaders have control over that environment. To create a healthy, respectful, trustworthy environment at work, we all need to set the example by paying attention to everybody, by showing respect to everybody, and by being available for everybody that needs to see us or, at a minimum, find another way to assist them if we are not available. As everyone continues to learn about the importance of an inclusive environment and goes about practicing being inclusive, we will



continue to have a special environment that is crisp, clean and clear, in every way and one that makes everybody want to stay and have their career at the *Walt Disney World*® Resort. We all know to some degree how it feels to be excluded. I remember when I joined a couple of companies in my career I was

excluded because I was not an “insider.” On one occasion I know I was somewhat excluded because of where I was from—Oklahoma—and that I had not received my formal training from the right hospitality school. I felt excluded in junior high school from the “in crowd” as well.

That may have been my imagination, but that is still the way I felt. This is not a good feeling, and it can take its toll on one’s self-esteem and self-confidence, which can be key factors in how someone’s life turns out. I have finally recovered!

We need to take this very seriously. We need to pay attention to everyone. Responsibility is not self-serving. It is about the future: the future of the organization, the future of your family, and the future of the people that you work with. **Great Leaders build up people's self-esteem and self-confidence.**

If you have children you know how important it is to focus on each one in a way that makes each one feel special, which may not be the way to make the others feel special. Think back to when you were a child and how important this was to you. You know it is vital to treat them as individuals and to show complete respect to them and to develop them. It is easy to do with your children because you know them very well, if you are paying attention.

**It is the same way with your fellow Cast Members. If you know them well, then you will treat them well.**

It is also a no-brainer that when people feel respected and valued for the talents and skills they bring to the team, they feel more motivated and inspired, which leads to commitment. When people are committed, they feel a strong personal connection with the work that they do. Every single role at the *Walt Disney World*® Resort is important. If it were not important, we would not have that role.

You will find that the more inclusive your work environment, the more people will want to be a part of your team. So, being known for being inclusive will help you recruit and retain the very best Cast Members, which will ensure that you get the right business results. Turnover in your area will be extremely low, as will disciplinary problems, sick-day usage, Cast injuries, and on and on.

**“The only way to make sure people you agree with can speak is to support the rights of people you don't agree with.”**  
**Eleanor Holmes Norton**



## Workplace Inclusion

Okay, now if being inclusive is so important, how do you do it? In the July 25-31, 2005, edition of **The Main Street Diary** in *Lee's Main Message to Leaders*, I wrote about the “soft stuff” being the “hard stuff” (go back and read it)... and inclusion is no exception. It's all the things you've heard before, but that does not mean that they are easy to do. It's:

**Knowing Your Team... I mean really knowing them.** Someone told me recently that her manager, after ten years of working with her, did not know if her child was a boy or a girl! Know all about them. Know their past work experience, know their aspirations, know what skills and talents that they possess, and on and on and on. Review résumés and backgrounds of your team members. Ask them their short- and long-term goals and how you can help. Know how many candidates you have in your Leadership Casting Call pool.

Understand their skills, experience, and the other qualifications they possess. Know how many of your Cast Members are potential candidates for Leadership Casting Call in the next six to twenty-four months and what it will take to get them ready.

The College Program is the perfect place to spot potential. Bring the great ones back on a professional internship, and then hire them if they are great before they graduate from college. **You must look for potential candidates, since many potential candidates are not aware of their own potential.** We must nurture potential. We often can see the potential in our team members that they cannot see in themselves. I am where I am today because along the way in my career a couple of Leaders got to know me, took an interest in

me, and developed me. They made me realize that I actually had potential. My wife, Priscilla, saw my potential too and married me. That is what she claims anyway. ☺

Erin Wallace and I spotted a Cast Member a couple of years ago in a round table with Front-Line Cast Members. She stood out like a bright star in the sky. She was a single mother without a college degree, and she just did not believe in herself. She was concerned about taking care of her daughter and being a Leader. Her Leaders went about making sure she could do both well. We followed up with her management team... and we nurtured her, encouraged her, and trained her. Today she is one of our very best Leaders. She personally told me that she did not believe that she could be a Leader before we started to focus on her. She tells me when I see her how proud she is of herself and that she still cannot believe it.



**“Courage is the main quality of leadership, in my opinion, no matter where it is exercised. Usually it implies some risk—especially in new undertakings.”**  
Walt Disney

**Engaging Your Team... This means that you are asking their opinions or making it clear that you want to hear their points of view.** This means that you will ask for their opinions and ideas, even if they don't volunteer them to you: “What do you think?” “Do you think this is the best way?” “Do you know anything else I should think about before I make this decision?” I appreciate and value your advice to me, even when it is something that makes me bite my tongue because I don't want to hear it. **Great Leaders have comfortable relationships**

**with their team members at all levels.** I guess that is why people get engaged. It is a time to get to know one another better, so get engaged with your fellow team members.

**Developing Your Team... Developing others is a Leader's main responsibility—after selecting great people.** If you know each one of your team members really well and you are

continually engaging them, then you will know where they need development. One of the most satisfying gifts of being a Leader is to see others achieve their goals and aspirations. Your personal success and paycheck will never give you the same good feeling as that of seeing others achieve their goals because of your leadership. Even with your family, if you have children, your main responsibility is to develop them for future responsibilities and opportunities. Development might be giving them candid, thoughtful feedback and other coaching and counseling. It might be getting them into the right training class or university program. It might be exposing them to new situations, experiences, and roles. It might be giving them recognition and appreciation, which will build their self-esteem and self-confidence. It might mean giving them tough feedback too. As long as you focus the development on them, then you are on the right track. Development takes time, so get with it today.

**Greeting Others Sincerely...**

**I know that this sounds like your mother talking; but I assure you that if**



## Workplace Inclusion

**you are not paying attention and focusing on people, this is an easy one for Leaders to mess up.** People get so engaged in their work, in their projects, and in their own life that they often are preoccupied—which is basically not paying attention to what is going on around them—and they walk right by someone, or they don't stop to chat a minute, or even worse, they only really greet the same people day in and day out and develop a bad habit of not giving the same attention and courtesies to everyone. I assure you that everyone notices. Stay alert. You are a Leader, and everyone is watching you and judging you every minute of the day. When you know your team members well, engage them often, and spend time developing them. Then this one will become very natural to you. Hey, you can even ask about their grandchildren. 😊 They say no cowboy can draw a gun as fast as grandparents can draw pictures of their grandchildren out of their wallets.

**Building Community... Think of your team as a community.** Each one of your team members has different motivations, ideas, priorities, preferences, and dreams. They are all from different backgrounds and different neighborhoods. Get to know them well, so you can leverage these dynamics when making short- and long-term decisions for your business. The more perspectives you have, the more successful you will be in planning and implementing your day-to-day responsibilities, because you will have viewed them from

many different angles.

Never assume what your team's position will be on an issue; ask them, talk with them, and get their



feedback. If this is an inclusive group, you will get a variety of thoughts that you will not get from people with similar backgrounds or experiences. Get to know them, and let them get to know you. The more you know about one another, the more successful your relationships—and as a bonus, you will enhance your knowledge by thinking about things from different points of view, which will help you make far fewer mistakes in your decision making, which everyone will appreciate.

**Listening to Understand...** If you have read Stephen Covey's best-selling book, **The 7 Habits of Highly Effective People**, then you know what this one is all about. Said another way by Stephen Covey, **"Seek first to understand, then to be understood."** Most Leaders—not all—do not listen well. They do not stay totally focused on the person speaking or take the time to listen totally, and this includes trying to figure out what they are not saying or what they are trying to tell you that is not so evident. **Most often what people are saying and what they are trying to say are two different things.** Most Leaders are thinking about what they are going to say when this person stops talking! When you are thinking about what you are going to say versus listening intently, you lose. Some good hints on being clear would be to say, **"I think you are**

**saying..." or "I understand from what you said that this is what you want me to do..." or "Is there anything else that you think I**

**should know?"** By the way, if you want a good education on being inclusive and becoming a great Leader in all parts of your life, then read **The 7 Habits of Highly Effective People.** Even if you read it a long time ago, go back and read it again. You have grown, and it will mean even more to you today than the first time you read it. I have had this book on my desk for 25 years.

**“Communication  
is  
Clarification”**

**Communicating Clearly, Directly, and Honestly...** **Communicate with people using regular words, and say what you mean.** Don't beat around the bush. Don't leave people more confused when they leave than when they got there. **Communication is clarification.** When you communicate with me clearly, directly, and honestly, then I know what to do. Spin is always a mistake and is always figured out in a New York minute. If you communicate clearly, directly, and honestly all of the time, then it just becomes second nature for you—and you will become very good at it, and you will have a trusted reputation. Do it in person, one-on-one when you can; the next best way is in small groups, then larger groups; then, e-mail, or a personal handwritten note, or a note to the person's home address; and last, a big impersonal memo or a general message on the portal. Even when you write an e-mail or memo, take the time to personalize it and make it fun and interesting. **Effective**



## Workplace Inclusion

**communication is very difficult, and you have to work really hard to make it effective.**

**Personally Get Involved...** The executive in charge of the business should approve all management hires and promotions, making sure that we are selecting from a diverse pool of candidates. Talk frequently with your teams about the subject of an inclusive environment and the subject of hiring and promoting a diverse workforce at all levels. You are expected to have a reputation for being a Leader who helps people get into management by using your authority and position to discover them, develop them, help them clear the hurdles, place them, and stay close to them to ensure their success. When a good candidate is



found outside the Company and you have no budget for the position, all managers should bring that to the attention of their Steering Committee Member. Let's see if we can figure out a way to bring that candidate on board before we say "no" to him or her. **A major part of a great Leader's role is to create more Leaders.**

### **Hearing All Voices...**

**This is a really good one. Everyone has an opinion. Most everyone can speak, but most people do not have a voice unless you allow them and encourage them to have a voice.** One of the best ways to ensure that you hear from everyone (his or

her voice) is to know everyone well, to build a trusted, personal reputation for honesty, high integrity, and caring. Everyone has a reputation, and each person pretty much is responsible for what it is. Being available for people when they need or want to see you, making people feel important and wanted, and showing total respect to all people in your actions and words are important traits and habits to have if you want to hear all voices. When you hear all of the voices, you make

better decisions. When you hear all of the voices, you make fewer

mistakes. When you hear all of the voices, you have everyone supporting whatever decision you make. **To be**

**heard and respected is one of our most wanted needs.** The reason that there are wars going on around the world is that many people do not feel like they are being heard. When you ignore people, don't listen to them, or don't show respect to them, you will not hear their voices... and you are headed for trouble. They may not go to war or do something violent. They usually just become apathetic and give you about 20 percent of their capability. **One of the best ways to build commitment is to make sure that each and every person has a VOICE and that each and every voice is heard!** People will only let you hear their voice if they trust you 100 percent. Every day some of our team members are holding back their voices

because they do not trust us. Safety and security are the basics in life for a healthy, respectful environment to take hold and thrive. The last few sentences, facts, or issues are the ones you don't often hear. When people trust you enough to tell you the entire story, then you are hearing their voices. **Voice is not a sound; it is content.**

**Speaking Up When Others Are Excluded... When you are in a responsible position, you need to be on the lookout for those persons that are being excluded for one reason or another.** Maybe they are introverts and find it difficult to speak up. Maybe they don't speak your language well or maybe not at all. Maybe they dress differently and feel

insecure in the group. Maybe they have low self-esteem and low self-confidence. Maybe they have had a bad experience in the past. Maybe



someone is telling a joke that offends them. There are lots of reasons that people are excluded in life. Excluding people and making them feel uncomfortable or not worthy is a really bad thing. We, as Leaders, need to really be on the ball to make sure that this is not happening on our watch. Take the time to look out for everyone and to put a stop to anyone's being excluded when you notice it or when it comes to your attention. Make sure that your team understands this issue well and that you set the example for total inclusiveness. Some exclusion is very subtle unless you are a "pay-attention wizard." When you start to look for it, you will find it—then have the courage to stop it.

**"In the end, we will remember not the words of our enemies, but the silence of our friends."**

**Reverend Martin Luther King Jr.**

## Workplace Inclusion

**Being Brave... Now here is the one that separates the good Leaders from the great ones. Courage is one of the leadership traits that can make more of a difference than anything else in the world in getting the right results.** I know, like you know, that

we don't always do this very well, especially in corporate life. We end up not having our own voice for the same reasons that others don't have their voice, as I wrote about before. We get good jobs, and we get good paychecks; and then we get insecure, and we end up not being as brave as we should be. That is a shame for sure. But when it comes to promoting an inclusive environment... and treating all people respectfully... and making sure that everyone has the opportunities that match his or her competency... these are areas in which we all have to stand up and be brave and make certain these things happen. We have got to get this totally right because everything else depends on this being done well.

If I don't tell Al the truth, the whole truth, and nothing but the truth, then he cannot make the best decisions—and he would not fully trust me. If he does not tell me the truth, the whole truth, and nothing but the truth, then I would not trust him... and if I didn't trust him, then I would not tell him the truth. Which comes first? The chicken or the egg? Or better said, which comes first, the chicken or the truth? I have no



idea, but I know that as the environment gets better and I have more trust in someone, then I get braver. Most people will be as brave as YOU will let them be.

**By now, you know that I am a fully enrolled believer that leadership is the silver bullet.** Over

the last ten to twelve years, we have accomplished much. What we have done in good times and tough times can be attributed to our world-class leadership team. We are very good. Our Cast even gives us great scores on our Cast Excellence Survey each year. Each year we have improved. Last year we received a score of 6.10 on a 7.0 scale on the question, "Do you trust your Leader?" That is unbelievable in this day and age where many people in other companies don't even trust their leadership as far as they could throw them—and they can't throw a lot of them too far with all the baggage that they are carrying. **We are different... we are honest... we do care... we do serve our teams instead of expecting them to serve us. Great leadership has made a difference.**

There are many ways to become a better and stronger Leader. One way is to continually be studying this topic by attending seminars on the subject, reflecting on the subject, and reading on the subject. A good book to read on inclusiveness in the workplace is **The Inclusion Breakthrough: Unleashing the Real Power of Diversity** by Frederick A. Miller and Judith H. Katz. This book discusses the phases that an organization goes through when working on inclusion. There are two phases that are important for you to think about.

**The first is "making diversity and inclusion a way of life."** Like so many other important achievements, accountability plays a big role in this. Just look at the progress we are making with Cast safety with a big

dose of education, measurement, and accountability. The authors say that to make diversity and inclusion a way of life we need to formalize this accountability. There's something else that you need in order to make diversity and inclusion a way of life, which probably won't surprise you—feedback! **You need to receive feedback, and you need to be giving it out in large doses on this subject!**

**The other phase that I want to touch on is what the authors call "leveraging learning and challenging the new status quo."** What needs to happen at this phase is for us to identify our progress and gaps, reassess how the work of the

***"Inclusion is making sure that everybody matters and everybody knows they matter."***  
**Lee Cockerell**

organization is done, communicate accomplishments and best practices, and identify and address areas that will support higher and higher performance.

This is pretty much the way we have approached the Take 5s and Magical Moments. We have always been great in the area of Guest Service ever since our Company began. We, in fact, are world famous for it. Even with that being the case, we decided to not only be great... but to move up to extra great. This is when we focused on the implementation of Take 5s and Magical Moments, and we **all** took responsibility for them! It started out as an initiative, and today it is woven deeply in to our culture. **Like everything we focus on—we get a lot better.** We continuously look for opportunities to do a Take 5 or a Magical Moment. Let's all continue to look for ways to foster a totally inclusive workplace for everyone—so no one feels left out. ◇

## Think on these things...

Ask yourself frequently what you have done, exactly, to show that you are a strong advocate for inclusiveness at all levels. Grade yourself before your team grades you behind your back. You have got to do real things to get a high score on this question. You must have a point of view on this subject and communicate it frequently. YOU cannot stay silent on this subject or you risk people's deciding where you stand, which is very dangerous for a Leader.

Study very carefully your Cast Excellence results and look for indicators of where you need to focus more on the subject of inclusiveness. Your team will give you a good report card on your survey, if you analyze it carefully and read between the lines.

A position of authority should be used to encourage people to have a voice, which will help an individual develop self-esteem and self-confidence. Shame on anyone who takes a person's voice away through intimidation or by ignoring that person thereby abusing one's position of authority. Don't take anyone's voice away—not your spouse's, not your partner's, not your direct reports', and for sure not your children's.

Social and cultural changes in America take a long time; and truthfully, we, as individuals, have very little control over that. Some, but not a lot! However, each of us can do a great deal to promote inclusiveness within our Company. As Leaders, the rest of the organization will take its cue from us if we consistently live inclusive values every day. **The bottom line is that an environment of inclusiveness can exist at the workplace long before it happens in American society at large.**

There is no downside to inclusiveness. It is all upside for all parts of our business—and frankly, for our country! Another great book to read is **Blink** by Malcolm Gladwell.

This fascinating book describes how we make instant decisions and create impressions in split seconds about people, ideas, and things in general.

Sometimes we are right... and sometimes we are wrong... but this book will help you better understand yourself and how you might learn to make better decisions. At the very least, this book will give you a better understanding of every decision you make. After reading this book, you will never think about approaching decisions the same way.

**Make your team members feel special**

**Treat them as individuals**

**Show complete and unconditional respect**

**Develop them and educate them, and**

**Know their roles**

Earlier I referred to an article that recently wrote for **The Main Street Diary** entitled "The Soft Stuff Is Actually the Hard Stuff," and I feel it is a great way to conclude my thoughts on this subject:

"What in the world is he talking about now," you might be asking right now, after reading the title of this article. "The soft stuff is the hard stuff." What does that mean?

Sometimes in business, people talk about being nice to people as a soft thing... and that you should not spend too much time doing this because you need to get on with the hard stuff of making more money, being more productive, getting the costs down, enforcing the rules, keeping the labor in line, keeping the place cleaned up, and all of that other so-called hard stuff in our business.

Taking the time to be available for your team members might be classified as soft stuff, and it is kind of hard to measure what impact it has on the business anyway.

- Making your team members feel special,
- Treating them as individuals,
- Showing complete and unconditional respect to them,
- Spending time developing them and educating them, and
- Knowing their roles could all be in that soft category...

If you let it slip into that category in your mind and actions, you could talk yourself into thinking that you don't have time to do that soft stuff with all of the hard stuff you are faced with every day.

**The fact of the matter is that if you don't do the so-called soft stuff exceptionally well, you will never achieve the potential payout in the hard-stuff category.**

At the end of the day I have learned—and it did take me a while to learn this—THE SOFT STUFF IS REALLY THE HARD STUFF. If we all spent more time figuring out how to do the

so-called soft stuff really well: We would not have much hard stuff to do... because when you do the soft stuff well, your team will take care of the hard stuff... because they know exactly how to do it, and they will do it if they want to do it... and they will want to do it if you do the **SOFT** stuff well. Now you know the rest of the story.

If you are having trouble getting both the hard stuff and the soft stuff done in your life, then come to one of my monthly Time/Life Management Seminars to learn how to get it all done.

If you don't have time to come to my seminar, then go on to the My Disney **TEAM** portal, Work tab, and scroll down to **The Main Street Diary** module where you will see a listing for resources, and there you will find the seminar in writing. Read one page a day. In about a month you will have some new soft knowledge that will help you get the **SOFT** stuff done in your life; or if you are anxious to be a Great Leader, then read the entire thing right away... and then study it over and over and over until you get it. Get it? ◇

## “How else can I ensure workplace inclusion in my area?” you ask.

Well, the first thing to remember is to tap into your resources and not try to do it alone.

Seek out advocates in your area of responsibility. They are there, and they will be thrilled to be called upon. They want you to hear their voices. They want you to engage them. They want you to be part of the solution. Engage them, listen to them, and communicate with them—and you will have a force to be reckoned with. We are rich with human and material resources here at the *Walt Disney World*® Resort.

Smart Leaders never fail because they know how to use their resources to multiply themselves. Disney Cast Members always step up and come through when asked, no matter how difficult the task.

Our Diversity Resource Groups are one of our greatest resources:

CastABLE, COMPASS, FAMILIES, HOLA, PRIDE, and PULSE. Now here are inspired, committed groups of caring people who can make it happen for you. They are just waiting for your call to action!

The Diversity Resource Groups can help you tap into the most valuable of our resources, which should not come as a surprise to you: OUR CAST! Our Diversity Resource Groups represent cross-sections of our Cast and our community. They are providing connections for our Cast that you alone cannot do. The following are just a few examples of the connections they provide.

From the College Program Cast Members who feel more comfortable here at the *Walt Disney World*® Resort than they do on their campus because of PRIDE...

To the partnership of CastABLE and the Disney University in updating our Inclusive Communication class...

To the talent database that HOLA is developing that will heighten awareness of human resources currently available.

The Diversity Resource Groups are all ready to help you and your teams—all YOU have to do is ask! ♦



**“We all live with the objective of being happy; our lives are all different and yet the same.”**  
Anne Frank



*(Continued from page 1)*

Focusing on an **inclusive** environment is one thing that we should continue to do, because the payoff comes down the road. . . and **the sooner you get started and plant the seeds, the sooner you reap the harvest.** This is true of almost everything in life.

**Having an inclusive environment is really the most important thing that we can**

**do to ensure our future success.** As you know, it not only is the right thing to do, but it also has significant business implications; and we know well that we must balance Cast Excellence, Guest Satisfaction, and Business Results to be truly successful. One without the other two just does not work.

**Great Leaders are continually doing a balancing act.** ♦

## Remember . . .

*Workplace inclusion is part of the soft stuff that's actually the hard stuff, and it's something that all of us need to work on every day to become the greatest Leaders that we are capable of being. It is a huge part of our responsibility, and it is a wonderful legacy we can all leave, if we do it well... Lee*