

INCLUSION2022

SAN DIEGO, CA & VIRTUAL | OCT 24 - 26

DEI Practitioner: A Road Map to Survive Any Crisis, Power Up and Thrive

MIGUEL JOEY AVILÉS

DEI KEYNOTE SPEAKER | CONSULTANT | COACH

INCLUSION 2022

#SHRMINCLUSION





A self-described white nationalist member of the organization was accused of domestic terrorism, for plotting to kill democratic politicians, supreme court justices, and others.



An employee of the organization made a white supremacist hand signal on live national television during a national emergency.



Highly publicized audit reflected the organization performed Whistleblower Retaliation, harassment and bullying.



Why Do You Even Exist?

“Hate Call Recording”





CRISIS



**A ROAD MAP TO SURVIVE
ANY CRISIS, POWER UP AND THRIVE**



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A ROAD MAP TO SURVIVE ANY CRISIS, POWER UP AND THRIVE

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 A ROAD MAP TO SURVIVE

EXCLUSIVE BONUS CONTENT

ANY CRISIS, POWER UP AND THRIVE

G

Gather

- Gather your inner-self (Breathing & 5 Key Questions to ask yourself)
- Gather Culturally Intelligent Information (Six Culturally Intelligent Questions to Ask)
- Gather DEI Champions & Detractors (The Room Where it Happens)
- The Path to Partnership

R

Rethink Resilience

- DEI as a First Responder (The Reality of the Work)
- To Develop DEI efforts that can weather any crisis, we need to engage in strategies that empower individual resilience
- Recenter human needs by sharing responsibilities
- Create space for storytelling
- LinkedIn & 911 Dispatchers case studies

I

Instill Gratefulness

- Top performers have a super power - Happiness & Gratefulness
- Gratitude Visit
- Three Good Things
- Using Signature Strengths in a New Way

T

Transform Trauma

- Toxic Culture is Driving the Great Resignation
- The Journey Towards Post-traumatic Growth
- Narrative Development: Envisioning Healing - 5 years from now exercise
- Group Discussion: Tell us about your biggest crisis...



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Gather

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1.1

Your Inner-Self

1.2

Culturally Intelligent Info.

1.3

DEI Champions & Detractors

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1.1

**Gather
Your Inner-Self**



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1.1

Gather Your Inner-Self

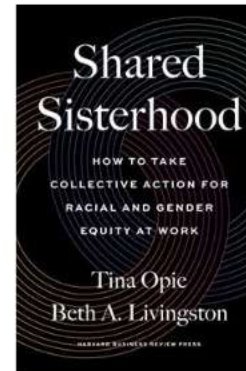
“Only by digging into our identities and the power structures surrounding them can we begin to build bridges with people from different backgrounds and then work to act together.”

5 Key Questions to Ask Yourself

1. Who you are (Purpose, Identity, Your Why)?
2. Where do you stand emotionally and mentally?
3. Are you ready for the hard work of connecting across differences?
4. Are you able to interact with people who may have more work to do?
5. When you attempt to bridge and become frustrated, how will you take care of yourself?



Harvard
Business
Review



SOURCE:
TINA OPIE
BETH A. LIVINGSTON
AUTHORS OF SHARED SISTERHOOD

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1.2

**Gather
Culturally
Intelligent Info.**

Six Culturally Intelligent Questions to Ask:

1. What is the diversity or inclusion angle of this situation?
2. List potential unintended consequences. Identify the “maximum harm perspective,” then ask how realistic that outcome is.
3. Determine whether the current situation has any historical or organizational precedent or implications. What was done well in that other situation? Poorly? What lessons can be learned from the past?
4. List any stereotypes that may be relevant to the decisions or topic at hand.
5. Note the potential symbolic messages within a negatively-received decision.
6. Ask, “What symbolic messages will result because of this decision from the perspective of different groups?”
 - Explore the diversity dimensions in the next slide to help define how you should move forward and what is the consequences of doing so.



WILLIAMS, D. (2020). THE COVID-19 DEI CRISIS ACTION STRATEGY GUIDE: RECOMMENDATIONS TO DRIVE INCLUSIVE EXCELLENCE. ATLANTA, GA: CENTER FOR STRATEGIC DIVERSITY LEADERSHIP & SOCIAL INNOVATION

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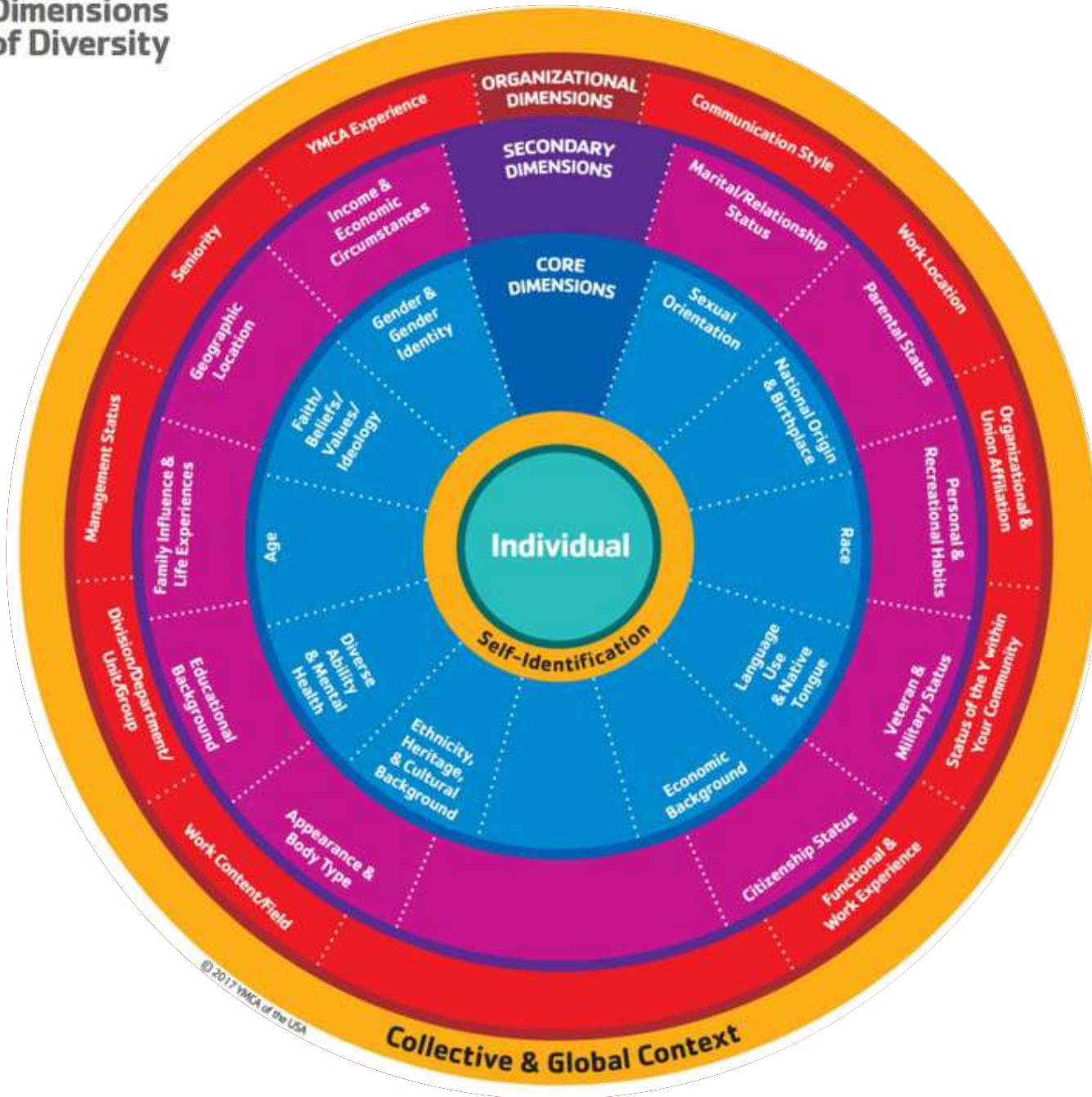
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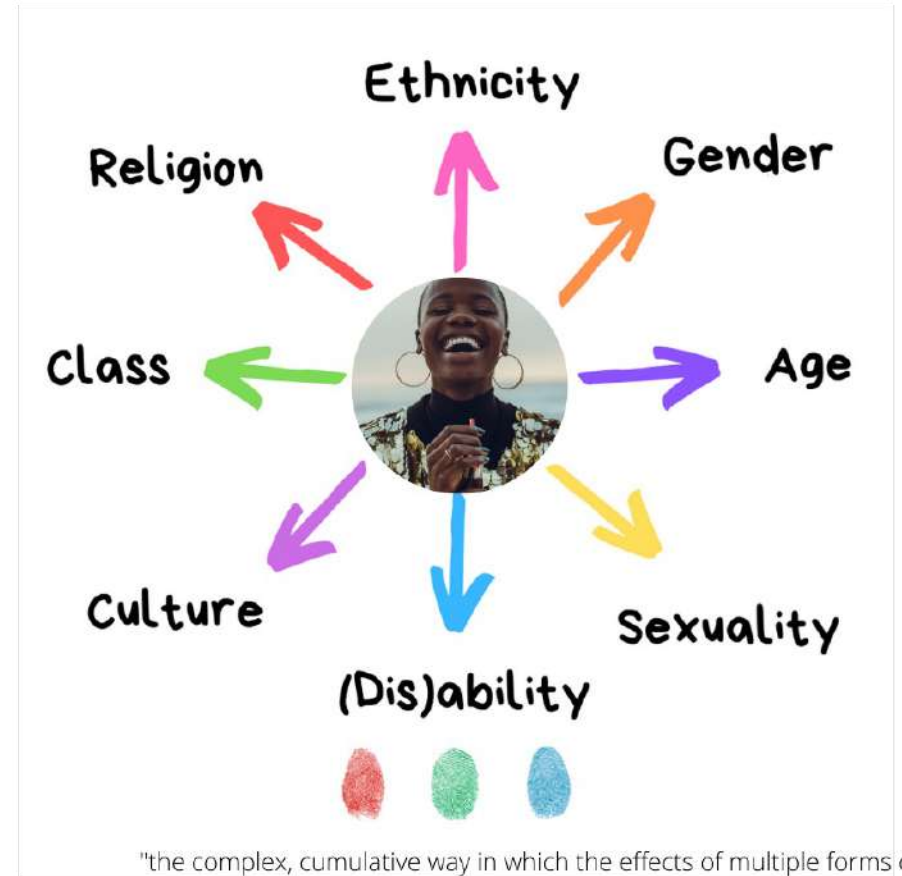
A ROAD MAP TO SURVIVE



Dimensions of Diversity



INTERSECTIONALITY



"the complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect especially in the experiences of marginalized individuals or groups."

1.3

**Gather
DEI Champions &
Detractors**

"NO ONE ELSE WAS IN THE ROOM WHERE IT HAPPENED
THE ROOM WHERE IT HAPPENED
THE ROOM WHERE IT HAPPENED
NO ONE ELSE WAS IN THE ROOM WHERE IT HAPPENED
THE ROOM WHERE IT HAPPENED
THE ROOM WHERE IT HAPPENED"

The Room Where it Happens...

1. Engage **THE LAWYERS** before the crisis happens
 - a. What's the existing relationship with the legal department?
2. Assemble vocal and highly respected DEI key stakeholders across ALL mission areas
3. Pursue representation of relevant diversity dimensions with a sharp focus on work-functions cognitive variety.
4. Explore retaining a DEI consultant
5. Design a crisis engagement plan with Affinity Groups/ERGs/BRGs
6. Intentionally include potential DEI detractors into the conversation



1

**Gather
DEI Champions &
Detractors**

Understanding
"DEI Detractors"
Modus Operandi
is Critical to the
Success of
DEI Crisis Management

VS

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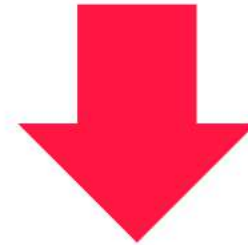
TO DRIVE DIVERSITY EFFORTS.... DON'T TIPTOE AROUND YOUR LEGAL RISK.

EDWARD CHANG — HARVARD BUSINESS SCHOOL

BONNIE LEVINE — VERSE LEGAL

“ Absent a foundation of mutual trust and support, lawyers are skittish about signing off, and the businesses are more likely to end up wasting resources on performative exercises that, on their own, don't constitute sound DEI. ”

THE PATH TO PARTNERSHIP



1. LEARN THE LAY OF THE LAND
2. PROVIDE GOAL-ORIENTED FRAMING
3. INVITE ATTORNEYS IN EARLY
4. DON'T OVERSIMPLIFY RISK





Future-proof your DEI crisis strategy by **Gathering** your version of the "DEI Avengers"



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Individual Reflection:

Reflect on a time when you experienced a DEI related crisis.

1. What was the crisis about?
2. What did you experienced during the crisis?
3. What was the impact of the crisis (organizationally/Personally)?
4. What actions did you take?
5. What actions were not executed?
6. Any lessons learned?
7. What was the purpose of the crisis?



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Rethinking Resilience

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**A DIVERSITY AND
INCLUSION
WORKSHOP**

**SYSTEMIC
RACISM**

**A ROAD MAP TO SURVIVE
ANY CRISIS, POWER UP AND THRIVE**

DEI Practitioners Operating as First Time Responders



Stressful dynamics

Time constraints

Uncertainty

Fatigue

Fears

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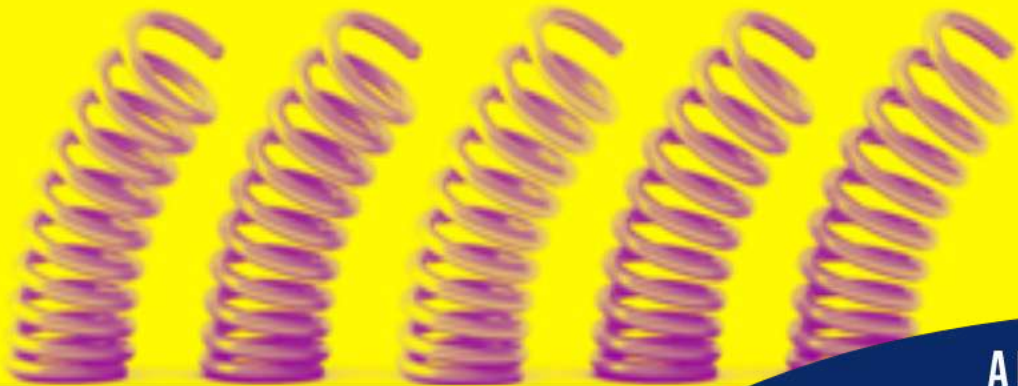
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MIT Sloan

Management Review

BUILDING RESILIENCE IN DIVERSITY AND INCLUSION PROGRAMS

MELISSA V. ABAD AND ALISON WYNN



— “
TO DEVELOP DEI EFFORTS THAT
CAN WEATHER ANY CRISIS,
WE NEED TO ENGAGE IN
STRATEGIES
THAT EMPOWER INDIVIDUAL
RESILIENCE.” —

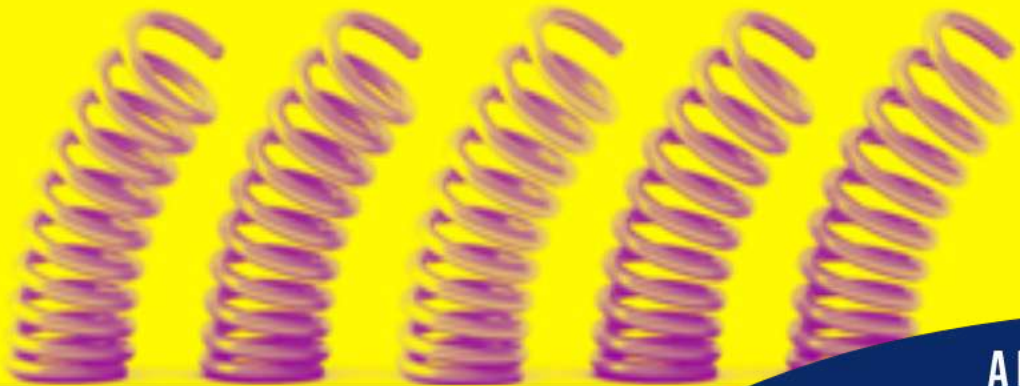
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STRATEGIES TOWARD RESILIENCE



**RECENTER HUMAN
NEEDS BY SHARING
RESPONSIBILITIES**

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Problem:

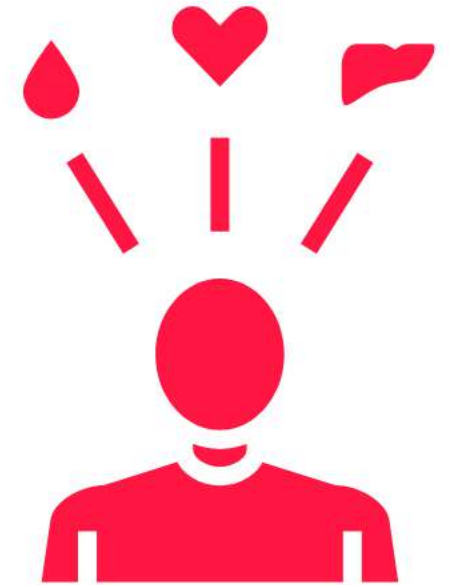
D&I programs are seen as individual projects and efforts that belong primarily to marginalized groups

Solution:

- Leaders must hold their direct reports accountable for D&I goals and devote financial resources toward achieving those goals
- Organizations must recognize the nuanced value of the invisible labor employees engage in to develop their resilience and create a shared sense of responsibility for D&I across the organization

Outcome:

Spreading responsibility will not only reduce employee burnout and turnover but also build more effective D&I programming by making it more stable and sustainable.



Best Practice:

LinkedIn to pay its ERG leaders

- Global ERG co-chairs at LinkedIn serve two-year terms and receive \$10,000 at the end of each year of service.
- The company has 10 ERGs with 20 global co-chairs and more than 5,000 members and allies. More than 500 leaders will also be recognized in a new non-financial rewards system.
- LinkedIn says it realizes there is "no price on the emotional labor and investment of time" ERGs contribute and that \$10,000 is a start, in addition to a formal systematized recognition plan.
- Each employee group works with an executive sponsor who provides quarterly feedback to managers as part of performance reviews.



"HISTORICALLY, THESE EMPLOYEES TAKE ON LEADERSHIP ROLES AND THE ASSOCIATED WORK IN ADDITION TO THEIR DAY JOBS, PUTTING IN EXTRA TIME, ENERGY, AND INSIGHT. AND DESPITE THE TREMENDOUS VALUE, VISIBILITY AND IMPACT TO THE ORGANIZATION, THIS WORK IS RARELY REWARDED FINANCIALLY,"

TEUILA HANSON,
CHIEF PEOPLE OFFICER
LINKEDIN

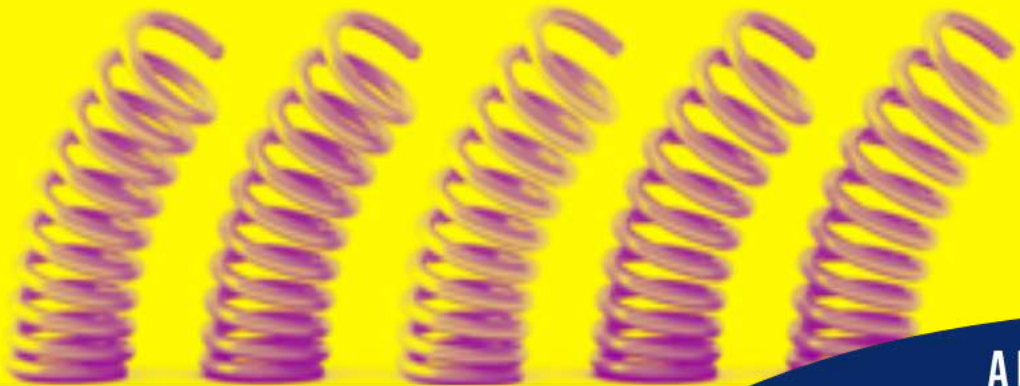
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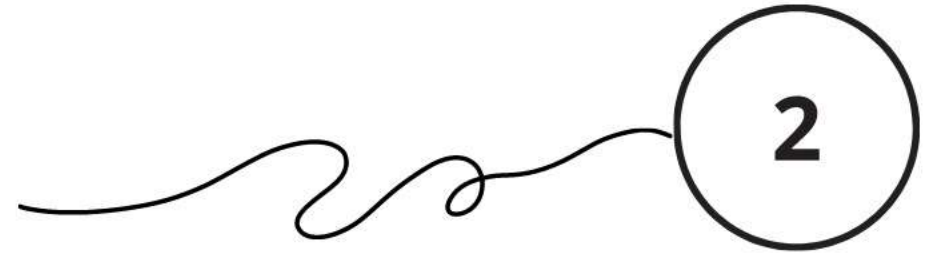
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BUILDING RESILIENCE IN DIVERSITY AND INCLUSION PROGRAMS

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STRATEGIES TOWARD RESILIENCE



CREATE SPACE FOR STORYTELLING

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1



**SCHEDULE TIME FOR LARGE-GROUP CHECK-INS, SMALL-GROUP
BREAKOUT SESSIONS, AND ONE-ON-ONE MEETINGS**

What's Your Diversity Story?

1. When did you first become aware of racial/ethnic differences?
2. Share a situation when you were in the minority
3. Describe a time you witnessed discrimination
4. Your best experience with a person of a different race/ethnicity
5. What makes you different?
6. How do your thoughts about diversity differ from your parents'?
7. Describe a time you experienced prejudice
8. Where do you see prejudice?
9. How do you respond to jokes that are demeaning or derogatory?
10. A time you felt like an outsider and how you dealt with it
11. An instance when someone went out of their way to make you feel included?
12. A time you went out of your way to make someone feel included?
13. A time you shared an unpopular idea
14. Describe a time you felt lonely in a big group of people
15. Why do you seek out people similar to you as friends?
16. Do you feel your friends are more similar or dissimilar to you?
17. Everyone has had times in their lives when they felt they didn't "fit in." Think back to a time when you felt different. Everyone has felt different.... no matter who they are, where they lived, or how they grew up. What happened? How did you feel? What did you do? How did you overcome?



DISPATCHERS



THE BACKGROUND

9-1-1 DISPATCHERS EXPERIENCE A HIGH RATE OF BURNOUT DUE TO THE INHERENTLY STRESSFUL AND TRAUMATIC NATURE OF THEIR JOB AS FIRST RESPONDERS.

40%

FOR EXAMPLE, MORE THAN 40% OF SURVEYED EMERGENCY DISPATCHERS OPERATING WITHIN THE LOS ANGELES POLICE DEPARTMENT, THE THIRD LARGEST POLICE FORCE IN THE U.S., REPORTED HIGH LEVELS OF BURNOUT.

RESEARCHERS AT THE UNIVERSITY OF CALIFORNIA, BERKELEY HYPOTHESIZED THAT BURNOUT AND TURNOVER AMONG EMERGENCY DISPATCHERS CAN BE DECREASED BY FOSTERING A SENSE OF BELONGING, SUPPORT, AND POSITIVE PROFESSIONAL IDENTITY.



DISPATCHERS



THE APPROACH

TO TEST THIS HYPOTHESIS, A GROUP OF MORE THAN 500 DISPATCHERS ACROSS NINE U.S. CITIES RECEIVED A WEEKLY EMAIL FOR SIX WEEKS THAT FEATURED A STORY OF A DISPATCHER'S WORK EXPERIENCE.

THESE EMAILS ALSO INCLUDED A PROMPT TO ENCOURAGE WORKERS TO REFLECT ON THEIR EXPERIENCES, IN HOPES THAT THEY WOULD SHARE POSITIVE STORIES THEIR COWORKERS MIGHT RESONATE WITH.

THE STORIES WERE COLLECTED AND STORED IN AN EASILY ACCESSIBLE ONLINE DATABASE FOR FUTURE EMAILS.

FOR EXAMPLE, ONE EMAIL FEATURED THE STORY OF A DISPATCHER WHO SAVED THE LIFE OF A WOMAN EXPERIENCING INTIMATE PARTNER VIOLENCE IN THE COMMUNITY. THE EMAIL CONCLUDED WITH A PROMPT ASKING DISPATCHERS TO SHARE SIMILAR STORIES ABOUT PEERS AND NAME WHO WOULD BE GREAT MENTORS AND WHY. RESPONSES WERE THEN FEATURED IN THE FOLLOWING WEEK'S EMAIL.

500



DISPATCHERS



THE OUTCOME

BY SHARING STORIES, DISPATCHERS WERE ABLE TO HIGHLIGHT THE CHALLENGES OF THE JOB AND FIND COMMONALITY WHILE SUPPORTING THEIR PEERS. THIS FOSTERED A GREATER SENSE OF BELONGING AS MORE DISPATCHERS WERE ABLE TO EMPATHIZE WITH THE STORIES AND CHALLENGES SHARED BY COLLEAGUES.

50% ↓

Turnover

APPROXIMATELY TWO-THIRDS OF PARTICIPANTS ASKED THAT THE WEEKLY EMAILS CONTINUE. MOREOVER, DISPATCHERS WHO RECEIVED THESE EMAILS REPORTED A DECREASE IN BURNOUT.

ONE MODEL SUGGESTED THIS INTERVENTION CAN REDUCE TURNOVER BY 50%, RESULTING IN COST SAVINGS FOR ORGANIZATIONS. FOR INSTANCE, ACCORDING TO THE MODEL, A CITY WITH 100 EMERGENCY DISPATCHERS COULD SAVE MORE THAN \$400,000 IN RECRUITMENT AND TRAINING COSTS FROM TURNOVER. THESE FINDINGS SUGGEST THAT LOW-COST INTERVENTIONS FOR BUILDING SOCIAL CONNECTIONS, HELPING WORKERS FEEL VALUED, AND CREATING A PLATFORM FOR TRUSTED WORK RELATIONSHIPS CAN MITIGATE BURNOUT AND CONTRIBUTE TO WORKER WELL-BEING.

PEER DISCUSSION:

PARTNER A:

Share your story about a time when you experienced a DEI related crisis.

1. What was the crisis about?
2. What did you experienced during the crisis?
3. What was the impact of the crisis
(organizationally/Personally)?
4. What actions did you take?
5. What actions were not executed?
6. Any lessons learned?
7. What was the purpose of the crisis?

PARTNER B

Listen with curiosity and ask questions to better understand.

Show up with curiosity and non judgment.

SHARE



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ANY CRISIS, POWER UP AND THRIVE**



3

**Instill
Gratefulness**

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12%

Of the nearly 1 million soldiers in their sample, only 12% received an award of any type during the five years they ran the study.

4x

They saw four times as many awards earned by happiest soldiers compared with those who were unhappiest

MIT SLOAN MANAGEMENT REVIEW

TOP PERFORMERS HAVE A SUPER POWER

STUDY FOLLOWED ALMOST 1 MILLION
U.S. ARMY SOLDIERS FOR NEARLY FIVE YEARS

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Gratitude Visit

Prepare and present a 300-word testimony of gratitude to someone who changed their life for the better.



Three Good Things

Write down 3 things that went well each day and what caused those things to go well for one week.



Using Signature Strengths in a New Way

Complete online assessment and then use one of their top strengths in a new way each day for a week.

Source: Top Performers Have a Superpower: Happiness
BY PAUL B. LESTER, ED DIENER, AND MARTIN SELIGMAN



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**Transform
Trauma**

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Our Nation's Current Workplace Landscape

Recent surveys suggest...

76%

of U.S. workers reported at least one symptom of a mental health condition.

Source:

[Mind Share Partners' 2021 Mental Health at Work Report](#) 

84%

of respondents said their workplace conditions had contributed to at least one mental health challenge.

Source:

[Mind Share Partners' 2021 Mental Health at Work Report](#) 

81%

of workers reported that they will be looking for workplaces that support mental health in the future.

Source:

[APA's 2022 Work and Well-being Survey results](#) 

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ANY CRISIS, POWER UP AND THRIVE

Top Predictors of Attrition During the Great Resignation

The authors analyzed the impact of more than 170 cultural topics on employee attrition in Culture 500 companies from April through September 2021. These five topics were the leading predictors of attrition. Each bar indicates the level of importance of each topic for attrition relative to employee compensation. A toxic culture is 10.4 times more likely to contribute to attrition than compensation.

← Importance relative to compensation →



MIT Sloan Management Review

Toxic Culture Is Driving the Great Resignation

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Post-Traumatic Growth:

Positive change experience as a result of the struggle with a major life crisis or a traumatic event.

Posttraumatic growth is not uncommon but it is NOT universal. Many people that suffer traumatic loss do not experience positive growth.

Posttraumatic Growth Research Group,
UNC Charlotte, College of Liberal Arts & Sciences



The Journey Towards Post-traumatic Growth

NARRATIVE DEVELOPMENT



A study by the school of public health in the Central South University found after severe personal adversity, 52% of people experience post traumatic growth, which means they do not merely bounce back but thrive and grow as a consequence of adversity.

Significant Others
Environmental Factors
Further Trauma
Internal Factors
New Possibilities
Personal Strength
Spiritual change
Appreciation for life

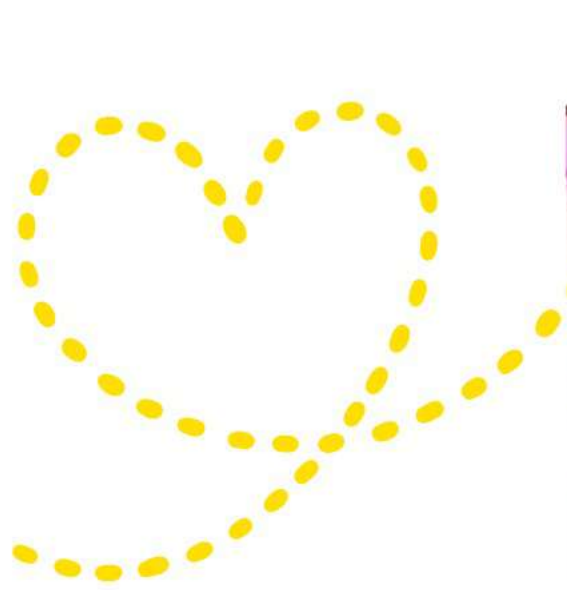
SOURCE:
**THE CHALLENGING JOURNEY FROM TRAUMA TO
POST-TRAUMATIC GROWTH: LIVED EXPERIENCES OF
FACILITATING AND HINDERING FACTORS ?**

ENVISIONING

5 YEARS FROM NOW

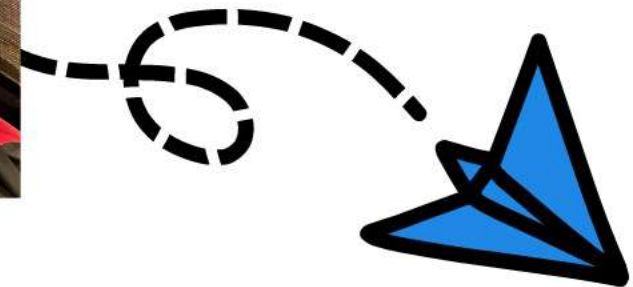
HEALING





**Knowing
When to**

Transition



GROUP DISCUSSION:

Share your story about a time when you experienced a DEI related crisis.

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2. What did you experienced during the crisis?
3. What was the impact of the crisis (organizationally/Personally)?
4. What actions did you take?
5. What actions were not executed?
6. Any lessons learned?
7. What was the purpose of the crisis?

•Step 1 - Individual Reflection ✓

•Step 2 - Peer Discussion ✓

•Step 3 - Pairs join up in groups of four and share: what is similar? what is new? Get ready to share

•Step 4 - Plenary (Let's share highlights)





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Rethink Resilience

- DEI as a First Responder (The Reality of the Work)
- To Develop DEI efforts that can weather any crisis, we need to engage in strategies that empower individual resilience
- Recenter human needs by sharing responsibilities
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- LinkedIn & 911 Dispatchers case studies

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Instill Gratefulness

- Top performers have a super power - Happiness & Gratefulness
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Transform Trauma

- Toxic Culture is Driving the Great Resignation
- The Journey Towards Post-traumatic Growth
- Narrative Development: Envisioning Healing - 5 years from now exercise
- Group Discussion: Tell us about your biggest crisis...

BREAKING NEWS

**"THE ISLAND IS
DESTROYED"**

abc WORLD NEWS TONIGHT | DAVID ...

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AS LONG AS WE ARE ALIVE: LET'S MAKE IT COUNT

Gather + Rethink Resilience + Instill Gratefulness + Transform Trauma
GRIT - A ROADMAP TO FACE ANY CRISIS



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SAN DIEGO, CA & VIRTUAL | OCT 24 - 26

Hispanic, Latinx, Latine, Latina/o: What Every DEI Leader Needs to Know About The Hispanic Workforce

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**TOMORROW
11:30 AM – 12:30 PM
Silver Pearl 1**



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Let's Connect

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TEXT ME: 202-855-4727



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