

Heather O'Neill 0:09

Hello, everyone, you are listening to the tech thinking aloud podcast. Each episode we bring tech articles to life by reading them aloud and discussing their importance to the tech community and the world. We're your hosts, Heather and Jim O'Neill.

Today's article is titled, these are the three things that companies get wrong about diversity. It's ran by an ISA or sorry horn, and it's featured on Fast Company. You can find the link in the show notes below. Now, here's the article. Companies spend a lot of money on diversity initiatives and also on fixing the issues that often arise out of not making diversity and inclusion a priority. According to a 2017 report by the Kapoor center, titled tech lever study, systemic bias/mistreatment costs the tech industry \$16 billion per year. Companies channel those funds into introducing diversity initiatives, you have very few have made substantial progress. At the Fast Company innovation festival, three panelists who work in the diversity and inclusion space, shared some of the misconceptions that can hinder our company's progress. If companies want to make serious inroads into improving their numbers, and reaping the proven financial benefits as a result, it's crucial that they take a look at themselves and make sure that they don't fall into the following tracks. Misconception, diversity and inclusion personnel will fix everything. Even if a company hires a diversity and inclusion officer. The company will make very little inroads if those at the top don't consider it a priority. How important DNA is to the company depends on how far they are to the CEO. And that person is eight people down. Nobody cares. Are you Barry Williams Fast Company contributor and VP of legal business and policy affairs at the startup advisory firm, all turtles. She said that a company will often dedicate money to initiatives in organizations like code 2040. Yeah, they make no efforts to track any sort of metric. Investing in fellowships for underrepresented minorities, for example, won't lead to progress if those participants aren't getting full time jobs afterwards. According to Susan Kennedy, the director office of the chairman and philanthropy I see, as a trained lawyer Barry Williams said that the rule is only as good as enforcement. It's also important to examine a company's diversity and inclusion practices closely. Are they active in their own communities? If they aren't, then it's unlikely that they will be able to engage with little unaddressed issues related to those outside for their own communities. Misconception diversity is a zero sum game. Some people also hold the belief that diversity means that one person's gain is someone else's loss. Ryan Williams, co founder and president of JobWell, a career advancement platform for black, Latino, and Native American professional said, as long as people think lifting other groups is a detriment to themselves, or the group to which they identify, we're going to have issues. He goes on to reflect a conversation he recently had with an advertising executive. In advertising, he argued, the benefit of diversity is as clear cut as it can be. The more your team reflects the population that you want to market to the more products you're likely to sell. Yeah, those in the industry who advocate for greater representation, continue to get pushback. When people hear that their company needs to represent their customers. Ryan Williams said that they tend to think, Well, what does it mean for me? Diversity isn't a zero sum game is sorted, we can all win. Misconception Companies need to only focus on employees when it comes to diversity. For many companies diversity inclusion efforts often stop at recruitment by William said that it's important for companies to go further. I don't look at diversity as an employee thing. I look at it as a four

legged stool. You should look at employees, customers, suppliers and board members. She observed that many companies aren't paying enough attention to suppliers and board members. Facebook's first non white board member, for example, was just appointed under two years ago, ultimately, by Williams believes that companies will only make true progress. If they make diversity and inclusion a core business practice. She observed. You don't ever see diversity embedded into a company's value statements. Companies need to do things like tie diversity goals to an individual's contributions and the performance at the company is those kinds of practices she argued Making please understand that success at their company requires a lot more than just being good at their jobs and going home. About the author, Anisa is a freelance writer and editor, who covers the intersection of working life, personal development, money and entrepreneurship. Previously, she was the assistant editor for fast company's work life section, and the co host of the secrets of the most productive people podcast. And Lisa can be found at nissa sorry, Horton calm or on Twitter at a underscore Purbasari.

All right, now let's discuss.

So in the article, we heard from three panelists, which was really great, and they brought up three main points. What we'd love to do now is dig into those points and explore them a little more detail. So the first point brought up by the panel about things that companies getting wrong about diversity is that diversity inclusion personnel will fix everything and this is something I've actually seen play out a lot. And that companies will hire someone as head of diversity and inclusion, but then turn around and give them no resources and no support to actually make any change happen. What's more, is they don't measure what's happening in their company as a result of that. And so they don't know if any efforts are even working. And that's one of the things that really stuck out when we were reading this article.

Jim O'Neill 6:25

Yeah, and the article brings up the point about measurement and how it often gets overlooked or just ignored. And people tend to measure even the wrong things. But that's really the one of the best ways to understand you know, how serious somebody is about dealing with this issue is what are they measuring? Or are they measuring their results at all?

Heather O'Neill 6:44

Yeah, because Peter Drucker said it well. And we've heard this so much. It's such a cliché, what gets measured gets managed, and that's really important because if you're not measuring the efforts of diversity inclusion, if you're not measuring how good you're doing at that with meaningful metrics, Not just fluffy 3% of all of our employees are black metrics, then you obviously don't have a leadership team that cares enough about it to bother, because they would never say, oh, we're not going to measure revenue anymore, because it's not that important. revenue is always always measured, sales always measured. So if they're not measuring anything related to diversity inclusion, it's a clear sign that nobody cares.

Jim O'Neill 7:26

Yeah, that's one of the signs that these folks were hired for the optics of the situation, and you know, to put a good shine on the company's efforts overall, but that, you know, they're being under supported and it will be easy for them to just turn in subpar, results later and be let go, because we tried and it didn't work.

Heather O'Neill 7:46

Yeah. And they, they almost become scapegoats. And that's the really frustrating thing because most of the people who sign up to do diversity and inclusion work and who are stepping into roles like head of diversity and inclusion at a company, they're not doing it for funsies or optics, they're doing it because I actually have a strong passion to make real change into improve the way we work in the way we exist as humans in society. And so when companies don't actually care about this isn't, and it's an optics related position, whoever's in that role is often set up to fail, and they have no chance. And it's got to be so frustrating.

Jim O'Neill 8:21

Yeah. So we started thinking about, you know, what are the ways that we can actually measure diversity and inclusion efforts that really do matter? And, you know, what metrics Can we put in place that take into account the real results as experienced by the people that we're actually trying to help? Not just the superficial results that make the people at the top of the food chain feel better?

Heather O'Neill 8:44

Yeah. And one of the most obvious ones for me and this isn't, it's not a metric by itself, but it's a part of how companies hire for different roles if they care about diversity and inclusion. So it's a metric for me as a person outside looking in at a company is do you list your salary ranges for your jobs and your job postings. Because that is the number one easiest thing that any company can do literally right now, because we know that they all have budgets for every role that they've posted to help equalize just the candidates that are coming in. Because a lot of times, people who don't have as much privilege won't apply if they don't know if the job is going to pay them what they need to survive if the job is going to underpay them because they have a bad culture. They haven't done the work to equalize salaries. There's so much that goes into that. So when you take the time to just published the salary range with the job posting, that shows me you're serious. And it's such an easy thing to do. There's no company out there that is hiring for a role and doesn't have an idea of how much they might want to pay someone. And so to pretend that they don't, is super disingenuous, and it shows me that they haven't thought about this at all.

Jim O'Neill 9:55

Yeah, there's like there's the measurement efforts for how we're improving but then there's just the table stakes of are we actually doing the basic few relatively simple strategies or tactics that will signal to other people that yes, we are, in fact doing the work on making our workplace more diverse and more inclusive?

Heather O'Neill 10:16

Absolutely. And when you're looking at company metrics, I think some of the other things that companies measure are also really misleading. You always get these snapshots of, oh, last year, Facebook had 2.5% black employees, and this year, it's 3%. I made up those numbers. So don't quote me on those. But you see this comparison year over year, but what you never see is things like how many of those 2.5 to 3% of black employees are actually the same employees, how many got promoted, how many are in leadership positions, because if you just keep hiring new black employees to replace your old black employees who keep leaving, because your culture sucks, you've got a huge problem, even if it looks like the numbers improved. And so it's a really unhelpful sort of information if you don't get into some of the details. The same with where do those employees work? What roles do they have? And I've seen more companies start to do this. But just looking at how many of them are in engineering versus support roles? How many of them are leaders at different levels? Who has the authority when it comes to the people of color or the anybody else on your team? You know, is it the privileged people? Is it not?

Jim O'Neill 11:30

Yeah, from some of the reading that I've been doing, it was very clear that just sort of a blanket metric of you know, how diverse are we, in terms of demographics is almost meaningless if you're not talking about things like retention and advancement, just as you said at it? Yeah. And it doesn't go just to race. It goes to gender and especially I see a lot of companies do this. And they talk about things still in such a binary of men versus women. And then once in a while you get like a footnote about people who aren't

Heather O'Neill 12:00

Men or aren't women, right? So people who are non binary or gender non conforming or otherwise queer, but there's no real thought around Well, what's all that experience? like? What does that look like? What about people who might be trans? What about people who are disabled? Right? So disabled people almost never come up when we talk about diversity. And I think that's to our failure. And so we have to think about that as well. When we say diversity, would you be willing to hire someone? Could you even manage to hire someone who say had mobility issues? Could they get into your building, if you have an office space, if you're not set up for that, then you could never hire someone who had mobility issues, and that can create a huge problem and a huge gap in your company's knowledge and understanding.

Jim O'Neill 12:44

Yeah, and so, you know, one of the bottom line takeaways here is any snapshot that you take of your current, you know, State of the Union when it comes to diversity and inclusion is going to be misleading and you really are not going to get any results. Unless and until You can measure results over the long term, basically, you know, over year after year, what has happened to our numbers, but also the employee experience?

Heather O'Neill 13:12

Yeah, I completely agree that snapshot metrics never tell the full story. And depending on how you slice it, they can make you look really good, when in actuality things are really bad. So you have to dig deeper. And the companies that care have more metrics than just what percentage of our workforce is men versus women or, you know, white versus not white. So those are really the things like to get you started. I also think when you're looking at metrics, you also have to pay attention to the culture itself. And that means you have to listen to the voices of people on your team that you may not be used to listening to. So do people have a space where they can actually speak up and not fear being retaliated? You know, one of the most important things when we talk about diverse teams And the fact that they perform better than non diverse teams is that diverse teams perform well, when they have safety when they feel comfortable on their team knowing that they won't be retaliated against that their voices valued in her that their ideas are able to be put out there that they can fail and not get in trouble for it. And most places that are looking to diversify from their very white, very male sort of populace at their company, haven't really thought about what that means from a culture perspective.

Jim O'Neill 14:33

Yeah, and how are you going to support people in that we hear this talked about often in terms of being able to bring your whole self to work, right. And it totally makes sense that if you are spending a good portion of your energy while you're at work, essentially suppressing or hiding or, you know, sort of keeping tabs on how you are coming across to other people in terms of aspects of your identity, you're not going to be as productive and as happy or you know, as engaged.

Heather O'Neill 15:00

Like we're humans, and we all make mistakes. But if there's no room on your team, for people to make some mistakes without being punished for it, especially if they're people of color, or the disabled, or they're transgender or they're not Street, then you have a serious problem. And I've seen this weaponized a lot where what ends up happening is, in order to prove impartiality, HR and other people in the organization will side with, you know, white dudes basically, and sort of take events in a vacuum forgetting about power dynamics, and systemic biases that exists and that inform different conversations. So taken in a vacuum, yes, it may seem like I was out of line and not Jim, but taken in the context of the entire society and the power differential between me and Jim, even if I'm technically Jim's boss, that's a whole different conversation. And so you can't take incidents in a vacuum. But when companies try to do this and say that they listen to everyone Still ends up benefiting people with the most privilege and that would, you know, generally be waste system?

Jim O'Neill 16:06

Yeah, absolutely. And this is all, you know, still under the umbrella of we're talking about how we measure results, right. And what we're kind of saying about the safety aspects is that you're not going to get a full picture by just looking at any kind of numbers or, you know, quantitative data at all. You're going to need to go qualitative. And you're going to need to actually find a way to effectively ask people whose voices you wouldn't necessarily normally hear, to give you

the honest truth about how you're doing and make sure that they can do so safely and fully believing that you listen to them.

Heather O'Neill 16:40

Yeah. And then believe them, because nine times out of 10 or more honestly, they're not lying to you. It costs something to give feedback. I was actually talking about this with my college students. And we were talking about feedback and how true feedback is such a gift because when I tell you something that actually Think that you may not want to hear, I'm putting myself out there, I am vulnerable, especially if you have power over me, which is often the case, if I am telling my manager that there's a problem, I'm risking losing my job doing so and so take that as the gift that it is. It's not, oh, you're bad, and you should never exist. It's, I care about enough. And I believe you that you could make some change here. And so I'm going to take the risk of getting retaliated against to tell you this. But the thing is, if you don't respond well, and if you don't take that feedback as the joy that it is the blessing that it is. You're not going to get it the next time. They're just going to leave and then you're going to sit there and limit Oh, why can't people of color stay at our organization? Why can't white women stay at our organization? Why don't disabled people stay at our organization, because you don't give them space to be heard. And it's not safe for them to be there anymore.

Jim O'Neill 17:56

Yeah, and it is not necessarily easy. We are Totally acknowledge this, to figure out how you're going to get that honest feedback, you know, and if you, if your workplace is not really a safe culture for that feedback in the first place, then you're you're way behind, like, you're almost never going to get that. I was reading one article that talked about a company who sort of constructed a survey. And you know, surveys can be tricky, like, it's not easy to just sort of throw something in a web survey and call it good. But they spent a lot of effort trying to craft a survey that would get at the right kind of questions that would allow for the safety of, you know, responding honestly. And they, you know, the the report back from that was that they got some real good feedback about, you know, some things that needed to change. So, that's the kind of tactic that we're talking about here. But you know, obviously, look, taking a hard look at how safe your organization really is, is, you know, step one,

Heather O'Neill 18:51

well and to caution you all on surveys. Sometimes it's clear who's written the feedback based on the survey and so even though the survey may Say it's anonymous. A lot of times it doesn't feel anonymous to people. So you may not be able to get the feedback that you need. But depending on how you respond to whatever's in the survey, will hopefully help you build up the trust so that people will tell you more as time goes on. And that's really all you can do. If you have a culture where people aren't sharing and don't feel comfortable. You have to start small by building trust. And that's, that takes a lot of time and you'll lose people along the way. But be honest, be sincere, and admit that you don't know everything in order to start to build that back.

Jim O'Neill 19:33

Yeah, that's a great point that this is not, you know, an overnight fix that trust is difficult to build, but it's very well worth it. Absolutely.

Heather O'Neill 19:43

So the second point in the article that I think is worth discussing is the idea that diversity is not a zero sum game. And if you're listening and you're white, you're probably going well, maybe it is because a lot of times I'm asked to give up things, but I want to reframe that for you. I think one of the most important things that we can remember as white people is that at least half of the things that we've achieved or gotten in life are because we're white. And I know that feels hard to hear. But if you think about it, like, if you found \$1,000 on the ground, or if say your best friend or your grandfather, took \$1,000 out of somebody's purse, invested a bunch, and then gave you all that money, that money was never yours to begin with. And so to have to give it back, even though you did some work, to grow that money more, it's completely fair. And that's really what's happening here. And that's really what white privilege is, is that we have things that aren't ours to begin with. And so instead of thinking of it as giving up something that you aren't, remember that it wasn't yours to begin with. And what you're doing here is resetting the playing field so that there can be equity so that we don't have to pretend to take things in a vacuum that they don't live in. But that vacuum can be reality where things are so fair that we can consider each opportunity on its merits alone. But right now, that's not the world we live in. And in order to move diversity forward for white people, it can feel like a zero sum game. And that's normal. But you can also think about it like if you broke your bone. So if you broke your leg, and you broke it bad enough, the doctor needs to re break it in order to allow you to walk again. You would not say to the doctor, no, don't break it, because that's going to hurt more in the short term. And so when you think about diversity as not being a zero sum game, this is exactly what it's trying to say is that right now, it may cost something, you may have to give up something that wasn't yours in the first place. But the end result is that we're all going to be able to walk again, right? So your leg needs to be broken again in order to actually heal properly, and no matter how much you don't want it to be really And again, that's the only way to move forward if you want to walk again, which we do. So hope that makes sense analogy wise.

Jim O'Neill 22:07

Yeah. And it's also important to remember that in some cases, when we're talking about giving up power and privilege, in these circumstances, we're taught, we are talking about something like giving up a job or a promotion or something like really tangible like that, or a speaking opportunity. Absolutely. Yeah, no, totally. And in other cases, though, what we're talking about giving up especially in the short term, is comfort, right? It's the sense of the comfort that we as privileged people feel when we are in an environment that mostly caters to us. And that is not what you're going to get on a more diverse and inclusive team. The you know, the comfort is going to be essentially redistributed, so that other people who are not in privileged groups also feel the same sense of comfort that you have enjoyed. And so that doesn't involve you giving some up and So, you know, if you feel uncomfortable about some of this stuff, you keep that in mind that that's, that's by design.

Heather O'Neill 23:07

Yeah, and I think that that's really an important point is that a lot of this is uncomfortable and that's a good thing. We shouldn't be so comfortable looking at the past in the current events, looking at the way that we've shaped society to benefit white people to benefit cisgendered men to benefit straight people, young people. We shouldn't look at that and say, yeah, I'm comfortable with that as long as it works out for me, because literally people are dying as a result of that shaping.

Jim O'Neill 23:39

Yeah, so we can all do as much work as we can to get ourselves to be okay with you know, and and hopefully fully embracing of these changes these new attitudes, these ways in which we need to give up our own power and privilege. Obviously, we won't be able to convince every single person and there's still going to be gatekeepers who may not be On board for this some of this stuff or, you know, other colleagues and things like that. And so one of the things that can sometimes help in framing this issue, in addition to, you know, trying to get everybody on board with the amount that we need to be uncomfortable, really, is that actually tying this in a little bit to the first point that we discussed, talking about how we're actually measuring the success and the goals that we're working toward the things that make this not a zero sum game. And the idea that what we're trying to work towards, and what we can measure is that much, much better employee experience, because a better employee experience where everybody is, you know, feels safe and listened to and respected. That's something that everybody can get get behind and it's not zero sum.

Heather O'Neill 24:50

Yeah, and I think that's a great point, because oftentimes, I've seen black women talk about how they tend to be the canary in the coal mine, and issues that they were complaining About and got let go for months and years ago, become issues that then start to affect everybody else when you have a bad team and a bad culture eventually does impact everybody. And so if you're not listening to the black women on your team, if you're not listening to the disabled people on your team, if you're not listening to people who aren't white and cisgendered, and male and able bodied on your team, are you creating a culture that's going to actually work in a long term, even for those people? Probably not. If I think about every culture that I've ever been in, I have never found one where centering white men has worked out well. It just creates a culture that everybody hates, including the white men. And so making sure that you're listening is so important. Making sure you're giving up the privilege is so important to create teams where we all thrive where we all succeed together.

Jim O'Neill 25:53

Yeah, definitely allowing aspects of your culture to slide that are negatively impacting underrepresented groups is going to ultimately make the experience worse for everybody. At the same time improving aspects of your culture that really do improve the experience of those underrepresented groups is going to have a great positive impact on your culture for everyone in the end,

Heather O'Neill 26:15

yeah, everybody benefits from that. And that actually leads really nicely because we've talked a lot about employees. And one of the ideas of a zero sum game or at not being a zero sum game is not just it improves for all your employees when you pay attention to and support the most marginalized people on your teams. But also, it helps your customers it helps the people that you're working with, it helps the clients and the partners that you have. So you can't just focus on the employees. And that was the third point of the article that I think is so powerful. Barry Williams talks about the four legged stool, and it's a great reminder that systemic equality inequality sorry exists at every level in every space in every link in the chain. So something like supplier diversity and partner diversity is just as important as the makeup of your own staff.

Jim O'Neill 27:06

Yeah, and customer diversity in particular, just as you were saying, Heather, is one that, I think it's, it's probably pretty easy to overlook. And I can easily see where there could be a, you know, a mindset that's quick and easy to fall into of like, Well, you know, I'm, I'm selling a product that solves this specific problem. And so the customers that I have are the people who have this problem, and I don't care, you know, who they are and what they look like and what groups they belong to this, just, you know, they're united by the fact that I solve their problem for them. But that seems like a very narrow view to take and that does that really obscures a lot of what you need to think about in terms of diversity and inclusion.

Heather O'Neill 27:45

Yeah, it's a huge oversimplification to say well, as long as they have the same problem, because they don't all have the same problem in the same way. They don't have the same context. I like to put this in perspective of when you think about something like who has access to The Internet. And how do people use the internet now, and most households don't actually have a personal computer in their house, they only have smartphones, I know tons of people who do most of their browsing on their phone. And when they need to do something that doesn't work on the phone, they go to the library to use the internet and to use a real physical computer as opposed to a smartphone. But we don't think about that when we're designing products for mobile and desktop, or we don't think about internet speeds, there are rural parts of the United States that just don't have the same access to internet speeds that we have, where a lot of us who work in technology live. And so thinking about that becomes an impact to people who are again, having the same problem doesn't mean they have the same context. And that's especially important when you think about things like race and gender and disability and sexual orientation. I mean, we can look at Fenty beauty is a really great example of how this plays out because riana went and said you know what I'm going to do Going to build a beauty line that actually caters to the skin tones of black women and especially black women who have darker skin tones, which had never been done before. But by taking a look at her audience and saying, who wears makeup, who is makeup been designed for and who hasn't had been designed for, she was able to create a product line that works actually really well for also people with paler skin like myself, like I own some 20 beauty makeup, it's wonderful. But she was able to create

something that really worked for black women, and especially black women have very dark skin, which has never been done before. And it's not like makeup companies didn't know or didn't have the opportunity. They just didn't. And so when you're thinking about your customers, you have to consider more than just what you know. Another great example of this is Apple when they launched their health app in 2014. They said it would give you a whole picture of your health but they forgot about People who get periods because there was no way to track your period, and I get my period. And there are other people in the world who get their period, quite a lot of them, in fact, and so if you are trying to use this to track your whole health, that was a huge gap in tracking your health. So it was wild to me that they launched the app did all the marketing around, get the full picture of all your health, and they didn't include a period tracker. And they didn't add it for another nine months afterwards.

Jim O'Neill 30:25

Yeah, that is wild. And that's just a clear example of you know, who is in the room when you're brainstorming these features and who's not in the room who's not having their ideas be included?

Heather O'Neill 30:36

Yeah, because I can bet that there's somebody at Apple who said, Oh, you should probably include a period tracker in that and they said, Oh, yeah, sure and immediately forgot about it. And there may even be somebody who got fired over it like who knows. But it's so interesting to me when companies try to, I guess not see color or not see gender and their product bill because that is such an important thing to pay attention to and think about Instead of not seeing it, you should see it heavily and pay attention to it heavily to consider. What experiences are you missing? What context Are you missing that's going to inform how someone might use this, even if they have the same problem as sis hat white dude.

Jim O'Neill 31:16

Yeah, and it feels like it's really shooting yourself in the foot as a business like, in the same way that you can never anticipate all of the wild and wacky creative ways that some people may choose to use your product that you, you know, put out into the world for one purpose, and they're going to take it and run with it in some completely different direction. You also can't anticipate all of the different constraints that people will be under when they try to use your product. But if you pay attention to those that is a fertile ground for opportunities. And exactly as you were saying, Heather, that you need to dig into some of those constraints and start asking things like why, you know, do certain groups of people not use my product? Is there something that's barring access to my product? For those folks, is there something I could do there? That would be an opportunity to serve this new customer base?

Heather O'Neill 32:05

Yeah. And that's a really great call. And I think that you can ask those questions about pretty much any aspect of your business. Any of the areas where you have suppliers or partners, or investors or employees or customers, there's so many places that you interact with people,

everything we do in this world, we like to think of technology as solving hard technical problems, but really, we're solving hard people problems. So you have to look at the people at every single step of the way.

Jim O'Neill 32:33

Yeah, completely. And so as the article says, Those four legs of the stool all factor into the considerations about diversity and inclusion overall, and you ignore any of them pretty much at your peril.

Heather O'Neill 32:47

Yeah, so just to wrap everything up. I want to be really clear that if you're listening to this, and especially if you have some privileges and especially if you're white and 200 and heteronormative, and a man for Any number of those items and able bodied, you should do some googling and find out more about all of these topics. Also take a look at what is your company actually doing versus what they say they're doing, how much of their diversity inclusion efforts are optics versus sincere efforts to make a difference and make a change, and then challenge them on it. Take a look at your team. First, take a look at the people you have reporting to you that you report to, and then go on up from there. How can you start to make change in your organization. And if you're someone who's running a company, you have such a huge opportunity, buy into this part. Go hard for it, and your company culture will be transformed. Your company will be transformed, your customers will be transformed. I guarantee it. So go do your homework, and we'll see you in the next episode. A big thanks to this week's author for sharing their article. And thank you also to our producer Melanie Scroggins to get details about anything we referenced in this episode. Or to recommend an article for a future episode, visit [tech thinking aloud.com](https://techthinkingaloud.com) we'll see you in the next episode.

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