

Theme 2: Barriers to and Challenges in Leadership

No. of Raters	Participant No.	Code ID	Code	Corresponding Interviewee's Quote
3	26196	5	Barriers to advancement are more pronounced for people of color. However, being aware of that from the onset, allows you to develop skills and personality traits to face those challenges and pull through successfully	And there was a little short racetrack, and there was a guy on the left and a guy on the right. The guy on the left had a straight shot to the finish line, just a straight shot; the guy on the right, he was going to the finish line; But before he got to the finish line, there was a bomb that went off. And then next, he ran a little bit more and then the building fell on him.
3	50939	8	Gender inequality, intimidation, and being stuck in a place that doesn't allow you to grow can be another form of barriers to getting to leadership position.	sexism and I also a lot of people I could say from my experience was intimidated about young educational black men and they see the potential, but some jobs, I will say pigeon hold me to a certain spot
3	10419	46	The interviewee believes that there is a recruitment issue in regards to the barriers of advancement.	naturally I think it's a recruitment issue that,
3	10419	54	The interviewee believes this happens behind closed doors and hopes it wouldn't happen.	but you know, a lot of things happen behind closed doors that we're not privy to, and I'm sure that some of those things happen. But I would hope that it wouldn't.
3	39281	64	These barriers may vary based on different workspace. Mostly seen in a workspace that is more social than technical.	And so I think in that situation where there's no reason for anybody to even know or acknowledge race, potentially you don't see those barriers as much in being able to elevate in some of those positions. Right. Because the technical expertise is more important than social piece and race is a, a social marker. Right. Right. And reaction that you're gonna get, if you're in a more social environment, as a leader is very different. If you're in a more technical environment, in my opinion
3	50939	41	The source of the barrier of higher education is standard testing. If you don't pass the standardized test you will be at an intermediate level of studying in the State of Florida.	, if you don't pass the state men standard standardized test by the time you're in third grade, they will build a sale for you because it equates reading level to ability to eventually do crime by the time you're 18 old.
3	23301	81	A possible approach to overcoming these barriers is to build your own thing	So I like, I'm an executive in my own company. You understand what I'm saying? So that's how, you know, I would, you know, approach it if nobody's given you the shot
3	10419	47	Since the interviewee believes there is a recruitment issue, the only way to solve that is by recruiting highly trained executives to be able to move into the leadership roles.	we need to recruit highly trained executives to be able to move into those leadership roles.
3	81943	13	Belief that black youth need more exposure to know what they are capable of achieving	I think black youth are in a bubble. I was in a bubble. I think the success that I've, I've been able to garner is because my parents were born in a different country. So I already had in my idea that there's a totally different world from this place. You know, at least there's another world that I go to that I think black youth, especially those born here, they're in this bubble and they need to break out and really understand that they belong everywhere. And there's nowhere that they don't belong. Imposter syndrome is real and the systems perpetuated.
3	81943	19	the candidate shows resilience even though there is outside input from people that has chosen the other career	Don't think the, the pain is worth it. They just don't think it's worth it. I think this career path has many low points and it does pay off in the end in all aspects, but there are many lows exams, many financial hurdles you're in school for 12 years and you get the pay is it's not sustainable at all. So you're like this career student, wait, you're a PhD. Well like, like PhD students, you're this career student. And I mean, at some point you are watching your other colleagues go on vacation and get married. And you're like, I need to move on with my life too. But I think it's a lifestyle choice wanting to start a family, wanting to settle down or wanting to just move on that make the decision that people make that I've witnessed that make them choose a different career path. People who stay on, I don't know, we might be gluttons for pain, you know, and perfectionists, and like, we started this, we're gonna finish it. So maybe more type a personalities. And just, yeah, we're just gonna finish it.
3	23301	81	A possible approach to overcoming these barriers is to build your own thing	So I like, I'm an executive in my own company. You understand what I'm saying? So that's how, you know, I would, you know, approach it if nobody's given you the shot
3	81943	13	Belief that black youth need more exposure to know what they are capable of achieving	I think black youth are in a bubble. I was in a bubble. I think the success that I've, I've been able to garner is because my parents were born in a different country. So I already had in my idea that there's a totally different world from this place. You know, at least there's another world that I go to that I think black youth, especially those born here, they're in this bubble and they need to break out and really understand that they belong everywhere. And there's nowhere that they don't belong. Imposter syndrome is real and the systems perpetuated.
2	10997	3	Awareness of diversity in companies and organization	And also just in diversity and in general, you know, company being aware, let's, let's have more diversity, let's have more people of all races and all cultures and, and welcome them
2	10997	48	Challenges: Getting stuck and feeling too comfortable where they are instead of making moves to explore more opportunities	And I think that is one of the, of biggest challenges that, you know, black kids in America face today is that they, they kind of get stuck where they're at and then they tend to just stay there, right. Without realizing that, you know, they, they really can make a choice and they really can do better
2	10997	65	Lack of financial and opportunistic resources are also a barrier, making black youth aware that their capable of being in leadership positions and making those resources more accessible can help.	the lack of financial education and the lack of resources, the lack of access to certain resources to learn about how someone from being a black youth can actually choose to be in a, a position of executive leadership. Right. Right. Cause sometimes I think that we engrain them with a mindset of being an employee and sort of doing the normal sort of grind to you know, the sort normal, just job sort of, of mentality. But when it comes to being in a, in a position of leadership, I think we need to teach our youth that you can do that, you know, that you have the potential to do that and sort of show them and give them that mindset early on. Right, right. That they can take on higher roles, higher leadership roles, they can start their own things and giving them access to resources and education is the way to do that.
2	10997	67	The biggest challenge facing black youth is lack of education and lack of opportunity, also lack of diversity efforts on the company's behalf.	I would say, I'd say I think the biggest challenge, to be honest with, with, you know, especially black youth, it's mostly just education and, and you know, not having at access to certain resources that other demographics might have, right. Like if you're from like the hood of like New York, you're not gonna have the same opportunities as someone who's from like a nice area, like a super, super posh area of New York. Right. And I think that that's what sort of not leaves us behind, but it doesn't start people off on the right foot. Right. Because they start to think that this is all they can achieve. Is this, this hood area, this, this area that they're locked into this is it. Right. And then when you're being educated by schools in that same area and you don't have a choice on whether you can go to another school where they can tell you, Hey, you can be in a position of leadership. Speaker 1: Like we have resources here. You can learn from people there's mentorship here, a and you don't have access to stuff like that. I think that you can get very very accustomed or, or comfortable and being in that situation. And I think that is one of the, of biggest challenges that, you know, black kids in America face today is that they, they kind of get stuck where they're at and then they tend to just stay there, right. Without realizing that, you know, they, they really can make a choice and they really can do better. And I for certainly wanna see more black youth start to choose for themselves and move forward and say that, Hey, I can and be in a position of leadership, I just have to learn how, and if you get the, your hands on the right resources and we have more people who aren't in positions of success, so to give back and and help them, I think it can definitely happen. Speaker 1: So that's, so that's definitely one area. And also just in diversity and in general, you know, company being aware, let's, let's have more diversity, let's have more people of all races and all cultures and, and welcome them. Right. I think, especially in, in areas where diversity is low, like, you know, like, I don't know the middle of like Kentucky or something like that. Right. Right. Diversity is pretty low there, but I'm quite sure they have candidates that are, they may be of different races and different cultures and different ethnicities, but they may have the same qualifications, you know, start to be time to include more and making sure that they're having a, a team that, that has differences. I guess you could say team Speaker 2: Of different Speaker 1: Demographics. Let's go with that.
2	23301	2	A barrier to advancement is choosing people you know over merit-nepotism	people in a position of power, they hook up people versus giving people that deserve that particular position, a shot.
2	23301	4	Qualifications such as type of college attended are also a barrier to advancement	When it comes to the way people hire overall in terms of need, your requirements is, you know, certain college experience and certain things. And a lot of people don't have the luxury to go to certain colleges to even have a shot. Yet they are equipped and got the skill set to do the work.
2	23301	5	Experience of racial discrimination led to lack of desire to work for others in the industry	That's why I remain independent because I saw how unfair, how fake a lot of these people are. And I was like, you know what? I can't, I can't be a part of this like this. So that's why I decided literally after the first E three, I was like, I'm not going for no job at, in the gaming industry at al

2	23301	17	Barrier: Not being connected with the powerful people	So in the executive leadership level I guess one of the first things I would say is it's tough to get there because a lot of times, people in a position of power, they hook up people versus giving people that deserve that particular position, a shot. So you, so it's very, clickish, you know what I'm saying? Just like, you know, in the hood with your homies and stuff like that. If you know somebody and you got a good relationship with them, they may not be the best fit for the job, but because you have the relationship they may get over you and it's problematic because then you gotta rely on not just your skillset. You gotta rely on getting into certain rooms. So you could rub shoulders with the right people to try to get ahead. The problem with that is sometimes it may come with a cost of your morals. Speaker 1: Sometimes it may come with a cost of putting somebody else down for you to get ahead. You know what I'm saying, which is kind of in the same line. So that's the part that's a lot of times very difficult. That's one
2	23301	18	Barrier: Exclusivity for a position	Two, a lot of times when it comes to these applications like to become an executive or something like that, a lot of, of times these people they hire within. So if you hire within, you have a lot of people that's been in certain positions for so long that you kind of find, you kind of find yourself, never, ever get in a chance to have that shot because your position is so low from the beginning that you never even get a chance to move up in ranks. And when you moving up in ranks, they'll let you go. Again you gotta start over and over and over again. Speaker 1: So you actually never get a chance to have the shot that you really deserve because now you move from a company, you gotta start all over again with a new company. So that's the second thing. That's a strike against you.
2	23301	19	Barrier: Lack of experience/education	And then another, then like the last thing, just to give you more of a complete analysis of this. When it comes to the way people hire overall in terms of need, your requirements is, you know, certain college experience and certain things. And a lot of people don't have the luxury to go to certain colleges to even have a shot. Yet they are equipped and got the skill set to do the work. So when have all these barriers, that's in front of you, it gets to the point where you feel like you don't belong. And if you feel like you don't belong, you'll just look elsewhere. And then those roles never get filled by people that are, you know, black people. So those are like the three core things. And the fourth thing that I would add is an answer to that is to build to own like, I'm big on that. So I like, I'm an executive in my own company. You understand what I'm saying? So that's how, you know, I would, you know, approach it if nobody's given you the shot.
2	89686	2	A barrier to advancement in leadership is the lack of access to leaders that support your growth	Access, having access to leaders that would be able to support your upward mobility within an organization.
2	23301	46	It is tough to get to the executive leadership level because it is based on connections rather than the person's skills or abilities	people in a position of power, they hook up people versus giving people that deserve that particular position, a shot.
2	23301	63	One of the biggest problems is that people miss opportunities because of their ignorance or them being pre judgmental	So at the end of the day, one of the biggest problems that we got is being pre judgemental based off stereotypes. That's not accounted for in each individual that you meet and that's, and the messed up thing about it is that you are robbing your own self of your blessing. Cause you never know where your blessing is gonna come from, and by you being prejudgment, you literally just missed out on your opportunity based off ignorance.
2	23301	79	A lot of companies hire from within for leadership positions so a lot of people in low positions don't even get the chance to move up in ranks	a lot of, of times these people they hire within. So if you hire within, you have a lot of people that's been in certain positions for so long that you kind of find, you kind of find yourself, never, ever get in a chance to have that shot
2	23301	80	When people hire, one of the requirements is college experience and some people don't have the chance to get college education even though they have the skillset for the job so they aren't given the opportunity	your requirements is, you know, certain college experience and certain things. And a lot of people don't have the luxury to go to certain colleges to even have a shot. Yet they are equipped and got the skill set to do the work.
2	26196	18	a barrier can be a lack of connection and relationship	unless somebody is grabbing them and dragging them with them to get there.
2	26169	36	Barriers for employees who are minorities.	I think it's difficult for anybody whose skin tone is like yours and mine, because there are roadblocks in the way.
2	26196	14	Obstacles you will face may not always be race-related, but so far as you're doing everything you can to the best of your ability, you should find success	And so, was it race related? It could have been, or it could have been that I wasn't ready yet, or it could have been that I didn't have the right credentials. It could have been a number of different reasons, but whatever it was I think I grew from it, and I don't have any animosity towards anybody because of it. And I feel like what happened, whether it was, you know, race-related, or gender-related or whatever. And it happens, you know, and the thing is, it's one of those barriers. When you're going down in a race, you understand, you have got to find a way to get around that barrier. And if we can find ways to get on that barrier and give us a straight line to the finish line, I think we're good.
2	26834	2	Experiences and availability for resources is not a fair trade where everyone has access to the same materials.	What are some of the barriers to advancement at the executive leadership level Speaker 2: Experience, Resources And availability.
2	26834	11	Barriers: Experience, Resources, availability	Experience, Resources And availability
2	26834	28	Barriers are more pronounced for people with a lack of resources	typically individuals that are experiencing a lack of resources.
2	26196	36	Barriers for employees who are minorities.	I think it's difficult for anybody whose skin tone is like yours and mine, because there are roadblocks in the way.
2	48127	12	Biases will occur in most roles but gaining confidence in these roles is what shuts it out as one grows in their role	o, you know there are people who have good characters and there are people who are really doesn't care about the black people. So you can, you can find both kind, but at the end, what matters is your courage and your own interest on what you're doing. And also more of the confidence you develop gradually.
2	50939	2	Barriers: Representation. Not having the right/ proper representation.	Sometimes one of the barriers for executive leadership is representation. Of course you always see for black women like Oprah, but for black men, how many black men do you see running 400 to 500 companies? So it was pretty interesting. My junior year, when I both took to CEO of Microsoft and he was doing a workshop with the school of business and industry. Speaker 2: So representation could be one
2	50939	3	Barriers: Mentorship. Not having a role model or the right person you can look up to for advice when choosing a career path.	mentorship. A lot of men probably don't know how to begin a path, but once they do choose a path or where they want to start their journey, because it is a journey for executive leadership, find a or book or even role model that you can emulate. And if you choose that certain career path, look for opportunities in that career path or internships, it can be from production management, it can be from strategies. It can be from project management. I will say that. And yeah, those would probably be the biggest ones
2	50939	9	Barriers: Age discrimination age gender inequality. Women being favoured more than men and men being seen as a threat.	So it could be discrimination based on age because a lot of people don't expect of I'm only 20 years old, a 28 year old to get to where I am as fast as I did, because of course, when a educated black man compared to an educated black woman a company or a corporate society will hire educated black woman first because it checks two boxes, Black man, in my opinion, they see as a threat
2	50939	33	Difficult school system and lack of discipline can also be a reason for these barriers	school system. So that could be a real disadvantage. That could be a huge big, I would say another one I would say is discipline in order to climb any corporate ladder you'll need discipline
2	50939	38	Having a lack of representation of someone who likes you can be a barrier.	. And I remember one time I walked around campus, I actually saw the CEO of Microsoft at the time was a black man. He looked like me. Sometimes one of the barriers for executive leadership is representation. Of course you always see for black women like Oprah, but for black men, how many black men do you see running 400 to 500 companies? So it was pretty interesting.
2	50939	39	Mentorship is one of the barriers due to the fact not having knowledge of where to start their journey and what path to choose.	Another one I would say is mentorship. A lot of men probably don't know how to begin a path, but once they do choose a path or where they want to start their journey, because it is a journey for executive leadership, find a or book or even role model that you can emulate.
2	50939	40	Having the higher level education is crucial and will be a barrier for the blacks in general because their schools is a prison pipeline.	. Representation and mentorship will probably be the biggest obstacles I could see other than of course the opportunity for like higher education. Cause a lot of I will say blacks in general school to prison pipeline is real.
2	74710	2	Barrier: education level / degrees	Well, one of the formal barriers I would say is sort of potentially an older or mindset of formal credentialing in terms of degree programming. Right. or, or sort of that addage, that you have to have a certain level of completion of postgraduate study in order to achieve a certain level within an organization or a company. You know, a lot of times, you know, at the exec level they're looking for MBA or you know you know, graduate degree or MBA or, or higher, and there have been a number of executives that I've worked with or even management level or individuals that, you know, have, you know, a bachelor's degree or an associate's degree, or, you know, so I would say that's one of the, one of the formal barriers. I would say that most companies aren't taking the, the time to truly invest in staff development. Speaker 2: So that's another sort of potential barrier in that, you know, a qualification would be, you need a, B, C, or D to advance in to a certain level, but yet if you've been with that company that they're not necessarily willing to invest in internal or external staff development.
2	74710	19	Lack of post-graduate accolades can prevent promotion.	adage, that you have to have a certain level of completion of postgraduate study in order to achieve a certain level within an organization or a company.

	78161	12	Barrier: higher level education	Yeah, I think one of the first things could be... For leadership positions that require a high level of education... Uthat's what I've noticed at least in higher ed, is that if you really want to get further in higher education, you have to have like a master's degree or, you know, even do PhD school and stuff like that. So for some students that may not be as feasible as just working and kind of working your way up. So I find that to be one barrier
2	78161	13	Barrier: Lack of opportunity to grow in a field	And I just think depending on where you work at too, you know, that could be a barrier depending on what type of work you're doing. So if it's something like plumbing as an example, you know, I feel like that's a little bit harder to kind of work your way up, and, or, you know, move up to the next leadership role. Use I think that's how I would answer that question.
2	78161	29	Education is a larger barrier for leadership. Some individuals that are still qualified don't meet the requirements because of standard education requirements	Yeah, I think one of the first things could be... For leadership positions that require a high level of education.
2	14228	2	Cultural and religious barriers. coming from a certain country and having a certain religious belief can serve as barriers to advancement in executive leadership level.	I mean, me coming from a, a country where people see us as just as a poor country. Yeah. And not a lot, not a lot of leadership. You know, I learn more about the culture really at club creole, USF, I learn more about the culture. Cause growing up, you know, I was a Christian I'm, I'm a Christian and yeah.
2	14228	3	Dealing with disrespect is another form of barrier.	But the barriers that I really went through was people didn't respect yes
2	14228	4	Racial Experience: Not being supported by the people of the other race.	Yeah. I mean the older Haitians was kind of like iffy about it. Cause they, the new style of dancing we had and Haiti they'd already danced on top of style dancing. So in America, I, the compact dance team was much, much bigger. Yeah. The Haitian student organization, like the HSO where all the Haitians clubs and like the universities and college were together as one. Yeah. And we all knew each other, so we all supported each other. Yeah. But people, people outside looking in didn't relax it that much. Cuz if I was the stop of style dancing we're doing yeah. Didn't like it like remember some people we're performing, you know, we're not dancing. So I said the basics one, two and three won't really fly in a competition. So that's what it kind of got pick stuff, got mad, oh this is this and that calling names on social media. Yeah. And I, I just, I just ignored it and I guess where I'm at right now with a great team and yeah. People supporting me.
2	14228	8	the lack of respect was the main barrier for the candidate	But the barriers that I really went through was people didn't respect yes. Much. Cause I was new. I was new to the game team and me as a diaspora they see me more of a American thing Haitian, even though I was born in Haiti, you know? Yeah. So I didn't have the Haitian accent, very strong accent.
2	14228	18	Culture shocks can lead to barriers of advancement. This is similar to barriers in religion and ethnicity.	Yeah. And not a lot, not a lot of leadership. You know, I learn more about the culture really at club creole, USF, I learn more about the culture. Cause growing up, you know, I was a Christian I'm, I'm a Christian and yeah. They even talk about the Haitian side of like the culture. They talk about like three things lake, like, you know, school work and, and church that's it. But the barriers that I really went through was people didn't respect yes.
2	14228	20	Systematic challenges can come from misinformation or lack of education. This also forms stereotypes and discrimination	So in America, I, the compact dance team was much, much bigger. Yeah. The Haitian student organization, like the HSO where all the Haitians clubs and like the universities and college were together as one. Yeah. And we all knew each other, so we all supported each other.
2	14228	21	Racial challenge based on culture barriers and mixing	I was competing in Haiti competition in Haiti. Yeah. I think it was 2019. And I was dancing with a Romanian woman.
2	14228	27	Racial profiling is real and is further accented by language barriers and operating outside of common acts as well	I don't talk French perfectly. I don't talk career perfectly. Yeah. but me knowing how to read those things and people understanding them, it a big advantage. Me being a male plays the big advantage too.
2	14228	29	Sexualization leads to gender stereotyping and harmful interactions in the workplace and in recreational activities	Cause people sexualize, centralized too. The women, the way they dance for the male. Yes. True. But at the same time, I just put like, if people don't really see that and people understand the culture, but people, I think, I think the reason why people are more off at the other person.
2	91240	2	There's a lack of knowledge in navigating executive positions	I think there's just a lack of knowledge of the experience of how to navigate high level executive places.
2	91240	3	There's a fear of the responsibilities that come with the leadership role	I think there's also a level of fear that comes with it because there's so much responsibility, not just on like, I need to do good job, but like if I mess up the company's gonna be hurt, people could lose their job, the livelihood you know, that's a lot of responsibility to be honest, you know what I mean?
2	91240	20	Experience and knowledge is necessary to respond to bias behaviors	They have to have the experience and the backbone and the knowledge to be able to stand up because usually if you stand up in those situations and, and stand for yourself, they have to, they have to take what you give them.
2	22634	2	Overstating one's skills isn't always the way to get through the door	The second barrier, which I find much more prevalent, is the assessment of one's experience.
2	22634	5	Watch out for Racial Discrimination	You don't get promoted because you are missing something. You hit your metrics, you've done well, but there's a reason why you're not getting promoted. There's a reason why you can't go to an executive conference. There's a reason why you're, you're in the position you're in. And those reasons, typically, my opinion are typically predicated on race,
2	19860	6	Need to dominate and manipulate other individuals can be a form of barrier to the advancement of those individuals.	And they feel like they have certain power and control over that individual. So it could be like very manipulative at times at the workspace and things like that. I've seen that before for sure.
2	19860	7	How these barriers affect demographic groups: Perspective	how people view that certain subject, like team, when you working in a team setting, like everything, like all the details matter, you know, how you get along matters.
2	19860	45	Opportunities aren't always given to the right or qualified individuals due to factors like favoritism or having connections	not opportunities aren't always provided to the right individuals. It's not always like something that's fair, you know, whether that be, you know, sometimes having favoritism going on or knowing the right person and connections like that, like that's helped some people I know, advance in certain companies.
2	19860	47	Managers can sometimes use their power to control and manipulate people in lower positions than them	I would say I've seen it where there would be managers who are maybe like older and, you know, they feel like, because they're a manager, they also have something to hold on. Like some of who may be like a younger male and it's a black male at that. And they feel like they have certain power and control over that individual. So it could be like very manipulative at times at the workspace and things like that.
2	19860	48	When there's a division on opinions about a certain subject, it could create miscommunication between people and a toxic environment	especially if it's like a big divide on, you know, how people view that certain subject, like team, when you working in a team setting, like everything, like all the details matter, you know, how you get along matters. Cuz like if, no, if not, if, if everyone's not on the same page, then there's like a break. There's not, there's like a miscommunication between the team and it's, it's not gonna, it's gonna be toxic. It's not healthy.
2	19860	49	Black people can't move on from the past until things start to change regarding the way black people are treated in the US	Like we can never really get pat move on until like, we start seeing bigger changes being made as far as like how we're treated in the country.
2	39281	7	Not having diversity in the top leadership personnel can create a lot of barriers that could be age, experience, race, culture, etc that can cause hindrance to advancement to these top position.	Right. And so it's not necessarily that there's some malicious attempt to create obstacles for those people, but what you really need is a purposeful intention to create opportunities for those people, realizing that they're not part of that decision making process. You know, and so, and, and, and really, it can be very subtle, right? Sometimes it's about language. You know, I talked about culture sometimes it's about dress and what's considered dress. Right. but again, we know that there's correlation between race, culture, socioeconomic status geography in where people live, right. Your cultural background, you know, your country of origin, all of those things are linked together. So you can't necessarily separate the impact of all of those pieces if you're going to consider race as a potential marker
2	39281	82	network which includes people who share similarities are important to advancement	So those are a couple of the key challenges. And then I think more broadly, you know, your network and how you've been able to navigate connections to people can sometimes be a barrier, or if you're not as they say, running in the right circles, sometimes that can be a challenge because people tend to be more More accepting and more appreciative of people that they know, but then also people that are similar to them.
2	39281	87	There is lack of representation in executive leadership levels	Which is no problems. The community college, you know, the leadership was, you know, still talking the president, all of the vice presidents, all of the Dean, right. The academics, right. Getting down to, you know, three or four levels with below all of that executive leadership were white people.
2	81943	4	Belief that school curriculum is outdated and does not prepare for both leadership and real world	I don't think there's any domain that trains well for leadership, honestly. I think a lot of our curriculums today, I don't know, they're like stuck in the twenties in this industrial society where I don't know it. I just feel like what we learned in school, what we learned in the school and the real world is completely different.
2	81943	33	Even studying STEM and other core educational areas do not translate into a true leader due to tunnel vision and direct focus on only school.	the hardcore sciences and they like have tunnel vision. They don't know anything. Well, I can't say anything, but there's not a lot that they can do outside of that realm. And leadership is not leadership business, you know, like it's definitely not one of the, the domains that they can Excel at because they've been so laser focused on chemical engineering or biomedical engineering. And it's the same for medicine you come out and you, I felt like I had been under a rock for years.
2	95783	2	Not having a role model is a barrier to leadership advancement.	Lack of, I would say lack of role models
2	23301	47	One needs to get in contact with the right people to get to leadership positions and this could come with a cost of their morals	You gotta rely on getting into certain rooms. So you could rub shoulders with the right people to try to get ahead. The problem with that is sometimes it may come with a cost of your morals.

2	22634	20	Higher expectations are placed on POC than white counterparts when hired	the expectations that are placed on you are so much higher than your white counterparts significantly higher, so the goal post so to speak keeps getting pushed back. So those are the two significant barriers and the third barrier ends up being very clearly
2	22634	23	Belief that POC lack career guidance	advocate for you take students and you show them how you have done things, you guide students with different challenges, you guide them through the, the adversity, the, even, even the celebrations of, of achievement, whether it's warranted, but you guys went through an organization and that guidance is absolutely critical cause everyone else has it, but people of color typically don't. So we are caught off guard trying to figure out how to navigate this organization. You have figure out who the power, the power players are. You have to figure out where the pitfalls and landlines are. Um, other people just get guided through the organization and we have to figure that out. And we have to go through many, um, some hardships to be able to figure that out. But if you were to have mentorship in either of these fields to know how to navigate these fields, what to look for, how to look for them, that changes your, um, your trajectory pretty significant way.
2	22634	25	Merit is not enough guarantee that a POC would be hired, and other's willingness to hire and train POC is necessary	And without that, without that different level of training, you know, it's gonna be hard to move up because what I have found in my career, you need to have all of the above to even have a shot. Because if you have a mentor, if you done the networking, if you went to the conferences, you had the internships, you had the fellowships, then you had the skills. That's not even a guarantee you'll even get a look. It just giving you a better position, a better opportunity to do so. Um, and what I mean, get a look is, I mean, by getting an opportunity, you may not even get the opportunity with all that, you know, and somebody's gonna be willing to take a chance on you. And that is the quintessential issue with a lot of the challenges you've seen at the executive level is that somebody's gotta take a chance on a person of color to grow them, to hire them. And then the person of color has got to Excel beyond belief. I mean, that, that's how, that's how I see it.
2	50939	4	Having to take standardized testing in the education system is one of the reasons to the barriers	Standardized testing and state education systems are weird in state of Florida
2	78161	13	Barrier: Lack of opportunity to grow in a field	And I just think depending on where you work at too, you know, that could be a barrier depending on what type of work you're doing. So if it's something like plumbing as an example, you know, I feel like that's a little bit harder to kind of work your way up, and, or, you know, move up to the next leadership role. So I think that's how I would answer that question.
2	10997	52	Self empowerment help to overcome and possibly avoid racial challenges to advancement in leadership role	Y or then they have the choice to say, okay, you know what then, alright, if, if they're not saying I could get X and they're saying, I can't get Y then, okay. I have to just start my, my own thing or I have to go somewhere else and I have to figure something else out
2	23301	21	Navigate barrier: fearless and persistent	Fearless, those people are fearless. They gonna win by any means necessary. Like they don't care. Like, you know what I'm saying? They, they don't care if you tell 'em no, if you tell me no, I'm gonna tell myself yes. Like, you know what I'm saying? They have that particular mentality.
2	23301	22	Navigate barriers: True to themselves	The problem is, especially in this day and age, when you got cancel culture and things of that nature, people are more scared to be honest, like people are more scared to tell the truth, but the reason why is because if you work for somebody else, your truth better align with their truth. And if not, then you could be right but wrong at the same time. And next thing you know, you're gone look at Colin Kaepernick, you know what I'm saying? So at, so at the end of the day, it's it's one of those situations where if you know you're great, go out there and be great, and everybody else make them come to you.
2	50939	19	Build the connection to get the right opportunity.	have connections, that's where you get your opportunity to go apply for the next thing
2	78161	6	Getting to the top is going to require hard work but also good connections	by hard work and by making good connections.
2	91240	6	A motivating factor to overcoming barriers is wanting to be independent	I mean, authority issues, not being told, not liking being told what to do. Even now I have a job that I really, really enjoy and I still rather not work for somebody else, even though I definitely enjoy the work.
2	97357	2	Understand that because of the color of your skin, people will assume things about you. Do not let that define who you are as a person.	they somehow believe that they are the same as everyone else and they need, and as African Americans or as people of color, you need to understand, there is a difference in the way that is you are perceived, and you may be treated.
2	97357	3	To stand out strive to be the most knowledgeable in the room	you must be the most knowledgeable person
2	97357	46	Be knowledgeable to produce solutions for achieving victory over bias	All of those performance attributes help you overcome that injustice, if you will, or unfair treatment, you can't argue with the facts.
2	19860	9	Recognizing what is wrong and then come to an agreement on how to fix things.	So like, no, like first recognizing come into an like, not an agreement, cuz that's not the word, but like making sure everyone is on the same page as far as like why slavery and things like that was wrong.
2	19860	10	Working with open minded people and understanding their perspective is one way to move forward.	And then being, just being open to like another perspective, cause some people are just like close minded. You can't get in their head and there's nothing you can do with those type of people.
2	19860	11	Making reparation to change things.	like reparations need to be made for like these act.
2	19860	50	Open-mindedness is necessary in order to understand someone else's perspective	And then being, just being open to like another perspective, cause some people are just like close minded.
2	19860	51	Financial literacy, professionalism and other applicable life lessons should be taught in schools in order to set people up for success in life	but like we need to be teaching like real life courses early on you like the major and also teaching like financial literacy, you know, just teaching you know, just how to go about life in a professional way, like, you know, kind of setting people up for more success versus just basic generic studies, you know, that we can like easily apply.
2	39281	11	Engaging in leadership development creates experience in communication, as well as dealing with insults and discriminations in the work environment	deal face to face with people and their impressions that come from, you know, judgments about your, or your culture, having to, you know, verbalize and, and deal with communication where potentially you're experiencing some of those microaggressions or potentially outright, you know, insulting and discriminatory language that you're dealing with day to day. And, and I think sometimes, you know, just them students isolate themselves from those experiences
2	39281	22	Invention/activities: Creating opportunities for networking	So creating opportunities for networking that are accessible for students
2	39281	45	With the right leadership development skills, one can know the proper leadership and management that is needed and is well groomed to navigate through such challenges in a gender and racially motivated environment.	Sometimes both and being affect in how I provided leadership and management for them. Right. And so it's, it's not necessarily been a challenge because I think I've been groomed and raised through that environment. And like I said, I've learned how to navigate that space. It's not as comfortable for other people, but certainly it's something that is I'm aware of
2	39281	50	Getting comfortable with the obvious and working your way up to be more visible despite your gender or race.	Because I'm in a space where a lot of the structures are designed more for female oriented thinking and working as I progress through that. Right. And I've kind of gotten comfortable in that space and made myself visible and proven that I can navigate that space, then it kind of shifts to where the priority and the thinking comes about right. Being black amongst the sea, that is not really very black. And how do I get through that next layer? That's almost completely white
2	39281	63	Have an optimistic mindset and the experience can help to deal with such barriers like race.	I try to to be optimistic in that, I, I know that there are a lot of people who are mentally present in trying not to let race be a barrier to things like promotion and advancement and getting folks into leadership. But I do think that there's a lot of cultural factors and a lot of experience factors when you're dealing with people that are going to creep into that space no matter what
2	39281	72	Provide not only technical skills but also social skills that they can be able to respond to social cues.	ight. So thinking about how do you practice opportunities to do that holistic work, right? So you want to be able to give them technical skills, but you also wanna be able to give them social skills and be able to respond to social cues
2	39281	88	Racial discrimination may be unintentional and requires purposeful intention to create opportunities	And so it's not necessarily that there's some malicious attempt to create obstacles for those people, but what you really need is a purposeful intention to create opportunities for those people, realizing that they're not part of that decision making process.
2	56727	5	Being caring, open, and supportive can minimize the impact of racial challenges	Well, I've always cared, but just been open and decided like, Hey, this is how I can impact. But then also just, you know, supporting I think that's one of the biggest things is support.
2	56727	15	Personal funding can be used to overcome these barriers and work can be done to raise awareness	Those that are able to navigate in this area or the ones running the industry the ones do not have access to it are still the ones at the low totem pole, trying to get followers, trying to get access, trying to get capital, but still personally using their own funding to get out here and do the work so that their community understands the importance of what's going on in the future.
2	56727	26	caring and providing support can minimize impact of racial challenges	tarted caring a little bit more? Well, I've always cared, but just been open and decided like, Hey, this is how I can impact. But then also just, you know, supporting I think that's one of the biggest things is support.
2	56727	36	To minimize challenges: support the Community more	Started caring a little bit more? Well, I've always cared, but just been open and decided like, Hey, this is how I can impact. But then also just, you know, supporting I think that's one of the biggest things is support.
2	81943	25	emphasize on exposing the youth to the world in order to be ready	nothing that would, would promote exposure to the rest of the world?

2	81943	32	Basing their experiences not in theory bit in reality has helped this individual to pass bias at certain points in life especially within schoolings	When I, when I became a physician, I literally told myself I'm in the real world now, you know, like school is complete theory.
2	94392	26	Organizations that are made for minorities can help to get minorities into leadership positions.	So organizations that are made for black, you, you, you mentioned black youths now. Yeah. Organizations directly for minority groups.
2	94392	27	Outside forces can "level the stage for everyone" so that all people have an equal opportunity to get a leadership position.	there should be diversity programs like the office of diversity or people like that to cater to particular minority groups to make sure that they're leveling the stage for everyone. Right?
2	23301	62	College isn't the only route to get to your destination. There are many ways to get to your goal as long as you stay focused and know what you want	You don't gotta go that route. There's many ways to get to the destination that you're trying to get to just stay focused and know what you want.
2	22634	3	Overstating one's skills isn't always the way to get through the door	The second barrier, which I find much more prevalent, is the assessment of one's experience.
2	55750	9	Networking helps overcome these obstacles as it exposes you to people that will influence you to being a better person as well as a better leader	a clubbing influence. I think the university I went to somehow I decided cuz I was raised in the UK in London, but I decided to leave my parents' house and study outside of, of, of London in a different city. And in this city I managed to network and meet people from all backgrounds and I met some you know, very good friends and I was able to, we were able to influence each other
2	55750	10	Looking at people that are in the top and learning from their experience births resilience that can enable you overcome these obstacles	from looking at other people, what they, how they manage the obstacles also gave me the courage to face mine. I think also having gone to the UK, only speaking English and not only speaking French learn, having to learn English, it was also it taught me to be resilient
2	55750	11	Also, having the right friends, family and the environment can influence how you can overcome these obstacles	o yeah, just, I think the influence from my friends and some family members and also just the environment being in the environment, like in the UK, in the Western Europe, you are exposed to so much material that if you really want to do well, there's a lot of information available for you to, to leverage on
2	55750	16	Not giving up because of what people say can be a way to overcoming these barriers	And for me, every time somebody tells me I can't do something, I always take a challenge to try to prove of them were wrong
2	55750	17	Self motivation can help overcome the barriers	So by really just pushing myself
2	55750	37	she shows our a NO is the source of her motivation	've kind of got a different type of mindset, you know, when somebody tells me no, it makes me push harder
2	55750	51	Overcome obstacles by getting into a new area and make connections. These connections can influence you to manage obstacles from seeing how they managed their own obstacles.	I think the university I went to somehow I decided cuz I was raised in the UK in London, but I decided to leave my parents' house and study outside of, of, of London in a different city. And in this city I managed to network and meet people from all backgrounds and I met some you know, very good friends and I was able to, we were able to influence each other. So I think this was somehow for me, how I managed to get away from me to see that my background didn't define what I had to be, you know, from looking at other people, what they, how they manage the obstacles also gave me the courage to face mine.
2	55750	65	Teach young girls that just because you are a female it doesn't mean you cannot aim for high position in society.	but I also want to do more of a interaction with young girls from deprived area to try to show them that just because you're a female, it doesn't mean you cannot aim for high position in society, just because you, from a very poor background, it doesn't mean that you are, you are not capable to reaching your highest potential.
2	10419	53	The interviewee does not believe privilege was a right word to use. They believed someone who is well connected or have background knowledge of the job leads to having promotions.	You're saying more privileged. Yeah, I don't know that I'd use the word privileged, but probably well connected or have some background knowledge of the job or, you know, there are chances a lot of times when the job comes available, a lot of research has been done prior to, now with some, probably have the leg up than others?
2	10997	66	The biggest challenge facing black youth is lack of education and lack of opportunity, also lack of diversity efforts on the company's behalf.	I would say, I'd say I think the biggest challenge, to be honest with, with, you know, especially black youth, it's mostly just education and, and you know, not having at access to certain resources that other demographics might have, right. Like if you're from like the hood of like New York, you're not gonna have the same opportunities as someone who's from like a nice area, like a super, super posh area of New York. Right. And I think that that's what sort of not leaves us behind, but it doesn't start people off on the right foot. Right. Because they start to think that this is all they can achieve. Is this, this hood area, this, this area that they're locked into this is it. Right. And then when you're being educated by schools in that same area and you don't have a choice on whether you can go to another school where they can tell you, Hey, you can be in a position of leadership. Speaker 1: Like we have resources here. You can learn from people there's mentorship here, a and you don't have access to stuff like that. I think that you can get very very accustomed or, or comfortable and being in that situation. And I think that is one of the, of biggest challenges that, you know, black kids in America face today is that they, they kind of get stuck where they're at and then they tend to just stay there, right. Without realizing that, you know, they, they really can make a choice and they really can do better. And I for certainly wanna see more black youth start to choose for themselves and move forward and say that, Hey, I can and be in a position of leadership, I just have to learn how, and if you get the, your hands on the right resources and we have more people who aren't in positions of success, so to give back and and help them, I think it can definitely happen. Speaker 1: So that's, so that's definitely one area. And also just in diversity and in general, you know, company being aware, let's, let's have more diversity, let's have more people of all races and all cultures and, and welcome them. Right. I think, especially in, in areas where diversity is low, like, you know, like, I don't know the middle of like Kentucky or something like that. Right. Right. Diversity is pretty low there, but I'm quite sure they have candidates that are, they may be of different races and different cultures and different ethnicities, but they may have the same qualifications, you know, start to be time to include more and making sure that they're having a, a team that, that has differences. I guess you could say team Speaker 2: Of different Speaker 1: Demographics. Let's go with that.
2	36484	21	You've got to be resourceful	And they're not understanding the company is kind of lining you up and trying to give you different looks and it's less important that you adore every single thing, and more important that you take what you're given and show what you can do, you know, and, and maybe not be arguing about what you think you should have
2	36484	26	Expose yourself to experiences/ventures that scare you; you'll build resiliency which is key for a leader	I think the skillset of moving into things that scare you, I don't care if it's corporate or whatever you do in your life. That's what resiliency is all about
2	36484	29	Be inquisitive about developmental opportunities	Asking about developmental opportunities and how individuals' careers are nurtured and, you know, sponsorship, mentorship, getting to know as many people as you can in that interview process
2	36484	53	Leaders are able to maintain their confidence even when feeling intimidated. Perhaps through a strong foundation of skills that can be relied upon.	There's a lot in corporate America that is just waiting to shake your confidence and will shake your confidence, just get over it. You know, there's, you know, you're gonna be intimidated. You're going to be in rooms and you're gonna feel like everyone's so much smarter than you. And they went to this school or blah, blah, blah. And the journey is learning that no, no, no, you have a right to be here.
2	97357	4	Be a problem solver	You've got to pay your fair and quite frankly, you've got to deliver. And the biggest attribute that any firm looks for, or, you know, or leader looks for is someone that can solve problems
2	97357	21	Be a problem solver	number three is you've got to be a problem solver. Okay. you know, you are not allowed to go along for the ride. Speaker 2: You've gotta pay your fair and quite frankly, you've got to deliver. And the biggest attribute that any firm looks for, or, you know, or leader looks for is someone that can solve problems. Okay. So those would be the, the three things
2	97357	46	Be knowledgeable to produce solutions for achieving victory over bias	All of those performance attributes help you overcome that injustice, if you will, or unfair treatment, you can't argue with the facts.
2	36484	57	Successful people are able to be resilient and get past intimidation. They are able to face their fears and learn how to deal with them.	But the skillset is setting it aside and breaking it down and going into it. I think the skillset of moving into things that scare you, I don't care if it's corporate or whatever you do in your life. That's what resiliency is all about. You get less afraid when you learn that you can move through things. It may not be pretty. You may stumble a bit, you may embarrass yourself, but if you kind of get over that and you just, that's the beauty
2	36484	58	Successful people know what they are capable of and are able to get past mistakes. They don't take feedback personally and remain focused through criticism.	I'm 59. And I think that's what I've learned. And that's what the beauty of aging is that you have enough experiences that it doesn't... You get over it. It's like, yeah. Okay. I screwed that up. Or yeah, I said something really dumb, but you don't hold it. You let it go. And it's like, but I've done 20 things that were brilliant. <Laugh> and you know, so that's what I wish I could tell. All young people, particularly young women, particularly young people of color is to not take it also personally, and to not allow people to get you off your track, you need to stay on your track.
2	36484	28	Be inquisitive about developmental opportunities	Asking about developmental opportunities and how individuals' careers are nurtured and, you know, sponsorship, mentorship, getting to know as many people as you can in that interview process

2	10419	27	The participant believes that issues to advancements are due to recruitment and retention. they believe that recruiters should find better avenues and advancements to finding new leaders but also keeping them in their positions.	naturally I think it's a recruitment issue that, you know, we need to recruit highly trained executives to be able to move into those leadership roles. So, I look at it as a recruitment issue, but you can't look at recruitment without looking at retention as well. So not only do you need to recruit them, but you also need to be able to retain them, you know, once you have them as well.
2	39281	147	Changes in executive leadership occur slowly. Possible over decades.	Well, if we're doing that right, we're cutting 10 people every year, then hiring back eight every year. Right. It's gonna take you 16 to 20 years before you potentially end up with an entirely new set of people that are not cut from that same cloth.
2	23301	5	Experience of racial discrimination led to lack of desire to work for others in the industry	hat's why I remain independent because I saw how unfair, how fake a lot of these people are. And I was like, you know what? I can't, I can't be a part of this like this. So that's why I decided literally after the first E three, I was like, I'm not going for no job at, in the gaming industry at al
1	10997	2	Challenges: Quality Education for people in a low income area	I would say, I'd say I think the biggest challenge, to be honest with, with, you know, especially black youth, it's mostly just education and, and you know, not having at access to certain resources that other demographics might have, right
1	10997	7	Racial challenges	racism will exist regardless of whatever we do
1	10997	22	Improper conduct of an individual can lead to conflict with team management and can cause conscious bias	I had many I was definitely a very rebellious teenager, so I can tell you now, from when I did track, you know, I, I would, you know, like do all types of stuff and my coach would like, he wasn't, if he wasn't like cool with me that week, I was not running that's, that's just how it was going
1	10997	21	The result of conscious bias	And that bias could be to the downfall of the team. Right. Because you're letting something that has nothing to do with the task at hand or the game at hand affect the game
1	10997	42	Barriers: Lack of diversity (racially motivated) in the system that they operate in on a daily basis.	I think that especially for black youth can sometimes be not only the systems that, that we operate in on a daily basis, you know, sometimes it seems like there's a lot that's pitted against us, you know, whether it be in a racial context, like, you know, racism or something, as far as implicit bias where, you know, there's certain biases that people may not know about on a front end, but you know, on a backend you sort of see it, right. Companies that are lacking diversity and lacking, you know, they might trust someone of a different color rather than our color
1	10997	44	Barriers: Lack of finances and the needed resources to build the black youth for executive leadership position	And so that another that's the, that goes into another barrier too, which is also the lack of financial education and the lack of resources, the lack of access to certain resources to learn about how someone from being a black youth can actually choose to be in a, a position of executive leadership
1	10997	49	Lack access to certain opportunities because of where you are from	Like if you're from like the hood of like New York, you're not gonna have the same opportunities as someone who's from like a nice area, like a super, super posh area of New York. Right. And I think that that's what sort of not leaves us behind, but it doesn't start people off on the right foot
1	10997	64	Racism is always an implied barrier for people of color	there's a lot that's pitted against us, you know, whether it be in a racial context, like, you know, racism or something, as far as implicit bias where, you know, there's certain biases that people may not know about on a front end, but you know, on a backend you sort of see it, right. Companies that are lacking diversity and lacking, you know, they might trust someone of a different color rather than our color. So sometimes you can experience something like that. And I really think that the best way to overcome that is by, you know, having our own businesses and supporting each other.
1	10997	66	The lack of diversity in companies is often due to, given two candidates with the same qualifications, the candidate that isn't of color is usually chosen (intentionally or unintentionally).	and there might be pitted against someone who has the same experience, but let's say there are of a different color. Sometimes there's a tendency that, that other of that color, if it is the same color as the person who started that, that company, or is in charge of that company, they'll end up getting the job, even though they have the same qualifications. Right. And sometimes I don't think it is a direct, like they want to do that, but I think that sometimes it can be implicit, right. Speaker 1: Because if we're not focused on bringing in diversity, making sure that our, our businesses and our companies are very diverse in who we bring in, then I think that that can start to happen. Right. Where you start to just then, then this is what people complain about. Right. They see a company, you know, and then they're like, we're we're we are, we have diversity, but they have like one to two black people out of like 200 people that work at that company. Right. So I think it starts with being aware of it and being like, okay, cool. Can I make sure that we're considering everyone here and considering not only just their qualifications cuz they all have the same qualifications, but what is it that we wanna stand for and can we bring in diversity and making sure that we're you know, giving, giving to other, giving other people a chance as well. Right. Is what I wanted to say, but nice. Yeah. I definitely, I definitely have seen it. And I, like I said, I don't think it's, it is intentional. Cuz I can't say it's intentional cause I don't know they're anybody's intentions until they say, Speaker 2: But Speaker 1: Sometimes I think it can happen without them, without people realizing.
1	10997	97	Lack of financial and leadership education	which is also the lack of financial education and the lack of resources, the lack of access to certain resources to learn about how someone from being a black youth can actually choose to be in a, a position of executive leadership.
1	10997	95	Unconscious racial bias/discrimination	as far as implicit bias where, you know, there's certain biases that people may not know about on a front end, but you know, on a backend you sort of see it, right.
1	10997	99	Location-dependent racial bias	I think New York is a little bit more inclusive than some other places. Right. So I feel like in certain areas I've definitely seen it in more rural areas and in certain areas of America
1	10997	100	Unconscious racial bias	if it is the same color as the person who started that, that company, or is in charge of that company, they'll end up getting the job, even though they have the same qualifications. Right. And sometimes I don't think it is a direct, like they want to do that, but I think that sometimes it can be implicit, right.
1	10997	101	Lack of educational resources in black communities	you know, especially black youth, it's mostly just education and, and you know, not having at access to certain resources that other demographics might have, right.
1	10997	136	Unconscious personality differences could create conflict.	Right. I think in an unconscious bias is, is sometimes you can even do that without realizing it, like, if you have a personality, like as a leader, you're gonna come across people you don't really mesh with.
1	10997	145	Leaders should not be limited by things they cannot control, like their age.	You shouldn't let age, you know, you shouldn't let age limit you.
1	23301	10	Belief that judgment based on stereotypes is a big problem	So my, my reputation precedes me as well. So at the end of the day, one of the biggest problems that we got is being pre judgemental based off stereotypes. That's not accounted for in each individual that you meet
1	25225	2	Gender Barriers: Mostly in the favor of men than women and they can't get to a certain stage.	Advancement barrier? Okay. I, I would say first of all, the gender, I think gender is for women. I mean, it would be more for women than for, for men. So for women at a certain stage, it's become difficult to reach, you know, the top level of, of the organization. So there is a kind of glass ceiling. You know the syndrome of glass ceiling, where people are not able to go for not very obvious reason for unclear reason, they're not able to go to the next level. I think the gender is the, is one of the most important barrier advancements
1	25225	4	Gender barriers: Men being more favoured than women in getting to the position of leadership.	I mean, when you are young, you're a junior officer, you're not yet manager so your objective is, I mean, to grow and become, you know, gaining responsibility and progressing in your, in your career. When you reach a certain level, you become an executive, now you can feel and see that there are some barrier. There are some, there are some factors that are not, you know, told that you understand that, okay, it can be my gender that is not making me able to, you know, to progress and reach the top level of, of the organization
1	25225	7	Racial Barriers	hen there is the trust that the group need to have in local citizen that is kind of lacking. So in most of the international organization the top will not be like a local citizen
1	25225	15	Bias: Looking and focusing more on gender than competency of any individual.	People may think, okay, I need to hire a woman in this position. For me that's bias, I mean, it should be based on competencies and not based on what unconsciously, we think that, okay, at this position, women are more honest than men so I need to take a woman for instance. So it should be based on competencies or on the background and all the, I mean, the experience that the person has
1	25225	16	Conscious Bias: Favour one gender more than the other	it's just an intuition that's when there are two candidates, you have an male and the, a female, if the panel is composed of men, then we tend to take the, the girl, the woman. Yeah. They will hire a woman instead of the men
1	25225	17	Bias: Gender over competency	But it happens that you will notice that sometimes women are less productive than men, but it depends on the type of person actually, it's not based on the gender, it depends on the, on the person, themselves, there are women that are very effective, very productive. And then you have men that are not productive at all, and others that are productive. So I think the, the, the, the key is not to base the perception on the gender. You need to base, you know, on the performance of the person. Because, I mean, in all cases, you cannot decide that okay
1	23301	60	People are very judgmental because they use your appearance to form a perception of who you are as a person	So I don't don't tell me that to like, you know, but then that's when that's when I learned at an early age that people are very pre judgemental. Because if you look at the media society, they paint a picture through imagery.
1	23301	61	There's an image of a thug associated with being a black man in America	So think about it in an American sense, being a black man in America, then you already have the image of a thug because that's the way they shape it. And then my name is hip hop.

1	25225	21	Educational Barriers: Lack of the required education that is needed to get to a certain professional level in any organization.	I think there's also education. So in the professional world, you know, you can have the same degrees, but when you come from different schools, so you have different treatment as, as well. So the perception regarding the diploma is also something that can hinder the, the progress that you make on your professional career
1	25225	22	Lack of Ambition to be what they want and having a different focus	I think also ambition, if you are not ambition for yourself, no one will, you know, we, we make sure that you, you are making progress, so you need to be ambitious. So you see women, sometimes they prefer to be like, you know, to take care of the family instead of, you know, making sure that they become financially independent or they become, you know, bread bringer for, for their family. So sometimes it's matter of choices. I mean, it's not a bad choice to, to, I mean, to be a family caregiver
1	23301	65	People aren't given chances because some companies have an idea or vision that they need to adhere to even though it could be wrong	So what I've learned in that situation with me in particular is that I could have everything so called "right". And it still won't matter because people have a vision or, or they're very judgemental or they're, they don't, they are more inclined to be right, that they would miss out on an opportunity just so they could feel right about something that they know that they're wrong about. And that comes with ego and pride. You don't wanna let that go and humility. You don't wanna, you know, let that go.
1	25225	24	Acquired Educational Barriers; That is favouring people that have attended better and top universities and those with great results/ diploma more than others	it'll be based on the fact that those people have studied abroad. So there will be also discrimination based on the diploma and the kind of yeah. You know university from which, from, from, from where they graduated. So there are, it's subtle, but I mean, it exists
1	25225	29	Racial Bias (Conscious and unconscious)	So people tend to offer the opportunity, even for the interview for people sounding like them instead of, you know, having diversity in the organization. So I think it is important that we reach that level where we just assess competencies instead of, you know, having some perception
1	25225	34	Gender barrier preventing women to reach the top level	women at a certain stage, it's become difficult to reach, you know, the top level of the, of the organization.
1	25225	35	Glass ceiling syndrome where women can't reach the top for unclear reasons	syndrome of glass ceiling, where people are not able to go for not very obvious reason for unclear reason,
1	25225	36	People receive different treatment based on their educational background	when you come from different schools, so you have different treatment
1	25225	37	Progress is hindered when your educational background isn't from some prestigious school	perception regarding the diploma is also something that can hinder the, the progress that you make on your professional career.
1	25225	44	Racial barrier in terms of black people not being in top positions	for most of the subsidiaries of international groups, the top level is not black African.
1	25225	45	There exists a bias towards African people that don't get overseas education	it'll be based on the fact that those people have studied abroad. So there will be also discrimination based on the diploma
1	25225	57	There's a preconceived notion about the different genders and the things that they are good at hence some decisions are made based on these gender biases	So people sometimes tend to have some bias in the, the professional world, or you can see like people being in you, you know, when you, when you do an interview, when you do an interview and you, you will tend to think, I don't know if it's real or it's just an intuition that's when there are two candidates, you have an male and the, a female, if the panel is composed of men, then we tend to take the, the girl, the woman.
1	25225	58	Gender bias	people tend to think differently when it comes to women or men in the, in the professional world.
1	25225	59	There's a gender bias that women are less productive than men even though that's probably not the case but rather their work ethic is based on their personality and not gender	But it happens that you will notice that sometimes women are less productive than men, but it depends on the type of person actually, it's not based on the gender,
1	25225	70	There may be a glass ceiling preventing you from reaching to the next level	it would be more for women than for men. So for women at a certain stage, it becomes difficult to reach, you know, the top level of the organization. So there is a kind of glass ceiling.
1	25225	74	Past a certain level, metrics considered as basis for promotion aren't as straight forward.	I mean, to grow and become, you know, gaining responsibility and progressing in your, in your career. When you reach a certain level, you become an executive, now you can feel and see that there are some barriers. There are some factors that are not, you know, told that you understand that, okay, it can be my gender that is not making me able to, you know, to progress and reach the top level of the organization. So yeah. You, you understand that. Yeah. It happens. And it is in the real life that you have those barrier.
1	25225	78	Subtle discriminations still exist at higher corporate levels	it'll be based most of the time on the fact that those people have studied abroad. So there will also be discrimination based on the diploma and the kind of yeah. You know the university from where they graduated.
1	25225	79	Education at foreign universities valued more by big Employers in Africa than that from educational institutions within the continent	local diploma here, people recognize you for what you have as competencies. Then there is the trust that the group needs to have in local citizens that is kind of lacking. So in most of the international organizations the top will not be like a local citizen.
1	26834	8	Roles in gender and race place in important role on how resources are presented to a user and where they might come from	It's let me know that having less resources ultimately became a tool in my life to be resourceful. Speaker 1: When you say less resources, could you elaborate on what those resources may be? Speaker 2: Lack of funds and education.
1	26834	12	More pronounced for those with a lack of resources	typically individuals that are experiencing a lack of resources.
1	26834	14	Discrimination: peers saying success was due to affirmative action	Me getting a position as an executive and a staff stating that it was due to affirmative action.
1	26196	37	Racial bias can be overcome	It's about how we are perceived as our skin color is not the same skin color as theirs. And, but, you know, being that as it may, you can overcome those obstacles.
1	48127	17	Bias can stop over qualified individuals from being placed in important positions and ultimately harms the business	Is not anymore there. The contract is terminated because Hilton said that no, we are, we are you know, we are looking into individual talent. It is not the color one. In fact they didn't say color, but you can see, you can read that <laugh> reasons they give is not purely performance method or the individual's Career. You know, he have all this required skill. He has been in food and beaver has been as a director of operation. And this man has a lot of experience because he have worked in France and many African countries. And he speaks three languages, which that is very important for that place because in that country they speak Portuguese as well. French. And that is commonly what is the language they're using. So it qualifies all that, but very unfortunate.
1	48127	18	Upfront challenges present themselves based on initial appearances and breaking instilled biases and discrimination is harder to break with a company mindset	So they always believe the manager should be a white man. So these kind of things are really used to be there, especially earlier, earlier than this like 2002, three, even in Egypt, I have seen that kind of personality from one of our clients. So it happens, it happens, but it, you know, this it is a process. It takes, it takes time. It is not something in which you can overthrow it in, in one year or two years time now for all that I think we, as an African or black people, you know, we have to prepare ourself, we have to ourself and we should be able to turn around or the way you know it is not without reason for the others also to blame us because there are some characters which are not really acceptable from Africans as well.
1	48127	19	Bias comes without reason at times	when you try it and you are not accepted for for non-valid reason.
1	48127	44	Demographic expectations can be a challenge to overcome.	You know, this is, this is this is always there because maybe you can have all the required quality and qualification and experience as well, but maybe you know, for the reason I mentioned before, sometimes one, even your customer may not rely on personality of like that. So they always believe the manager should be a white man.
1	67857	3	Barriers: Not having advocates that can stand up for an individual.	I think some of the barriers is sometimes people may because they don't quite they don't have maybe some things in common with other individuals that some of the common barriers is really due to the fact that you don't have individuals advocating for you.
1	67857	5	Gender and racial barriers. This tells the value of the organization and hinders promotion.	Most of the leadership are males first and foremost, second of all, they're Caucasian. Right. And so I think that really paints the picture as to what that organization values, you know, or how they see, oh, you know, how they see leadership and in their minds, what leadership looks like and what leadership should be, you know? And so it really, it really, really starts there.
1	67857	9	Envy between colleagues causes these barrier challenges	And so he tried to paint this picture like I was doing something that was not right or ethical
1	67857	20	The inability to deal with rising issues can lose the respect of the people that are serving under them	inability to deal with matters... Their inability to deal with conflict.
1	67857	36	You most likely will be placed under a lot more scrutiny due to the color of your skin.	I have in a sense so often I feel like I have to be perfect in everything that I do, you know, I think by nature of being human, you know, we're flawed by nature of being human. I feel like many times that I'm under a much larger microscope, you know, and that I must be perfect. And you know, and so I feel like sometimes there's this constant state of uncertainty, the constant state of walking on eggshells, you know?
1	67857	52	Excessive competition and a "scarcity mindset" can cause a weaker leader to sabotage/neglect their team.	Individuals don't want to acknowledge the work that you're doing. It's almost as if they feel like there's not enough room for, you know, maybe both of us to be promoted. Like there's only enough room for one of us. And so they almost have this, this mentality that... Well it's either me or you, and it can't be both.

1	67857	54	Many people have a pre-conceived notion about what leadership "looks like"	Most of the leadership are males first and foremost, second of all, they're Caucasian. Right. And so I think that really paints the picture as to what that organization values, you know, or how they see, oh, you know, how they see leadership and in their minds, what leadership looks like and what leadership should be, you know?
1	50939	42	Another barrier is being able to have discipline to able to have a higher executive position.	That could be a huge big, I would say another one I would say is discipline in order to climb any corporate ladder you'll need discipline.
1	50939	44	Faced sexism not systematic racism by being intimidate a young educational black men having potential.	I would say sexism and I also a lot of people I could say from my experience was intimidated about young educational black men and they see the potential, but some jobs, I will say pigeon hold me to a certain spot
1	50939	45	Being held back in a white collar workplace (business and finance), and going into a less male dominated field like civic engagement and community development.	. I have been held back due to working in, I guess you can say a white collar workplace, but instead of it being in a male dominated field, like you would say, business and finance, I chose civic engagement, community develop.
1	50939	46	The barriers doesn't have to do with race and can also be the barriers of being around black women who discriminate based on age.	So I would say and it doesn't to a certain extent have to do with race. A lot of my barriers were actually black women that pigeon hold me as well. So it could be discrimination based on age because a lot of people don't expect of I'm only 20 years old, a 28 year old to get to where I am as fast as I did, because of course, when a educated black man compared to an educated black woman a company or a corporate society will hire educated black woman first because it checks two boxes, Black man, in my opinion, they see as a threat
1	74710	3	Position given to person who has a higher degree versus the person with more experience	So probably an unspoken barrier that a company is definitely not going to openly admit is the difference between what they call experience versus you know, acumen or knowledge. Right. so I personally have had an, an experience where I was passed over for a, an advancement opportunity, a management opportunity a leadership opportunity. And because I was told the other individual who came into the company after me didn't necessarily look like me was more experienced or more senior in their career. But a year later that individual floundered in the position, left the organization. And then I, I was approached to, you know, take up the reins and step in. So knows in, in my experience, that's probably been what I would say have been the barriers that I've had to, to potentially, that I've seen or had to overcome.
1	74710	20	Companies don't invest in staff development.	I would say that most companies aren't taking the, the time to truly invest in staff development.
1	74710	21	Sometimes, companies value "experience" (time in the industry) over "acumen" (technical skill).	So probably an unspoken barrier that a company is definitely not going to openly admit is the difference between what they call experience versus you know, acumen or knowledge.
1	74710	22	In some professional settings, people of color can be hard to find.	I would say that first and foremost in the professions where I have worked there have been less people of color that I can count on my hand.
1	74710	23	Companies value college educations when considering who to promote.	Well, there wasn't a good enough reason why I didn't when somebody else did or I've been in with this company longer than so and so, but because they came in outta college and I've been here since high school, you know, they have a faster ladder of advancement.
1	91240	9	Some things are interpreted differently based on the skin color of the person involved	I think when they look at me, they're like, that's a redemption story, but then when they look at a black person, they're like, well, that's just black people. You know what I mean?
1	91240	19	There's a bias against the youth because of their lack of experience	The youth thing is already a disadvantage cause of the experience.
1	91240	38	The candidate mentions that the lack of preparation is the barrier of leadership that he accoutered	A lack of, I, I think there's just a lack of knowledge of the experience of how to navigate high level executive places. And also, I think there's also a level of fear that comes with it because there's so much responsibility, not just on like, I need to do good job, but like if I mess up the company's gonna be hurt,
1	91240	40	He admitted that there is race that comes into receiving privilege in the professional world and he mentions it in the example	y. I've seen myself get opportunities that I don't believe, or haven't seen other people like darker skin get opportunities on an independent level. Like I think I don't, I, I, I'm an independent contractor as a workshop facilitator. And so I also have a criminal criminal history and a criminal record. And so I don't know if people are more willing to overlook that. I think because I'm white passing or not a black person.
1	45522	16	People aren't provided with the tools and data needed to succeed	Not supplying the tools, support data, materials needed to succeed
1	45522	18	Stereotype where success is attributed to physical abilities rather than intelligence for black people	But the stereotype of, well, no, he is successful because of his physical abilities versus his intelligence abilities.
1	45522	31	Barrier: existing network of Caucasians with inherent prejudices who have been in the company since inception and pass down their beliefs to the next leaders	ou have a existing network of non-minority individuals, Caucasian. Who've been in place since the beginning of those companies and corporations. Their prejudices are inherent and passed along from next wave of leaders and managers to the next,
1	45522	53	Sometimes, current leaders will try to hold people back from moving up within a company.	as an up and coming manager or supervisor, that type of window or ceiling always was there and we experienced it daily if we would try to ascend the top levels of management, some made it through. But there were always issues dealing with individuals that were in place for years holding people back.
1	97357	23	Barrier: racist people if you're a person of color	, I'm more of a dark skinned you know, African American. So, you know, some folks that's a barrier, I can't overcome that barrier. It's there, you know, people see it, some folks react to it. But like I said, that's probably the only barrier you can't overcome is if there is a racist individual that just cannot deal with you.
1	97357	42	Barriers to advancement can come in the form of racial inequality born from stereotyping	I think at least for me, the barriers to advancement for people of color that I've seen in my career is not understanding the game. Okay. first and foremost, they somehow believe that they are the same as everyone else and they need, and as African Americans or as people of color, you need to understand, there is a difference in the way that you are perceived and you may be treated.
1	97357	45	There are initial biases usually made by individuals focused on perception by skin tone	if you will because you can't change their mind per se, you can with your experience, but, you know, racist is probably gonna stay a racist.
1	97357	47	Experience of racial bias in the military	F-14 pilot and in aviation
1	97357	48	Racial bias often results in the brightest individuals being overlooked or underutilize regardless of intelligence	So to your point, there are things that are in that regard, subjective in the work environment, it can be the same thing as far as problem solving. You may give me an answer that I consider so so. Your counterpart can give me that same answer and I can consider it brilliant. You can say something you can give me an answer. It's ignored.
1	22634	12	Excel beyond belief to fight Racial/gender discrimination. Be 10X better to get a seat at the table	They have to be unbelievably qualified or to be, to have a seat, to have the same opportunity as somebody who's less qualified but is Caucasian. My gender being a male whereas I identify is an advantage when it gets into that conversation of race, race, and gender,
1	74710	5	Indirect discrimination, POC mainly working behind the scenes	I can't say no, I can't, I can't say for me per, I mean, outside of that one experience that I've, I mentioned you know, I've had colleagues that have been minorities come to me and say you know, I didn't get that raise and I didn't have a good enough performance. Well, there wasn't a good enough reason why I didn't when somebody else did or I've been in with this company longer than so and so, but because they came in outta college and I've been here since high school, you know, they have a faster ladder of advancement. Those are probably the, the, you know, the the ones that I can say I've witnessed or experienced firsthand, but outside of my own experience or experiences. Yeah, no, I haven't seen it, but, you know, like I said, the situation that I described one I was passed over, but two, I just feel as though there's just a shorter leash for people of color to make mistakes. Speaker 2: So I'll give you an example for me, my first my first professional position, I worked for a credit card company and I was in the marketing department and the company had a reorganization and it just so happened that all of the people that of color were reorganized into more of the back end systems work rather than the marketing department. And I was one of those as well, but we had all started in the front end marketing department, working with clients, working on strategy, et cetera. But after the organization, a number of us were moved to the back end where we just, you know, work behind a computer, never seen, never heard, just make the system work, which didn't make sense to me. But
1	74710	6	Less room for mistakes for black people	No, I, I, I, I would say that throughout my career in working for someone else I've had to double prove myself, right. I've not been given a level of trust and autonomy out of the gate that I've seen others given. So I can't say there's something personally more than I would've had that I could have done other than, just outperform. And and you know, I always feel as though as an, as a, as an as an executive someone sorry, my little man's at home that, you know, you have to double CYA, you have to keep all the receipts. You have to keep every single email because at any given time, you know, while you're in a leadership position of course you take the, the ownership and it's your responsibility, but one, one mistake I've seen equals three mistakes that somebody else gets, you know, three passes that somebody else gets that, that doesn't look like me.

1	89314	2	In multiple interviews there is the mention of a glass ceiling or other similar barriers that are present for both minorities and gender, these rooted barriers are biased and produce stereotypical results	there is there's still that existence of a glass ceiling that, you know, was essentially created based on stereotypes of, of black people in general, as well as stereotypes of women in general. And so I have observed that sometimes when it comes to well, I'll, I'll just speak from the perspective of a black woman, but I have observed that they have been situations where people have felt that maybe a black woman might not be the best fit for the role because they might be emotional or, you know, well, they may not be able to essentially handle the, you know, handle the men that are in that situation.
1	89314	4	Some people shut out racist acts in order to secure their own mental health	Honestly, I can't say that I, I have, but I, I need to, I need to mention that I actually do a very good job of mentally shutting out things that could be perceived as racist.
1	89314	5	Racism and bias presented through media	Yeah, yeah, of course. So, you know, there is, you know, there's a lot of evidence that there's a lot of evidence that racism is still around, you know, it's, it's everywhere. Like I, you check the news, you check social media, you know, like there's always evidence of racism and there's always evidence that, you know, like something will happen in the news and then you'll wonder, oh, my goodness, was the person black or white? And how, you know, does that, does it affect the way they were treated? And many of, most of the times it is, you know and there's, you know, there's also a lot of examples on social media where you'll see things like that. And so I think over the years, I have just kinda made a decision to kind of desensitize, you know, and it's not the best decision, but I try to desensitize myself to it because I, they were, I look at it.
1	89314	8	People are reluctant to bring up issues regarding racism or bias because they lead with problems that make people uncomfortable and most people on nonconfrontational	And, you know, and, and I'm willing to talk through this, even though you're angry, even though you're defensive, because what usually happens is that as soon as you mention racism and I mean, I, I, and I have noticed this, right. You know, as soon as somebody says racism, it's it, you know, it's like the new R-word it's like, oh my gosh, no, we're not supposed to talk about that. And you know, we don't wanna get anyone upset and, and, and the people that, that helped to solve problems, they, they say things like, yeah, I know it's upsetting.
1	89314	9	Important message about confronting racism and perspective (Shifting the narrative)	I see what you're doing there by kind of shifting the narrative away from me and my feelings being hurt, because of something you said you to you who is now like more hurt because I'm confronting you about it.
1	89314	19	Growing up with traditional gender roles makes it harder to push back against already instilled methods and traditions	expectation that, yeah, they're going to be, you know, they're going to be the leaders. They're gonna be the ones that, that that are gonna tell, you know, that are gonna command the household. And I've always kind of pushed back against that. And even, and even as, you know, I, I got into college. It was still, you know, you still hear it in certain pockets of the family where it's like, oh, she got a doctorate degree in engineering, but did she get a husband? Does she have kids? You know, like, like the, so yeah. You know, so, so, you know, growing, growing up in that environment and then trying to essentially push back against that trend meant that, yeah, I didn't have the opportunities to, to really hone my leadership skills until I went to college.
1	89314	34	Racial stereotypes can interfere with professional development.	I'll just speak from the perspective of a black woman, but I have observed that they have been situations where people have felt that maybe a black woman might not be the best fit for the role because they might be emotional or, you know, well, they may not be able to essentially handle the, you know, handle the men that are in that situation.
1	89314	39	Over-worrying about racism around the world can reduce one's mood and reduce their productive focus.	And it just, you know, it kind of helps to keep me focused because honestly if I, if I was to just keep thinking about all of the ways that people are marginalized or people are disadvantaged and you know, it, it gets depressing really quickly, you know?
1	10419	30	The participant mentions how nepotism can triumph bias and can lead unfair advantages. The participant also mentions a more discrete but effective means of bias that occurs behind closed doors	Yes, if your father has connections to the company and can call and put in a good word for you, then naturally, you know, that surely will happen, you know, but you know, a lot of things happen behind closed doors that we're not privy to, and I'm sure that some of those things happen. But I would hope that it wouldn't.
1	10419	50	Having a interview that may not go well can stop you from having a promotion.	So if they do everything yes, because at the end of the day, you're gonna have some interviews that's going to go, well, you're gonna have some interviews that may not go as well;
1	19860	2	Barriers: Lack of opportunities	opportunities aren't always provided to the right individuals
1	19860	3	Barriers: Favouritism and lack of the right connections	sometimes having favoritism going on or knowing the right person and connections like that, like that's helped some people I know, advance in certain companies.
1	19860	4	Lack of opportunities	right person isn't always brought into the opportunity for the advancement
1	19860	5	Barriers: Gender	just because of like gender that kind of hold them back. I know that first fact, like I've, I've experienced that know we've seen that a lot, you know, but I feel like now definitely women are starting to get into a position where like, you know, most successful business women are, I think in today's age are women, you know what I mean? They're putting those positions of power.
1	19860	8	Miscommunication can cause toxicity.	there's like a miscommunication between the team and it's, it's not gonna, it's gonna be toxic. It's not healthy.
1	19860	46	There was a time when it was very rare to see women in power even though they are deserving of the position but there seems to be a shift now	Like professional setting now, now we're starting to see a shift, but you know, there there's times where like women, people, women in position of power, wasn't really like a thing, you know, even though they're like highly deserving of that, you know, like even if they qualify, you know, just because of like gender that kind of hold them back. I know that first fact, like I've, I've experienced that know we've seen that a lot, you know, but I feel like now definitely women are starting to get into a position where like, you know, most successful business women are, I think in today's age are women, you know what I mean? They're putting those positions of power.
1	19860	80	The mention of favoritism and possibly nepotism are some of the biggest barriers for advancement	So, for me working in you know, my, some of my experiences, as far as like barriers go, not all, not opportunities aren't always provided to the right individuals. It's not always like something that's fair, you know, whether that be, you know, sometimes having favoritism going on or knowing the right person and connections like that, like that's helped some people I know, advance in certain companies. So, the right person isn't always brought into the opportunity for advancement. It's not always the right person. Right. You know, it's some, like I said, favoritism and then just, you know, knowing the right person that, that kind of can go into it. And then as far as, you know, something that I've, I've kind of experienced, you know, I'm currently working where advancement is people progress in advance at due to their own progress, you know? So, it's up to that individual. It's fairer, you know what I mean? You know, it's not about race, gender, or whatever the case may be. You know, we work for a very diverse type of company. So, like any, any opportunity for advancement is provided fair for the right individuals who are like a hundred percent performance-based type of company.
1	19860	81	The participant mentions a shift in trends in favor of forgetting bias based roles and limitations	Like professional setting now, now we're starting to see a shift, but you know, there there's times where like women, people, women in position of power, wasn't really like a thing, you know, even though they're like highly deserving of that, you know, like even if they qualify, you know, just because of like gender that kind of hold them back. I know that first fact, like I've, I've experienced that know we've seen that a lot, you know, but I feel like now definitely women are starting to get into a position where like, you know, most successful businesswomen are, I think in today's age are women, you know what I mean? They're putting those positions of power.
1	19860	82	They mention how people of color placed in powerful roles liek leaders have the tendency to hold their power over others	I mean, yeah, I would say I've seen it where there would be managers who are maybe older and, you know, they feel like, because they're a manager, they also have something to hold on. Like some of whom may be like a younger male and it's a black male at that. And they feel like they have certain power and control over that individual. So, it could be very manipulative at times at the workspace and things like that. I've seen that before for sure. And you know, there's been times where, you know, where we've been, we kept it to ourselves. You know what I mean? Like it's not always a, you know, publicized, like sometimes some people just keep it to themselves. Not really like notice nobody happens a lot.
1	19860	83	There is mention of racial barriers that ultimately serve to prevent a team from reaching a outcome	I'm I feel like it would, you know, dramatically, especially if it's like a big divide on, you know, how people view that certain subject, like team, when you are working in a team setting, like everything, like all the details matter, you know, how you get along matters. Cuz like if, no, if not, if, if everyone's not on the same page, then there's like a break. There's not, there's like a miscommunication between the team and it's, it's not going to, it's going to be toxic. It's not healthy.
1	19860	84	The participant notes how problems with race can lead to the downfall of many teams very easily and how chemistry can also be formed very quickly through racial similarities	So, if there's issues on, I'm sure on like racial issues, for sure like that, that could break up a team very, very easily that can break that up. I remember, so I used to, one of my favorite movies is coach Carter. And that's like Samuel L. Jackson and just kind of seeing that story of how coach Carter was able to coach a team. It was like from that type of perspective where you can actually see the, you know, how team chemistry is formed and things of that nature and just some of the conversations that were being had in the locker room. Right. like things can get very sensitive, very, I mean, it can be like very sensitive subjects to be hit very easily. Right. You know, so feelings matter and things like that. And you know, the, yeah, that can definitely break up a team. All right. I don't, or I haven't personally experienced where like that was when I've been on any teams where race was the biggest factor of like conversation or anything like that. So, I can only speak from like what I've seen in other experiences.

1	19860	85	Outward and inward perspectives for racial groups are the main connections that begin arguments and bias.	So, I mean, it is what it is, you know, there, this that's going to be, and the thing about it is I feel because we've never really received repairs from like what happened in the past. Like we can never really get pat move on until like, we start seeing bigger changes being made as far as like how we're treated in the country. Right. You know, how we're viewed until things start getting changed, like in a real way, then I don't, that's always going to be a, we're always going to be viewed away. They're always going to be viewed away, you know, both sides, all, all sides. So, like, no, like first recognizing come into a like, not an agreement, cuz that's not the word, but like making sure everyone is on the same page as far as like why slavery and things like that was wrong.
1	19860	86	Open perspectives and considerations from close minded individuals create stereotypes and these views carry on for many years at a time that continue to hinder communities	And then being, just being open to like another perspective, cause some people are just like close minded. You can't get in their head and there's nothing you can do with those types of people. But like the people who just really don't know, cause a lot of people just don't know exactly what was going on. I mean, they've heard about it, but they don't really know, know what exactly was going on during that time. And like really trying to picture them in that scenario. You know, it's like, it's like many believe stories, types, things like that's how we view. So, like took the time to really dig deep as far as like, no, this is like, these are real life events and situations that were going on and then coming to an agreement or understanding like, hey, like reparations need to be made for like these acts. Like we need to make sure that nothing like this can happen in this country and things like that. I definitely feel like I'm, I'm specifically speaking for like, you know, black people, but right. Like we're always going to be viewed away. We're always going to view them the way and I feel like that's how it's going to go.
1	39281	2	Barriers: Identity and credentials. These most of the time are considered to be eligible for top executive position.	a few different things where one has to do with credentials. Particularly in my field, in, in education and higher education, the, you know, the letters that come after your name and the degree is that you've achieved the certifications you have. All of those are really important in being deemed eligible for certain positions
1	39281	3	Barriers: Not having the adequate skillset for the position of interest can hinder advancement to top leadership level.	then tie to that, right, is the, the obvious piece of having to have the right skills for the position that you're seeking. And so, you know, leadership is its own skill set management is a different skill set when you're talking about going into particular roles
1	39281	4	Barriers: Not having adequate soft skill for the position of interest and not having the knowledge of the different computer software that is needed	you have to have your communication skills, your writing skills, all of those pieces, but then also particular technical skills that you might have to have. So depending on the area that you're working in, there may be particular computer programs or, you know, different types of software that you need to be familiar with or particular processes and policies that you need to be familiar with. And that can be a barrier to advancement and promotion
1	39281	5	Barriers: Having no self development in the latest of technology.	certainly talk about the environment and you know, some folks like me, right, that are starting to get a little bit older technology is progressing. Things are becoming more digital. And so, you know, you really have to be able to learn and adapt more quickly than maybe you did, I think 15 or 20 years ago to be able to advance, right. You, new things are coming out every day
1	39281	6	Based on the environment and the nature of the job, race can also be seen as a barrier to advancement to top leadership level.	I think it can, and I think it does a lot of that is going to depend on the environment that you're in and the type of work that you do
1	39281	8	Barriers: Geographical region (Your neighbourhood, etc.)	And they're uncomfortable being in that neighborhood as right. A person who, you know, not black, for example. Right. Does that create a problem for me because now they're coming in with a preconception of me as a potential employee based on my address or my zip code
1	39281	33	Limitation to learning and practicing what it takes to get the leadership quality that is required for students	we don't necessarily want people in our network that are not comfortable shaking hands and making small talk and being able to sell themselves. Right. Right. And, and that's a limitation
1	39281	34	Busy schedule of the student can hinder them from getting the accessibility that is needed to participate in such inventions/ activities that will build them for leadership position.	I don't have access to this opportunity to come and be able to talk to the people who are the decision makers, because they're hosting that opportunity at a time when I'm not available to part
1	39281	38	Necessary Accessibility based on principles.	it's still built on a lot of principles that are not necessarily accessible to everyone
1	39281	51	Sexuality and age can also be part of these challenges that can impact ones development and promotion to top leadership level	I don't have enough experience to talk about other identity pieces in terms of sexuality. Age can play a factor, but I kind of mentioned that right. Where, right. I think it at, at the upper levels age is, seemed to be a benefit
1	39281	52	Disability can also be a challenge.	Ability is something right. We, we know that disability can present the challenge and any domain you know, certainly people that have visual challenges or hearing challenges have a hard time in social environments because the environments aren't built to support them
1	39281	61	Barriers: Not having/building the right connection	And then I think more broadly, you know, your network and how you've been able to navigate connections to people can sometimes be a barrier, or if you're not as they say, running in the right circles, sometimes that can be a challenge because people tend to be more More accepting and more appreciative of people that they know, but then also people that are similar to them. And so if you haven't been able to establish relationships with people at upper levels or people that are, you know, well known and established in the field that you're working in, that can also be a barrier to being able to make progress
1	39281	62	co-relational elements that may be tied to race	And then I think there's what I guess we could call co-relational elements as well. Right. And so your, your race is tied to your culture, right? And your culture may bring certain behaviors that are not aligned with the culture of the workplace that you're in
1	39281	81	Belief that skills and credentials are important to advancement	I think in general, there's a few different things where one has to do with credentials. Particularly in my field, in, in education and higher education, the, you know, the letters that come after your name and the degree is that you've achieved the certifications you have. All of those are really important in being deemed eligible for certain positions. So you kind of have to make sure that you are following a particular path of training and development and all of those things to get the right credentials. And, and if you don't really, you're not even considered for certain opportunities and then tie to that, right, is the, the obvious piece of having to have the right skills for the position that you're seeking.
1	39281	83	Ability to adapt quickly to new technology is a challenge to advancement	ome folks like me, right, that are starting to get a little bit older technology is progressing. Things are becoming more digital. And so, you know, you really have to be able to learn and adapt more quickly than maybe you did, I think 15 or 20 years ago to be able to advance, right. You, new things are coming out every day. You know, we're changing the technology every three to five years, we're changing the computers every couple of years. Right. So you need to be able to stay on that path of being savvy about what's going on in the world and being able to stay in touch with information and stay connected to, you know, the people that you're supervising and things like that. So the pace of the world certainly presents a challenge advancing as well.
1	39281	86	Nature of job in terms of social requirements plays a role in advancement	Right. So so I think there's a, a, a potentially a difference between something where I'm working face to face with people constantly, right. I'm sitting in meetings like I'm talking to you here every day, right? I'm a representative of my office out in public spaces where I'm speaking and I'm meeting people and all of that versus maybe being a computer programmer right. Where I'm face to face with a screen. And right. All that really matters is my technical capability and how that shows up in code. Right. And so I think in that situation where there's no reason for anybody to even know or acknowledge race, potentially you don't see those barriers as much in being able to elevate in some of those positions. Right. Because the technical expertise is more important than social piece and race is a, a social marker.
1	39281	89	Geography, name, race, and culture interactions can be a barrier to advancement to an executive leadership position	ometimes it's about language. You know, I talked about culture sometimes it's about dress and what's considered dress. Right. but again, we know that there's correlation between race, culture, socioeconomic status geography in where people live, right. Your cultural background, you know, your country of origin, all of those things are linked together. So you can't necessarily separate the impact of all of those pieces if you're going to consider race as a potential marker. And so, you know, there's when I'm sending in a job application, right. Is having my address or on my job application, going to indicate to somebody, the neighborhood that I live in.
1	39281	90	Belief that factors such as Physical presentation , language, and culture affects people's perception of abilities	And then, you know, the idea of, you know, microaggressions that are intentional or unintentional in terms of people, you know, questioning your capabilities, people, you know, your, your speech and your language, people questioning your presentation, your physical presentation of yourself, the way that you, your hair, or, you know, your face or things like that. So there's a lot of very small challenges that can build up. I think over time that create very high walls to come I over when it comes to being able to advance into leadership roles.

1	39281	98	Unintentional bias creates a barrier for others	I worked with experience being, you know, I started college when I was an older student. And so I was working a full-time job all the way through undergrad for except maybe one semester when I was also interning. And so if you're gonna host a college fair at noon, right. You're hosting a college fair downtown Tampa from noon to 3:00 PM. I'm not available from noon to 3:00 PM because I've got a time job and full-time student, which means that even though I'm already working and I have work experience, and I'm getting my educational credentials, I don't have access to this opportunity to come and be able to talk to the people who are the decision makers, because they're hosting that opportunity at a time when I'm not available to part. Right.
1	39281	106	Many view credentials as necessary to be eligible for positions. To get a promotion, you need experience.	the letters that come after your name and the degree is that you've achieved the certifications you have. All of those are really important in being deemed eligible for certain positions.
1	39281	108	Exposure to technical and leadership processes is important.	If you haven't had the opportunity to be exposed to those tools and or work with, you know, those policies and processes. So those are a couple of the key challenges.
1	39281	109	Networking is important to move to upper levels.	And so if you haven't been able to establish relationships with people at upper levels or people that are, you know, well known and established in the field that you're working in, that can also be a barrier to being able to make progress.
1	44578	2	Stereotyping as a barrier to advancement to the executive leadership level	discriminate against. So, but, and I think it's, I don't think it's like an intentional thing all the time. They just got this stereotype they have, and they don't even know a person or the capabilities. They just see blacks, oh, they can play basketball, they can play football, you know, they're good athletes, but you know, they militant cause you know, they protest and they don't, you know what I'm saying?
1	44578	5	Successful people of color distance themselves from Youth because of vices perpetuated in media	you know, music, you know, movies they see and you know, the, that, that drug culture, drug dealing culture, all kinds of stuff like that in order to be successful, you know, people have to distant themselves from that kind of thing.
1	44578	6	Youth are looking up to people who are wealthy but are not leaders	now that's the leaders they're looking up to, you know, and I think, you know, that's a big problem cause these people are not leaders. They do not promote the right morals or you know, you know, leadership
1	44578	10	One barrier to advancement at the executive leadership level is lack of relationships between those in executive leadership and work force	Some of the barriers. Okay. I think, you know, having real partnerships with individuals, you know, executives, you know, at that level partnerships being able to be friends and have like friends and associates, you know, where you kinda get along with the, the, get along with each other, talk about daily things, you know, just really, you know, meeting and being actual, actually close to people on that level. You almost like really excluded from that level.
1	44578	17	Barrier: lack of connections with executives	Okay. I think, you know, having real partnerships with individuals, you know, executives, you know, at that level partnerships being able to be friends and have like friends and associates, you know, where you kinda get along with the, the, get along with each other, talk about daily things, you know, just really, you know, meeting and being actual, actually close to people on that level. You almost like really excluded from that level. Unless you have some kinda business that you need to go to the office, you know, or, or contact someone at the executive level. Other than that, you don't even see 'em. So that's a, you know, that's a big barrier. They don't even know who you are. They don't know you exist. You know, except if you say you apply sending in applications, just a piece of paper, they get, they don't, you know, it's like, they don't know who you are and you might be in there for 10, 20 years. You know what I'm saying? That's a pretty big barrier and you right there, you know, you're probably passing 'em all the time, park near them drive by them. And I think, you know, people knew each other really knew each other. They would see the benefit of having you as a part of their executive team, you know?
1	44578	29	Not having a relationship with the executive can be a barrier.	So that's a, you know, that's a big barrier. They don't even know who you are. They don't know you exist. You know, except if you say you apply sending in applications, just a piece of paper, they get, they don't, you know, it's like, they don't know who you are and you might be in there for 10, 20 years.
1	44578	30	Knowing the executive leads to being on their executive team.	And I think, you know, people knew each other really knew each other. They would see the benefit of having you as a part of their executive team, you know?
1	44578	36	Sport executives suppresses you black sport players their voices and persecute them for standing you for what the black sport players believe is right.	Well, the fact that they, you know, don't let the young men, you know, stand up for their rights without per persecuting them, you know, blackballing them from, you know, there's the sport that they participate in. You know, they cause you know, it basically shows they don't believe in the causes that, that young black believe in. Cause they suppress their voice, they suppress their voice.
1	44578	37	They want to keep you back from doing well.	They wanna say, okay, hold up. I want where's his performance appraisal. I wanna change that. So he don't pass, I'mma make him fail, all this stuff, you know? And I mean, they just they'll do whatever they wanna do to keep you back.
1	56727	2	Some barriers to advancement are lack of access to material and capital	Not having access to material and capital.
1	56727	4	Black people lack access to resources	And when it really came into light for Juneteenth of just black people, really having access and seeing the lack of access that just us as a racial background ethnicity have lacked.
1	56727	20	Lack of capital and access to materials are barriers to advancement	Not having access to material and capital.
1	56727	32	Barrier: lack of materials and money	Not having access to material and capital.
1	56727	33	The people on top are the ones with resources	Oh yeah, sure. Those that are able to navigate in this area or the ones running the industry the ones do not have access to it are still the ones at the low totem pole, trying to get followers, trying to get access, trying to get capital, but still personally using their own funding to get out here and do the work so that their community understands the importance of what's going on in the future.
1	81943	2	Lack of access to exposure, information, and mentorship are barriers to advancement	hink access, okay. Exposure. because we don't have access, we don't have access to the exposure and we don't have access to the mentorship. We don't have access to the information that you need to get to the executive level. And just The microaggression and the biases that are built into the system.
1	81943	5	Belief that participation in school activities does not result to building leadership skills	. I met different types of people, but I can't say that it, any of those helped me become a better leader.
1	81943	17	The candidate mentions that the lack of exposure and training can be a barrier	Exposure. because we don't have access, we don't have access to the exposure and we don't have access to the mentorship. We don't have access to the information that you need to get to the executive leve
1	81943	20	the candidate made the parallel between what we learn in school and real life	Yes. I don't think there's any domain that trains well for leadership, honestly. I think a lot of our curriculums today, I don't know, they're like stuck in the twenties in this industrial society where I don't know it. I just feel like what we learned in school, what we learned in the school and the real world is completely different
1	81943	28	The participant mentions exposure to mentorship but also enrooted biases that are built into their industry that take effect	Exposure. because we don't have access, we don't have access to the exposure and we don't have access to the mentorship. We don't have access to the information that you need to get to the executive level.
1	81943	39	Exposure is a larger problem for youth that they don't realize is a problem until afterwards in hindsight	I think black youth are in a bubble
1	95783	3	Lack of moral support. Not having someone to have your back in desperate times can be a barrier to leadership level.	So I think lack, lack of support in that way
1	95783	4	Lack of financial support can also be a barrier.	I think also financial support is, is also a barrier
1	95783	5	Gender inequality when it comes to financial support and may serve as a barrier to advancement in leadership level.	of inequity when it comes to financial support for women, you know cuz in most cases we are not seen as the main breadwinner. And so because of that, that's all often being used as why male or main counterpart may get more funding for doing the same job
1	95783	6	Racial/ Gender barriers hindered the participant from getting into managerial position. Also, these barriers lead to abuse from the leader of the organization.	So it was almost like that. It was, he's making me less than, and in talking about my accent, even letting me less than less than he, he attacked my credibility by not even acknowledging the fact that I was trained by one of his top people, you know, cuz when I brought up, I said, look, I was trained by John hope, you know, I'm I know tropical forecasting forecasting hurricane season is coming up. I'm you know, this young man has not, he's only been here two years. I have more experience than at him
1	95783	9	Gender inequality can serve as conscious and conscious bias when it comes to sport.	And she was like, yeah, they probably make it weight less. Why they point paint to pink? And I said, what? But if my objective is to lift the most weight, doesn't matter if my, my bar is pink or not. You know? So that's something that I saw that they think it, it will, what entice me to wanna lift weight if it's painted pink, just because pink is the color that we associate with women, you know, stuff like that
1	95783	10	Conscious and unconscious bias: Gender inequality	the idea that women can't kick in football
1	95783	11	Racially impacted resulting to quitting the job.	I gave you one example already as working there at the weather channel Speaker 1:Okay Speaker 2:And eventually I got tired of it, so I left, you know, right

1	95783	12	Gender and racial impacted resulting to the notion of the other race or gender being inadequate.	My here's another piece, gender and racial identity as a black woman who teach at a research one university. When you look, look at, and this was short, proven a summer ago, when you look at my evaluation from my white students and the Eva for me, and the same student evaluating my white counterpart
1	95783	18	Barrier: lack of guidance	Yeah. Lack of, I would say lack of role models In, in many any of those roles being a female black from another country. There are so many issues that I see when it comes to individuals who are, who would, who would like to move into that role, but them just not being seen as qualified, so Lack of role models.
1	95783	19	Barrier: lack of self confidence	And I think this may even be self, self denial that, you know, the individual seeing themselves as qualified or having the having the space to be there
1	95783	20	Barrier: Less accommodations for women with families	a woman sometimes not all the time may still desire or would like to have a family life, right. And have, and, and coming in with a family life as a mother, as the caretaker and all this, they do not have the luxury of saying my child is sick. I'm gonna have to take off a day where in the man can say, you know, my child is sick, but I have to work cuz my wife got it all right. Or the mother has it or whatever it is. So I think lack, lack of support in that way. Barriers such as that
1	95783	21	Barrier: Pay disparity between men and women	And then I, I think also financial support is, is also a barrier. It's not, is not There's so many issues of inequity when it comes to financial support for women, you know cuz in most cases we are not seen as the main breadwinner. And so because of that, that's all often being used as why male or main counterpart may get more funding for doing the same job. Right. So those such as some of the issues I see in terms of barriers going to an executive level
1	95783	22	Workplace advancement discrimination	And then he used the slam, which is a very derogatory word for me in my culture. He's like, and when you gals start talking, you know? Yeah. And that was, that was it for me, you know, the word gal is derogatory in my culture and it wasn't first time he had said it and it corrected him several times. Speaker 2: So it was almost like that. It was, he's making me less than, and in talking about my accent, even letting me less than less than he, he attacked my credibility by not even acknowledging the fact that I was trained by one of his top people, you know, cuz when I brought up, I said, look, I was trained by John hope, you know, I'm I know tropical forecasting forecasting hurricane season is coming up. I'm you know, this young man has not, he's only been here two years. I have more experience than at him. And he was like, but he's he's God, boy, I can't remember that word, but he's he's he's he's he wants it. He's he's eager for it.
1	14228	19	Varying foundations of bias that are created and means to disprove it	Yeah. So when I start talking more about the culture, the like this guy really knows about a lot about the culture and the barrier was just, they had to, they had to see my work. They had to see who I really were us and what I was standing.
1	14228	28	respect is given to leaders by defending lower respected members of terams especially in situations where there is wrong judgment given to these lower respected members	And I defended her. Yeah. And people got mad at me for defending her. But at the same time what she said, yeah. People didn't real her back said guys, she trying to learn how to understand the culture.
1	89686	3	People gravitate toward those that are like them hence people from a different culture or upbringing aren't given the opportunity to grow	what I do think is that it's about familiarity and understanding that when you're from a different culture or you have a different upbringing, you are not part of that culture that's in charge and people tend to gravitate toward those that are like them.
1	89686	13	Not having access to mentors that can support your career upward mobility can be a barrier to advancement	having access to leaders that would be able to support your upward mobility within an organization
1	89686	14	For real diversity to be achieved, conscious efforts on everyone's part is required.	be a conscious effort on everyone's part that we've got to be inclusive in casting a wider net to find other talent in which to elevate, to positions of responsibility.
1	23301	3	Belief that many people are stuck in one position at their place of work	So if you hire within, you have a lot of people that's been in certain positions for so long that you kind of find, you kind of find yourself, never, ever get in a chance to have that shot because your position is so low from the beginning that you never even get a chance to move up in ranks. And when you moving up in ranks, they'll let you go.
1	84874	2	It could be a challenge to find a mentor, someone that can give you pointers on how to achieve certain things	Okay. So barriers that I've experienced obviously is mentorship, you know, until you really get connected with someone that has kind of paved the road in front of you, that can give you some pointers on how to get there. I think that could be a challenge.
1	84874	3	It could be difficult for people that aren't well networked to find companies that have a pathway to advancement for their employees	The next thing is you have to be aligned with a company that has a pathway to advancement for its employees. I think oftentimes, you know people who are not well networked struggle to find companies that have that flushed out. So, you know, you're kind of shooting in the dark looking for those opportunities to advance.
1	84874	5	Some people don't present themselves in a way to earn certain opportunities while others don't have the exposure to know how to function when given these leadership opportunities	So one of two things will happen either you're not presenting yourself in a way to earn those opportunities, or you're given those opportunities and you're not clear on how to function in those cases.
1	84874	6	The barriers to advancement could be looked at from a perspective of racism or a lack of exposure	You know, for persons of color and I would tie it to, you know, it depends on which, which lens you wanna look at it from, you know, obviously you have biased lenses and racism lenses, and things of that nature. You know, we know those things exist, you know, systemic racism, all those things. But even if we don't wanna put that cap on, it's an exposure issue also.
1	84874	23	It is a challenge for younger people to understand these barriers because they don't know what they don't know.	But I think that impacts a younger professional faster that's someone like me, who's been in it 20 plus years. I think, you know, I've seen it enough to kind of know what steps I need to take, but if you're less than five years in, you know, it can definitely be a challenge because you don't know what you don't know.
1	84874	32	mentorship can be a barrier because not getting connected with someone that paved the road in front of you would be difficult to go up the executive ladder.	Okay. So barriers that I've experienced obviously is mentorship, you know, until you really get connected with someone that has kind of paved the road in front of you, that can give you some pointers on how to get there. I think that could be a challenge.
1	84874	33	Not being aligned within a company that has a pathway to advancement for its employees.	is you have to be aligned with a company that has a pathway to advancement for its employees. I think oftentimes, you know people who are not well networked struggle to find companies that have that flushed out. So, you know, you're kind of shooting in the dark looking for those opportunities to advance.
1	23301	23	Big reality shock first time in the industry seeing how simply being black can hold you back	We all came here to have fun. I'm excited to meet everybody. Boom. And the first thing that I realized is that no matter how much you love something, or you trying to be a part of something, still black, that smacked me in the face big time, like, you know what I'm saying? Speaker 1: Very first year. Right? So case in point you know like IGN had a booth upstairs in a meeting areas, right? So this is my first time there. And like it, anybody that knows me, you know, my energy, like my grandmoms ,rest in peace, she's the one who taught me how to play video games when I was four years old, now's its officially my career. So my passion runs deep beyond just the controller. It all ties to my grandma and God, you know what I'm saying? So it's like, that's where we at. So, you know, you go here and, and I got a major culture shock you because it was kind of like, well, what are you doing here? Like, why are you here? Like what? It was very condescending. It was like, what? Like, yo, it, it was crazy.
1	23301	24	Superficial things like followers mattering more than the candidate themselves	, I wanna bring this person in, but this person got more followers. I'm like, I don't care about they followers like this. Person's better for the job. Why, why don't you give it to them?
1	94392	11	The candidate says that obstacles depends on the environment you work in	So privilege in the sense that I I've gotten to work with wonderful people who, who are very openminded and they actually want you to progress in your career not on the basis of your sex, but based on the quality of your work
1	23301	34	Deals turned down for a self-made black man, but identical deal followed through for a white owned bigger company, despite who's the best fit	, I put together a whole deal, like, you know what I'm saying? Speaker 1: With the people that worked over at CW, right. And the whole deal was, it was an amazing deal. Something that they wanted to do. Right. So I, you know, I'm leading the charge and it seemed like we was gonna do the deal, but things fell through, didn't get a, didn't get, like we was going back and forth on emails and then it just stopped and I'm like, okay, like I ain't gonna chase nobody now. You know what I mean? Like got this stuff to do. But we had a good deal in place. And one of the deals that we had in pla-place was a Madden tournament battle with the cast and all this other stuff. Right. So then when so literally like maybe like three months later, three months later my people was over at rec global shout out to rec global. Speaker 1: They're amazing over there. They hit me up and he was like, yo, hip hop, we got this dope joint for you. We want you to be involved black history month and all this other stuff and everything. So I'm like, I bet like I'm with it, come to find out it was the all American CW deal and everything like that. Now I own my own company. I'm a black person. I'm not trying to make it a racial thing, but I, it is just, it's kinda weird when you see what I'm about to tell you. So rec global is not owned by a black person and stuff like that. And then what happened is literally the same idea and concept that I told CW wind up coming back to me anyway at rec global. But they did a deal with them, which means they get the bigger pot financially. Speaker 1: Like, you know what I'm saying? Cause they did the bigger deal and they paid off certain people, blah, blah, blah, to do this, you know, whatever. And then, you know, then the deal came to me and we did the deal. So the point I'm trying to say is you're gonna see that a lot.

1	23301	35	You could do everything "right", but it won't compare to someone with better connections or if they aren't POC	And one of the problems is people. If they see you a certain way, they think that they think that's all you have to offer. They think that this is... The way they see you is how you should also see yourself because they feel like if you're, if they're in a higher position than you and they see you a certain way, that's what you should accept and that's dangerous because you got people out there that don't got enough confidence in themselves that they'll believe in that because they think a higher position means better. Speaker 1: No, you got a lot of people in higher positions cause they got hooked up by their cousin or something. Not because they're actually good in their position, keeping it a buck, you know what I'm saying? So what I've learned in that situation with me in particular is that I could have everything so called "right". And it still won't matter because people have a vision or, or they're very judgemental or they're, they don't, they are more inclined to be right, that they would miss out on an opportunity just so they could feel right about something that they know that they're wrong about. And that comes with ego and pride. You don't wanna let that go and humility. You don't wanna, you know, let that go. So those are the issues. And that's just one example of many and plenty issues that I've, you know, came across.
1	23301	36	Good work is invalidated because of who is doing the work (POC doing well is threatening).	Another issue I would tell you from a race you know, gender standpoint mainly, you know, race though when I was coming up you had websites like N4g and these N4g and Neogaf these were websites that only like if you are, are not with a major company, like a IGN or game spot or stuff like that, a lot of your articles in your work may not get seen by the masses. So Neogaf N4g was an opportunity for anybody that just had good work to be seen on a big platform. So I got too big on these platforms to the point where everybody like really, like they knew me in the industry, I blew up in a big wave back then. And then my articles and my articles with the actual developers I'm interviewing and stuff. And they would say, we don't consider yo Jilian, this is real rap. Speaker 1: They, they said we don't consider your work um authentic in the gaming space, I was told that. And I'm like, so the director of halo is not work. Video coach GMA is not work. These are people that I'm interviewing, but because I was interviewing them, it was a problem. Cause it was getting too big. And you gotta think about it. Who's the face, what's the face of gaming. What's been the face of gaming since the seventies and the way they portray it, it wasn't us, you know what I'm saying? So the moment that that narrative starts to change and more of us is getting there to make it fair, it becomes a problem. So, so long story short when that happened and I got documented proof of these things that's when I started to realize that yo there's a major problem here. Speaker 1: We gotta try to fix this. So now when you look at just the industry as a whole and you see more trying to get more representation and things of that nature, it's a good look, but it's also a hustle on their end. So don't be believe everything you see and take it as face value. A lot of this stuff is not authentic and is groomed and devious works. So I know that for a fact, but yeah, that's what I would say. The pre-judgment the pre-judgment of image and everything like that. And you know, just male and being male and, and, you know, just gender and race relations. People who need to start seeing people for who they are, character is your currency. The more we get more into character and who you are, the more we can bypass the ignorance and get more done collectively as a culture and as an industry,
1	23301	88	People fall into the trap of going to college and being told things to keep them longer in there preventing them from getting to their goal because these colleges benefit from them being there for long	So they're gonna tell you things, that's gonna take you longer to get to your goal because it benefits them the longer you're there, cuz they need people there
1	22634	15	Companies want more but not pay accordingly	So, you're gonna find all of those issues, cause we've seen them before in repeated history. And then I've seen them all in my own person in my own personal journey. It's like, Hey, we want you to do this because we think it's important, but we're not willing to pay you more for whatever we're asking you to do on top of all the other things you are doing already.
1	22634	16	Minorities don't get opportunities sometimes because they don't know what key metrics are considered for promotions.	game, you have a person, but let's call it a person of color, trying to navigate the actual professional world. Right? You go like there's a scene when the person goes into a board meeting and he's the only person of color there. And you saw everybody, all the white faces looking at you, that's there. And then somebody says something really off color to you. Then how do you respond? Or you're caught in a situation where this has happened to me before... you get pulled over by campus security or security from your organization.
1	22634	18	Some people will get credit for your ideas.	When you're a professional. Even if you do the work, there's not even a guarantee that you'll get recognized or notified for it. And then, you know, somebody else takes your idea, the same idea you said in a meeting, and they get credit for it. You don't. They essentially get a promotion. You don't. You see these things repeatedly.
1	22634	26	Experience of Negative behaviors and self righteousness in leaders	Oh, uh, microaggressions, um, uh, disregarding of opinion. Um, what's the word I'm looking for? Um, pandering is one of my favorites. Um, there's another word I'm looking for? Um, apologetic, apologies, um, again, oh, no, that person is just, he's not racist. He's not sexist. He's not whatever. He's just, uh, so apologies it's something I continue to see time and time again. Um, Yeah, those are, those are some of the few that continue to stick out. Um, people with openly stereotypical beliefs and they're very open about 'em.
1	22634	32	Level of education and academic experience are barriers to advancement	m, the first barrier that I've encountered is usually level of education. In many instances, um, in order to advance, people are typically trying to assess whether or not you have the academic experience for academic degrees to warrant the advancement.
1	22634	36	Barrier to advancement- difficulty in getting into places where your abilities are seen	That is one of the quintessential barriers in promotion for people of color, because it's very challenging for, to get into a position where you can showcase your talent, your abilities to achieve or, and achievements in order to advance to another role.
1	22634	37	Barrier to advancement-Difficulty in relating to hiring managers	Um, can you can the person of color, if a person of color gonna be able fit in with the, uh, people that are hiring, most of the people are hiring are Caucasian. Most of the people are hiring are usually Caucasian, older males and bringing somebody of a woman of color, a man of color, et cetera. Um, they're typically going to find, uh, barriers for, to be able relatable barriers, so barrier to be able to relate with, um, those, those older white, uh, males
1	22634	39	without an advanced degree, advancement is a barrier	Whether it's a master's degree, a doctorate degree, some sort, et cetera, anything beyond a bachelor's degree, anything beyond a bachelor's degree, that is the first barrier.
1	22634	40	HIRING MANAGERS LOOK AT NUMBER OF YEARS OF EXPERIENCE, THIC CAN BE A BARRIER FOR POC WHO FOND IT DIFFICULT TO GAIN ACCESS	he people who are hiring the hiring managers, they would like to see a certain level of experience, a certain number of years in experience. That is one of the quintessential barriers in promotion for people of color, because it's very challenging for, to get into a position where you can showcase your talent, your abilities to achieve or, and achievements in order to advance to another role
1	22634	41	barrier: most hiring managers are male, Caucasians making it difficult to relate with others outside of these identities	most of the people are hiring are Caucasian. Most of the people are hiring are usually Caucasian, older males and bringing somebody of a woman of color, a man of color, et cetera. They're typically going to find barriers for, to be able relatable barriers, so barrier to be able to relate with those, those older white males.
1	22634	42	belief that racial discrimination in work place hinders POC from accessing resources like mentorship, training	You don't get promoted because you are missing something. You, you're not, you hit your metrics, you per you've done well, but there's a reason why you're not getting promoted. There's a reason why you can't go to an executive conference. There's a reason why you're, you're in the position you're in. And those reasons, typically, my opinion are typically predicated on race,
1	26834	31	Strict discipline can limit one's creativity	strict discipline can ultimately take the creativity away from one opportunity to grow within that active sport.
1	55223	8	relationship building and presented opportunities are one of the biggest barriers to executive leadership. This is an underlying challenge on top of gender roles and bias where it is even harder to facilitate relationships and opportunities	I believe in this position that I'm in or current position, I am the barriers are building relationships. We do have some changes that we're making amongst women diversity. So to be able to do that, those opportunities are open. They're saying that you have to have certain criteria, so they're giving opportunities to get into those criteria.
1	78161	34	Followership Sense: When the facilitation of knowledge is not present though a following, then followers can feel out of place	we need to I think that my managers and my leadership team wanted me to consciously be like them in the sense of like, to know how to do this role and know how to do this work. And I wasn't fully able to cuz I felt like I never fully belonged there. I wasn't like trained.
1	10997	10	Overcome: Having a solution mindset breaks you out of the victim mentality	And I think it'll give them that solution oriented mindset, but it'll also you know, being in leadership, I think it breaks you outta this thing of victim mentality
1	10997	43	Overcome: Self employment and supporting on another	And I really think that the best way to overcome that is by, you know, having our own businesses and supporting each other
1	10997	46	More diversity in companies and business create more and better chances for people with different skin colour	we have diversity, but they have like one to two black people out of like 200 people that work at that company. Right. So I think it starts with being aware of it and being like, okay, cool. Can I make sure that we're considering everyone here and considering not only just their qualifications cuz they all have the same qualifications, but what is it that we wanna stand for and can we bring in diversity and making sure that we're you know, giving, giving to other, giving other people a chance as well

1	10997	70	Given the proper resources still won't put us on a level playing field, but it will provide skills on how to navigate that field.	No mode. I think, I think to be honest, racism will exist regardless of whatever we do. Like there we can, it is just, it's something that is, is taught and unfortunately it's just not really gonna go anywhere. So I do think that there may be challenges and I do hope that we can start to move past it and, and obviously improve and be better, better as we can, but they may encounter it at some point, right. In some sort of field, whether that be in their career, whether it be in policing and et cetera and all the other areas of life. But it is not to say that they won't encounter it, but I'd hope when they have those leadership skills that they know how to handle it better. Right. And they can be better and they can know how to overcome those things in, in an appropriate way.
1	10997	72	Escape the victim mindset and nourish a problem-solving mindset instead	Right. And I think it'll give them that solution oriented mindset, but it'll also you know, being in leadership, I think it breaks you outta this thing of victim mentality. Right. So a lot of times I think people can fall into that. They, they start to feel like a victim, which is, is, is only gonna hold you back. Right. Because if you feel like a victim, there's no way you can help other people. Cuz you're just making them feel like a victim too. Right. Right. So if you can move past that. And I think if you give them the resources to say, Hey, like you may encounter challenges, but as a leader, I, you just have to learn how to move, passed it and figure out a solution the best way possible. But you can't feel like a victim cause you feel like a victim you're never gonna solve the problem. You're just going to cry about it really. And that's not gonna help anybody.
1	10997	82	Knowing how to work with people you don't agree with, not letting your feelings overshadow a goal	Like, like some, some something else. I think when you start to let things that are, you know, outside of the arena, you're talking about, especially in sports, like, let's say, we're just talking for, if you're letting, let's say you had an argument, right. Like, you know, let's say John is the leader of a team. And then he has an argument with Joe and he lets his argument with Joe affect how he's leading the team. He says, okay, cool. So you could sit out and I'm gonna put you with somebody I like right now. Right. That's a conscious bias. And that bias could be to the downfall of the team. Right. Because you're letting something that has nothing to do with the task at hand or the game at hand affect the game. Right. And, and so you can actually lose that way. Right. I think in an unconscious bias is, is sometimes you can even do that without realizing it, like, if you have a personality, like as a leader, you're gonna come across people you don't really mesh with. Speaker 1: Right. That's just that's life like, right. Everyone is a different human being and you know, not every personality is gonna like mesh, but as a leader and as a, you know, let's say a sports executive, you need to know how to work with people that you may not like, you know, you're not best friends with, but you need to learn how to work with them either way. Right. So sometimes as an unconscious by you could say, okay, this guy, he's not like my best, you know, we don't, we don't, we're not best friends. We're not cool like that. Okay. So he's gonna sit on the bench. Right. But you're not, you're not saying it you're, you're not like, you know, doing it on purpose, but you're doing it because you're not cool with him in a way. Right. And you doing it without thinking about it. And so sometimes that can lead also to the downfall of a team. So you have to think, you know, with a, a strategy, right. So you're saying, okay, we, we gotta win this game. So it don't matter if you don't like, if you don't mesh well with the person, the person is good at the game, you're going to let him play. Right. If he's good at the game, you're not gonna let an argument that you had with this person affect if you're gonna win that game basically.
1	10997	87	Age shouldn't limit you, you can start as early as you want	But I don't think that age is like, I don't think people should let age, like, what's it what it's called limit them. You Speaker 2: Limit them? Speaker 1: You shouldn't let age, you know, you shouldn't let age limit you. Right. Like I think at any age you can do something towards what it is that they want to do. Right? Like if you're in, if you're young start learning about what it is that you want to be a leader in start learning what it takes to be study leadership. Right. Study it, see it, observe it so that when you get to a point where you can be a leader, which I think is, is definitely gonna be going into your, your like later teens and, and early twenties, then you can start to be like, okay, cool. So this is what I gotta do. I I've been studying it for so long now I just gotta put into action. Right. And when you, now, now that's when the real work starts, right. When you put into action and you can really start to learn. Right. And they can become a leader in these fields that they've been studying for so long.
1	10997	96	Starting black-owned businesses	And I really think that the best way to overcome that is by, you know, having our own businesses and supporting each other.
1	10997	102	Welcoming racial and cultural diversity in corporate settings	And also just in diversity and in general, you know, company being aware, let's, let's have more diversity, let's have more people of all races and all cultures and, and welcome them
1	10997	108	Working relatively harder to get a competitive edge.	They start, you know, coming early, staying late and stuff like that.
1	10997	109	Only some people will apply the knowledge that they are given. Perhaps they struggle with transforming knowledge into practical steps. So, the game could focus on creating an actionable plan for players.	There's some people that just gonna choose not to there's some people who you'll you'll teach them skills, but they won't do anything with it.
1	10997	110	Using leadership skills to overcome racism.	But it is not to say that they won't encounter it, but I'd hope when they have those leadership skills that they know how to handle it better. Right. And they can be better and they can know how to overcome those things in, in an appropriate way.
1	10997	111	Leading oneself and others to solve problems.	Like leadership is about how I can lead myself and how I lead other people and sort of how we can circumvent problems.
1	10997	112	When encountering racial bias, someone could try to start their own enterprise to avoid the problem.	if they're not saying I could get X and they're saying, I can't get Y then, okay. I have to just start my, my own thing or I have to go somewhere else and I have to figure something else out.
1	10997	135	Managing interpersonal conflict effectively to not affect leadership.	let's say John is the leader of a team. And then he has an argument with Joe and he lets his argument with Joe affect how he's leading the team.
1	10997	137	Learning how to work with people you don't always like.	but as a leader and as a, you know, let's say a sports executive, you need to know how to work with people that you may not like, you know, you're not best friends with, but you need to learn how to work with them either way.
1	10997	138	Managing interpersonal conflict with competent peers.	So you're saying, okay, we, we gotta win this game. So it don't matter if you don't like, if you don't mesh well with the person, the person is good at the game, you're going to let him play.
1	10997	139	Using interpersonal conflict skills to prevent bias.	Right. and so, you know, I know it could have been avoided if we had simply spoken about it
1	23301	6	Honing of a child's innate leadership personality would be beneficial in the development of good leaders	So a follower would just say yes and go, you know what I'm saying? Whereas a leader is like questioning everything because if something don't seem right, they're gonna do something about it. So I think once you see that as a observation, that's when it should be engaged because naturally it's in them. So if it's naturally in them, it needs to be nourished. So if you discover this, even if you're two, three years old and you see a child just taking things in and taking matters in their own hands, even at a young age encourage that because they're born leaders.
1	25225	18	Proper and quality education and mentorship can deal with the bias in general	I think through education, through mentorship. We need to find like from the black community, people who succeeded in their professional career, who can spend some time with the young people and explain what, I mean, what obstacle they face to reach the top of the organization or the top in their business where they're successful
1	25225	19	Initiative: Give back to the community	we have some initiative that we call give back to the community
1	25225	28	Choosing skills and competency over gender is the best way to look at things and do things moving forward	I think we need just to stick to, I mean, making sure that we assess the talent of the people, the performance, their skills, and then decide on the best instead of, you know, being based on the, on the gender
1	23301	82	People that overcome these barriers are fearless people	They, they don't care if you tell 'em no, if you tell me no, I'm gonna tell myself yes
1	25225	46	Real life leadership exposure for the youth	expose the young people, to the leadership. You see, to put them in like real life experience of leadership.
1	25225	50	Provide access to education to black youth to promote engagement in leadership	So I think it'll be important to promote like access to education for the, for the black, for the, for the young black
1	25225	51	Educate the black community on the variety of options they have available and ensure that kids understand that they have a lot of options to become leaders in life	engage the community, the black communities, so that people understand that ok there are option available for our kids
1	25225	52	University partnerships with organizations to educate the black community about the career paths available	So it's important for them to have option and to, I mean, maybe some organization can get into partnership with universities, with colleges to give access to, you know, people coming from disadvantage area.
1	25225	53	Sharing knowledge with the black youth community is necessary to encourage them to pursue leadership positions	I think it's very important for us or for, you know, the government and association to have like program or initiative where they will go to all the disadvantage area and make sure that they give them access to education, give them access to knowing what the world can offer, because sometimes it, it's a lack of sharing knowledge on some important things that can help the life of those young people.
1	26196	7	It's going to be tough but find a way to overcome it. Persevere!	You know, that was one of the ways that, you know, early on in business, I did not hire lobbyists for that very reason. I couldn't afford it. But as the business grew, you had to have that in place in order to get bigger jobs. So, you had to find a way to overcome it.

1	26196	19	The candidate talk on how it is important to be able to get to places with important people that will help you to get opportunity	So if you are in the right seat on the bus, you get training provided to you corporate management training. And if you can get one of those cream, corporate management training trainee positions, where you are the chief of staff of the CEO, or maybe you're his go for, or maybe you're his, you know, so that if you are in that corporate training kind of environment, that gives you an opportunity to get to that seat on the bus. And as you begin to start to move up that seat on the bus, then everything begins to start to play out around you. Like those corporate parties that they go to. And corporate tents that they have at these golf tournaments and the opportunity to participate with senior level executives at their retreat, where they talk about issues and things like that. Even if you are just the clerk of a prominent attorney, you know, being able to be there and being able to offer your input specifically to those people who are there, then they begin to start to listen to you. And, you know, it's hard sometimes to get your voice,
1	26196	20	Gives his method to overcome the challenges that are race related	It's not about what we know, and it's not about the accomplishments that we can do. It's about how we are perceived as our skin color is not the same skin color as theirs. And, but, you know, being that as it may, you can overcome those obstacles. And, you know, one of my biggest proponents is to try to, you know, be able to use what you got and leverage that and be the best that you can and then move on.
1	26196	21	The candidate implies again that relationship is really important in order to be successful	It takes a long time to build those relationships to the point that, okay, we've got this work, we know that Jerry's company can do this work. Somebody else is gonna be putting their bid in, but we gonna give it to him.
1	25225	61	Mentorship programs where successful people in their careers talk to young people about their obstacles and how they overcame them to get to the top would be beneficial to black youth	I think through education, through mentorship. We need to find like from the black community, people who succeeded in their professional career, who can spend some time with the young people and explain what, I mean, what obstacle they face to reach the top of the organization or the top in their business where they're successful.
1	25225	62	Mentorship programs in school would be beneficial in increasing awareness of the biases black youth could potentially face	program at school where young people would be in, in touch or engage with the, the, the, the black, the, you know, the black that was, that are successful in their professional career.
1	25225	63	An initiative where kids from an orphanage visited the workplace to get real-life leadership exposure	It's an orphanage for young girls. And what we do, we have a day where we invite those young girls to come and visit us at, at, at the workplace. So they will come and work with women in the different positions that we occupy
1	26196	24	the candidate mentions once again the importance of relationship	I found is that relationships are so important and that the same people you see going up are gonna be the same people coming down. So you gotta have a good relationship with everybody there, everybody who's in the organization, or even the people who are outside of the organization and a way that you can build your relationships is through networking.
1	26196	38	Do what you can with the resources that you are given.	one of my biggest proponents is to try to, you know, be able to use what you got and leverage that and be the best that you can and then move on.
1	26196	39	Building business relationships is important, but it takes time.	And a lot of times we would lose to the companies who had better relationships with the people who were making the decision. And how do you build those relationships? It takes a long time to build those relationships
1	25225	77	Employers having rules in place to ensure fairness for promotions, helps promote sense of equality.	we have fair rules that we need to apply, when it comes to promoting people. So, I don't feel that okay, in this organization,
1	26196	40	Adaptation is important in business.	early on in business, I did not hire lobbyists for that very reason. I couldn't afford it. But as the business grew, you had to have that in place in order to get the bigger jobs. So you had to find a way to overcome.
1	25225	83	Bring awareness to different options of access to education, to black community.	I think it'll be important to promote access to education for the young black. I think it should also be important to touch the community because to me, I mean, not living in the US, but seeing what is happening there, I believe that they need also to engage the community, the black communities, so that people understand that ok there are options available for our kids
1	25225	84	Governments and associations should launch initiatives that make education accessible to many more underprivileged, so they can have opportunities to succeed.	Europe and become a medical doctor. But when you look at the 14 other siblings, no one even went to school. So I think it's very important for us or for, you know, the government and association to have like program or initiative where they will go to all the disadvantage area and make sure that they give them access to education, give them access to knowing what the world can offer
1	26834	13	People who navigate those barriers are persistent, vocal, informative, and persuasive	Persistent, vocal, informative and persuasive.
1	26196	64	Longitudinal studies to evaluate the effects of initiatives for youth.	And what we've instituted is an evaluation process where the students evaluate the instruction and as they evaluate the instruction, one of the things that we are trying to do now is to begin to follow that kid throughout the high school process and to see whether or not at the end of his high school graduation, there was any correlation between some of the courses that he took.
1	48127	14	When presented with bias on a team, making sure the team is successful and making a difference is key to proving you value in your own role	You need, you need to be a game changer or, you know, you have to make a difference whenever you are assigned into something. Yeah. And also you should be able to develop team, which you can, you can think of, you know, they can reach somewhere. So yeah.
1	48127	46	Schooling and formal education establishes a foundational knowledge base that students can build from and develop skills such as leadership.	I think I will consider it like as a base. So going to school, one, broaden knowledge, you know, sometimes it gives you an opportunity to look things in different direction. It's not just on one direction only. Yeah. And you know, leadership to is normally it is, it is a kind of things which you can bring people together and manage them to achieve a certain goal, which you are expecting to, to achieve. So that achievement is possible without education, but it doesn't mean it is always possible.
1	48127	47	Basic university study can serve as a good starting point for leaders.	I think everybody need to have that basic university level study. That is my belief. I know a lot of people are standing against this days, but like belief is like, you know, the base should be there. One can be competitive if you have that background it, and it can contribute more than somebody who is an illustrator or somebody who have not attended university.
1	67857	4	Advocacy is really important as it helps individuals get promoted.	So advocacy is just such a huge piece and just highlighting the value that the individual brings to the table to the organization is so crucial
1	67857	6	Having allies helps navigate or overcome these barriers and these can be people that can advocate for an individual.	And like I mentioned earlier I've only been successful because I have allies, I think allyship are so important
1	67857	8	Putting the right work ethics and having advocates to acknowledge your hard work and speak for you helps over come the barriers.	I put in the work. I put in the time. But also I had individuals, like I said earlier I had an individual who supported me and advocated for me
1	67857	7	Creating relationship and building the right network and staying connected can help overcome these barriers.	I have developed so many great relationships with not only, you know, staff, but students and more importantly faculty, you know there's probably not a person here at USF that's probably well connected you know, with faculty and staff as I and community, I mean, yeah, quite naturally I'm connected and, well, I shouldn't even say quite naturally, because it's not a given just because you are African American, that you're gonna be connecting the African American community
1	67857	10	Controlling your actions when envy arises helps overcome these barrier experience when they arise.	I can't control how a person perceived me, you know, they make that choice now. Okay. And to a certain degree, I could, in a sense that... Let's just say I'm out in the community and I'm just doing some craziness out in the community, right. And they formulate a negative opinion on who I am. Well, I can't control that. I can control, you know, what I do. And I do understand that my actions play a part in how people perceive it to a certain degree.
1	67857	37	You've got to be resilient as you'll most likely not be granted the benefit of the doubt	The benefit of the doubt and that's why I mentioned earlier that I feel like I must always be perfect, you know, and everything I do, I got to make sure I dot my "i"s and cross my "t"s. So, it's a burden, but that's okay. I have broad shoulders, man.
1	67857	41	Parents and communities should stress the importance of school to the black youth to keep them off the streets and prisons	because if they're not talking about college, then you got to wonder, okay, what are they talking about? You know, are they talking about joining gangs? Are they talking about, you know, breaking into cars
1	67857	64	To prevent misunderstandings, you may have to behave in such a way to not give anyone the impression that you're doing something wrong. Ah, perhaps this could be abstracted to "appear confident."	so I've learned in my years here to always navigate in a way where I'm not going to give anyone the impression that something that I'm doing could be wrong, you know?
1	50939	5	Having your own drive and be self motivated.	You'll need your own drive. You'll need your own self motivational factor
1	50939	6	Choose what you want to do and look for the right people to hang around with.	If I wanna be a leader, hang around with the SGA on USF campus as a high school student to see what they were like, if I wanna do political science, hang out with the pre-law students, if wanted to do med, hang out with a pre-med student
1	50939	5	Fine civic engagement and mentor/ mentoring opportunities.	find civic engagement, find mentor again, mentoring opportunities
1	50939	14	Starting at an early age to build these quality and having the right people around (the company you keep)	I don't think age equals to me maturity though. You are, I will say you are the company you keep
1	50939	15	Having accountability partners and setting goals.	and you have a group of friends or brothers that were like, Hey, this is our goal. By the time we're 30 years old, we're working for this company. We're working on this guy. We're gonna be in these departments. We're gonna pick up these skills. And by the time we're 35, we're gonna make our own company

1	50939	48	Getting certificates on leadership principles can be an opportunity to grow into being a leader	And after that, I would say another stepping in stone, it could be certificates. Like I'm still my master's program now, but stepping stones I use was like Harvard business school leadership principles, which made me, I do identify what type of leader I am, my strengths and areas, opportunity to grow.
1	74710	4	More advancement opportunity for non people of color	Absolutely. and I, I, again, well, I would say that first and foremost in the professions where I have worked there have been less people of color that I can count on my hand. Right. And so the opportunities aren't even there in the first place because the individuals aren't there. And when I do see, when I have seen you know, the opportunities for advancement, there, there just been more acceptances and accommodation of certain circumstances for people who are not of color.
1	45522	20	Provide access to education for black youth	Some of the foundational things that they need, of course, are the basics of education that someone like yourself might've experienced.
1	45522	22	Important to learn how to take the resources available and turn it into more	Do they take the resources they're given and turn them into more, or do they take the resources that they're given use, use them up, and then have nothing left?
1	45522	50	It's important for black youth to have a solid foundation	nce that foundation is in place, that's rock solid. Foundation means it's rock solid. Foundation means that it's somewhat unchanging. The wind may blow, but the foundation will hold on.
1	97357	32	Have knowledge about your job, as well as other peoples jobs in the workplace	it's gotta be the basics for getting a seat at the table in my estimation is again knowledge of the job, knowledge of your craft. And it's not just about knowledge of your job, it's knowledge of your craft. One of the reasons why I thought I did a little bit better than some folks, is that I knew something about everybody's job. Okay. I was in sales. Well, first I was in operations.
1	22634	7	Be informed! Be Knowledgeable	know that if you don't, if you don't know how to do that, no one is gonna tell you and you have to figure out the hard way. And by the time you figure it out you're closer to retirement. So
1	89314	6	People of color build up a tolerance to the daily challenges and counts of racism that they face	So I just kind of decided for myself, okay, there is a threshold on, on how much I could tolerate when it comes to being upset by racist act. And so something happens, I acknowledge it's racist.
1	89314	40	Tactfully confronting racist behavior can help in one's career.	That well, yeah. Well, well, it probably helps that they don't shut it out. You know, so, you know, it, it, it probably helps that they are, they are a little bit more willing to confront the issue than I am.
1	89314	45	Leadership engagement experiences can help to break stereotypes regarding what it means to be a part of a certain group.	Right. I think it is important for computer science majors because it is important for computer science majors to also break their own stereotypes when it comes to what it means to be a computer science major.
1	89314	85	It could be beneficial to have initiatives that foster discussions about sensitive topics.	I would definitely like to get more involved in initiatives where we could just get back at, to talking about these issues as a community, you know, and, and being able to hear different sides of opinions instead of just, you know, this mentality of, we don't talk about the things that upset us ever.
1	10419	4	Seek Valid Credentials so you can stand out to employers	actually looking at the number of people that are qualified, you know, naturally I think it's a recruitment issue that, you know, we need to recruit highly trained executives to be able to move into those leadership roles
1	10419	6	Volunteering outside of your work's scope and continuously learning makes you stand out	volunteer opportunities outside of the scope of your job and participate in professional development opportunities, whether it's within the organization or out
1	10419	9	Network and build relationships; that's how you get an edge	probably well connected or have some background knowledge of the job or, you know, there are chances a lot of times when the job comes available, a lot of research has been done prior to, now with some, probably have the leg up than others? Yes, if your father has connections to the company and can call and put in a good word for you, then naturally, you know, that surely would happen
1	10419	10	Invest in personal Education	we can expand our knowledge in those areas, you know, those are really competitive areas as well. You know, what I'm recommending to students now is to gain an edge, you know, and by doing that is get the technical experience first and let the technical degree pay for the two year degree. And then the technical and the two year degree pay for your four year degree. Because what that does is giving you hands on experience
1	10419	20	Fake it till you make it	You're going to look the part, you know, you got to build your brand, you know, making sure that you can market yourself to the best of your ability. You want to look the part before you are the part, you know, so, and then know that we're developing that along the way,
1	10419	28	The participant mentions creative avenues for addressing how to advance within and outside the company for continual development.	So I think you look at volunteer opportunities outside of the scope of your job and participate in professional development opportunities, whether it's within the organization or out,
1	10419	29	Expanding your own knowledge and repertoire also expands the company and raises its prestige.	So, whether it's mentoring opportunities or professional development opportunities, just ways that you can really expand your knowledge and you know, that of the company.
1	10419	45	To set themselves apart, the interviewee believes that volunteer opportunities outside of your job and participating in the professional development opportunities is what needs to be done.	So I think you look at volunteer opportunities outside of the scope of your job and participate in professional development opportunities,
1	10419	48	The interviewee also believes ways to make themselves set apart from other is to know your jobs expectations and the jobs that are higher level in your field. Having credentials and experience is what will set you apart.	but it's really, you know, knowing your job, knowing the expectations and then jobs that you wanna move up into, you need to make sure that you have the credentials and everything that you need there, along with the experience.
1	10419	52	If you have all of the experiences and expertise you will have a fair opportunity to compete for the job.	but I would hope that if you are bringing all the experiences and the expertise to the table, that you would get a fair opportunity to compete, you know, for the job.
1	19860	52	College students get the opportunity to learn from meeting other people that are also trying to figure out life and seeing how they think or operate	So you, you meet many other people who are, you know, they're going through their own ways of life too and you know, just being around them and kind of just seeing how they think and move and things of that nature. Like you get that opportunity more so a better level.
1	19860	60	People also need to take advantage of the opportunities they are given	There's some people who just don't take advantage of like the opportunities that are like ahead of them as far as like getting in places of, you know, you know, to get that experience. So not everyone takes advantage of them.
1	19860	87	Starting fundamental lessons early on is essential to positive growth. This is needed for core growth and development at the leadership level.	Yeah, it's crazy. Cause that's why I feel like school should be regardless. I feel like school should be taught that middle school, high school, like that's what we should be teaching in class. Like, okay. Yeah, math is cool. Science is cool, you know, whatever history science, but like we need to be teaching like real life courses early on you like the major and also teaching like financial literacy, you know, just teaching you know, just how to go about life in a professional way, like, you know, kind of setting people up for more success versus just basic generic studies, you know, that we can like easily apply. Like, because I mean, like we don't really apply math in life that, I mean, we apply it, but not to the extent of where that would, should have been like the main focal point of, you know, our curriculum. Right now, there's so much out of move in life that should be taught in school.
1	39281	21	Challenges: Consistency in doing simple things.	I think the biggest challenge is being consistent in doing simple things.
1	39281	23	Building confidence.	Great opportunity, right. Except am I as a 19 20 year old, 21 year old, comfortable and confident to walk in, into a room full of strangers who are executive leaders, who are people that I want to be, you know, maybe 10, 15 years down the road and just start talking to them, just start a conversation with them, tell them all right
1	39281	24	Taking advantage of opportunities	there's only a certain percentage of those younger people who are gonna feel comfortable and confident enough to take advantage of that opportunity
1	39281	32	Accessibility is vital	I think a lot of times those experiences are built in a specific way that maybe is not fully accessible to all students
1	39281	39	Comfortability in the workspace and the environment you find yourself	Like everybody, you want to work with people that you are comfortable with, but if everybody you are comfortable with went to this same kind of school, as you grew up in the same kind of environment, as you right. Played for the same team in the same period of time as you, right. And looks like you, you're just going to continue perpetuating the same issue
1	39281	42	The challenges that is racially and gender motivated and may require more work and skill set and credentials to be able to overcome.	We know that there are problems with getting black males into the educational pipeline. But part of that is that that level of work is dominated by white females. And so you definitely stand out in that environment and everything that you do can potentially be an obstacle. Right. And so then getting through that, to the next level of leadership, which is also dominated by white females is another level of challenge because you have to have the credentials, you have to have the skills, but you also have to navigate the social pieces of it properly
1	39281	43	Because of race and gender, it is going to require more hard work so that the top level leaders can be confident about your leadership in the company or organization.	Being a, a black person in primarily white spaces for, you know, the better part of 15 years, but then also being a male in primarily female dominated places and making sure or that, right. I'm not only working appropriately and, and not, you know, presenting in a way that makes anybody uncomfortable, but also having to present in a way that makes them confident in my leadership

1	39281	44	Creating balance is one way to overcome the challenges that are gender and racially motivated.	And so trying to balance my own career path, moving upward, right. Thinking about both my race and my gender in the space that I'm in
1	39281	46	Creating awareness of your surrounding.	So you're constantly aware that you need to be vigilant and, and very intentional about, just about everything you do
1	39281	53	Handling businesses in a more professional way despite external pressure.	how do I think about managing my business while I'm dealing with external media pressure
1	39281	73	Put players in a professional position to make decision that can yield to the success of their team	For me, that's an interesting experience, right. Because you're still thinking potentially, right. You can still have the fun of actually playing the game and, you know, being the quarterback or the running back or the point guard or whatever on the court. But then it also you back to thinking about how do I put together an effective team, right? How do I negotiate, right. With AI that has certain decision making criteria, right? This person, I only have so much money to offer this person
1	39281	85	ability to align oneself with culture of workplace plays a role in advancement	The, the pressure is on me as an individual to make sure that I can align myself to some extent with the expectations of that workplace, if I wanna be able to advance in that environment. Right. Right. And so, and so realistically, even though there maybe is not discrimination in the sense that people are actively trying to, you know, make me uncomfortable or actively, you know, creating obstacles for me, based on my race. It may just be that elements of my race that are tied to my experience and my background and how I present myself are not necessarily aligned with that environment.
1	39281	91	Reliance on technical value than social power for a job requirement creates a better chance of	I think in, you know, so I may mention of technical positions. Sometimes it's easier to advance because they really rely more on your technical power than your social power.
1	39281	97	Helping students build their portfolio and showcase their value would be beneficial	ut the opportunity to do kind of resume building, right? Like helping them understand how to compose their resume, how to build portfolios of their work, how to strategically showcase what's important to different people. I think that's also really valuable right
1	39281	107	Communication and technical skills are important.	And then, you know, you have to have your communication skills, your writing skills, all of those pieces, but then also particular technical skills that you might have to have.
1	39281	110	In the digital age, quick adaptation is important.	Things are becoming more digital. And so, you know, you really have to be able to learn and adapt more quickly than maybe you did, I think 15 or 20 years ago to be able to advance, right.
1	39281	111	Alignment with workplace expectations can help advancement.	the pressure is on me as an individual to make sure that I can align myself to some extent with the expectations of that workplace, if I wanna be able to advance in that environment.
1	39281	112	Technical expertise can trump racial bias.	in that situation where there's no reason for anybody to even know or acknowledge race, potentially you don't see those barriers as much in being able to elevate in some of those positions. Right. Because the technical expertise is more important than social peace
1	39281	116	Technical skills are important, but soft skills are also important for social cohesion.	Sometimes it's easier to advance because they really rely more on your technical power than your social power. But at the same time, students who are in those stem fields are usually stigmatized for not necessarily having fully developed soft skills, so to speak, right.
1	39281	117	Management experience can help students to develop communication and soft skills.	But it may be that until they reach that management role level of their career, they don't have the opportunity to present that way. Right. And so I think having those students engaged in opportunities to practice and refine those skills outside of just of the technical pieces is really important.
1	39281	123	Specific domain-knowledge can help with being recognized for promotions.	Because at that point you want them in those spaces, thinking not just about how do I show up every day to the office and do the work, but also how do I show up and do the work in a way that helps get me recognized by the people that I'm reporting to right. Or helps me see opportunities for my next promotion.
1	39281	138	Environments with less people can be useful to help build the confidence of those who are less comfortable at a large-scale networking event.	Maybe you are inviting some of these executives into their classrooms and letting them have more small group conversations with these folks. So they get comfortable with how these folks talk and, and we do that, right?
1	39281	139	Networking can be easier when students are around their peers with whom they are familiar as opposed to mostly strangers.	So maybe we set you up for success as a student, by sending you in with 30 of your peers, right. To then talk to three or four executives, right. Where you can sort of try to find a way to situate yourself where you are comfortable, but you're still that environment.
1	44578	4	Belief that leadership which comes from a person of similar background who judges on merit and does not discriminate against them would be beneficial	needs to come from African American. For example, background someone who, you know, who understands what they're going through, who won't discriminate against them, who would judge them on their merits and knows what they're dealing with and be, you know, kinda know how to help them, you know, navigate their problems that keep them from excelling in these areas.
1	44578	7	Belief that black youth have taken certain vices as their culture and need to leave those behind to move forward	am. That's like a boot camp that teaches them leadership skills and teaches them what they need to leave behind in order to move forward, you know, and how it's not actually leaving behind their blackness. You know what I'm saying?
1	44578	9	Being aware of the challenges people face and providing assistance as well as opportunities can contribute to a successful initiative	They know all the challenges that the students face as graduate students and have ways of preparing them and helping them through those kinds of things. Uyeah I think of those. Yeah. The McNight I would say would be the
1	44578	34	change ways the youth culture sees what success is instead of the crime, music, and art.	dealt with crime or drugs and stuff, you know, and things like music and art, which is, you know, you know, not going to is not the right example for leadership. And that's what the problem is now that's the leaders they're looking up to, you know, and I think, you know, that's a big problem cause these people are not leaders. They do not promote the right morals or you know, you know, leadership potential. So I think, you know, I don't know. I mean I think the game situation and kinda changing the whole, you know, youth culture might help, you know, and I don't know if it will or not, you know, cause it's kind of ingrained.
1	56727	6	Leadership engagement experiences can teach students how to operate a business and life in general	I do. Because it helps them understand how to operate a business, how to operate in a, you know, nonprofit for profit 500 company. But it also shows them how to operate in this journey we call life, of how we can all be leaders, but just at our unique qualities to ourselves.
1	56727	21	Experience of racial challenge has led to a desire to change the mindsets of people to learn we are all one	everything in my power to change that mindset so that everybody understands that we all get along. And we're
1	56727	37	Leadership doesn't only help in business but in life	I do. Because it helps them understand how to operate a business, how to operate in a, you know, nonprofit for profit 500 company. But it also shows them how to operate in this journey we call life, of how we can all be leaders, but just at our unique qualities to ourselves.
1	56727	42	Create awareness for STEAM career importance	Yes. I have my own nonprofit where we're preparing awareness on the important of steam careers and gaming and eSports. This is it, this is beat botics, but then also I serve on the board, advisory boards of companies to make sure that our kids have access and have be able to have access at an early age from internships. So that's the contribution that I'm doing right now. Speaker 1:And which activities have you found successful and how did you define them as being successful Speaker 2:Gaming? Just really meeting kids where they are. If you meet kids where they are, you have conversations of what they like TikTok. You can find that you can build long lasting friendships with teenagers to really get them to understand their placement in life.
1	81943	8	laser focus on one field of study is a limitation	I feel like I have a lot of friends who completed PhDs in engineering and you know, the hardcore sciences and they like have tunnel vision. They don't know anything. Well, I can't say anything, but there's not a lot that they can do outside of that realm. And leadership is not leadership business, you know, like it's definitely not one of the, the domains that they can Excel at because they've been so laser focused on chemical engineering or biomedical engineering.
1	81943	9	Leadership experiences creates exposure to other aspects outside field of study	Maybe programs that promote exposure to positions and activities that a common person wouldn't know. I
1	81943	18	The candidate follow up with a personal experience and also mentions the importance of relationships and connection	Okay. mentorship I think personally as a, as a physician executive, it was really hard for me to understand how important mentorship was for my career journey. I was, I was personally fed a fairytale and I got hit hard in med school. Like it was really, really hard and not for mentors who were committed to my growth. I probably wouldn't have made it, whereas I think our counterparts it's instilled in them very early that you need, you, you have this mentor, they have this uncle, they have this family friend that's in the business already. We don't have the, those type of networks and systems in place, or I personally didn't. And it was, it was really hard. Another thing was exposure. A lot of the roles and opportunities that I could have taken advantage of. I just didn't know about 'em. I, I just didn't know. And it wasn't a secret, I just didn't have the exposure or the access to that information.
1	95783	16	Developing a program that eliminates the mindset of racism and teaching the kids the importance of togetherness and team work with people of different race	So what they did was they took these kids and the kids were, you had students who were mixed, you had students were black and white and all that. And what they did, first of all, was they point out the biases. Everyone came into this meeting with, by doing all these different activities and all this. And it was very effect, even some of the kids you know, talked about some of the black kids and some of the white kids even mean we never talked about, we don't see ourself as racist, right. Or bias in any way

1	84874	4	It is necessary to find a leadership structure that already has people of color in leadership positions advocating for you to advance to higher positions	And lastly, I would say you would have to have a leadership structure who have persons of color already in leadership that are advocating for you to move up, as opposed to you trying to break through the ceiling on the bottom. So I would say those are the three areas.
1	84874	7	It is important to differentiate if an individual didn't get a leadership position due to bias or lack of exposure	So, you know, was this person not successful at achieving a leadership position because of some sort of systemic racism or bias on our part? Or is it more of, you know, the person just hasn't been in these environments and struggling to make those connections that are needed to advance, you know, or maybe some blend of both.
1	84874	8	Decisions need to be made within a system that's fair in terms of giving people opportunities to advance	So, you know, it's not all anchored in doing good work, you know, it has to be within a system that is fair. That's equitable that give all persons an opportunity to advance
1	84874	9	People don't remember what you said but they remember how you made them feel and this is applicable to inclusivity in work environments	It says people may not remember what you said, but they remember how you made them feel.
1	84874	11	Diversity officers need to be trained in different skills such as being an enforcement agent, mediator, and a programmer	I think what we're discovering is diversity officers need to be trained in a number of different skills, right
1	84874	13	People see themselves as a reflection of the population or environment they're in	Because you see yourself as a reflection of that population.
1	84874	14	You can't aspire to be something until you've seen it	I think you can't aspire to be something until you've seen it.
1	84874	15	It is important to have on the ground training in order to see what the experience would be like for you	But when you have on the ground training and experience and seeing what that experience would be like for you, right
1	84874	20	You have to immerse yourself in populations outside of your own to increase awareness of other people	And the way you correct for that is you have to immerse yourself in those populations.
1	84874	21	The goal of immersing in different populations is to understand and not to transform	So the goal isn't to transform you, you know, the goal is just to understand, and that's what I would say.
1	84874	22	In higher level settings, there's a lack of representation of African American males hence black men would need to work hard to identify their support systems.	But if we're talking about exclusively in those higher ed settings, myself as an African American male, I'm typically on the lower list of who's represented in those spaces. So you have to work harder to find your support systems and kind of know who your allies are, you know, should you need that support.
1	84874	27	Seek positions with upward mobility	aligned with a company that has a pathway to advancement for its employees
1	84874	28	Find people willing to advocate for you to be promoted and continue to nurture those relationships	And lastly, I would say you would have to have a leadership structure who have persons of color already in leadership that are advocating for you to move up, as opposed to you trying to break through the ceiling on the bottom
1	84874	30	Making it to the top requires not only hard work but also a support system (allies)	So, you have to work harder to find your support systems and kind of know who your allies are
1	84874	34	to have a leadership structure who have persons of color already in leadership that are advocating for you to move up, as opposed to you trying to break through the ceiling on the bottom.	have to have a leadership structure who have persons of color already in leadership that are advocating for you to move up, as opposed to you trying to break through the ceiling on the bottom.
1	84874	38	Throughout the interviewee's career, the consideration and implantation of diversity has increased by having diversity officers and organizations. Need to assess the commitment of the organization of the changes that are being recommended as well.	when I started, you have to think what we know as diversity, equity and inclusion didn't exist, you know? And there was a stage in my career when it was considered professionally limiting to even be in a role like this. Right. Wow. So the fact that you've seen increases in organizations, hiring diversity officers, you know, and I'm not gonna say if it's an effective move or not, but the fact that, you know, the person was even higher shows that it's considered a real industry now. Right. And I think there's gonna be you a lot of literature, a lot of research, you know, that continues to surface to say what's effective and what isn't. Right. But I think the fact that it's surfaced is proof that there is some growth, right. But you always have to assess the commitment of the organization to make the changes that are being recommended by their diversity officer
1	84874	39	Need diversity officers to be trained in different skills to make sure others are away of the different backgrounds in the workplace.	Yeah. I think what we're discovering is diversity officers need to be trained in a number of different skills, right. Because the nature of our work is unlike any of our peer
1	23301	20	Build your own name/brand up	And the fourth thing that I would add is an answer to that is to build to own like, I'm big on that. So I like, I'm an executive in my own company. You understand what I'm saying? So that's how, you know, I would, you know, approach it if nobody's given you the shot.
1	94392	2	Belief that there are lots of programs designed for minority groups	feel like there's a lot of programs out there for minority groups.
1	23301	84	When the industry is unfair there comes a preference to working independently in order to be equals with everyone else in the industry	That's why I remain independent because I saw how unfair, how fake a lot of these people are.
1	23301	87	One's appearance is supposed to conform to society view of what is appropriate to wear to certain events. However, if you are great at something, your appearance doesn't really matter because people will still follow	He will always tell me that nobody's gonna take you serious dressing like this
1	23301	89	Your actions can change people's perception about you. The perception they had of you prior to hearing you talk can change once they see that you are knowledgeable in your field	They know longer saw just the dude with a big chain and looking fly and stuff like that. They saw somebody that knew what they was talking about.
1	22634	4	Is that company a Cultural fit for you?	Can a person of color be able to fit in with the people that are hiring, most of the people are hiring are Caucasian. Most of the people are hiring are usually Caucasian, older males and bringing somebody on ... a woman of color, a man of color, et cetera. They're typically going to find barriers for
1	22634	14	All Bark no bite! Bringing Awareness to this issues is good but actions to effect real change are needed.	People will tell you we value diversity, We value equity, value inclusion. Their actions will not show that... that's what you're gonna hear. Cause we've heard it repeatedly throughout history. They're gonna show, Hey, look at the program that we've instituted to help or to alleviate some of these concerns we heard from our people of color. Those programs, at best will be minimally effective.
1	50939	26	Impact: Developing the growth mindset	because they understand when you walk through that door, you're not your GPA, right? You're not the suit you're wearing. You're not the car you drove up in and you're not your resume. You're not hated black man. You're just a black man. You're just a man. So it's all I will say. It is teaching you how to sell yourself. Like for example, if I ask you, sell me this pin, how about trying to solicit me to sell this pin? Like they used to have like little workshops like that. So it's a, it's a growth mindset
1	50939	34	Managing your expectation and taking proper steps to achieving your goals. It's okay to take a break and relax but it's not okay to be too comfortable so you don't get inefficient	manage your expectations. Uh alot of people, uh probably grew up saying, oh well parents saying, oh, you can be president of the United States or, or you can be the next, uh astronaut. Or you can be the next, uh person who do open heart surgery, which is cool, but write a vision, make proper steps. And don't look at it as an entire picture. Cause you'll be overwhelmed. It's okay to manage your expectations and it's, it's okay to also take a break and relax. It's not okay to be comfortable once people get that they become last and once they become last, they move inefficiently
1	50939	35	Engaging in leadership program and having a business mindset can help escape any racial challenges.	I was in leadership training programs, which is beneficial for the youth of some of my favorites were national urban league. That's where I developed my business mindset from 2009 through 2012. When I, with a Derrick Brooks charity, he's a famous football player, Buccaneer he's trip to go to Chicago to go to DC, to Boston and you get to see other educator minds of my age, we'll call new lights at the time
1	78161	8	You tend to do better when you have someone that supports you along your journey and cares about you.	When you're walking life together with someone who actually cares about you, I think it makes you want to do better.
1	78161	9	You have zero control over other's actions but only over yours	So, I think that you know, really people can't, you can't respond to how people treat you, but you can respond like by your actions
1	78161	10	Keep an open mind, as opportunities often come to you disguised into something you may not want/expect.	And so, USF was a good example that, when I was coming back for academic program specialists, I was like you know, I'll, I don't really want to do a role like this, but I mean, at least it's a foot in the door. And so, because I said, yes, that opportunity I was able to then go on and now do what I'm doing in admissions
1	78161	27	Jump at opportunities and work hard mainly	And I just would encourage anyone who is wanting to, you know, have a better life for themselves, really to do their best each day, to try to work hard, obviously look for opportunities when they can, and then try to build those connections with their peers, try to just be available, you know, try to say yes to some things, even that you would maybe not think about saying yes to. Speaker 2: I feel a lot of great opportunities have happened for me too, because obviously I'm a man of faith, but the second is that I feel like I've been able to just say yes to some opportunities that I would've maybe not thought otherwise

1	81039	4	Choosing the right, nurturing environment could be beneficial to growth	if you're just not in the right environment and an environment that actually nurtures you to be your authentic self and to be the, to be an authentic leader that actually delivers you know the best of what is required of them.
1	81039	11	Exposure to leadership or social activities shows kids what to expect in the workplace	Yeah. So I think it's exposure to activities general. So we learn, you know, what, what, what you find is when you start working, sometimes you're thinking, gosh, all the academics, all the, get the best grades, all the learn math, learn, bio biology, you know? What does it mean when you're in the workplace?
1	81039	14	"If you want to hide something from a black man, you put it in a book" hence finding different methods to educate black people about leadership is necessary	They always say that if you want a black man if you wanna hide something from a black man, you put in a book meaning that as, as the black race and natural is not to read. And so finding different ways to expose and impart them and give them knowledge is one that should definitely be welcomed.
1	81039	19	Belief that more women being knowledgeable and relatable can help bridge gender discrimination	think it's important as, as, as women to always make sure that you are knowledgeable and make sure that you have content. So you are more than, a lot more than what your role is
1	81039	29	Engaged in entrepreneurial initiatives to empower the youth, mostly women	So as a group, we invest in entrepreneurship and entrepreneurship of you know, a lot of the people are, are young. 70% of the applicants and the people selected are female.
1	81039	30	Entrepreneurial venture growth, boost in confidence, are some ways to determine the initiative was successful	. So the investment has helped their business its also helped them as individuals as well. They're able to take on things that they previously could not. Yeah. And their confidence level has also increased as well. So they're also able to expose themselves to situations where regardless of race and gender, they're able to succeed.
1	81039	41	Clear displays of competence, resilience, and problem solving skills can lessen gender bias.	But I think over time, once people see your ability to deliver your ability to be resilient, your ability to be solutions minded, then you know, people begin to drop, drop the gender bias to a certain extent
1	81039	42	Motivation to exceed people's expectations can serve as a source of inspiration.	And they're like, you, oh really a woman or, oh, you look so young, you know, things like that. Yeah. So you get feedback like that all the time, but you know, for me, me it doesn't really matter cause I focus on what needs to be done and the results that I need to achieve. So sometimes it's even it's something that inspires me to continue to succeed just because, you know, you are, you are kind of like breaking the barriers and breaking and, you know, exceeding people's expectations of you.
1	81039	44	Technical knowledge can help to reduce gender and racial bias.	But very quickly when there's conversation, I think it's important as, as, as women to always make sure that you are knowledgeable and make sure that you have content. So you are more than, a lot more than what your role is. You know, so it's one thing to say, you have a title, but when people talk to you, do you have enough content to show that and enough knowledge to be able to engage? And so that you're not just standing on the, on the basis of your title, but more that you are relatable and you're knowledgeable. Yeah. And then it begins to disappear, what your race, what your color and what your gender is, but yeah, for sure.
1	81039	57	Networking is important because it allows you to find people that can help you.	Being able to look within your network to say, you know, how can I find someone to help me?
1	81039	58	Creating a large network gives you access to people with a variety of knowledge, skills, and opportunities.	So a lot of friendships that you could have formed that you maybe take for granted you find that if you use them well and you build, build on them it would really be the defining factor in terms of how wealthy you are in life.
1	55750	15	Having the right mindset helps overcome obstacles that you face on your way to leadership	different type of mindset
1	55750	34	she says how networking help you to become more secure about your aspiration and help you to find a purpose	So I didn't have the role models I needed. So that was also an obstacle for me. And I think lack of mentors was also could be considered as a obstacle. Yeah.
1	55750	45	She talks about her organization that helps young black girl to embrace their natural hair	t I have a lot of I have a lot of ideas what to do I want to, to, to mentor some girls. Yes. It was in the continent where we are, we all majority is black. Right. So, but I want to mentor and empower female black girls.
1	55750	54	When being told no you look for more opportunities.	And for me, every time somebody tells me I can't do something, I always take a challenge to try to prove of them were wrong. So by really just pushing myself. So I think being told no or not getting the opportunity just made me look for more and also think I not really in the right company maybe, you know, the culture is not correct
1	94392	12	The candidate implies how knowing her self worth help her to stand her ground in a masculine world	, but because I know what I bring and who I am, I stood my ground and made sure they listened to me. So, but this is not negate the fact that people are actually women, you facing racism as, as in terms of race or sexism in terms of your sex in their workplace. But yeah, like I said, I've been, privileged not to directly experience that.
1	94392	28	Leaders can use their social and networking skills to create opportunities for themselves.	And so they just shy away from things most of the time. And sometimes you lose opportunities for that. So, if organizations like universities can actually put in, programs to help networking skills for students, especially minority students, then that would be a very good thing.
1	39281	10	Engaging in leadership development creates awareness of what is required to being a leader most especially in the social space.	so I think having those students engaged in opportunities to practice and refine those skills outside of just of the technical pieces is really important. Because then number one, they become aware of the possibility of all of the things that I mentioned that come with being in a social space, right
1	39281	12	Engaging in leadership development creates the readiness to facing the world and give the opportunity to work with people that can serve as guidance on how to navigate the different challenges	And so I think having that experience ahead of time before they find themselves in a situation of trying to advance into a leadership role is really important. And having people to guide them in that journey
1	39281	27	Preparation for the way the world works when it comes to executive leadership level.	we need to prepare students for the way that the world works. When we talk about executive leadership
1	39281	28	Preparation of these kids will cause people to work for them because they will possess what it takes to lead	We have to prepare them for this idea that you may end up having somebody working for you
1	39281	71	Gender based bias. To deal with this bias, it is important that the people who are contributing to the culture of the biasness is changed.	the gender based issues, right. Is that we can't get women into leadership positions because it's the space that is dominated by men and male preference behavior. But then even among males, it still is very limiting to particular identities and people who exhibit particular behaviors. Right. And you can't change culture unless you change the people who are contributing to the culture
1	91240	4	It is a matter of choice of whether one wants to work under someone else or be an executive and in control of his/her own company	Like I enjoyed the, I enjoyed kind of having my own environment that I had control over. And I didn't have other people in it because I didn't have to kind of deal with that. You know what I mean? I had responsibility over my, my small group, but it was, yeah. I felt in control in my environment, I guess. Okay. I think there may be a shift too, if I'm building the company myself. Right. Cause I, I own a company now, obviously if I, I don't want nobody to be an executive of my company except me.
1	91240	5	Becoming an executive is something that is built from the ground up	it had to be something that I built and understood from the ground up.
1	91240	12	Criminal history played a role in his desire to be independent	My criminal history is a big one. I think looking, thinking back to the other question, that's also probably why I'm so more focused on independence because I just don't wanna have to keep trying to prove myself in the, in the, in a world of underneath somebody else.
1	91240	33	The black youth need to know how to navigate systems that may be used against them so they can know how to stand up for themselves	And being able to know how to navigate systems that may be used against you.
1	10997	10	what leadership entails: leadership is about how I can lead myself and how I lead other people and sort of how we can circumvent problems	leadership is about how I can lead myself and how I lead other people and sort of how we can circumvent problems
1	91520	28	Involving in outside school activities enable people break limitations that they have.	being in groups and stuff like that, it breaks people out of their shell
1	91520	34	Values: Having a positive attitude and a leadership mindset to handle situations.	The situation, how to like calm things without violence, probably just showing how a negative leadership role is different than a positive leadership role, but shows like the, the, the, how the impact of a positive leadership role than an actual negative leadership role leadership role. And I feel like that would be it, like, just show both sides, but just one side, just show both sides
1	10997	23	Can be avoided by speaking up and settled every conflict before any game in hand and strive to be better	Right. and so, you know, I know it could have been avoided if we had simply spoken about it, right. Like talked it out, would've smoothed it over, been like, cool. Yeah, you can still play. But yeah, definitely coulda could have been avoid
1	55750	20	Having a coach can be an implementation to promote black youth to engage in leadership roles	I think coaching, like I mentioned, coaching you can get a personal coach. You don't have to wait until you start your professional work
1	55750	21	Having mentors and mostly by starting with your family members and ask question and learning how they overcame obstacles they face	I think mentoring you know, people who are already leaders in your family, you can start discussing what it, some of the difficulties they face, some of the challenges, some of the opportunities
1	55750	22	exploring online tools to teach how to become a better leader	there's so many online tools where you can really just learn about leadership. What is to be expected

1	55750	23	An onsite experience/ opportunities with role models or mentors can be implemented as well	but I think also onsite experience, you know, like placement opportunities or maybe a mentoring with a CEO or a director, you can spend a week in a shoes of a X, Y, and Z, and then you see how they lead, how they work
1	36484	5	The resiliency to keep facing new challenges is a skill that not many people have. The confidence to face new challenges makes a leader	I think there's a resiliency. So people who are easily knocked off their game and have trouble coming back, they take rejection very hard. I think corporate America is a tough place for them. I really do because, you know, there's, a lot of, you have to be like water and flow around those obstacles and not let them shake your confidence.
1	36484	6	Companies that transcend the social issues of society are more likely to succeed through their industry leadership	Breaking down those barriers, being intentional, sometimes clumsy comes sometimes heavy handed, but really working on, I saw it for L G B T Q communities. I saw it for women. I saw it for people of color, African Americans. And I think that's really what's required because the systemic piece is nothing more than society.
1	36484	7	In the face of a lacking view for diversity it is important to screen systems that promote and nature healthy relationships and promotional opportunities	Asking about developmental opportunities and how individuals careers are nurtured and, you know, sponsorship, mentorship, getting to know as many people as you can in that interview process, Speaker 1: And then once you land, it's looking for those individuals who, for whatever reason, seem predisposed to you, and you will always know who they are.
1	36484	8	Real set opportunities set others apart because they are able to promote active situations for leadership and engagement	So I think engagement in any capacity, preferably on the ground, internships are the best thing in the entire world. You know, being in the company really understanding the culture from the inside out
1	23301	64	By holding people accountable for their actions, it allows people to get to the executive positions they deserve to be in	It's all about creating accountability because the moment you create accountability with someone now they can't point fingers. They can't blame. They can't make excuses for their issues. You gotta own up to it. And the moment we own up to the actions that we take, the better everything can be collectively and whoever deserves certain executive positions, whatever will get them, because it's based off the right merit, not a fabricated merit
1	23301	71	Parents have to create a relationship with what their kids are involved in so they understand it better in order to use it teach leadership	So the first thing is they have to create a relationship with what their kid is involved with so they can understand it better to, to utilize it for that leadership situation within gaming.
1	45522	33	For the minority population to be in executive position they have to bite their tongue and accept whatever occurs	The ability to bite one's tongue and allow certain things to, to go by, to, to happen despite that they were obviously agreed egregious situations that would occur. The ability to turn your head, to accept it just as is versus challenging those things that happen. The ability to not cause good trouble.
1	45522	54	To get promoted, it may be a good idea to not challenge the ideas of the current leadership. Causing "trouble" could hurt your chances of promotion.	The ability to bite one's tongue and allow certain things to, to go by, to, to happen despite that they were obviously agreed egregious situations that would occur. The ability to turn your head, to accept it just as is versus challenging those things that happen. The ability to not cause good trouble.
1	45522	56	To rise in the corporate world, one has to be able to "pick their battles." They know when to let things slide and when to uphold their moral values.	Some things you cannot be so reactionary to, but certain things you have to put your foot down because there's right and there's wrong. Certain things from a moral standpoint, from an ethical standpoint, you can't turn your head to. Certain things you let slide and you play the game.
1	45522	57	If a business has unethical practices, a leader can either leave for another company, or try to rise up and make changes.	But certain things that get to ethical challenges, moral challenges, no you can't turn your head to that. It's probably good to transition out of that company, but if you can play that game up to that point and rise up, certainly rise up and make changes once you get there.
1	45522	66	People can achieve more when they are working together as a T.E.A.M ("Together everyone achieves more").	the acronym of team: T E A M. Together, everybody achieves more. So if we're working together and everybody works with their strengths, protecting them from their weaknesses and collectively working together, together everybody can achieve more.
1	45522	83	Improving one's productive efficiency is a good way to stand out from the crowd.	The playing field is level. Sometimes, there's situation where you are given a weaker set of tools, skills and abilities to get the job done. I've seen that happen in corporate America. If people give you a weak team, then you still go make it happen in spite of and smile at them when you get the results.
1	45522	86	Sometimes, "the proof is in the pudding." Perhaps a good way to show that you should move up is to have unmistakable results.	You can't deny me after the team that we created did what we did, that outperformed last year's numbers, that created a new, efficient, better responding way to, to achieve the result you're looking for. You can't deny it.
1	36484	30	Be open to building new connections	new to the company, would you mind getting coffee with me sometime? Nobody's going to turn that down. Nobody, you know, and so not being afraid to reach out and get to know that culture and company and what it takes to be successful and getting tips, ideas
1	36484	39	Participate as much as possible in formal and informal trainings/mentoring to refine your skills and even learn new ones	training, formal training is a second one. So, on the job skills, formal training, I think mentorship... Informal and formal mentoring programs
1	97357	5	Having a support system, allies and mentors can help you navigate challenges/adversity in the workplace/life with ease	And if that is the case and I've dealt with some of those folks the way you try to get around that is you build a network of support and mentorship that allows you to be seen in the proper light and isolates that person as a non-entity or a non-barrier, if you will because you can't change their mind per se, you can with your experience, but, you know, racist is probably going to stay a racist.
1	97357	6	Let your actions do the talking.	if I can solve a problem, I can solve a problem. Absolutely. You may not like me,
1	97357	13	Strive to know a little bit about everything. That gives you leverage; an edge over others	One of the reasons why I thought I did a little bit better than some folks, is that I knew something about everybody's job. Okay. I was in sales. Well, first I was in operations.
1	97357	19	As a POC, be aware that you're innately disadvantaged, prepare accordingly	I think at least for me, the barriers to advancement for people of color that I've seen in my career is not understanding the game. Okay. first and foremost, they somehow believe that they are the same as everyone else and they need, and as African Americans or as people of color, you need to understand, there is a difference in the way that you are perceived and you may be treated. So you got to understand that it may not be fair but you got to understand that because if you don't, your behaviors may not allow to advance as quickly as others.
1	97357	20	Be one of the smartest in the room	Number two, you must be the most knowledgeable person in the room. Okay. And again, and some young folks may go, Hey man, you know, I don't really wanna play this game, but if you are talking about advancing these are kind of the things that I've seen in my career and in my lifetime is that, you know, you don't have to be the smartest guy in the room, okay... But you've got to be close to the most knowledgeable. Okay. to be able to compete, to overcome that little disadvantage that you may have by being a person of color. So you got to be knowledgeable
1	97357	22	Be self motivated and do what you love	number four, desire and motivation. If you don't like what you're doing you need to find something else to do. So don't hang around trying to get a paycheck, try to find something that you love, because if you don't, you will not perform. You won't make it normally you won't make it. Okay. So those would be the things that I would say I had another response as far as the first question that, that you, that I saw on your piece about common obstacles to advancement at the professional level.
1	97357	24	Surround yourself with supportive people	And if that is the case and I've dealt with some of those folks the way you try to get around that is you build a network of support and mentorship that allows you to be seen in the proper light and isolates that person as a non entity or a non-barrier, if you will because you can't change their mind per se, you can with your experience, but, you know, racist is probably gonna stay a racist.
1	97357	26	Be observant and humble, let your actions speak for you	So I always felt you need to have some humility. You need to be humble, let your actions speak for you versus your word. And that's another point of advice that I would say to black folks is let your actions do to talking, you know, not your lips. You know, another saying that I have, and everybody else says listen twice as much as you talk, okay, sit down, shut up, listen, understand here. And then, you know, do your deeds but you know, don't walk in the door thinking you know it all, sit back and learn, observe learn your environment. See who's doing what to whom, see who the movers and the shakers are. See who makes the decision, see who others defer to. And that's how you build a meaningful network of important people that get things done.
1	97357	33	Be aware of where you want to be and where you can move up	And I said, you know, the people that's making all the money and making all the decisions are in sales, and now you need to be in sales now because operations is good, but it ain't great. And I made a decision on how I was going to transition from operations to sales. So you gotta have that awareness. Okay. So leadership trait is about spatial awareness
1	97357	49	Leaders let actions speak louder than words after they observe and then comment on their surroundings	Believe me, there's always somebody better. So I always felt you need to have some humility. You need to be humble, let your actions speak for you versus your word. And that's another point of advice that I would say to black folks is let your actions do to talking, you know, not your lips.
1	36484	64	Successful people seek out developmental opportunities, sponsorship, and mentorship.	And then once you're in a company, well, even before you come in... Asking about developmental opportunities and how individuals careers are nurtured and, you know, sponsorship, mentorship, getting to know as many people as you can in that interview process,
1	36484	65	Successful people are able to identify and network with those who are predisposed to respecting them.	And then once you land, it's looking for those individuals who, for whatever reason, seem predisposed to you, and you will always know who they are. I don't know what it is. It's almost a spiritual turning towards that... Maybe they smiled at you in the elevator and you start to build the relationship, you know, Hey, would you mind getting... I'm new to the company, would you mind getting coffee with me sometime? Nobody's gonna turn that down.

1	36484	66	Successful people are able to make connections to learn about the environment they will be working in.	Nobody, you know, and so not being afraid to reach out and get to know that culture and company and what it takes to be successful and getting tips, ideas... Not that they're all hundred percent, right. You take everything with a grain of salt, but you need to understand the environment you're in and how to navigate it successfully.
1	36484	7	In the face of a lacking view for diversity it is important to screen systems that promote and nature(nurture?) healthy relationships and promotional opportunities	Asking about developmental opportunities and how individuals careers are nurtured and, you know, sponsorship, mentorship, getting to know as many people as you can in that interview process, Speaker 1: And then once you land, it's looking for those individuals who, for whatever reason, seem predisposed to you, and you will always know who they are.
1	36484	22	Relationship building can be challenging but in there lies the keys to successfully make it into upper leadership roles	there were some barriers to overcome in building those relationships, those productive, constructive, nurturing relationships, and, you know, I think that can be challenging
1	36484	23	Understand you're going to face rejection. Become better at handling it	So, people who are easily knocked off their game and have trouble coming back, they take rejection very hard
1	36484	24	In corporate America what really matters is results. It transcends racial, gender and academic biases.	And the gift of corporate America is that what really matters is results.
1	36484	25	If you can provide results and people want to work for you, that's how you ascend in corporate America	And if you can do that and people want to work for you, you're golden
1	36484	27	Believe in yourself!	You need to believe in yourself. Don't worry so much about other people, because they don't always believe in us, but we'll show them, then they'll believe <laugh>
1	36484	40	The more results you deliver, the more credibility you get and with time, the more influence over team/department cultures and direction	And the assumption that the company wants that, was a learned thing for me, you know, and you get more power, your results, give you power and then you have a division, and you can create the culture in that division that is broader and more accepting and can take in more
1	36484	43	Find a support system and it push you to hit your goals	very best friends ended up being Louis Merizalde, who he's from Columbia and he was running... His dream job was running Europe for General Mills. And my dream job was running snacks and both of us got our dreams, and we did our co-mentoring before both of us were put into those assignments. So, we just became, you know, through our co-mentoring and getting to know one another, we became very good friends and great support for one another.
1	36484	44	It's important you find people that'll vouch for you	And you can say, yes, this person, I stand by them. You should take her, you'll love her. She's so good. She you're just going to love her. She's going to get it done. Her team loves working for her. She's super smart, great vision motivates and inspires. You know, you personally know that.
1	36484	52	Successful people can manage rejection and prevent obstacles from shaking their confidence. Perhaps a change in mindset from "I can't do it" to "how can I do it?"	I think there's a resiliency. So people who are easily knocked off their game and have trouble coming back, they take rejection very hard. I think corporate America is a tough place for them. I really do because, you know, there's, a lot of, you have to be like water and flow around those obstacles and not let them shake your confidence.
1	36484	59	Successful people believe in themselves and do not let others get in the way of their success.	You need to believe in yourself. Don't worry so much about other people, because they don't always believe in us, but we'll show them, then they'll believe <laugh>
1	36484	62	Success can depend on one's environment, so choosing the right environment can be important.	In the company? Meaning someone coming up through the system? Yes. I think being smart about where you go to work, if you go to work somewhere and there's no one that looks like you in the senior levels, chances are, it's gonna be a rough slog <laugh>
1	36484	69	Successful people are able to create networking opportunities for themselves.	not wasting the internship by just, okay, here's my assignment. I'm doing my assignment, but taking the opportunity... Hey, would you have lunch with me? Oh, I wonder if you'd have coffee with me sometime... Doesn't even have to be in your area. And I think people are so handcuffed, particularly people of color, particularly women, because we feel already so on the outside, like we don't wanna bother anyone, you know?
1	36484	71	Successful people can hone their ability to "feel" a company's culture and can assess if they will be a good fit.	And it's really just about talking to people, you know, you're not gonna read it anywhere and listening to your gut, you know, you'll feel it, you will feel it when you get into these buildings. Do you feel like it's super rigid and formal or do you see people kind of talking to each other, like laughing, oh, Hey Joe, how you doing? You know, what's the feel and what do you need? How do you, what's your comfort level with that feel? You know?
1	36484	85	People are able to establish their personal brand/reputation through their accomplishments and their ability to overcome obstacles.	Another part of your brand is your signature accomplishments. So I think you talked about barriers and obstacles. We tend to be very team oriented and that's great
1	26196	2	Developing your network, opens you up to significantly more opportunities	Well, some of the barriers to advancement is that if you are in a corporate organization, it's really the old boy's kind of thing. So, the guys in the upper suites all play golf together on the weekends and they belong to the prestigious country clubs and all of the people who are at that level do those kinds of things. And it's very difficult for somebody coming up through the ring, unless somebody is grabbing them and dragging them with them to get there.
1	26196	45	Business relationships can help with promotions to higher positions.	So I made those relationships and then I became the president of the chamber of commerce.
1	26196	47	In business, keeping asking until someone says yes.	So that started, I think my way into finding a way to keep asking, asking, asking until somebody says, yes, you know, and you know, I got this big belief that "No" is not the final answer. "No" is just "No" right now.
1	26196	50	If a business prospect tells you "no", use it as feedback to offer something different.	I think what you gotta realize is that somebody keeps telling you "No", and you really don't like it. Then you're probably selling the wrong thing.
1	10419	66	The interviewee believes their size plays a big role and not their gender or race. In result he believes his size intimidated people.	I don't think it has. I mean, I think my size has helped, you know, being a football player when it relates to discipline. I would say that probably was a plus. When working at alternative programs or dealing with difficult students, I would say that's, you know, been a plus as well, but it also can be intimidating
1	81943	14	Video games to include decision making and show how to handle confrontations	eah, so it would be across between things actually happening and the decision making. That was something I didn't get to learn or get to develop until I got to the executive level and it was, it was overwhelming handling confrontation just those type of scenarios and how they would actually play out in the real life. So that, that would be my video game if I built it.
1	81943	15	Making the video games competitive would make it appealing to youth	I guess make it competitive. Something that they can actually win or lose.
1	23301	48	Getting to top positions can come with the cost of putting someone else down	Sometimes it may come with a cost of putting somebody else down for you to get ahead. You know what I'm saying, which is kind of in the same line
1	26196	3	Corporate America isn't the only way to get to the top. You could start your own business	So that's some of the barriers that I've seen when I was in corporate America. Now that's been several, several years ago and I got frustrated in that process myself and as a result, started my own organization.
1	10419	5	Employee retention should also be a Employer's objective	I look at it as a recruitment issue, but you can't look at recruitment without looking at retention as well. So not only do you need to recruit them, but you also need to be able to retain them, you know, once you have them as well.
1	10419	8	Understand job hunting is a Game of Probabilities	if they do everything yes, because at the end of the day, you're going to have some interviews that's going to go, well, you're going to have some interviews that may not go as well; and you know, it's really a bias and an opportunity when you may go into a panel interview and they're rating it and everybody may be viewing it differently; and outside of that, you may come up on the short end, but I would hope that if you are bringing all the experiences and the expertise to the table, that you would get a fair opportunity to compete
1	10419	55	They have not experienced systematic racial challenges in executive training mentoring or promotional opportunities but has witnessed it.	Me. Myself. Yeah. Not personally, no.
1	39281	148	Networking is important to even be considered for high-level positions.	When you talk about executive leadership is just thinking about the pool that you're pulling and networking is such an important part of that
1	44578	18	Reason being stereotypes, they don't know you because they don't care to	I think the underlying causes are, they don't see you as someone they want to, you know, familiarize themselves with, you know, so that for some reason they see you as someone, I don't know what it is, you know what I'm saying? That they don't want to, you know, really associate with you on that level. Okay. And it could be, cause you know, a minority of a certain race or, or a certain background, it could be, you know, the way you dress, you know, or some kinda stereotype they form about you, you know, for one reason or another, cause they don't know you, you know, they never get to know you. They don't know what kind of family you're from. They don't know what your, you know, what your principles are. They don't know what your values are. They don't even know that they can even hold a conversation with you.
1	84874	19	People aren't aware of their surroundings once they step outside of their group	You're just so used to being in your groups, that when you step outside of your group, there's just limited awareness of what's going on around you and truly how to celebrate others.
1	39281	149	Lack of black educators in the school system.	I was teaching high school juniors and I had five classes, six classes of high school juniors. None of them had ever had a black teacher.
1	23301	55	In order to create an active pipeline of black youth engaged in leadership, it is important to popularize positivity and love	So we just accept it. I think the narrative needs to be changed from a activity standpoint where we making love cool.

1	23301	56	There needs to be a personality change from hateful thinking to positivity and working together to be better	Instead of like, I'm gonna dig up some dirt on this girl and try to such and such like, you know what I'm saying? Like there's such a conniving hateful, spirited way of how things are done behind the scenes in business. And it's very ugly. So I think that from an activity stand point and a pipeline, it's gotta start from a personality change and making it cool to do better, not just by yourself, but with others.
1	81943	3	Experience of systemic racial challenges in wording of questions in standardized test	think it's a lot of what I just said.If the student can't re relate to the question, they're less likely to become successful in answering that question correctly or be, or be confident in answering that question. So definitely we need to shake up standardized questions or more exposure.
1	91240	7	The challenges people face could be based on the fact that people don't like independent thinkers in the workplace	So it could be just people don't like dealing with insubordination or independent thinkers in a workplace. So I, I, I I'm personally gonna say no, even though I know that's a big part of this survey