

ZENA NEWS

Lead the Change You Want to See

MAY 2023

ZENA CONSULTING

Think Local for Small Business Banking Needs



Zena Consulting
Founder / Owner

In the semi-rural part of Pennsylvania where I grew up, bank employees were family friends or neighbors, and part of the community. This was before the USA industry became dominated by a handful of global, national, and regional banks.

The Seattle bank where I opened my business account years ago was gobbled up years ago. Now their service is mediocre and I find it hard to build relationships when the (perfectly competent) staff turn over constantly.

The Small Bank / Credit Union Advantage

Recent news of failing "too big to fail" banks proves that the careless mistakes of a few have hidden costs for many. A run on any bank threatens all banks, but smaller/rural America is more vulnerable.

Scale matters. On paper, large banks have the flexibility to easily help small businesses with financing. Yet, as the AMIBA* chart (right) shows, the opposite occurs. Small banks loan to businesses under 100K at almost double the rate of the mega banks. Why do they take this risk?



Get More Local Bang for Your Buck

According to *Forbes*, small businesses (overall) donate 250% more than large ones to local nonprofits and community causes. Here are just two organizations that can help you learn more: [AMIBA](#), *American Independent Business Association, and [Bank Local](#).

EVENTS

5/3

World Press Freedom Day

Snohomish County's *Welcome* magazine extols the value of free and local press [here](#).



5/5

Women in the Trades Fair

Learn how to launch a lucrative, living-wage career in construction. Free, at Seattle Center, 9 am - 2 pm.

5/9

AANHPI Month

Celebrate Asian American, Native, Hawaiian & Pacific Islander wisdom with an interview of Dr. Izdihar Jamil, author of 'Yes I Can!, Women Who Lead, and Money Makers.' Hosted by *Curiosity Based* on Linked, 10-11 am. [Register](#).

Find Zena News back issues at: zenaconsulting.com/news

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City Slicker Gets a Rural Reality Check



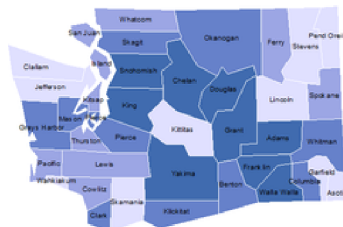
Zena Consulting
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Last month I presented a seminar on *"Making a Case for Small & Rural DEI in Today's Multicultural Funding Environment"*, at the *Nonprofit Leaders Conference for Coastal & SW Washington (NPLC)*.

I urge leaders to talk candidly about goals and expectations - even when everyone speaks the same language, because words are directly tied to metrics and outcomes. When we discussed the bewildering and increasing variety of acronyms funders use (*DEI, DEIA, Belonging, Kindness, etc.*), a woman shouted, *"Wait- what's BIPOC?"* When I replied, *"Black, Indigenous and People of Color"*, she exclaimed, *"That's me!"* Many others also hadn't heard this relatively new term.

Rural Diversity Is Increasing Fast

According to 2020 Census, 1/3 of rural children are racial or ethnic minorities. Spanish is our state's top 2nd language, with Grays Harbor and Mason counties ranking in the same category as King County, at 7-26%, (right).



WA Office of Financial Management

Giving Inequality Feuls the Rural/Urban Divide

Poverty is higher in rural/small town USA than metro counties, where access to services lags further behind. Attendees described their frustration of living in a *"donor desert"* while trying to capture the attention and resources of heavily urban-focused funders.

Their complaints are valid. A 2018 *Giving Compass* study found that the top 1200 foundations invest twice as much in metro county organizations; noting that philanthropy, government, and business leaders can correct this imbalance quickly, if they choose to.

EVENTS



4/19

Public Works Contracting in Whatcom/Skagit Counties

Meet the Agencies - This free, in person event for small and diverse businesses is designed to help you win bids from:

1. City of Bellingham
2. Port of Bellingham
3. Skagit County
4. WWU- Western Washington University
5. WTA- Whatcom Transportation Authority
6. MRSC- Municipal Research and Services Center

These agency reps will discuss:

- How to find opportunities
- Top procurement methods
- Programs and resources
- Mistakes contractors make
- How agencies use rosters

At Bellingham Cruise Terminal, from 3:00-5:00. [Register here.](#)

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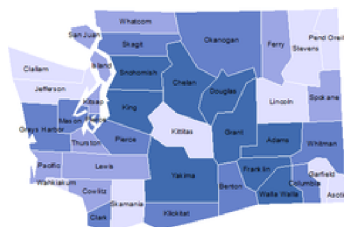
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Womens' Salary Slump is No Cause for Celebration

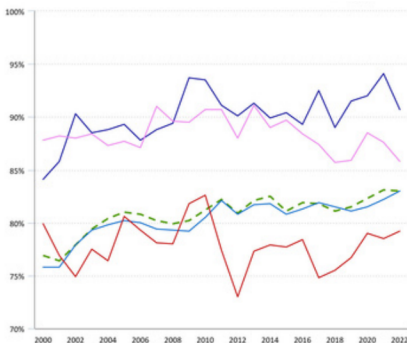


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The USA has measured women's struggle to earn equal pay in the modern workforce for 100+ years. From 1960-2020, the closest we came to a man's dollar was an average and meager 65 cents.

Pew Research Center's new report on gender (wage and salary) earnings from 1980-2020 found encouraging but uneven progress. And disparity.

Women of Color Earn Much Less



US Bureau of Labor Statistics. See legend and article here

Our overall gains since 2002 was 82 cents. However, this number is averaged across all racial groups.

A closer look reveals stubborn and significant differences for Black and Hispanic women. They lag behind white women; earning only 70 cents and 65 cents, respectively, to every white man's dollar, in 2022.

Work/Life Balance Benefits Lower Wage Earners More

There's no one reason this gap exists. The pandemic hit women in general harder- and some mothers more than others. The vaccine only became available to young children in 2021- and even later for infants. When child care and schools closed, mothers had to work less or quit entirely- especially those who held low paying jobs, had less education, or lacked remote work options.

How can BIPOC women catch up? The majority of respondents said improving social and cultural attitudes to ensure workplace flexibility would increase ability to progress and maintain success.

EVENTS



Mar 16

Government Contracting, Training & Outreach Event

This is the best regional one-stop to promote your firm to government contractors. In Tacoma, WA. Register.



Mar 20, 11:00-11:45 PDT

Our Brave Foremothers

Dr. Julie Pham of Curiosity Based will interview author Rozie Kennedy about Black, Brown, Asian, and Indigenous Women Who Changed the Course of History. Register.



Mar 24

Coastal & SW Conference

Zena Consulting returns to present on *Making a Case for Rural DEI in Today's Multi-cultural Funding Environment*, in Ocean Shores, WA. Register.

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Talking About Equity is Inherently Political



Zena Consulting
Founder / Owner

Our firm focuses on diversity and inclusion but not always equity. Why? The first is a data point. The second is a process. Equity is fundamentally tied to values, systems, economics, and politics. While diversity and inclusion may improve equity, this isn't always a goal, or viable, for smaller clients.

Embracing Diversity of Opinions is a Skill

DEI is a vast, complex topic that's not limited to race, gender, or any single issue. There's a lot of attention now on neuro-diversity, but what about 'diversity of thought'? Both are invisible differences.



The latter is key to preventing or resolving conflict, and understanding other aspects of DEI, especially when politics are involved. These are learnable, transferable skills.

"If There's One Thing I Can't Stand It's Intolerance"

As *Visual Capitalist's* chart on (Pew Research) [America's Political Divide From 1994-2017](#) shows, we used to reach across the aisle more easily. Listening and staying neutral when faced with opposing views requires patience, critical thinking, and curiosity. Can we appreciate discourse again?

In 2016, David Blankenhorn, Bill Doherty, and David Lapp wanted to see if Americans could disagree respectfully- and maybe even find common ground. Inspired by Abraham Lincoln's speech about '*better angels*' the group hosted a *Red/Blue Workshop*. It was so popular, they launched a non-profit, known today as **Braver Angels**, (see EVENTS.)

Learn how to improve your tolerance skills at work with this checklist: [Agreeing Without Being Disagreeable](#).

EVENTS

Braver Angels

Braver Angels is a national movement to bridge the partisan divide. Equally balanced between conservatives and progressives at every level of leadership- in communities, on college campuses, in the media, and in the halls of political power.

Most EVENTS are free and open to the public. Join [here](#).

Feb 11, (online and recurring) Red/Blue Workshop

Join Red (conservative or Republican-leaning) and Blue (liberal or Democratic-leaning) citizens for moderated activities and structured discussions that reduce stereotyped thinking, clarify disagreements, build relationships and find common ground through listening and learning rather than declaring and debating. 9:00-12:30 PST. Register [here](#).

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Generational Diversity Is Old But the Problems Are New



ZENA CONSULTING
Founder / Owner

The new "challenge" of five generations working together must make farming families chuckle. Where I grew up 'team' members' contributions were based on gender, age, experience, and physical strength. Shared goals were obvious - food and shelter- and unlike in a service economy, everyone had clear tasks.

Ageism is an Often Ignored Inequity

A 2022 *Harvard Business Review* study found that almost 65% of workers saw or experienced age discrimination. *AARP* numbers were higher- 78%. The victims tended to be the youngest and oldest.



Forbes magazine (host of *Next Avenue* journalism) writes about a *Stanford University Business School's Insights* study which found that younger employees who openly opposed racism and sexism showed prejudice towards older peers.

Cross-Generational Empathy is Emotional Intelligence

Interpersonal negativity, anger, and distrust between generations is a problem. But diverse teams also often have members who, for a variety of reasons, deeply respect elders. Count on them to balance the pervasive ageism of USA's mainstream, youth-worshipping culture.

The benefits of managing age-diversity are identical to those of multicultural groups. Teams with complementary abilities, skills, and networks collaborate better and outperform their homogeneous colleagues, but only if they respect and learn from each other's differences. The solution is improving E.Q. (emotional intelligence) for all.

EVENTS



JAN 5 Just Transition 2023 Legislative Preview

Front and Center will host a virtual briefing of frontline community experts to hold elected leaders accountable for social and environmental justice. 12:30 - 1:30pm. [Register.](#)



JAN 5 Tax Help for Small Business

SCORE will help you pay taxes strategically. Free, [register here.](#)



JAN 17 BDAG Monthly Public Meeting

The Business Diversity Advisory Group helps WA State's Contracts and Procurement Division reduce barriers for small, diverse, and veteran-owned businesses so they can get more contracts. Free, from 10:00 am - 12:00 pm. [Register.](#)

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Generational Diversity Is Old But the Problems Are New

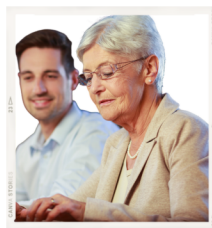


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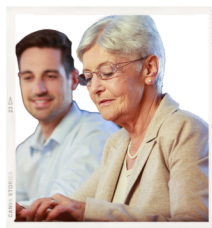


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ZENA & NEWS

JAN 2023

TRAINING & COMMUNICATION TO REACH DIVERSITY GOALS

Ageism: An Ignored Workplace Inequity

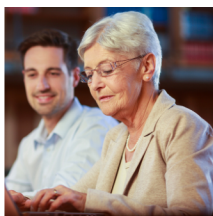


ZENA CONSULTING
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"Working Together for Results" was the focus of this free event at the Tacoma Convention Center on November 30th. About 2,000 community members and state employees came together in-person and virtually to identify specific performance measures and metrics the state will use to gauge equity progress.

Time Isn't On Our Side

John A. Powell* was the keynote speaker. Director of the Othering and Belonging Institute, he gave an insightful overview of where 'Belonging' fits in the world of DEI.



Karen A. Johnson, PhD, Director of the WA State Office of Equity followed. She has this to say about equity:

"Injustice is unhealthy for everyone. Individual, organizational, and societal health, wealth, and well-being can only be achieved by acknowledging, forgiving, and repairing past and present injustices."

The day included morning and afternoon working sessions for attendees to discuss equity solutions in Public Contracting, Public Education, Public Employment, and Public Services, plus two Governor Plenary Sessions.

Missed it? Find slides and recordings (some with ASL interpretation), of the above, a Post Summit Report, and legislative updates at the Office of Equity website.

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WA State Leaders will discuss the upcoming session. Live or online from 7:00-9:30 am at Seattle CityClub. [Buy tickets](#).



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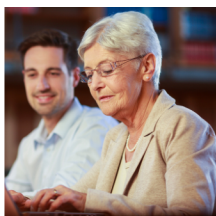


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Gentelligence: The Revolutionary Approach to Leading an Intergenerational Workforce presents a transformative way to end the generational wars once and for all. This book first introduces Gentelligence as a powerful business strategy and shows why it is critical for the future of work. It then presents a practical guide and a call to action for leaders of all ages to unlock the potential strengths of each generation. Readers will learn how an intergenerational workforce can be reframed as a profound business opportunity and discover how Gentelligence can help them win the talent war, create strong, diverse teams, and build adaptable cultures that will flourish in an era of rapid change.

Gentelligence shares groundbreaking evidence that will have readers thinking about their generationally diverse workforce in an entirely different way. Readers will discover:

- Where generational conflict originates, and how it results in both dangerous ageism and reverse ageism in today's workplaces.
- Why the generation gap stems from a misunderstanding of shared core values across all generations.
- How to find essential common ground with colleagues, both older and younger, and recognize the unique needs that come with different generational identities.
- How generational shaming leads us to view those from other generations as competitors rather than collaborators, further damaging employee engagement, team dynamics, innovation, and organizational culture.
- How leveraging the unique strengths of each generation at work can lead to a win-win outcome for all.
- How traditional views on leadership have been turned upside down as a result of new generational dynamics, with many employees currently being led by managers that are younger than themselves, and older leaders struggling to make sense of changing norms around authority and power.

Gentelligence reveals the opportunities within an intergenerational workforce and provides actionable tools to help leaders build Gentelligent organizations. Unlike other books on generational leadership, this book rejects common stereotypes assigned to different generations, replacing them with a deep understanding of why those who grew up in different times may behave in unique and valuable ways. We challenge leaders to go beyond simply accepting generational differences to leverage them proactively to increase engagement, innovation, and organizational success.

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Recap on Governor Inslee's First Equity Summit



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Metrics Make Equity Exoteric

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YEAR IN REVIEW

NOV- Tech Inclusion is a Challenge. Get a free *Tool Kit* to frame critical questions.

OCT- Hispanic & Latino/a Growth = Change as young, multicultural demographics explodes.

SEP- Belonging Begins With Respect. Part 2, Tips from Dr. Julie Pham, with Tom Rosenak, and Adrienne Guerrero.

AUG- Empowering Homeless Youth is True Leadership.

JUN- Respect is the New Bar to Reach. Part 1, with Dr. Julie Pham, CEO of Curiosity Based.

JUN- Zena Consulting Wins DES Master Contract Approval.

MAY- Lessons Learned on Meeting Accessibility Standards.

APR- Muslim Women Entrepreneurs Thrive in Seattle.

JAN to MAR- EDI, D&I, DEI, IDEA- Which Acronym and Why?

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NOV 2022



ZENA NEWS

TRAINING & COMMUNICATION TO REACH DIVERSITY GOALS

Measuring and Valuing Care Work is a Women's Issue



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I'm a huge fan of Rhiane Eisler's work, who became famous in the late 1980's for her seminal book, The Chalice and The Blade. In response to it's global popularity, Dr. Eisler founded the Center for Partnership Systems, which promotes human rights and non-violence, gender and racial equity, child development, and new metrics that demonstrate the (grossly undervalued) financial contribution of the work of care. Most of this 'silent economy' is powered by females and studies show that helping women also helps children.

Tech Communication Can Improve Equity and Inclusion

CPS's new program focuses on tech's role in gathering data and influencing business and economic outcomes. It's new *Partnership Technology Toolkit* is for individuals and teams. CPS's goal is to shift technologists' thinking, reject false ideas about possibilities, and build a partnered tech sector that supports a more sustainable future.



CPS asks researchers to consider *Critical Tech Question*, that can be useful in framing other inclusion challenges, (such as racial, gender, and economic inequality.) A few are listed below. Get all nine in the free Toolkit [here](#).

1. Who is framing and building this technology?
2. What assumptions and narratives are embedded in it?
3. What kinds of power relationships does it support?
4. Will it improve the lives of families and children and does it promote healthy human development?

EVENTS



11/30 8:00-4:00

Equity Summit: Working Together for Results

Hosted by Governor Inslee, at Tacoma Convention Center. Free. In-person attendance is full, register online [here](#).



11/11

Check out the many ways to recognize and thank those who protect the USA at [Veterans Day 2022](#).



Join the federal government and many other groups in celebrating the rich ancestry, traditions, and contributions of our nation's First Peoples. Learn more [here](#).

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to her dedication to equitable economic development. CPS's Mission & History
The mission of the Center for Partnership Systems is to catalyze movement towards Partnership Systems on all levels of society through research, education, grassroots empowerment, and policy initiatives. CPS's programs focus on promoting human rights and nonviolence, gender and racial equity, child development, and new metrics that demonstrate the financial contribution of the work of care.

We draw from the latest social and biological science including neuroscience, connecting the dots between the personal and political to address root causes rather than merely symptoms of dysfunction and injustice.

The Center for Partnership Studies was founded in 1987 in response to the demand of readers of Riane Eisler's *The Chalice and The Blade: Our History, Our Future*, hailed by Princeton anthropologist Ashley Montagu as "the most important book since Darwin's *Origin of Species*." A U.S. bestseller, *The Chalice and The Blade* is now in 26 foreign editions (including Chinese, Japanese, Korean, Hebrew, Arabic, Urdu, and most European languages), and used in universities worldwide.

CPS's new focus in the role tech plays in gathering data, and just released a *Partnership Technology Toolkit* for individuals and teams. Its goal is to shift technologists' thinking, reject false ideas about what is possible, and build tech that supports a more caring, sustainable, equitable, partnership future.

"What kinds of assumptions about the world does technology communicate? Our future depends on the answer." - Riane Eisler, Founder of the Center for Partnership Systems

Summary of the Nine Critical Questions Who is framing and building this technology? What assumptions and narratives are embedded in the technology? What kinds of power relationships does the technology support? What language is embedded in the culture within which the technology is being developed? Will the lives of families and children be improved by the technology and will it promote healthy human development? Are rigid gender stereotypes and the gendered system of values perpetuated by the technology, or does it model Partnership gender roles and relations? Are racial inequality and other in-group vs. out-group rankings perpetuated or countered by the technology? Are Domination economic and business models perpetuated by the technology or does it model Partnership alternatives? What kind of relationship with our natural environment is supported by this technology?

Get the Technology Tool Kit [here](#).

ZENA NEWS

OCT 2022



TRAINING & COMMUNICATION TO REACH DIVERSITY GOALS

Hispanic & Latino/a Growth = Change



ZENA CONSULTING
Founder / Owner

National Hispanic Month (9/15-10/15) coincides with the independence days of Guatemala, Honduras, El Salvador, Nicaragua, and Costa Rica. As this celebration ends, we want to share the latest U.S. Census data on these groups, which enormously impact USA government, business, and culture.

Young, Multiracial Demographics Are Exploding

NPR celebrated and honored Hispanic and Latino heritage with special events, and included demographic and psycho-graphic data from the 2021 Pew Research Center* report:

- The U.S. Hispanic population increased from 50 to 62 million since 2010; or 51% of the country's growth
- Banish the (often negative) immigrant stereotype, since 4 of 5 Latinos, or 80%, are U.S.A. citizens.
- Changes in the latest Census form resulted in a sharp rise in multiracial identification- from 3 to 20+ million.
- Florida, California, and Texas experienced the biggest Hispanic population growth since 2010, along with (relative to their predominantly non-Hispanic population), North and South Dakota.
- Newborns are driving much of this increased trend.
- Adults are increasingly bi-lingual and educated.
- Most claim (62%) claim Mexican heritage. Other nations, in descending order, are: Puerto Rico, Venezuela, Guatemala and Honduras.

See the full article by editor Rachel Treisman, [here](#).

**Pew uses the terms "Hispanic" and "Latino" interchangeably.*

EVENTS



10/12 3:00-5:00

Association of Women & Minority Businesses

advocates for DEI and transparency. Free, monthly meetings. Register [here](#).



10/19 7:00-8:30 pm @ UW

Hosted by Seattle Jobs Initiative. Tickets are \$10. Register [here](#).



10/26 8:00 am - 5:00 pm

EASC Small Business Summit

Cost: \$20-\$25. Register [here](#).

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Belonging Begins With Respect



ZENA CONSULTING
Founder / Owner

The July issue of Zena News featured a new book on intercultural communication: *7 Forms of Respect™*, by Dr. Julie Pham. CEO of the Seattle firm *Curiosity Based*, Julie has almost lifelong experience with two cultures, having come to the USA with her family as Vietnamese boat people.

Private and public sector leaders are increasingly expected to add respect and even '*belonging*' to their DEI goals. I think respect precedes belonging and engagement. As Christine Porath, PhD, who delivers hard data on these soft topics notes: "*Those who felt respected by their leader reported 92 % greater focus and prioritization and 55 % more engagement.*"

Everyone Wants and Appreciates Respect

My colleagues Tom Rosenak and Adrienne Guerrero interviewed Dr. Pham for their *A Leadership Beyond* podcast. Here are highlights of the conversation:

- Respect is often talked about as though it were objective and fixed. Respect is subjective and dynamic.
- There is a difference between disrespectful and lack of respect. Realizing this distinction is vital in building better relationships across differences.
- It's not about "*getting all 7*", but rather understanding and effectively navigating preferences and priorities.
- Differences between the golden rule, the platinum rule, and the rubber band rule.
- Descriptions of each of the *7 Forms of Respect™*, with examples and tips to understand and apply the insights.

Sign up for Dr. Pham's free course on respect [here](#).

EVENTS



9/24 - FREE Hybrid Event

8 am - 4 pm

Attend live at Renton Technical College, or online. See course offerings and register [here](#).



This month we acknowledge centuries of cultural and small business contributions of Hispanic peoples in the USA.



The **Association of Women & Minority Businesses** launched this month. AWMB's mission is increasing the net worth of small businesses, advocating with organizations to improve diversity, equity, inclusion, and transparency, and bridging the gap in supporting underserved businesses in the contracting community. Learn more [here](#).

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ZENA NEWS

AUG 2022



STRATEGIES TO REACH DIVERSITY & INCLUSION GOALS

Empowering Homeless Youth is True Leadership



ZENA CONSULTING
Founder / Owner

How do you tackle a complex issue like homelessness and improve the system? Ask the real experts - people who bring the wisdom of lived experience.

That's what the state did last month by asking 40 young adults to evaluate homeless program grant applications.

"Young people tell me that they are ready to lead...they have energy and they have creative solutions, so we're here to help make that reality," said Riannon Bardsley, Statewide Initiatives Manager for the Office of Homeless Youth.

Generational Differences Are Key to New Solutions

Demographic factors of those who struggle with housing instability change with age. Youth and young adults may be fresh out of foster care or identify as LGBTQ. Drugs tend to be a bigger problem than alcohol. There are more students and young families, and fewer veterans. The U.S. Dept. of Health and Human Services reports domestic violence causes many women to seek emergency shelter. Young mothers are especially vulnerable and need more support.

Partnerships Create Targeted Outcomes

Accountability to citizens versus boards or stockholders increases risks - and learning potential for all. Flexibility is the leadership lesson here. The most effective outreach and service delivery starts with the simple act of getting input from both sides of the Cascade Curtain. The group recommended targeted initiatives that will provide rental assistance and case management for young adults, ages 18-24. Read the full Dept. of Commerce article [here](#).

OPPORTUNITIES



Small Biz & Nonprofit Grants

The DoC is collaborating with ArtsWA to distribute \$75M in pandemic relief to small businesses and nonprofits.

Working Washington - Round 5: Portions of these funds are set aside for specific sectors:

- 60% for the arts, heritage, and science, including live entertainment venues
- 40% for most other sectors, including hospitality, fitness, and personal services

Learn more [here](#).



FREE! Cybersecurity Training

Small biz owners must become a client to attend, (also free.)

Dates: 9/13, 9/27, 10/11, 10/25

Time: 1:00 - 2:30 PM (PDT)

Register [here](#) before 9/13.

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ZENA NEWS

JUL 2022



STRATEGIES TO REACH DIVERSITY & INCLUSION GOALS

Respect is the New Bar to Reach



ZENA CONSULTING
Founder / Owner

My work entails talking about diversity, equity, and inclusion (DEI), with many successful leaders, supervisors, and managers in service-delivery industries.

I often find that people aren't sure what DEI means to their organizations and what specific actions are expected of them.

Respect is a newcomer to this alphabet soup. '*DEIR*' is showing up as a standard in all sectors. Of the four words, respect might be the most familiar- we learn about it from childhood on. Yet, it may be the hardest measure. What's considered respectful behavior varies greatly- depending on culture, gender, socio-economic status, and personality.

Respect is Expected and Mandated

A state agency recently added *Respect* to their DEI training goals. I asked how employees came to identify this as a high priority and what metrics will be used to evaluate results. My contact said these stakeholders aren't sure if their goal is realistic. Respect is their "*desired*" (another complicated word that's open to interpretation), outcome.

Quantification aside, we usually know, even sense, when respect is lacking. Julie Pham (right) says respect is "*relative, contradictory, and subjective,*" and is an essential part of good leadership, team, and personal communication. She also offers exercises to improve your understanding of respect.

Like cultural inclusion, respect is a learnable skill that improves organizations. We'll see if it can be mandated.

Let's talk! Call me about DEI communications in your world.

NEW RELEASE!



by Dr. Julie Pham
CEO of Curiosity Based

Dr. Pham is a Northwest treasure, and an award-winning community leader and Cambridge and Berkeley-trained researcher, who has built partnerships among unlikely allies across sectors.

The framework for her book is based on 12+ years of experience helping people from diverse backgrounds build trust, as well as her research on how they interact and engage with one another to navigate ambiguity and collaborate.

Take the *7 Forms of Respect™* free crash course. Get it [here](#).



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ZENA NEWS

JUN 2022



STRATEGIES TO REACH DIVERSITY & INCLUSION GOALS

Zena Consulting Wins DES Master Contract Approval



ZENA CONSULTING
Founder / Owner

After years of hard work and with the help of PTAC (procurement) counselors, we're excited to announce that Zena Consulting was approved by the Washington State Department of Enterprise Services (DES) as a Master Contract vendor for DEI (diversity, equity, and inclusion) training.

This means our *OMWBE* certification will qualify us for "direct buy" from agencies seeking online or in-person courses for managers, supervisors, and employees.



Click to learn more or apply

Learn How to Work Together, Better

I designed these courses to address nuanced challenges that may be hard to talk about and address many aspects of DEI.

COURSES

1. **What Does DEI Mean to Us?** - *Results Start with a Shared Understanding of Words and Goals*
2. **DEI At Work** - *Cultural Differences You're Afraid to Ask About*
3. **Lead Diverse Teams Through Better Communication** - *When People Belong They Engage, Produce, and Stay*
4. **Differently Empowered** - *How to Work Successfully with People from Gender-Separated and Traditional Cultures*

BENEFITS

- Engage more employees, co-workers or citizens
- Improve service delivery
- Gain confidence working with other people
- Enjoy more productivity and less conflict on teams

Let's talk! Call me for a safe conversation to get started.

NEW RELEASE!



by Ian Ziskin

CEO of EXec EXcel Group

COVID wrought unprecedented upheaval for businesses and inspired this timely guide.

Mr. Ziskin asked hundreds of CEOs, senior business leaders, coaches, consultants and authors to share their diverse (and sometimes conflicting), ideas about post-pandemic transformational change.

Here are 5 Key Takeaways from "*The Secret Sauce for Transformational Change*":

- Foster innovation at every level
- Remember, it's a journey
- Focus on behaviors, not just results
- Transformational change isn't a one-person job
- Build a support network

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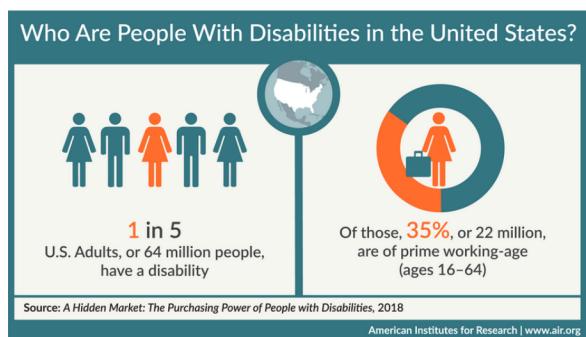
Lessons Learned on Meeting Accessibility Standards



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In preparation for my webinar on *"Equity Outcomes Begin with Language"* at the (online) annual Washington State Non-Profit Conference, (WSNPC) this month, we were asked to ensure that presentations were inclusive of participants with physical or neurological disabilities and differences.

WSPNC provided a helpful training by accessibility consultant Elizabeth Ralston, who says modifications should be built into the planning process from the start. This echoes best practice about diversity in general, and I soon learned why. According to American Institutes for Research (below) the need for workplace accessibility accommodations is 35%!



Universal Design = Inclusive Design

Engaging more people is the goal of universal and inclusive design, and it takes effort. Standard interactive tools and activities (Chat, polls, reflection and small groups) are more important, and Ralston added these specific strategies to support audiences with visible or invisible disabilities:

- Send materials in advance to give participants more time to prepare and read content.
- Announce all accessibility features at the beginning of your presentation.
- Use large type, Live Captioning, ASR (Automated Speech Recognition) and certified interpreters.
- Describe basic visual features of slides and video content, (in as much detail as time allows.)

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EVENTS



10 Seconds to Impact -
Creating Extraordinary Elevator Pitches

May 24, 9:00-9:15
May 25, 9:00-12:00

This month's free webinar from PTAC (Procurement & Technical Assistance Centers) covers a cornerstone of marketing- first impressions.

It's hosted by Economic Alliance of Snohomish County.



[Register here.](#)

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Muslim Women Entrepreneurs Thrive in Seattle



[Click to visit Facebook page](#)

As someone who helps organizations improve engagement, I'm interested in relationship marketing. While the costs are low and results can be high, it's an approach that requires a lot of time.

Retailer and designer Michaela Corning provides a good example at her new venue, the *Barakah Beauty Collective*.

Located in north Seattle, this elegant shop offers women a full-service beauty salon, clothing boutique, massage, and events.

Serving Women-Only Can Be a Profitable Niche

I've collaborated with Michaela, whose business caters to Muslim women like herself, on regional community projects before, and learned about the vibrant network she's a part of.

This diverse USA demographic doesn't fit into neat boxes. The groups I've worked with follow conservative Islamic norms of gender separation and dressing modestly (Christianity and Judaism have similar customs). The truth is, many of us prefer to buy beauty services where the 'male gaze' isn't a factor.

A Post-Covid Small Business Success Story

Remodeling donations for this business poured in through word-of-mouth and social media. The timing is ideal. After two years of slim pampering options at home, patrons are coming from all over. Plus, many families buy new clothes to celebrate the end of the holy month of Ramadan on May 2.

As a non-Muslim, I know the *Collective* welcomes any female. And when a man who seemed unaware of the store's gender policy dropped in recently, he too was treated politely.

What cross-cultural opportunities might you be overlooking?

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EVENTS



**FREE Small Business
Certification Workshop
w/OMWBE**

**April 14
10-12:00 & 2-4:00**
(in person, lunch included)
at Tabor 100 in Tukwila

Learn about the benefits of small business certification, including Minority Business Enterprise (MBE), Woman Business Enterprise (WBE), Disadvantaged Business Enterprise (DBE), and Small Contractor and Supplier (SCS). Register through Tabor 100.



**Washington State
Nonprofit
Conference**

***Equity Outcomes Begin with
Language***

May 18, 1:00-2:15
Garry Clark & Lee Mozena
Online only | Register at WSNP

Sign up for [ZENA NEWS!](#)



Sharing is a Two-Way Street

Are you blessed with extra time or money this holiday season? If so, consider ways to 'pay it forward' and you'll probably feel really good.

Give To Get

Mentor- The expertise you've spent years developing can be a wonderful gift. Learn more from Lisa Fain, director of the [Center for Mentoring Excellence](#).

Or, consider [reverse mentoring](#), which flips the age model. It's a way for mature professionals to gain new skills, perspectives, networks, and friends.

Volunteer- This takes less commitment and can tap into your personal interests. The choices are unlimited.

With the COVID increase in virtual meetings, physical location is less of a barrier for either of these activities.

Donate- If you missed [GiveBIG](#), no worries! Your favorite charity will appreciate a donation any time.

Buy Local and Direct- Small businesses are the heart of your community and [greener](#) than online stores.

Ask To Grow

Stay balanced by asking for help. Think about the satisfying connection you get from giving, and create it for another. What do you need to succeed in 2022?



2021 ARCHIVE

NOV- Small Town Doesn't Necessarily Mean Small Minded

OCT- Latino/a Business Growth & Entrepreneurship

SEP- Gen Equity Won't Tolerate 'Tolerance'

AUG- Use D&I Tools to Resolve Covid Conflict

JUL- Managing Re-Entry & 'The New Abnormal'

JUN- Spotlight on Asian American & Pacific Islander (APPI) Business

MAY- Diversity & Inclusion is a Leader's Job

APR- Has Diversity & Inclusion Lost it's Roots?

MAR- Diversity & Inclusion for Innovators and Start-Ups

FEB- Put Meat on the Tired Bones of 'Celebrate Diversity'

JAN- COVID-19 Threatens Small Business Diversity

Find these back issues at:
zenaconsulting.com/news

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LEE MOZENA

ZENA CONSULTING
Founder / Owner

Location Factors into Measuring Inclusion

We wrote about evaluating more subtle signs of cultural inclusion for the winter issue of *Welcome* magazine (published for Snohomish county), where the 2019 U.S. Census found a 15% population increase and 3% decrease in "white alone" residents. Since the 2010 survey didn't include foreign-born stats, (a fast-growing, often "non-white" segment), diversity gains could be higher.

Why does this matter? Growth in competitive markets depends on attracting businesses. 'Livability' factors, like culture, are important because happy employees stay put.

Small Town Doesn't Necessarily Mean Small Minded

Diversity doesn't guarantee inclusion and a lack of obvious diversity doesn't prove exclusion. Diversity is higher in cities, but race is only part of the equation. Since only 4% of Washington citizens are Black, what other examples support a reputation for being more accepting of others?

Cultural Inclusion is a Northwest Tradition

Egalitarian values run deep here, and so does cultural diversity; starting with Native Americans. They were joined by Russian, Japanese, Chinese, and Latino immigrants, then Europeans (mostly Scandinavian.) Here are some less often mentioned but important examples of inclusion to build on:

- First Peoples influence NW policies and economies on the environment, social justice, arts, and tourism
- Washington has the USA's largest LGBTQ+ chamber
- American Muslims report a high level of acceptance



D&I Tips for the Uncertain

1. **Begin at the top-**

Inclusion is key part of a leader or manager's job-ready or not.

2. **Start where you are-** and don't apologize for being white, male, etc.

3. **Focus on strengths-** and develop a plan to improve overall inclusion.

4. **Look past the obvious-** to consider other aspects of diversity: age, gender, LGBTQ+, religion, ideas, geography, etc.

5. **Be curious-** and ready to explore differences that make a difference.

Learn more at zenaconsulting.com

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ZENA NEWS

STRATEGIES TO REACH DIVERSITY & INCLUSION GOALS



LEE MOZENA

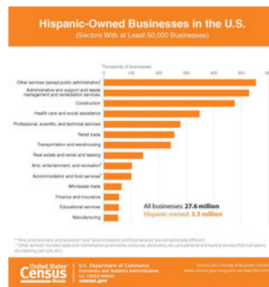
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Founder / Owner

USadadfasdfadsdfiz Growth

As National Hispanic Heritage month, comes to a close, our focus is on this fastest-growing business demographic. Although not a monolithic group, a *Latino Donor Collaborative* report on USA Latino GDP cites an economic output of \$2.7 trillion in 2019- which tied with France!

A Service Midsfdfadfsdfsdff Spirit

According to an older but most recent U.S. Census Department data (right), service-oriented businesses occupy four out of the top five Latino industry sectors. A *Latino Entrepreneurship Stanford* study completed last year found that despite major barriers (i.e. the pandemic and access to funding), Latinos/Hispanics are ahead of the national average, across most industries, in starting small businesses. The majority of these owners are native-born. They're also increasingly younger and female.



[Click to view chart](#)

Radfsdfsdffdsfdfsfl

Telemundo's 2021 *Latina Pulse* reports that many future "shepreneurs" identify as 200%-ers: 100% Latina + 100% American. They're bi-lingual and work easily across cultures. The '*she-cession*' hit women of color harder, but they're not giving up.

To learn more check out the national Women's Hispanic Business Women's Association, or the U.S. Hispanic Chamber.



EVENTS

12/4

APPI Conference

Free! For small businesses and non-profits. [Register](#).

100000000/13

OMWBE Small Biz Contracting- Eastern WA

Free, online help from Spanish and English-speaking analysts, to learn about certification and PTAC's *Bid Match Service*. Register at: 509.321.3646.

10/18

Broadband Acceleration Grants

Sponsored by the WA Department of Commerce.

Welcome Magazine

See our ad in the **Snohomish County Fall / Winter** issue, on [page 77](#).

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ZENA NEWS

SEP 21



STRATEGIES TO REACH DIVERSITY & INCLUSION GOALS



LEE MOZENA

Zena Consulting
Founder / Owner

Gen Equity Won't Tolerate 'Tolerance'

It's a low bar to put up with someone. Acceptance and curiosity feel better- and that's what young workers increasingly look for in firms. Dozens of companies exist to rate reputations and help them. These "Yelp for employees," reviews reveal that people often prioritize a healthy workplace culture over salary.

They're Talking About Your D&I Efforts (or Lack of)

This phenomenon isn't limited to Fortune 100s and 500s. Comparably gives 'Best of' awards on culture, diversity, leadership, women, and a dozen other categories, to firms with 50+ employees. It's hard to guess how much stock prospective workers place in formal efforts to quantify subjective experiences. But, combined with (equally hard to measure) virtual or live networking, you'll likely be rewarded for leading on diversity and inclusion. And your competition may be delighted if you don't.

Start With B Corp Metrics



D&I is an art and a science- but not a mystery. Organizations in any industry can look to B Corps for clear guidelines. A B Corporation is a for-profit entity that expects it's members to meet triple bottom lines: social, environmental, and financial.

B Corps focus on accountability, transparency, performance, and availability. These principles can apply to businesses of every size and structure, regardless of state or country of incorporation. It's a collaborative model that naturally attracts like-minded and top talent. Learn more at [B Lab](https://www.bcorporation.net).



9/13- 9/15

National Small Biz Week

Celebrating Resilience and Renewal is the theme of this annual SBA event. FREE! [Register here](#).

9/15-10/15

Give Gov Your 2 Cents

Governor Inslee's *Business Diversity Subcabinet* will host Zoom calls on *Equity in Public Contracting*, on 9/15, 9/18, or 9/20. [Register to attend](#) or [email feedback](#).

ACMPMIDWEST

Association of Change Management Professionals

9/23

Our Leadership Webinar Goes National!

Positive Delta, LLC and Zena Consulting will co-present "Leadership Tools for the New Abnormal," for change management pros. Click on the logo above to register for this annual conference.

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ZENA NEWS

AUG 21



LEAD THE CHANGE YOU WANT TO SEE



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Zena Consulting
Founder / Owner

*Diversity & Inclusion
Strategies*

Use D&I Tools to Resolve Covid Conflict

As the pandemic enters round four, we're running out of energy and patience. The Economic Alliance of Snohomish County asked me to design a webinar (below) offering its members tools and a guided discussion about adjusting to workplace re-entry.

Identify Underlying Values

I use Geert Hofstede's Cultural Dimensions model to reduce conflict. In general, people who resist mandates value individual rights over the 'greater good'. From that perspective their behavior makes more sense.



Insights Into How Harassment Can Limit Women's Careers

No normal person condones sexual assault at home or work. But in a recent New York magazine article, reporter Jessica Bateman sheds light onto why women don't always speak out against less egregious- and not illegal- ways that (usually) men control, denigrate, and discourage us on the job.

"Cuomo Never Let Me Forget I Was a Woman," recalls numerous non-verbal and subtle ways the former governor bullied her, always in public and often during photo ops, where she faked a smile for the press. Sadly, Bateman fully expects that sharing her experience years ago at 'Camp Cuomo' will have some negative impact on her future career.



9/13- 9/15 National Small Biz Week

Celebrating Resilience and Renewal is the theme of this annual SBA event. FREE! [Register here.](#)

9/15-10/15 Give the Gov Your 2 Cents

Governor Inslee's *Business Diversity Subcabinet* is hosting *Equity in Public Contracting* Listening Sessions for small and minority business owners.

[Register here](#) to attend a live Zoom call:

9/15 9:00 – 10:30 am

9/18 12:00 – 1:30 pm

9/20 6:00 – 7:30 pm

You can also email your feedback [here](#).

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ZENA NEWS

JUL 21



LEAD THE CHANGE YOU WANT TO SEE



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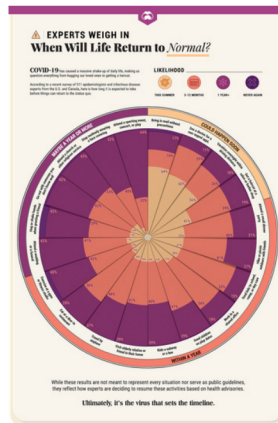
*Diversity & Inclusion
Strategies*

Managing Re-Entry & 'The New Abnormal'

We're optimistically planning a return to work. Assuming vaccination rates continue to rise, on-site precautionary measures are affordable and effective, and the (so far three) variants are easier to control, many organizations want to bring employees back "to normal" soon.

Many Owners = Complex Problems

This 2020 chart by 500+ USA and Canadian scientists was surprisingly accurate in predicting timelines for resuming basic personal activities, but didn't entail 2021 post-pandemic workplace challenges such as: a lack of child care, vaccine resistance, or employee reluctance. These touch on primal themes (health, values, money), and are foolish to ignore.



When Will Life Return to Normal?

'Diversity of Thought' Creates Inclusive Solutions

Communication is the unifying tool to rely on for the cross-functional policy changes leaders and managers are juggling now. Be curious. If you cultivate a caring culture, soliciting ideas from many different sources will be easy, and help you arrive at decisions that are accepted by a majority. Every business and organization has to consider a combination of factors: people, government restrictions, location, and sector or industry standards. And, we're still dealing with a moving target, so flexibility is your friend.



COVID Updates by County

The pandemic isn't over until it's over. Get the latest information for your business or organization at [Smart Washington](#).

Spotlight on Native American Women

Seeds of Culture: The Portraits and Stories of Native American Women is an online exhibit by photographer [Matika Wilbur](#). In this collaborative project at the [Whatcom County Museum](#), community members were invited to share photos and stories about a beloved matriarch.

Dedicated to "*changing the way we see Native Americans*", Wilbur is also the creator of [Project 562](#).

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JUN 2021



ZENA NEWS

Lead the Change You Want to See



LEE MOZENA

Zena Consulting
Founder / Owner

Diversity &
Inclusion Strategies

Spotlight on Asian American & Pacific Islander (APPI) Business

Although May is APPI Heritage Month, the murder of eight women, (six of Asian decent), has shifted the focus from celebrating cultures to protecting lives.

Indeed, California State University's Center for the Study of Hate & Extremism, reported a nearly 150% increase in racial violence against urban Asian Americans this year.

The loss of these souls is a topic beyond the scope of *Zena News*, but all the victims were small business employees. Hence, their killer knew where they worked and what hours.

What can we do? By all means, patronize Asian eateries and cultural events, here's a list from the South Seattle Emerald. Or, support Wing Luke Museum's Pan-Asian project, Our Stories Are Your Stories. And maybe consider getting involved in these local business organizations, (or a branch near you), many of which also lead equity and social justice activities:

1. Asian/Pacific Islander American Chamber of Commerce & Entrepreneurship
2. APPI Women Lead- which includes the *I'm Ready Movement*
3. Asian Business Association- serving Asian-Americans
4. Greater Seattle Chinese Chamber of Commerce
5. UTOPIA Washington- serving the state's Pacific Islander LGBTQ+ community



E V E N T S

13-19

Virtual Juneteenth

Join the NW African American Museum, NWAAM, as it celebrates Black Freedom and the end of slavery in the USA.

26 & 27 

June is Pride Month

In addition to attending the Seattle Pride virtual event, you can get more involved through GSBA.

The Greater Seattle Business Association is an LGBTQ+ chamber of commerce that also advocates for equality and diversity in the workforce. Most members are small business owners, and they welcome Allies.

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MAY 21



ZENA NEWS | *Lead the Change You Want to See*

Diversity & Inclusion is a Leader's Job



LEE MOZENA

Zena Consulting
Founder / Owner

*Leadership
Communications*

Jodi-Ann Burey is a local sage. Founding co-chair of the *Seattle Diversity, Equity and Inclusion Community of Practice*, she's on a mission to disrupt "business as usual" to achieve social change.

I caught her Ted Talk on *"The Myth of Bringing Your Full, Authentic Self to Work."* Ms. Burey's recalls disheartening experiences of being dressed down for speaking up at work- even when asked!

After several similar incidences she says, *"sitting at the table... starts to feel like our bodies are wanted in the room but not our voices,"* and calls out this behavior for what it is- gaslighting.



But Jodi-Ann Burey doesn't stop at sharing (without bitterness), about personal injustice. She closes with a call to action and specific list of what (especially white) leaders and managers can do to improve equity.

Her story is also about leaders who fail in their role "to guide, to bring forth." Expect "diversity of ideas" to show up in unfamiliar and untidy ways. Welcome it and their owners. Diversity, inclusion, and growth starts at the top.



EVENTS

4/26 to 5/5

**Missing & Murdered
Indigenous Women
Week**

Take action [here](#).

5/1-5/15

PortGen Accelerator

This two-month program is for women and minority-owned small businesses seeking to grow with the Port. Preference will be given to South King County businesses. Apply at: **[Port of Seattle](#)**.

5/18

**INSPIRE Women's
Conference**

Tickets are \$25. [Register](#).

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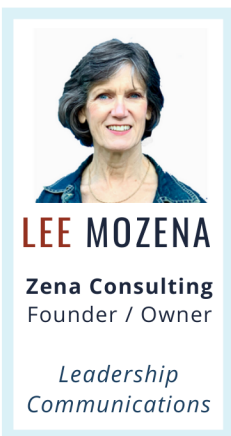
APRIL 2021

ZENA NEWS

Lead the Change You Want to See



Has Diversity & Inclusion Lost it's Roots?



Anti-racist author and consultant Kim Tran, recently asked this question in Harper's Bazaar. She grew up in the social justice movement, and claims today's multi-billion dollar diversity, equity and inclusion (DEI), industry risks being taken over by the marketplace.

Listen to an an-depth NPR interview about it with Sam Sanders, host of "*It's Been a Minute*."

One of Ms. Tran's key points is that leaders should focus less on interpersonal communications and more on the heavier lift of changing systems- the people in power are in the best positions to make real change.

Leading Communicators on Diversity & Inclusion



The Association of Women in Communications, has asked me to co-lead a national task force on diversity and inclusion, with Board Chair, Anita Parran.

Founded in 1909 by female journalism students at the University of Washington, AWC has grown to a USA-facing network of communicators in a broad range of disciplines. I look forward to the task, and to sharing related news and resources in this space.



EVENTS

4/2 - 5/15

PPP Application Help

The deadline for small business loan assistance has been extended again. Visit SmallBizHelpWa.com to learn more. You can also get a PDF of the loan application or watch a video workshop on the process at Tabor 100.

4/14-4/16

Consulting Bootcamp

Author and marketing expert Michael Zipursky, is hosting this free event, from 10-11:30 a.m., PT. Register by contacting Consulting Success, or download his free book, The Future of Consulting.

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MARCH 2021

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Diversity & Inclusion for Innovators & Start-Ups



Marketing is one of the most crucial tasks facing innovators and CEO's in the launch phase. Understandably, diversity and inclusion may be an important but distant goal.

My advice is to make it part of your organization's DNA. And that begins at the top- with you. Don't delegate this essential aspect of business resilience, or delegate it to HR.

Build Strategy from the Inside Out

Start with your mission and vision statements. These foundational building blocks present opportunities to convey your values, attract top talent, vendors, or funders, and engage more demographic groups.



Click logo for
interview

I recently spoke about this topic with Lara Merriam-Smith, *Director of Innovation and Entrepreneurship Services*, at **NW Innovation Resource Center**.

With offices in Whatcom and Snohomish counties, NWIRC identifies the strategy, tools, and community resources needed to help innovators bring their products and business ideas to life. View the video [here](#), and get [free D&I templates](#) at my website.



EVENTS

Women's Herstory Month

3/11

35th Annual Alliance Northwest Conference

This virtual event will feature workshops and matchmaking sessions between regional small businesses, government agencies, and prime contractors. Hosted by the Thurston County Economic Council, home of PTAC. [Register here](#)

3/18

Protecting Your Business

by Shawn Harju, Esq.

This final event in Tabor 100's free legal series is open to non-certified and certified businesses. [Register here](#).

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Housing affordability is a national problem, and low income creates greater risk. The most effective outreach and service delivery Nervous talk about a "silver tsunami" and complaints about millennial slacking aren't limited to the public sector, but accountability to citizens versus boards or stockholders increases risks - and learning potential for everyone.

Do Commerce Homeless Youth Grants

Valuing lived experience: Young people guide nearly \$7 million in state grants through Washington's Office of Homeless Youth
By car, bus, Amtrak train, ferry and airplane they came. Young people with lived experience of homelessness gathered in SeaTac from all over the state to participate in a weekend-long summit and evaluate dozens of applications for grants from the state's Office of Homeless Youth.

These young people took a lead role in reviewing over \$15 million in funding requests. They analyzed proposals through the lens of their own personal experience struggling with housing instability and accessing services and programs for support.
*"Young people tell me that they are ready to lead...they have energy and they have creative solutions, so we're here to help make that reality," said Riannon Bardsley, Statewide Initiatives Manager for the **Office of Homeless Youth**.*

The funding comes from investments made by the state legislature this year. It will support housing for young people who have previously been in foster care, behavioral health services to youth residing in shelters, partnerships with K-12 schools to help students experiencing homelessness, and community-based efforts to ensure that young people exit public systems (such as juvenile justice and foster care) into safe and stable housing.

Their evaluations, alongside those of adult subject matter experts, determined which applicants received funding.

Johnathan Hemphill, Youth Action Board member and youth and young adult lived experience advocate, is one of 40 young people with lived experience of homelessness who evaluated grant applications to the Office of Homeless Youth resulting in \$6.7 million in state funding for programs and services across Washington state.

*"What was really powerful was having young people with lived experience on this magnitude being able to come together and do the work we were able to do to review applications for programs that directly impact them, their peers and their neighbors. For me, that was super powerful and I think it is a best practice. You need youth and young adults to speak truth to power and to give authentic input," said Johnathan Hemphill, **Youth Action Board** member and youth and young adult lived experience advocate.*

"To make effective choices about how we support any program, it is absolutely essential to listen with intention and reflect the voices and life experiences of those we aim to serve," said Commerce Director Lisa Brown. "I am continually amazed and grateful for the commitment and insight these young people and their peers bring to the table. Through their work, we are strengthening communities all across the state."

*Azia, encouraged by case managers and social workers while experiencing homeless after exiting foster care, took an opportunity to engage with a focus group seeking input and feedback on systems and policies. She has now been an active advocate for seven years and is currently a **Y4Y Action** Youth Action Board .Ancillary Therapeutic Behavioral Health Services*

The review process resulted in a total of \$6.7 million in grants through four target initiatives: Independent Youth Housing Program provides rental assistance and case management for young adults ages 18 through 24 who have previously been in foster care or are currently in extended foster care.

***Ancillary Therapeutic Behavioral Health Services** provide onsite behavioral health services to youth within HOPE Centers, Crisis Residential Centers, and licensed overnight youth shelters.*

Homeless Student Stability Program provides housing support services to students and their families experiencing homelessness and unaccompanied students experiencing homelessness.

System of Care grants support interventions that prevent youth and young adults from exiting publicly funded systems of care into homelessness. Publicly funded systems of care include the child welfare system, behavioral health system, juvenile justice system, and programs administered by the Office of Homeless Youth.

In addition to members of the Y4Y Action Board, young leaders taking part in the grant review and youth summit are active in

Julie Pham was born in Vietnam, came to the United States with her parents as a boat person. That is a strong part of her identity, and she learned early both the challenges and rewards of being bicultural. She had to adapt to being Vietnamese at home, American at school and work. Added to this is her experience studying and working in the UK, Germany, and Vietnam. These experiences have influenced and shaped the way Julie thinks about respect.

Julie launched research around how we like to be treated at work. The word “respect” kept showing up and she realized that people clearly sought respect, but there was fuzziness around what it is. This led her to create a new framework, 7 forms of respect™ to help us navigate gaining a deeper understanding of one another. This framework is highly actionable at the individual, team, organizational, and even societal level.

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Key Facts About The U.S. Latino Population To Kick Off Hispanic Heritage Month

National Hispanic Heritage Month coincides with the national independence days of Guatemala, Honduras, El Salvador, Nicaragua, and Costa Rica.

Here are highlights of Pew Research Center's* 2021 report: *Pew uses the terms "Hispanic" and "Latino" interchangeably.

The U.S. Hispanic population has increased 50.5 million in 2010 to 62.1 million in 2020; a whopping 51% of entire U.S. population growth during that decade.

Banish the (often pejorative) immigrant stereotype: 4 of 5 Latinos are U.S. citizens, and 80% of are U.S.A. citizens.

Changes in the latest census form resulted in more multiracial identification: from 3 million to 20 million+.

Florida, California and Texas have experienced the biggest Hispanic population growth since 2010, along with North and South Dakota.

(newborns are driving much of this growth trend) , as immigration declined between 2010 and 2019. This is a reversal of historical trends.

The study also found these demographics groups are very young, (newborns are driving much of this growth trend) bi-lingual, more educated, and the majority claim Mexican heritage (62%). Other nations, in descending order, are: Puerto Rico, Venezuela, Guatemala and Honduras.