



Raymond A. Mason School of Business

WILLIAM & MARY

DIVERSITY GOES TO WORK PODCAST

EPISODE 47: JOSH MILLER – UNCOVERING: FULL, AUTHENTIC SELVES

Phil Wagner

Hello from the halls of the Mason School of Business here at William & Mary. I'm Phil, and this is Diversity Goes to Work. Buckle up because we're getting ready to take a deep dive into the real human lived experiences that shape and guide our diversity work in the world of work. Should be fun.

Phil Wagner

Welcome, listeners, to yet another episode of Diversity Goes to Work. Today, we're joined by Josh Miller. Josh Miller is a queer change maker, public speaker, photographer. And I love this outdoor explorer, and I hope we can get to that a little bit today. As a two-time TEDx speaker who has engaged Fortune 500 and international audiences from Colorado to Salzburg, he has been called a trailblazing voice that will continue to shape the intersections of people strategy, the leaders of the future, and DEIA change initiatives. He's the founder of Josh Miller Ventures, the co-founder and CEO of IDEAS xLab, and a Soros Equality Fellow. He was honored with the 2022 Nonprofit Visionary Leader Award from the Louisville Business First and was selected for Business Equality Magazine's 40 LGBTQ-plus leaders under 40 and Louisville Business First's 40 under 40. Miller's work has been featured by The New York Times, the Aspen Institute, the Robert Wood Johnson Foundation, and we're excited to host that work here today on Diversity Goes to Work. Josh, welcome to our podcast. Thanks for being here today.

Josh Miller

Thrilled to be here, Phil. Looking forward to our conversation.

Phil Wagner

So I'm really jazzed about this conversation and where we're able to take it. For our listeners, if you're not familiar with Josh's work, one of the first places I would direct you is to Josh's TEDx Talks and one that really stood out to me and the part of Josh's work that sticks out to me focuses on a concept we're going to unpack a little bit more, which is this concept of covering. But before we get there, Josh, I'm certain I botched your bio in some way. You're clearly a person on the move. Tell our listeners a little bit more about who you are what you do, and then let's get into the concept of covering, shall we?

Josh Miller

That sounds great. Your overview was really good. I think for people just now coming to get to know my work. I am originally from the Chattanooga, Tennessee area. I'm the oldest of five kids. My journey to southern Indiana and Kentucky, in part, was because I was out there during my junior year as gay, and there were some religious and components that I had to move. And so I was then in Kentucky for 13 years, and that's where I met my now husband, Thea. That's where I started; co-founded the organization IDEA xLab that I'm now working on, as well as unknown project with my colleague Hannah Dreke and really began my journey as a queer leader to understand who I was, how I could show up and move through the world and how our stories and the different ways that I experience things, the lens I look through, including the literal lens of photography, how all of that can come to bear in impacting, how we show up and the way we connect to each other. And so that's really been some of the foundation of the work that I've been doing.

Phil Wagner

And I appreciate your willingness to share part of your story with us. I'm a big believer that stories really give us context, and I think it's helpful and it certainly has shaped your work on covering. Before we take a journey down that pathway, can we unpack that just a little bit more? Because terminology, things can get lost in the shuffle. When you speak to this concept of covering, what is it that you're speaking to here? What is this concept of covering, and how does it impact people? How does it impact companies? How does it impact our lives and livelihoods?

Josh Miller

So, the topic of covering I define as downplaying, hiding, or filtering parts of ourselves at work could be with different social groups. It can happen at school and even with family. And so, a few years ago, I was introduced to a report from Deloitte called Uncovering Talent. UCLA Williams Institute has also listened to covering. And one of the things I found so compelling about it as a topic, and like you were saying, language is so important. And once we have language to name experiences, that can be so crucial as well. But what I appreciated in that report, and I've been exploring since, is that they found that covering took place across all groups. Straight, white men, LGBTQ folks, women of color, people with disabilities, veterans. And so, as we think about diversity, equity, inclusion, and accessibility, work covering is one of those area that shows up for people so differently. But I would wager that a majority of people experience it. And so that could be changing how you dress and changing how you style your hair to go into the workplace. It could be intentionally not mentioning a same-sex partner or the fact that you have a disability. It could be affiliation-based covering. And so what I have seen and what I've heard through interviews is that people who have covered, whether it's early on in their life as professionals, maybe even over decades, is that that made people feel excluded, exhausted, burned out, stressed, anxious. And so we know from a health and well-being perspective that can have a host of negative impacts on who we are as individuals. For me and my covering and now uncovering journey, which we'll delve into, that's been one of the things that I've really looked at is how can I uncover and actually improve my health and

well-being, but also thinking about the ramifications for work. So if I don't feel a sense of belonging in my workplace, I don't have psychological safety, I may not be contributing as well as I could be as a team member, I may be using negative coping strategies that impact how I show up in the work I can do, my ability to innovate, it could impact your decision making, your ability to lead. And so all of that then ripples out to ROI. And there have been studies on the impact of burnout. One study showed that I think it was 30% of someone's salary annually is what it could cost a company if they're feeling burnt out. And covering is one of those contributors that can really lead to that. And so for me, having the language of covering and then really thinking about how multidimensional it can be and how it shows up in people's lives and working to bring forward people's personal stories of what does that look like? How has it impacted you? And then how do we move beyond that? What does an uncovering movement look like? That's really been something over the past few years that's been a focus for me.

Phil Wagner

So the antithesis of covering is sort of visibility, then, right? It is being exactly we often use the almost cliché terminology like being your full and authentic self. But when we really brush past those clichés, as you cite, so important here. So this visibility, of course, we know that it's important, but from your lens or from your work, tell us how visibility or being visible really shifts culture.

Josh Miller

My colleague Ken and I say all the time that we're planting seeds to create trees whose shade we'll never see. And so even going back to a few years ago, I went to Bellarmine University in Kentucky for undergrad, and someone reached out and said, the way you moved through campus as a queer person and as a student who was proud of who they were, really impacted me in being able to come out and being able to self identify in this way. And over the past few years, as the way I've presented has evolved. Parents come up to me in restaurants and ask if they can take photos or they'll DM me on Instagram or on Facebook. And they'll say you know my child, maybe it's their son, maybe they identify differently. My child wants to grow their hair out and paint their nails and wear skirts, and they don't see people in the way that they identify showing up like them. And I show them your photos. I want to show them you being out in a space, living as a queer adult, thriving and being happy, because I want them to know that they can have both. They can show up in the way that and move through the world in the way that they envision moving through it, and also have a professional career have a happy relationship. And so it's been some of those small instances of feedback from people that really just hits on when we see the full spectrum of what's possible for us. We're able to then imagine even beyond what others have imagined for ourselves. And so it's been those smaller proof points and people just reaching out and sharing those things. It's like, okay, well, there can be a lot of challenges in being visible, but you're also slowly permeating and shifting. Some of those cultural norms and some of those mental models and mindsets for what people think. That's how a man should look. That's how a professional should look. And so when I think

about the impact of visibility on shifting culture, that's what I think about. I think it can be a trickle. That takes a while, but that continual reiteration of what's possible can have that shift.

Phil Wagner

Yeah, I love this. You're using your story as a sort of figurative pen to rewrite, to recodify those norms, those ideals, those expectations. And I'm a big believer in storytelling, and that reduces it to such a ridiculous level. But I've seen the power of stories to shake change, and so I'm wondering, as much as you're willing for our listeners, can you talk a little bit about your own uncovering journey? You've alluded to different pockets throughout your history that seem to be pretty significant obstacles that you've had to overcome. Can you share your story with us, broadly speaking, about uncovering in your own way?

Josh Miller

Absolutely. Like I said, I grew up Chattanooga, Tennessee area, was homeschooled up until 10th grade, oldest of five. And it was a community where boys didn't take ballet because then you were viewed as gay, and being gay was a sin. And so there were a lot of those early mental models that got built up about what was possible, how I could move through the world, what I could look like, what I, quote-unquote, should be. If you look back at photos of me as a two or three-year-old, I was the kiddo that was in diapers with heels on and a shower cap, playing with makeup. And so slowly, all of that started to get chipped away at. And I was outed before junior year of high school. And the long story short is that by the beginning of senior year, the options were move out, try to figure it out in Chattanooga on my own, or move in with my aunt and cousins in southern Indiana. And I'm extremely grateful that I had family to be able to move in with so I could finish high school. And through that move is when I was in a lot of art classes. I was doing photography, and I met someone. Her name was Amelia. She's a painter and an artist, and she was the first one that got me into doing makeup. And I was like, oh, this is a form of self-expression that I can use, and this is working for me. And so that kind of began my journey of just testing out different ways of showing up as a queer person. But even then, and sometimes it's even from within the community, right? Those ideas of what should a man or what should a gay masculine man look like. Still got still infiltrated, and people would make small comments about like, do you really need to wear that much eyeshadow? Or maybe you should leave your leather purse in the car when we go into this event. And it continued to reinforce feelings of inadequacy and, like, I couldn't be who I envisioned myself to be. And so in starting the nonprofit IDEA xLab that I currently still lead. That's when there was some of it was unconscious, but covering taking place. I had always wanted to grow my hair out, but I kept my hair short. I wore less makeup. I wore a suit and bow tie and wingtips and really tried to fit into what I thought I was supposed to be as a nonprofit gay male professional. And what I developed early on in terms of high school as a coping mechanism and then due to covering was a very unhealthy relationship with alcohol. So that was how I coped. I was like, well, I need alcohol to be more social, and it helps me not to think about the things that I wish I could, the parts of myself I would love to bring into the world that I can't, or I didn't feel like I could. And it got to a place where the drinking in and of itself, every time, it was kind of like rolling a dice. Am I going to get a DUI? Am I going to

hurt someone? Is it going to damage a relationship? Where am I going to take control of it? And that was also kind of happening as I was trying to re-understand how I could move through the world as a professional. And it's a privilege to lead a small organization and to be able to say, okay, well, I'm going to start switching out scarves for bow ties. I'm going to wear more eyeshadow. I'm going to grow my hair out. I'm going to start to do all of these things and physically change how I move through the world so that I can feel different and feel better about it and feel more connected to my work and to the people that I'm working with. And so the past five to six years, even though I didn't have the language of covering then, was me starting to uncover those parts of myself, trying to rewrite those outdated mental models, redefine my relationships with people to what does it mean to be social without alcohol. It's so much better for me personally. And so I've been really thankful for that. And also then starting to encounter what does my role look like for the educational piece and kind of empathy building but also helping to expand other people's viewpoints. So people can't see me right now. But I have very long, wavy brown hair. I have on makeup. I'm a more slender build and dress more androgynous, even skewing feminine. And so people misgender me all the time. Like, I'd say, 99 out of 100 strangers will call me ma'am. And that even happens when I go to the bathroom. People will physically stand in my way and be like, do you know where you're going? Or they will see me in the bathroom. They will walk back outside to make sure they read the sign correctly and then come back in. And so it's this ongoing process of trying to understand that people are coming from a place of not knowing, and it not being from, by and large, a hateful place, but a place of they haven't encountered people who look different than what they believed you're supposed to look like. And so I kind of put tie those two things together of for me and what my role is as a human, is actively uncovering and imagining a different future, but also supporting through stories and just through continuously educating people. How do we expand these mindsets, and then what are the implications for that expanded mindset for inclusive workplaces?

Phil Wagner

I love this, and you get at so many important points. I share your sentiment that most of the blowback does not come from a malicious place. There is some right, and so I don't want to give too big.

Josh Miller

Absolutely, there absolutely is.

Phil Wagner

And we'll talk about that. But I think a lot of this really just comes from ignorance, a lack of awareness, a lack of exposure, which is what I think that your work gets at. I'm hoping we can get to some of that. More on the nose pushback. I'm reminded as we look back in 2023, some high profile case studies in, specifically LGBTQ plus pushback, we're looking at the Targets of the world. We're looking at the Bud Lights of the world. And I think that context shows this may not always be a safe environment for you to uncover. How does your work teach us to think about factoring in safety on one hand? And then I think that also brings up a point on

privilege as well, which is a word you used earlier. Certain economic access, certain cultural communities may be more right for you to sort of uncover fully or maybe only uncover partially. And so how do you grapple with safety issues, with intersectional privilege issues? How do you think about those within your work, Josh?

Josh Miller

From a safety perspective, I certainly think for each individual that varied, there are definitely scenarios, especially if it's a very masculine bro culture, feeling places and alcohol is involved, that I will avoid going to the bathroom. There are places where it is about self-protection. And so for each person, no matter how they're identifying and they're wanting to and thinking about uncovering, that is part of what you have to process through. And my hope with engaging people in this conversation about covering and engaging straight white men in the conversation of covering and people who don't identify as LGBTQ plus but have covered in their own ways. I think that normalizing that as a conversation, in general, helps us to shift it's not just, and yes, right now it's Pride Month, the examples you gave are LGBTQ plus specific, but it's a bigger realm of work that we collectively have to do. And so by looking to some of these other groups who have experienced covering as well, in whatever way that looks like for them, but if they're engaging actively in that dialogue, there's a different level of understanding of what each other needs in terms of support and in terms of the space that we create for each other. So, as I've actively been uncovering and, my colleague Hannah, she's a poet, and she has a quote that she says, someone is waiting for you to be all that you can be so that they were all that they were destined to be. And so this is a mindset, not just of mine, but of Hannah's, of our teams. And we even engage our board in this as a process of what does covering look like for each of you, and then what does uncovering look like as a cultural norm, and how do we articulate it? Because part of what I think was the Target example was the fear for employees. And I do recognize that as a reality. I also think that there are things that they, as a corporation, can do internally to assess what additional supports they can put in place for employees while also saying our value, if it is inclusion and equity for the LGBTQ-plus community, is to stand firm and not to cower. So, I look at what North Face has done with their collaboration with Patagonia, and it has been a national campaign. And they have really just continued to push it forward and stand in the value of this is a population that is part of our team, it's part of our community, it's who we collaborate and create with, and we want to prioritize how we can uplift you. And so I think that's really important. And I think from a privilege perspective, getting back to who is sharing their experiences of covering, I think some of the onus comes on to people with more privilege to recognize where covering is having to take people feel like they have to cover in the workplace for whatever reason, and being the proactive ones to say, here's an experience I've had, I am interested in creating a space that is welcoming. If you don't feel like there's a part of you, you can bring to the office right now, and I'm going to work collaboratively with you and as a team, as a corporation, to set the tone for this and to stand accountable to it. And so if you're in those places of power, I think you being a convener and being vulnerable is really important as part of that.

Phil Wagner

Yeah, I appreciate the multidimensionality and the nuance, and then that's what I appreciate so much about your work, and this really does benefit all of us. Right? I appreciate how you engaged broader stakeholder groups beyond your own story or your own experiences to show that this is something that applies to all of us. I want to get back to another part of your work, which is on sort of the wellness imperative for this. I think this has huge implications for the post-COVID-19 workforce. So, can you share a little bit more about how the pandemic and then just the broader sociopolitical environment writ large has really impacted or pressed for the need for uncovering and really honing in and valuing explicitly your employees' unique lived experiences?

Josh Miller

I find this intersection so fascinating. It's been really interesting to just see the stories and proof points that have come out on one side and then how so many larger corporations and just different leaders across different sectors are responding. And so what we saw during COVID, especially with remote work, but there was a survey in 2021 that found that it was like 95 97% of Black knowledge workers wanted to keep remote or hybrid work options. And in part, that was because they didn't have to cover or code switch as much when they weren't going into the office five days a week. And so that is a significant number of people who saw I can operate differently or relate to my work differently. Do my work differently by not having to show up because the space that I'm being asked to come into was not built for me. So that's a proof point that is really interesting. And when I did a talk for a Sherm chapter in Kentucky a few months ago and, one of the attendees, who was a black male leader, said I hadn't actually processed and thought about how much of an impact and relief I had from remote work and not having to code switch and cover. And that's just another example of why, for that person and more broadly rethinking what does this look like for us, than you also had with the past few years, people took the opportunity to transition. So if they were remote working, maybe they were finally able to transition from male to female, female to male. However, they identify now. And so they are literally showing up in the workplace whenever they are called back into the workplace or in their hybrid spaces as different and more authentic people. The teams are getting to meet a new individual but moving beyond just LGBT. Also, think about just the fact that people's body change, body sizes change, people's work preferences, and ability to work in very loud environments. All of these different things evolved, and social stamina was also significantly impacted. I don't know about you, but I'm generally like pre-COVID, I was very extroverted. I recharged by being around people. Like, I could go all week face to face with people. It was fabulous. 2022, my husband and I go to the Cross Atlantic Creativity Congress in Salzburg. And that was our first full day. All day convening in person. And by the end, I was completely zapped. I mean, completely just exhausted. And I still, a year over a year later, haven't rebuilt. I still am recharging differently than I did before. And nature plays a huge part in that and outdoor exploration. But those are all things that now, as we think about what does the new paradigm of work and connection look like that, we have to take into account. And if we aren't actively talking about. What does uncovering look like so that we have physical spaces people can step into? Then we're expecting them to revert back to people that they were three to four years ago that don't exist anymore. And so that's really been one of

those things as I think about that intersection and then how it translates to people's health and well-being. Many people are valuing their time differently. They're prioritizing things differently, putting different boundaries in place. And for the companies who are really recognizing that and championing and supporting that and putting a structure in place for that, it's going to be really interesting to see how the workforce responds.

Phil Wagner

So, let's take the conversation in that direction. And I don't know if this is an allyship question, which seems just honestly so performative and gross. I don't know if this is a leadership question. What does it look like to facilitate an uncovering movement in the workplace? Whose responsibility is that, and how does that even sort of take shape and actually unfold?

Josh Miller

So, I think it can take shape in a few different ways. And one of the words that comes to mind for me is accomplice. So when going back to my colleague Hannah, for example, she's a black woman, I am white. And so we actively think about in spaces that we move in together, how we act as an accomplice for each other. How can I be strategic in the conversations I step into and bringing with me historical information about enslavement or racism or engaging people and shifting paradigms about what they're thinking about because they may be more receptive hearing it from me? And Hannah may step into conversation and be like, well, Josh gets misgendered all the time, and I'm going to go, actually. And this actually happened when we were at a conference. A waitress came over greeted our whole table as lady, and I was exhausted. I did not feel like correcting anybody right then, so I just let it go. And a few minutes later, Hannah just quietly got up and went and found the waitress and was like, when you come back to the table, if you could please greet us in a gender-neutral way, that would be great because we're not all ladies. And then just came and sat back down. And so thinking about how we can honor what each other needs and be the bearer of information to engage our stakeholders in change, I think, is really important. So, one way that I've seen is a whole team or a group coming to a workshop that is designed as a space for people to get vulnerable and having the leadership be willing to share what their experiences have been. Maybe they're starting with how COVID impacted them. What did they learn about themselves? What changed? Have they uncovered parts of who they are because of that and demonstrating what is possible? An example, Hannah and I led a workshop a few years ago, and covering was one of the topics that we were focused on. And by the time we got to the afternoon, there was a group of 50ish. One of the employees who had been there for a number of years said, well, I have a disability. And it's not readily visible to you all. And I've never shared it because I wasn't sure if I could. But now, because I see you all actively engaging in this conversation, I'm sharing it with you all as an active contributor and wanting to see a shift in what this culture looks like. And so I think that becomes part of it. Are leaders willing to be introspective of themselves, be vulnerable, and then set the tone for here's what our expectations are? And we want to create a space where if you have ADHD, or you're neurodiverse, or you have a disability, or you have a same-sex partner, all of these things, there is space for them here, and

they have informed the lived experience that you have that better allows our company to perform and do our work. And so, for me, that's where the conversations can start.

Phil Wagner

And I see that as benefiting literally everybody, right? I mean, those who have needed to closet themselves in a variety of different outlets, not just talking about sexuality. That's better for veterans who are reintegrating into the workforce and may have complex experiences that they are not ready to unpack but may slowly feel more comfortable to do so if they choose because of this uncovering. This impacts those who come to the workforce later in life. Those who have impostor syndrome. This benefits everybody with little to no harm. It's not easy in practice, but it's a great way to just start to set this is who we are. You can come here and be who you are because that's who we are. Again, I appreciate what this looks like in practice, and I hope that folks will continue to take your message and actually turn it into practical outcomes for their organizations and for their own lives. Let's talk a little bit about two other areas of interest that you have, and those certainly intersect as well. You mentioned the lens of the camera earlier, and I want to get a little bit to your work using arts-based methodology and storytelling to really shape the narrative in this way. Can you share a little bit more about that art and storytelling imperative here, too?

Josh Miller

So over the past few years, through our work at IDEAS xLAB, the organization started with the broader premise of how can we create and advocate for expanded roles for artists, not to make a bigger mural, not to sing a better song, but to say we have a creative lens through which to see the world. And we can help companies innovate. We can help communities collaborate and create change. We can help use art to impact policy. And so that was the genesis of where our organization is working now. So, using the Art of Storytelling community collaboration to impact Public health. And one of the efforts that we've worked on over the past few years has looked at using arts-based community engagement to create public health messaging. Because in so many communities, you see in maybe stock photos with some stats about high blood pressure, but you're not hearing from the community about the specific topic in a way that demonstrates that their experience with that topic is valued. Their lived experience is important. And so we've been working for the past five years with Louisville Metro Department of Public Health to host arts-based community events and to work with community members to say, what do you think about this topic? So, for example, the most recent campaign is on health equity, housing justice, and childhood lead poisoning prevention, something I honestly never thought I would be working at. But in engaging community members, it's what do you want for your community? What do you want to see in your community? What is your community worthy of? And how do you want to protect your kids and protect each other and advocate for that change? And so coming out of that has been billboards and digital ads that feature the faces of community members, quotes from community members, all focused on some of those public health areas. And what we've seen is that digital ads have performed 300 and, in some instances, up to 1000% better than the industry standard. We saw a significant increase in people going to access the public health

resources, and we also saw an increase in children being tested for lead poisoning. And so that is a demonstration of when you are valuing what the community brings in terms of their voice and solutions that drives, on the other end, public health outcomes, in terms of people accessing resources, pursuing this improved environment for each other, for their children, for future generations. And so I'm really excited to see we'll be doing multiple future campaigns and making them more and more multilingual. So really getting to see how can this approach be adapted based on the communities that we collaborate with. But that's just one example of that intersection of arts and public health.

Phil Wagner

Yeah. And you mentioned the word environment, which cues me into another area that you sort of emphasize, which is outdoor exploration. And I'm a fitness enthusiast and constantly outside if I'm not on this podcast or teaching. So, can you talk a little bit more about outdoor exploration and how that has factored into this conversation and ultimately made you a stronger leader?

Josh Miller

Absolutely, yes. Outdoor, I probably started running. I guess it's been about 15 years ago now. And when I started running, I combined it with photography. So I'd run. I would document where I was going and go to all different types of neighborhoods. But then I started training. I did a mini-marathon. I did a full marathon. I ran in the Gay Games, and now I'm out in Denver, Colorado, with access to 14ers and cycling in the Front Range and in the mountains. And part of the ethos that I had moved through the world with was really distilled well in a quote from Josh Watkin from *The Art of Learning* and he said, the most important thing is to be in a state of constant learning and to be open to new opportunities and new ideas. And so what my outdoor explorations continues to reiterate is or even build on are skills of planning and preparation. It's a different type of planning and preparation than maybe planning for the strategy of an organization or the implementation of a project. But you're priming all of those different mental pathways to do that type of work to be adaptive. The weather changes, you get a flat tire, all of these different unknown circumstances at play. How do you plan for those? How do you prepare for those? And so it creates all of these different transferable skills and also reiterates the ongoing question of what are we capable of. What is our body capable of? What is our mind capable of? What can they do together? And I think all of that really helps me to be inspired by and also challenged to think even bigger in the work that I'm doing. And so going out for a hike. However, I'm out exploring really does reiterate the well-being component and has also been a way of saying, however, my body needs to move through the world or needs to appear to move through the world. And whatever clothes I have to find to be able to make that happen, all of those are okay in that place. So it's kind of a place of where some of that uncovering if that's the first place where you can go and even just be by yourself and imagine something different. There's possibility for that there, too.

Phil Wagner

Yeah, I love how this brings the conversation full circle, too, as you talk about capabilities and really, like, unquestioned capabilities. And that only happens when we first engage in that uncovering process. And so, again, I appreciate the conversation on authenticity. I appreciate the conversation on Covering and Uncovering. I appreciate the work that you do. Final question for you today, Josh, is how can our listeners follow the work that you're doing? How can they support the work they're doing, and what's next for you?

Josh Miller

In terms of staying connected? They're welcome to connect with me on LinkedIn. They can go to my website, www.joshmiller.ventures. I am also on Instagram and Facebook. They're less utilized, but I am still on there. In terms of what's on the horizon. If people are interested in engaging their workforce in thinking about what could an Uncovering movement look like, how do we bring this language and some of these processes to their teams? Whether it's through speaking or workshops, I'd love to explore that, and I would also love to hear people's stories. I've been doing an Uncovering Your Value newsletter on LinkedIn that I publish every few weeks, and I've been interviewing people from Senator Cynthia Mindy's to the next upcoming one will be a leader from Vimeo. And so just people from nonprofits, from political, from across the arena, higher ed. Really trying to demonstrate how broadly covering impacts us and what the potential is if we can uncover together.

Phil Wagner

Josh, I appreciate your time. Again, appreciate the work that you do. Thanks for joining us on our podcast today. A true privilege to speak with you.

Josh Miller

Had a great time loved being here. Thanks, Phil.

Phil Wagner

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