URL: https://stvp.stanford.edu/blog/videos/the-need-for-inclusive-ai-entire-talk

Concerned with the ways that AI and machine learning often display biases against already marginalized groups, Laura Gomez created Atipica, a platform that uses those same tools to remove rather than exacerbate bias in the hiring process. Gomez is also a founding member of Project Include, a non-profit that aims to accelerate diversity and inclusion in the tech industry, and a member of the Anita Borg Institute for Women and Technology, as well as Code.org's Diversity Council. She describes the trends that have contributed to her company's growth and encourages founders from diverse backgrounds to engage with tech, build confidence, and drive change.

Transcript

(lively music) - [Announcer] Who you are defines how you build.. (audience applauding) - First, I wanna talk about my path to entrepreneurship.. When I was an undergrad at Berkeley, (chuckles) I wasn't really thinking that I could ever be a founder.. I didn't see founders like me.. I didn't hear about entrepreneurship, although entrepreneurship has been very key in almost my family.. My mom is an entrepreneur, a small business owner, yet I didn't see myself to actually be on this side.. Other things I will share with you are my journey on building Atipica.. Being a Latina founder, today is Latina Equal Pay Day, and Latinas only make 50 cents per $1 that men do, and so we really and we're severely underfunded as well not only in Silicon Valley but across all the tech and entrepreneurship ecosystems around the world, so what is Atipica? We basically power analytics for teams to understand, really, how they're doing on diversity.. We do things outside of self-reporting because not everyone will self-report.. I'll go into it, but we really believe that this is the most key and pressing business issue out there..

Inclusion, belonging, diversity, employee activism, ethical tech, all of those things I will touch upon during my chat today, and obviously I will leave some time at the end so that if you have any Q and A, you'd be more than happy to ask me some questions.. Actually, this is really funny.. I will start here.. Atipica was born on this campus, (chuckles) ironically, exactly five years ago.. I was asked by "USA Today" to do a closed event at Stanford Law to talk about this pressing issue of diversity and inclusion with leaders of Facebook and Google, VPs of diversity and inclusion, and the Reverend Jesse Jackson, and Stanford law professor Richard Thompson, to come and speak on this issue.. A background about me, and I'll stay here.. I usually do have a slide.. I grew up, I am an immigrant, and I grew up in Redwood City.. I was a child, I'd tell people that my culture and my birthplace is in Mexico but my hometown is Redwood City.. I live three blocks away from your mom..

When I was probably your age, I didn't think I would ever live near my mom (laughs) in my 30s, but here I am, and Redwood City is my home.. I grew up there before a lot of the changes that you're seeing around the Bay Area.. I tell people that I knew Mountain View before there was a Google, and that the only reason I would go there to go to Shoreline to go see The Fugees (laughs) play a concert.. It's important for me to acknowledge that even as a child that grew up in the Bay Area, I never saw myself being an entrepreneur.. My mom was a house cleaner and was also a nanny to a lot of tech executives during the '90s, yet I didn't think that I could be part of that ecosystem, but here I am, and I'm feeling very grateful and fortunate, but also, I know that I have fought a long way to come here.. I was also, I cannot de-emphasize that, although there's certain identities to my intersectional existence.. I was also an undocumented child, so everything that I embody and I'm actually at is because I grew up in Silicon Valley.. Whether it was a curse or a blessing, I grew up here.. I worked here in high school, actually.. I worked here at Stanford..

The reason I didn't end up coming here is because I didn't want my mom to show up with a pot of beans (laughs) at the dorm, and I thought, "Hey, let me look at other ways "that I could be near her but still work." I had my first internship at the age of 17 before I started college, at Hewlett-Packard right on Page Mill Road, and I didn't see, again, no one that looked like me, and once I started my first intro to engineering class, it was right away that I decided I didn't wanna be in this industry.. Ironically, because of how I grew up here, here I am.. I also think this picture is really important because I believe I'm the only founder that had their mother, their future investors, future clients, their friends, be present when I spoke about why.. I looked at Facebook.. I said, "You have the largest facial recognition data set "in the world "with the best and probably brilliant data scientists.. "Why are you saying that you can't get more women "into your engineering roles, "or you can't find more people of color "either brown or black people, "to intern at your company?" and the same for Google.. I held them accountable

that they had this talent, but they weren't really tapping it into actually creating more inclusive workplaces.. They didn't answer me, so I said, "Okay, well, I was supposed to travel around the world," and I decided to postpone my travels to fund this company.. I was just explaining to my friend two weeks ago that this has been my longest job in tech: five years and counting, but it is when you're a founder and entrepreneur you're passionate enough you keep going.. I've worked in a lot of tech companies..

Another thing that is very interesting to me has been that I founded an enterprise startup event on my most of my career has been in consumer web, but also, I sit on a lot of the boards that you probably hear of, like Anita Borg on the diversity council, the Women of Color Council.. They put on Grace Hopper.. On code.org I believe I just got an e-mail to for their annual dinner, so for me, it's really important not to just talk about it, build a company around it, but to actually do something to contribute back.. Why this matters to me and to everybody.. Everything here is changing, whether it's demographics I was just reading about an app built by women house cleaners in New York for themselves, where they actually it's part of the gig economy.. They're actually, they deploy all of their apps to make sure that there's livable wages to all the house to all the sort of domestic or house cleaners in New York, so they will, people will use technology to unionize, to really make sure that they live in a world that is just and fair.. More women are entering the workforce, as we all know.. 10 years ago I wouldn't have imagined a room like this.. I was also I wouldn't have imagined like the changes that have been made by all of the women that have contributed, some of them alumni of here, but other a lot of women that have paved the way so that everybody feels like they have a fair chance, and also we have to think about all of those different paths.. Where I find really interesting is that a lot of my clients understand it, but it's not necessarily a way to think it's good, it's ethical..

We should invest in diversity and inclusion.. It's a business imperative.. $400 billion are lost in PR nightmares.. I mean, how many times do you hear about someone walked a famous rapper walked into Sephora and was discriminated against, or Beyonce walked into a Reebok meeting and there weren't any people of color, so she walked out, so a lot of it is related to PR, but employee attrition, dissatisfied shareholders.. We see all of the sort of movements that happened a couple years ago by women in tech are still affecting companies that have gone public, and they're still not doing well, that their culture is not has not really healed from those things, so we really I do believe that this is not necessarily it feels good, that this is a business imperative for the future.. A lot of this data is fragmented, anecdotal, and broken.. Everybody will just say, "Hey, I ran a report.. "I feel like this is enough," and we tell people, "That's not enough "if you're centralizing all your other data." The number-one field right now in sort of in data science within a business organization's actually people analytics.. 70% of all companies now have people analytics, whereas when I started Atipica five years ago it was less than 5%, so they're looking at how people are being paid, what the benefits are, the engagement, how they're being hired, who's being hired, so people analytics is something that is very, very profitable, and now is being used.. That being said, who's building this tool set? So we have to ask ourselves that, and with Atipica that's what we're aiming to do..

I also believe that the future of the workforce is not just on race and gender, or any other or age.. It is a non-binary workforce.. How are we adapting to how people identify themselves or don't identify themselves? I spoke here at a Forbes CIO summit, where CIOs of like corporations, both financial and media companies like Sony Pictures, heard me speak time and time again that a CIO's role is to actually gather more information around their people.. They're going to the CIO's role 10 years ago was probably about information and IT, but in the future it may be around what information and what data you're gathering for your own workforce.. The market is quite big.. This didn't go.. The market is quite big.. If people don't know, like visual analytics, I say it's queen (chuckles) 'cause I'm a big feminist, but they are all this is where it is.. Tableau was acquired by Salesforce for, I believe, 18 billion earlier this year, and Looker by Google, so a lot of data and visualizations are happening right now are around how to make business businesses adapt to what is needed from their consumers to their key performance metrics, any of that stuff.. For me, I just focus on people..

As I said, people analytics is growing.. I give the stats because I think it's important to know that this may change by the time some of you graduate or some of you are in the workforce midway through your career.. It could be three times as that.. This didn't exist when I started Atipica.. Imagine me being a founder, going up Sand Hill Road or talking to investors, saying I want to build a platform based on inclusive, ethical, and responsible AI, diversity, and analytics.. This was five years ago.. They thought (scoffs) we don't get what you're building, but those are the things that we have to adapt really quickly, and we have to be part of the conversation, especially women, especially women of color.. I put this picture.. I did not put the logos of these men, but as you can see I have received about $3.8 million in funding.. I've raised the largest seed round in the history of Silicon Valley by a solo Latina founder..

I have not raised, like I have raised about the same in the five years Atipica has been around.. In the space where I'm at, and I know Sarah spoke here, and also she works in HR tech in the recruiting platform.. We integrate with her product, but in the space that we're at, I have seen men in the past year we see more than $300 million in funding.. I've received 1.4% of that even though I've been in the market now a lot of these tools are saying they're building inclusion into their tools, into how employees are happy, or all this stuff, but it's really important to think that, like, the bandwagon's there, that intensity needs to be there.. Does it hurt? Yes.. Being a female founder's not easy, especially when a lot of other founders are talking about inclusion, and putting it into their own tools, and raising 70, $80 million off it, but we're the only ones that are focused on this.. I tell people you can hire a lot of people analysts, and this might be a project for them, but for us it's not a project.. This is our livelihood, and this is what we are very passionate about.. What is Atipica? So Atipica, we have a platform.. As you can tell, I'm a product manager because I built three products..

I built an API, the Diversity Intelligence, which is proprietary, and also how to mitigate the biases that are in recruiting.. I've started out with Atipica thinking, like, it's the recruiters.. They need to they have biases, and we realize the data shows that it's not the recruiters, that there's different ways to understand where biases come from, but you first need to give them the data.. The Diversity Intelligence was actually something that leaders asked me: "I wanna see reports "based upon how people are moving throughout the funnel.. "We wanna see who came in.. "Did this event really pay off?" And so we built that as well, and then one of our clients, Netflix, and I decided that, hey, we already, we don't need a different product.. Can you build an API so that we can just use your technology and layer it on internally in our dashboard, so we did.. How are we different? And this can be and you can ask me how is this ethical, not ethical, whatever, some of the legal, so we actually I decided that a lot of in recruiting you'll see what is your race, or ethnicity, or your gender, and that's the EEOC, the Equal Employment Opportunity Commission report.. That is voluntary.. You don't have to answer it..

Some people answer it.. Other people don't.. Some people answer one aspect of their identity.. I may answer that, "Hey, I'm Latina," but I may not answer that I'm a woman.. It depends, but there's a lot of data gap, but people are making goals around this, so 30% if you fill out 30% of the top of the funnel, then 90%, then 70% of that, like you don't know, and you're making goals, or the business are making goals.. I also decided I know exactly how automation and recommendation systems work, and what aspects of your identity are being taken.. Obviously, data privacy, we were just talking, the professor and I, on the importance of data privacy, so how Atipica ended up getting a 96% accuracy rate on gender.. Our training set is very diverse.. We take government data, everything from the EEOC to census, so it's a really important for 2020 I'm gonna volunteer for the census as well.. Census location, universities, and the university demographics, so Stanford probably looked very different 10 years ago than it does it will look like in 2020, and then we learn from it..

We use our own ML models to actually to actually think, okay, if someone's named Laura, and their last name is Gomez, most likely they'll be Latina, and A, in Latina names, usually end with being attributed to females, but in Southeast Asian, like Prasanna is one of our resident scholars, and he is Indian, so how do we make sure our models that are here are ethical? They're very localized, and they're able we're able to validate them.. We do the same with race.. I got my master's in the social construction of race, so when people say, "Can you internalize this to the UK?" we cannot because then we would need to look at census data in the UK.. We need to look about what people identify as, and that is very nuanced, so we don't do that.. We've done this here based upon what my knowledge is of the racial component of the United States, and how people are self-identifying, so yes, we are 96% accurate in inferring gender, and 91%, up to 91% on top of the funnel.. A lot of people think that it's based just on names.. That's the foundation, but that's only about 67% accurate.. The rest, we've really worked on it over the past five years.. Here are some roles that you can see that we look at it on the data science on how long it takes to hire for tech roles, and how many days, and what this analysis was early on.. You see some trends, and then you see some differences that are coming across on whether it's the market that people take more time to hire or less, so we do this type of analysis..

If you go to our blog, we just did one on referrals, and it was very interesting.. Women did really well in smaller teams when they were referred by anyone, but as soon as they were referred into a larger organization they actually did not do well into tech, so we did a lot on referrals.. We did referrals on on black and brown candidates and how they get into the funnel, and then we also did, as I said, on what we call the bamboo doorway.. We saw that Asians, in general, had a harder time being hired through the referral system, and we did the same for operations for gender, and so we look at all of this information for as visualizations are really important.. That's the way we say yes, data is you can have data-driven, but you have to have data purposeful.. My goal and vision, really, is, in general, with Atipica, is to foster growth and innovation through DEI.. What's DEI? Diversity, equity, and inclusion, so to become a brand and trusted for attraction for attracting talent and retaining it, but also to protect businesses from liabilities.. I talk to many lawyers who ask me, "Is this legal?" and I say, "Yes," because we don't say we don't pinpoint to specific people.. We use aggregate information, like tens of thousands if not millions of applicants.. Another, my first angel investor was an employment lawyer..

You will see, time and time again, I think LinkedIn just published something yesterday or the day before, that a lot of these tools are recommending applicants, or recommending candidates.. They will be audited in a court one day because who built this recommendation systems? For example, in age.. Some people, like myself, when I got into the workforce, maybe my major didn't exist, or now it's the equivalent to something else, right? Maybe statistics now it is data science, but if the recommendation system says we're only looking for data scientists, it's actually being ageist, so a lot of the tools in our spaces are actually going to, and you see this is time again even in consumer you see recommendation systems.. I spoke at Women in the World, one of the largest conferences.. Oprah opened the stage, and then I was on that stage the next day.. That was really amazing, but we talked about automation and artificial intelligence is going to disproportionately affect women, especially women of color, around the world, not just in the United States because those are the ones that are manual.. It will also think about ethics.. Facial recognition for black women, obviously we've seen the studies time and time again, and then, finally, responsibility.. Even if my AI, even if my drone is a responsible AI tool, what if someone gets hands it gets in the hands of the wrong people? I just read, I know the founder and CEO of Ring, Jamie.. I met him once, but I just read that Ring, that the police can actually ask if anything happens a crime occurs within two-block radius, the police can actually keep that information from Ring for 45 days even if you had nothing to do or your home had nothing to do with the crime that was committed, so discussing this implications of access to data, privacy, artificial intelligence, is really important to understand the people cost and liabilities..

I will end there, but I want to just take a step back and put my e-mail here in case anyone doesn't want to go into the Q and A.. For me, I want to talk.. I spoke a lot about my product, about my company, about the space that I'm in.. I wanna speak really quickly, and I don't like having as many slides there because you can never really understand what it is to be a founder nowadays.. It is hard.. Everybody's always talking about that a recession's coming.. That being said, I feel it's the greatest equalizer as it relates to building something out of sheer passion.. I never saw myself on the stage.. I never saw myself as a founder, but my friend, he built this very awesome oven, smart oven, and what he wants is people eating healthier and making sure that food doesn't go to waste, and so when we go through, and he does not anything look like me, or is within the circle of like what my activism is, but we're all founders.. We all started building for some reason something that we wanted..

We went through fund-raising process.. We went through entrepreurship for whatever reason.. I always like to tell this story.. Mine has a lot of purpose because I'm very passionate about it, but everybody has passion, even when you don't know, or you read.. There might be some founders out there like, "I just solved a business problem," and that's okay, too, but I remember I talked to this entrepreneur from South America one time, and he was really passionate about having access to air fresheners that he can control remotely, (chuckles) and I was like, "Okay," but we talked, and I realized that this was based upon some sensitivities that his wife had, things that he really wants that smell is actually really important when you go into your home after work, and he did a lot of studies on that, but he was so passionate about it, and so I honestly do believe that entrepreurship is something that I hope anyone here, whether you are you don't may not become an entrepreneur.. I studied working at startups right after college, so I've always been part of smaller startups that grew.. When I was at Twitter, there were less than 50 employees.. I was the first Latina there, and then I ended up heading localization, and left when there were almost 2,500 people, so but I saw what entrepreneurship was through all these early experiences, and so for me it's really important to talk about in importance, and just how amazing it is.. Right before I came here, I looked on my phone, and I probably got one, like, if not I can't divulge a lot, but if not one of the most important e-mails of my career as a founder, and for my team, and for my investors.. I also chose wisely my investors..

They're very and my board members.. All entrepreneurs will be faced with taking the money from certain people that you may not agree with, or backgrounds or firms that didn't do so well being respectful, or are not as supportive, but I really thought long and hard.. I turned down some I turned down money from people that I just couldn't really imagine to be in my board, so those are some of the learnings that I had, but I don't take away that it is sad to me that Cecilia Corral, who was actually under undergrad here, and she went through YC, that she had to make her own list of how many Latinas have gone over $1 million in funding, and so far we have 25, and that we found (scoffs) across the United States, and that statistics are not keep the same, so definitely the struggle's there, but we all have the solidarity of whether we build something out of passion, or we are in the same circle of who we are to come here.. Finally, to me, when people come, and I don't know who here is local, but when people come from from other places to Silicon Valley, I explain to them why this is so important to me.. My family still lives here.. I am the face of like a lot of I was at Cuppa Cafe, and I invited the guy that made my coffee to come and hear me speak.. I said, "But it'll be all in line," because it's really important that the communities that serve us, the communities that I'm a part of, are actually are seen, so they I tell people that my nieces, Elena and Natalia, they can't be where they can't see, and so for me it's important to speak at events like this.. It's important to actually talk about the activism that I do, not only through being a founder and through the tools I'm building, but also through just sheer existence to be to move forward, and so for that I will leave it open.. There is about 20 minutes or 19 minutes for Q and A.. Any questions that you may have, please feel free..

There's a lot of questions.. You can ask me anything.. Go ahead.. - [Audience Member] You show a lot of graphs about race and gender, and you touched on ageism.. You talk about the work you've done on that, and how I mean, in Silicon Valley there seems to be a definite bias.. - Oh, the bias is there, so one of the things I did talk about was what we said if like someone graduated 20 years ago in statistics, and now it's really just data science, to be quite honest, but they have a degree that the machine learning, so we did some of that.. We also have looked at we actually looked at something very interesting.. We looked at, in the summary section, where people say over 10 years of experience, just 10 years, but imagine if you're 21 or 22, you're graduated.. By the time you have 10 years of experience you're gonna be 31, 32.. That's not that's actually quite young..

That's not even ageism, but we noticed that the drop-off of calling them would calling those individuals was really high, and then, when we noticed where people put even the length of the resume or where they put their education, and if they put like two or three more degrees, I have two.. Well, I have, technically, like four 'cause I did double undergrad and double master's, but if they listed more than degrees, like they would seem that they're too overqualified for them it would be tied back to age, so we've done that work.. It's really interesting to see how we can really push forward that work.. We're still a small startup, so definitely wanna talk about that.. Another thing that we've discussed is looking at ways that where people's ZIP codes are located because, you know, San Francisco is mostly young people.. They say there's more dogs than kids in San Francisco, so there might be ageism in locations, and so we're looking at all that.. On a kinda semi-related, pronouns on resumes, and social media, and LinkedIn, are a whole new thing.. I didn't see this five years ago, so pronouns, now, on binary and non-binary folks are really coming up.. Project Include, the non-profit that Ellen Pao runs, actually did a survey among startups, and 5% of all the tech workforce identifies as non-binary, so we're doing different types, definitely I feel like the older I get the more I'm very passionate about this.. I also talk about looking at data points that are meaningful to the workforce, so I explained this to a very, very powerful woman..

I mean, she flies private jets with a very famous CEO, would say.. I was in a meeting with her, and I say, "As I get older, "I still want my female counterparts to have access to, "and my male counterparts, "to have access to paternity leave, maternity leave, "fertility, thoughtfulness on what matters on reproduction "and like family, "but as I get older, I may want a benefit "on how to walk my mom through retirement, "or most women end up taking care of their mothers, "and so like how can we support women "as they're getting older in the workforce "for their parents?" and so those are all aspects that I think about on ageism.. It's like that even the benefits sometimes are ageist towards not including where people are in the stage of their lives.. - [Audience Member] I have a question about your (speaks faintly) career, so when you were kind of out of college, then you were at these companies as a fresh grad, how did you think through some of the ethical dilemmas or problems where you were either asked to do something you were uncomfortable doing, or you don't (speaks faintly).. Did you have sort of a group that you were able to talk with, or how did you figure-- - No-- - [Moderator] Could you repeat the question? - Yes, so I will repeat the question, so as I entered my career into tech after I graduated, how did I really think about the ethicals or the social responsibilities of working at this companies, and did I have a support system? That's an excellent question.. I worked as a contractor, the little red badge at YouTube when I started off there.. They had just been acquired by Google, and the content moderators were like the most depressed people, and you can see the same now in other tools.. They would tell me some of the videos that they would see, and I would purposely not walk in that direction, and there were only 300 employees.. I look back, and I look about I'm also part of this other like I don't have enough time, but I'm also part of this other organization called Build Tech We Trust where we saw radicalization online, not being held accountable by the tech companies, by the content that they're providing, and so after the mass shootings on around white supremacy and radicalization, a bunch of women of color CEOs here in the Bay Area, we came and we built what Build Tech We Trust as a coalition, and then we even submitted questions to Congress when Mark Zuckerberg went there a couple weeks ago on the questions around the ethics.. Going back to your question, if I could go back I would have taken more ethics courses in college, and thinking about what I'm building to complement my more technical or my more social degrees..

Then I worked at Twitter, and the first time a dictator started tweeting on Twitter was Hugo Chavez, which is the dictator of Venezuela, and I was in charge of Twitter en Espanol, so I went to the general counsel there, and I said, "Should we have a policy "on how leaders or dictators should tweet on this platform "if it threatens the citizens' lives or like does," but it was kinda like a passing thought.. Do I wake up and think about it? Yes, especially given nowadays, so I do believe that I did not have that system, and so maybe this is my way of atonement, of working for all the tech companies (chuckles) to try to reverse a little bit.. I think after the 2016 elections one of my colleagues at Twitter tweeted out, "What have we done?" and I just remember that tweet, and I was crying, and then my partner worked early at Facebook, and so he was he has been he, yeah, he worked at through the API at Facebook, so he knows everything that happened there on data and the Cambridge Analytica stuff, so I think we're all, everyone in this industry is like really torn on how we can make a change and hold ourselves accountable.. I always tell people I have a love-hate relationship with tech, but I love the industry enough to want to change it and stick around for a while, so thanks for that question.. Yes? - [Audience Member] How do you foresee including military veterans in your diversity counts? - Great.. How do I foresee including military veterans? I have.. I was actually on the board of of a veteran organization.. I had to step away once I started like building out the company, Operation Code, and we did the study, the same study, but what we realized that veterans actually self-report themselves very high, that we don't need models to include them into the process.. What we need more is understanding transferable skills, so we neutralize the taxonomy of skills among veterans to know, like if you're a program manager in the Navy, how does it translate into something similar? So we neutralized that.. We didn't need to really fill in the gaps on reporting..

I wish I had more funding and more and a larger team.. I would definitely have like little subsets of tackling age, tackling veteran inclusion, also, most likely LGBTQA, and disabilities, more into our product.. Yes? - [Audience Member] The statistic that you shared about just there being only 25 Latinas who've been able to raise that much funding is shocking, and what that made me wonder was where did you find confidence in yourself to feel like you could do it, and how have you worked through moments where that was tested? - So I had a very high-profile job, both at mostly at Twitter, just very high-profile, and so and knowing a lot of the early employees there ended up as venture capitalist, so I thought it would be easy for me.. Little did I know.. 2014 Laura was very idealistic.. (chuckles) It was I didn't prepare myself.. I didn't understand like cap tables.. I didn't understand a lot of things.. I read a lot.. I'm a speed-reader..

How did I get the confidence? I don't think I don't know if anyone has talked here about, like, the value of despair that founders go through.. It's like this valley where, like, I can't get out of bed.. I don't know what's going to happen.. I really believe in this, and then you kinda get out.. I believe the value of despair for underrepresented founders, fund-raising is really hard, anyone fundraising.. I remember I was coming back from an event with a male friend of mine who's a founder, and he's like, "I hate Sand Hill Road.. "I hate coming up here." That's the experience that people just have.. I do believe that it was hard, that there were many tears shed, that I was telling that Ravi was one of our investors that actually gave us a bloodline to try to get more fundraising, but it always seems like it's towards the end that you're like, "Okay, I give up," and then something keeps you going.. I remember a friend of mine e-mailed me, and she has a PhD.. She has a cofounder who her CTO, and said, "You're the trifecta of difficulty," like you're a solo female Latina founder..

It was hard.. I like to share this because I think it's important, and people get shocked.. Earlier this year I was at a board meeting, and I started getting a headache, and I was like, "This headache is weird," and I was flying between New York and here, and I the headache didn't go away, and in my board meeting it felt really weird, and then by Sunday, my board meeting was Friday, Friday morning.. Sunday I was actually here at the ER here at Stanford, and I was diagnosed, which we did not

then, but with a benign tumor, and so I, but early, a couple of months ago I actually wrote a blog post that says, "I survived Silicon Valley and brain surgery, "and brain surgery was easier," (laughs) and it was.. Nothing against Stanford here, but I looked where were the best neurologists and specialists with what I given, all this stuff, and I realized that I CEO-ed myself out of that situation, like very quickly got second opinion, like within I got three opinions with the top neurologists within two days.. Like I was texting.. I was everything.. My mom was like, "Why are you on your computer?" like here at the hospital, but it, honestly, it was able to teach me that if I hadn't been a founder I don't know if I would have I probably would have gone into despair mode when you are diagnosed with those things.. I just like so yeah, I definitely do believe and that being a CEO, and a founder, and an entrepreneur has shaped the way I interact with challenges every day, which brain tumors are probably not everyday challenges, so (laughs) but, you know, we're here.. Anyone else? Yes? - [Audience Member] So I'm not a data person or a tech person, but I'm curiously when companies are faced with the data that you provide them, how do they change kind of their core emphasis to be more inclusive? You talked a little bit about a culture shift being really challenging..

Do you think that that data helps to create some of that culture shift? - So the question is how do business leaders and companies actually react to the data, and whether there's a shift in their behaviors.. It's different.. Some people will focus only on one thing, like gender.. Other people will want to see more detailed information like or a reporting tool is just like literally I pulled a report the other day for a client.. I was like, "This is way too much data, but here it is." Like it goes through a granular by source, by location, like by event, how do they do ed? It depends where people wanna take that step, but because we learned their behaviors as well over time, our recommendations are very different when they start off than when they're at six months into our client.. I've had conversations with some of our clients, ex and current clients, around getting their lawyers in earlier in case there's something surfaced that we that our tool's not very capable of doing, but that we're very what I would like is to be empathetic in the approach.. It's not like, "Hey, you're doing this, "and I can't believe you.. "I can't believe what happened in the last three months." It's much more about what are the tools that you need to change? We saw a lot of women withdraw in sales in a organization, and when we actually dived in we realized that they were that the recruiters were putting in compensation at the offer stage, but men were actually asked compensation at the technical screen, (scoffs) so if we said, "You might just wanna talk about compensation "in just a set amount of inclusive," so talk about also questions, like instead of saying, "Hey, we have free food.. "Come and work with us and look at our awesome food," think about, "Hey, we like to make sure "that our employees are nourished.. "That being said, "we are also very responsible on food waste." There's a women outside of Atlanta, Jasmine Crowe, who's doing the Goodr..

She is actually does all about food waste 'cause it actually saves companies millions of dollars through tax sort of breaks, and so think about all those inclusion components that are important to people nowadays, definitely.. Other things that we're seeing a lot of is employee activism, so now we're asking our clients to actually ask about what are the things that are important to the candidates earlier on? - [Moderator] One more.. - Think this young lady.. - [Audience Member] You mentioned that like you saw the majority of bias wasn't coming from recruiters, and could you talk a little bit more about where that bias is coming from in the hiring process? - Yes, definitely, so where the bias is coming in the hiring process in the tools, so if anyone here, either whether you're technical or not, technical, if there's a tool that people are giving you, for example, if you're if you're applying for a business role, they might use a tool like a spreadsheet or something like that, but like that's not very there might be some biases in the way that they present those numbers to different types of groups.. For technical, a lot of the tools, we tell them to audit the tools because that's where the bias is.. It's the tools at the earlier stage, and it's the people at the later stage, specifically hiring managers, so even when candidates get in, and they interview in a panel, if the hiring manager is asking questions that that are not very inclusive, we see withdrawals and rejections at a higher rate.. Recruiters will do too, but we also publish a blog post about, again, in data engineering, and I'll leave it with that, women with more education and the same experience as men were actually rejected at the application review, so we worked with those recruiters, and the reason that it wasn't malintention, the reason they were like, "Oh, they're too overqualified.. "Why do they want "don't wanna work here?" (scoffs) I said, "Well, you shouldn't make the decision.. "You should ask the candidates." (audience applauding) (lively music)..