

Roberta Dombrowski

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[00:00:05] **Amy:** Hello and welcome to What Is Wrong With Hiring the podcast where we talk about why hiring people and getting hired in tech are both absolute nightmares and try to figure out what we can do about it.

[00:00:15] I'm Amy Santee, a career strategist and coach for user experience professionals. And today I'm chatting with Roberta Dombrowski, a seasoned coach, mindfulness teacher, research strategist, and founder of Learn Mindfully.

[00:00:29] Roberta is dedicated to leveling the playing field at work and believes that leaders at all levels can spark change. Her approach focuses on integration of head, heart and body, which helps clients reestablish their relationship to work themselves and the people they work with.

[00:00:45] With more than a decade of experience designing employee and customer experiences, roberta has helped leaders at Adobe, Instacart, Shopify, ServiceNow, and LinkedIn. And her work has been featured by the Association of Talent Development, Learning Guild, and Product [00:01:00] School.

[00:01:00] Welcome to the show, Roberta.

[00:01:02] **Roberta:** Thanks so much, Amy. I'm so excited to be here.

[00:01:05] **Amy:** I am really happy to have you here, too. And I'm very excited about the topic we're going to be discussing today, which is being an only in the workplace. And just wanted to start out by setting some context for listeners about this concept. Can you tell us more about what it means to be an only?

[00:01:25] **Roberta:** Yeah, absolutely. And this concept of an only didn't actually come to me until I started working with my own business coach and I was talking about my experiences. Working in tech in the workplace and startups, et cetera. I've usually been the only women of color in a team. Especially like executive team. I've also many times in tech been the only woman in the room. I also have ADHD. So it's this really like it's all about intersectional identities because we have all had these experiences in life [00:02:00] where it's We don't feel connected to other people or a sense of belonging or isolated in some way, especially as we think about like hierarchy of needs and how they apply to work within a work context.

[00:02:12] And so because that has been my own experience being an only for so many years in the workplace and feeling alone, I have decided to dedicate my practice to onlys fellow onlys. So people who are first people on their team. women of color, women, just neurodivergent. It's just so broad, but it's also just such a intersectional experience that many people have experienced before.

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[00:02:39] **Amy:** I'm curious, what are some of the common challenges that women, people of color other folks face being an only in the workplace?

[00:02:51] **Roberta:** Yeah, I'd say the biggest one is definitely unconscious bias. Every person, whether they know it or not, [00:03:00] we all have biases. I have bias, you have bias, but oftentimes they may be hidden assumptions with people that we interact with.

[00:03:08] It comes with, as I'm building a role for the first time, or as I'm talking about my experience. It comes up in conversation all the time, and it just influences how we communicate, how we engage, how we find connection with each other. Another trend that I've seen over the years, too, is just as a woman of color as others, we typically take on more work.

[00:03:31] It's, we sometimes, because of that oneliness, We may feel like we don't deserve to be there, and so we take on more work to try and prove that we can do really great. We can deliver value. I've heard that from managers, from CEOs of companies tell me why you deserve this. Show me why we should give you more headcount.

[00:03:52] And it's very much a, you need to prove yourself. And so that's, that becomes an ingrained way of acting within the workplace. Something I [00:04:00] also see all the time is being held to higher standards. As a woman of color in the workplace, I find time and time again I'm being held to a completely different standard than The men on my team specifically white men, heterosexual men whether people recognize it or not, that's where unconscious bias can usually shows up is it's not equitable.

[00:04:21] We're not being treated the same. We're not being held to the same standards. It's not inclusive. So unfortunately that comes a lot. When I do raise my hand up Hey, I need support. Cause I'm feeling overwhelmed or like I'm doing more. I'm being seen as like the odd person out or oh, you can't handle the workload.

[00:04:40] And so we're also not given the support that we need, like we're seen as the challenge rather than the system itself is seen as the issue. But like microaggressions, all of those things. It's a day in the life.

[00:04:53] It's a daily occurrence. And when you add it all up, it can weigh very heavily on people. It [00:05:00] can make us really disengaged, step back. When you are taught to prove yourself or constantly challenged, it's like why am I trying? Like, why am I trying to go above and beyond for this company, for this business?

[00:05:12] **Amy:** Yeah. It's a huge burden an unfair burden. It stems from power dynamics. And I think we can even see some of that in the trend of companies in 2020 with George Floyd saying that they care about DEI. And now those same companies really showing like the performative nature of those statements and how employees are actually treated how they market, how they run their operations and even taking away budgets from all of these things that are meant to improve the lived experiences of people with these burdens.

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[00:05:49] **Roberta:** Yeah. When it comes down to it, I always say It's systemic issues, and as and only as a woman of color, as a female in the workplace, I'm [00:06:00] operating in systems that fundamentally weren't designed for me. And my very nature of how I'm showing up is almost at a contrast, at conflict with the systems.

[00:06:10] Does that mean I completely disregard and step back? No, but it's like, What's the level of fight involvement change that I want to drive within the environments that I'm in?

[00:06:22] **Amy:** Absolutely. And if you're shouldering all of these burdens, and you do start to check out, you get burned out, you get demoralized, then that does not help you in this position to always be achieving these super high standards that other people set.

[00:06:40] So it's damned if you do, damned if you don't? We're going to be talking more about what it's like to be an only during the interview process specifically. Keeping in mind that we have essentially two audiences for this topic. First of all is people who fall into the category of being an ONLY and acknowledging that experience [00:07:00] and providing some supportive guidance for ONLYs going through the hiring process. And then the second

group of people being those who are involved in any aspect of the hiring process and interviewing.

[00:07:12] So people like managers, recruiters, and people on interview panels. just so that they're more aware of what it's like for onlys and how to design inclusive hiring processes that set them up for success in interviewing and onboarding to the team.

[00:07:27] And now that you've given us a really good idea of what it means To be an only and the challenges that are faced. I'm wondering if you can talk more about, say your experiences or the people that you've coached or work with, what that looks like, how it shows up in the process.

[00:07:46] **Roberta:** Typically when I'm interviewing for roles, I'm usually taking the time to understand more about the organizational dynamics. I have my questions. I'll ask things like, When have you implemented a change in the [00:08:00] organization? How are you supporting different employees? What do team dynamics look like in terms of collaboration are you making decisions based on like the loudest voice in the room?

[00:08:09] There is a way to be, like, more proactive in your search as you're looking for roles Whenever I work with a coaching client, I tell them to have a rubric of what are your needs? Must have, it's nice to have for the role and then create interview questions based off of those. And it's coming from a state of, are you going to meet my needs versus Oh no. I don't know if I measure up to their rubric to the job for the expectation.

[00:08:36] When you're interviewing as an only. There are different things that you have to think about in terms of the environment and where you're searching, the types of roles you're interested in, and that other people don't have to think about.

[00:08:50] Example, like I've been on many interviews where people see my resume, they see my name, Roberta Dombrowski, wouldn't assume that it's a brown woman and [00:09:00] they hop on the call, they see me and they're like, Oh, Roberta. Their face like it's a face of shock while they're on the call. I've had interviews where I've actually I've tried to do more audio interviews as opposed to visual within the first few rounds, so they separate it, but, that is like unconscious bias that makes its way into the interview process. With other people, depending on your background ethnicity, it could be as simple as a name, where someone sees your name and they're like, oh, they're that religion or that ethnicity, and they try to pinpoint it, and it's going to influence, Your

interaction with them in the interview process. i've had people because i'm in my like low mid 30s I was a VP by the time I was 29 years old.

[00:09:45] People are surprised by that when they meet me. Like when I do my onboarding calls with people when they join the organization that I'm in, I'm like, oh yeah, here's my background. I like have a talk track. I tell them what I've done, and I get a lot of [00:10:00] Wow good for you. Whenever someone says good for you, I'm like, why is that?

[00:10:05] Would you say that to somebody else? There's an element of surprise for them and that's like the embedded bias or like microaggressions where sometimes I've heard oh, Roberta you're taking this too personally. They didn't mean it that way. And it's But when you hear that pattern again, and again in the hiring process it's, it's, no, I'm not taking it too personally. It's a systemic thing that's coming up time and time again.

[00:10:32] **Amy:** I think we need to believe people when they are describing their experiences in this way,

[00:10:38] **Roberta:** Yes, I always say whether it's an interview or even if you're hired into an organization and someone is giving you feedback, anytime you ask oh, did that really happen? Oh, really? Wow. That is invalidating the other person's experience. That's how it's felt by them. And they will be less likely to share anything with you. So whether [00:11:00] that's in the interview stage or onboarding or Promotion time that just, it creates a wall. It's going to create a resistance in their relationship more longer term.

[00:11:09] **Amy:** Have you ever pulled out of an interview process because of your experiences with this?

[00:11:15] **Roberta:** One thing I didn't mention before is that my career path, I call myself a dabbler. Like I am a career dabbler. I started my career in learning experience design. So I was designing like virtual in person training. Moved into product management. I worked in ed tech for about 10 years and then six years ago I decided to specialize in research and that's why I love coaching because i'm helping people through career transitions and it's changes that i've made myself

[00:11:42] I have been in an interview asked a question. I see a red flag and i'm like, I don't want to work there sometimes i'll ask a question like when's the last time you implemented a change or something like that we haven't talked to our customers in over two years. Okay. That shows me something about the culture.

If I get on the [00:12:00] call and every person I talk to is Caucasian um, that's usually a signal in terms of like diversity or lack of diversity on the team.

[00:12:09] If they won't let me talk to people that will be on my direct team or that I'll be collaborating with, that means they're hiding something typically. Like, why won't you let me talk to other people and see? I want to be set up for success. I want to be successful in this role. How come I'm not being given the opportunity for that?

[00:12:28] **Amy:** Have you given any feedback

[00:12:30] **Roberta:** I haven't in the past for sure. Whether or not it's received very well, usually it's done over like email or something like that. And I'll say Oh, I'm choosing not to move forward because of X, Y, Z.

[00:12:41] The thing that I get most vocal about nowadays is about take home tests If somebody has a take home test or because the market is just completely it's crap right now. Like I'm seeing a lot of hiring processes being like eight stages instead of three stages. And the first [00:13:00] stage they want a take home test and all this stuff, I will actually like respond to them and say is this going to be compensated?

[00:13:06] Here's my hourly rate. And if they're like, no, then I'm like, okay, then I'm not moving forward in this hiring process. That's fine. It's an interesting dynamic because as a researcher, I have specialized in the world of work over the last decade, and it's sometimes when I'm giving feedback to them, it's here's how your processes aren't inclusive.

[00:13:28] It's an interesting dynamic because I'm researching this. And then I'm also participating in the system that's not inclusive too.

[00:13:35] **Amy:** And I mean, systems won't change unless there's accountability. But then again, it's like you already have the burden of dealing with all of this. Why is it your responsibility to give people feedback? It can be risky. Some people can't take certain risks, like they just need to get a job and pay their bills.

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[00:13:53] **Roberta:** And I am probably one of the more vocal people than others that I meet. [00:14:00] My goal in life is to make things easier for the people that come after me. And sometimes in organizations that has meant that I

have been seen as the difficult person, the person who's challenging. But I always do it in service of greater good for fairness, for integrity. But there are people who can't speak up.

[00:14:21] There are people where. They literally need to work. They need to be able to pay the bills and they're going to deal with the dysfunction of the organization, how it's impacting them. They need to survive in this role. Whereas I give a lot of feedback because I want individuals within organizations to thrive.

[00:14:39] I believe everyone deserves the opportunity to do that. And there's some work to do there.

[00:14:44] **Amy:** and we need to be able to rely on people with privilege to take on these responsibilities, right? If you see something that's not right in the hiring process, then say something, make recommendations for how that could be more inclusive. Don't expect people who have to [00:15:00] experience that to give feedback or try to make that system better because they need to prioritize themselves.

[00:15:07] Thinking about how interviewing is different for ONLYs and the challenges that ONLYs face in the hiring process, are there other considerations that maybe other people don't need to think about? Are there any other effects that this has on how you approach your job search strategy or your mindset going into it, even the success of a job search or interviewing?

[00:15:33] **Roberta:** What I've noticed is that when onlys are searching because of the environments that they typically operated in, it ends up their search sometimes starts with scarcity mindset.

[00:15:45] What if I don't have enough qualifications? What if I'm not meeting their needs, it's very much scarcity versus abundance. And so the way that I typically work with clients is first getting grounded in what are you looking for?
[00:16:00] What's going to make you fulfilled during this job search?

[00:16:03] What's the energy you want to bring to this job search like do you want to be frazzled and upset and like churning through Sending applications to a million people. Do you want it to be useful? What is the energy and let's ground ourselves there Then what is the mindset? Let's define success and what that means for you. And then we move forward from there. So that's one of the first things that I do when it's working with only is the other considerations that sometimes will come up is things like disclosing accommodations.

[00:16:33] Sometimes when you're applying for a role like I have ADHD, I talk about it pretty openly, but I do not mark it on interviews. Cause I have never seen it pan out well for me. Whenever I have been upfront, it's usually used against me in some way. It's seen as like a difference.

[00:16:49] It's not seen as something that can add value. So that's something, too, that I recommend to people is as you're thinking about your job search strategy, it's like, how much do you [00:17:00] disclose about certain things? How much are you just having on your rubric or your checklist to make sure that you're checking that they meet the needs?

[00:17:08] And, You can ask directly like how are you helping people with accommodations or you can ask for ask it in a different way I hate this but a lot of it is optics and As only there's a lot of code switching. It's energy draining. But what we're talking about at its core is like code switching and assimilating.

[00:17:29] **Amy:** That's a really interesting point. And I'm wondering if you can say a little bit more about code switching when it comes to language, how you look, how you behave for listeners who aren't familiar with that concept.

[00:17:42] **Roberta:** Yeah, code switching is typically when a person of color, or it could be really from any background adjusts their behavior to assimilate with what the socially accepted population or norm is doing in terms of behaviors. What it has looked like for me in the interview [00:18:00] process, typically when I was younger, is I used to actually have relaxer in my hair.

[00:18:04] You can't see now, but I have really curly hair. It's four C curls, like tightest you could have. But that could be an example of assimilating or code switching. Like I'm changing my physical appearance so that it is more acceptable in the workplace. It could be other things like using certain language, dialect.

[00:18:23] When you're around certain people, I was just on a call with someone the other day we were both women of color, and at the end, she was just like, if you ever want to talk about your experience, I think you and I can relate a little bit more, we can talk about things that are going on.

[00:18:36] Versus if I'm meeting with a VP heterosexual white male, cis white male I'm not gonna be able to show up in the same way

[00:18:43] so it's something that has followed me for my whole life. I was adopted, so I'm a transracial adoptee. So. When I say that I would grew up in

systems that weren't built for me, that is that is my origin story. It's what I've witnessed. It's what I've seen [00:19:00] other people in the workplace doing as well.

[00:19:02] **Amy:** Yeah. And I thought of something just now that you were mentioning earlier about your name, ? Roberta parents of black people, for example, will give them white sounding names as a preemptive kind of thing. Action. And it seems like a preemptive kind of code switching in a way. It is.

[00:19:19] **Roberta:** Yeah, it's definitely a way of assimilating. Like my birth name is Alejandra. I was born in Colombia. I was given the name Roberto when I was adopted at a year old. But yeah, I have friends who are from different Asian countries. They're Vietnamese. They're Taiwanese. They're Chinese. They have their birth name and then they have their American name that when they're in the workplace, they're called like Rachel or something like that. And so I don't know how much people are aware of these things if they're not exposed to it every day.

[00:19:53] Like I'm aware of it. You're aware of it, but I'm sure there are some listeners. They may be hearing this for the first [00:20:00] time. And as small as it sounds, it's oh, you have another name. Name can mean so much to someone's identity and who they are. I am Roberta. And the idea that somebody is going into the workplace and they're masking that, just even their name, There's other things that come on top of that as well.

[00:20:20] There's other things that they're not showing in the workplace. And I, it weighs on people. It has a heaviness to it. I always say what you resist persists. So when you're constantly switching these things that are fundamental to who you are and who you're being. It shows up in different ways. It shows up in burnout and disengagement

[00:20:41] **Amy:** Is there anything that you wish hiring managers and recruiters did differently in the hiring process, maybe things that you have done as a hiring manager.

[00:20:52] **Roberta:** I think we could probably write a dissertation on this, you and I, right? I think the thing I've been seeing more and more lately, especially with the [00:21:00] state of the market, It's completely non inclusive hiring. Even if I think about how I got my full time role that I'm in right now, I didn't apply to it. I got reached out to. It was someone in my network, which is great. Like I'm at the point in my career that can happen, but. You also shouldn't hire everybody inside of your company based on people that you personally know,

because what that does is it creates a really non inclusive culture, there's no diversity in thought of ways of doing things, and so it can become like a monoculture in some ways, the other thing that I do whenever I've hired people in the past is I try to trim down the number of stages.

[00:21:42] I don't think that eight stages is great trim it down to What's the minimum amount of information that I need and same for them? What do they need? So Usually there's a first resume screen where like the recruiter will look at it and then first phone call.

[00:21:57] I try to be the first person or the [00:22:00] recruiter can do the screen. During that phone call. I have conversation. We're humans. We have humanness. What questions do you have? I'll ask some questions about you. But at that very stage I've ideally seen a website or a portfolio. Like, I know you can do the job. The question is do you want to do the job at our place because you're talented? And so I usually like echo that as I'm talking to candidates. We're talking for a reason. What do you need? Here's what we need. So it's a conversation.

[00:22:33] And then I never have people do take home tests ever. I think it's horrible. What I will ask for is like a portfolio sample and then Maybe have them talk about their portfolio work, like a case study with the team, something they've already done they're proud of and ask questions just to see how they communicate and stuff like that,

[00:22:53] **Amy:** I think that personal touch and taking a conversational approach really in any conversation or interaction that we [00:23:00] have but yeah seeing each other as just fellow human beings and equals.

[00:23:04] **Roberta:** Yes. It's something that I am especially conscious of because I have been asked to prove my worth, prove why you should be here. Since the day I was brought into this universe. And so I do not use language like that during the interview process you should be happy to be here, you should be lucky, why should we give you this job?

[00:23:23] I don't like the energy of that but I'll ask questions of what drew you to this role, what makes you excited about it, what concerns do you have as a candidate that I can answer for you? And so I want to make sure that it's a powerful choice of everybody, cause treating someone like they don't measure up or they need to prove themselves is not powerful for anybody. It is scarcity tactic. It's intimidation. I don't want anything to do with that.

[00:23:52] **Amy:** And it sets up expectations for what that relationship or power dynamic is going to look like once you get into the [00:24:00] job. And that's actually a really good transition into another topic which is, once you start the job, like it's not just about going through the interview process as an only. You get the job offer, and once you start the job, you have to figure out how to navigate the workplace with this identity, and I'm wondering specifically with the onboarding process, what sort of challenges can people come across during this phase?

[00:24:25] **Roberta:** Yeah, I've seen it all under the sun. I've been in roles where like first day. I'm like, Hey, where's my support? What's my onboarding plan? And they're like, figure it out. Like you're here, figure it out. It's like very dismissive. I've got that the most like over the last few years. And so I'm queen of onboarding on my own and I got 30, 60, 90 day templates that I've created. I use with clients and I'm like here, we can break it down based on your goals, but it's usually. I haven't gotten support over my last few roles. And so I have made what do I need? What do I [00:25:00] need to learn? Who are the people that I need to build relationships with? And help that guide me through every workplace is different.

[00:25:07] But if you are especially and only on a team, like first person in a function you will get that. And also I've gotten that when I've had a lot of cis white men as my managers, I don't get support and then the other person onboarding is getting hour long, multiple times a week conversations with, the same boss. And for some reason I'm not getting it.

[00:25:29] **Amy:** How about finding allies? Can you talk a little bit about that?

[00:25:34] **Roberta:** Yeah. I don't actively go up to people and I'm like, will you be my mentor? Will you be my ally? Usually when I'm onboarding, again, I mentioned the 30, 60, 90 day plans. I will typically ask people questions of what's your biggest priority? What's keeping you up at night? How do you see yourself collaborating with me? Et cetera. All of their responses to that gives me an idea of this person's going to be a great [00:26:00] partner on the project. They're open to change or they're not and then usually from there when I start working on projects, I will tap them I'll send them like hey i'm working on this project What do you think can I get your feedback and then it evolves into a partnership over? The long run

[00:26:16] and as a coach, I do a lot of like acknowledgement when I'm working with people . I'll say if I meet with someone like, Oh, I can tell you value this, or you care about this. And then i'll say here's how I think we can

work together partner together to make that a reality Or to make this thing that you really value come to fruition and then usually the partnership will go from there I have had some people i'd say probably more in like my vp role where it was Other vps executive levels where i want to work with them because i think they're really strategic

[00:26:49] And I think it's because I've been more in senior leadership roles that I'm usually taking the ally position. And so I am the one who is speaking up when I see something [00:27:00] that's wrong. That's not okay or that can change.

[00:27:03] And I will explain why I'm speaking up if I call behavior out too. So I'll say, no, that's not an okay question. I think there's a little bit of bias that's popping up or here's what we can do differently.

[00:27:15] **Amy:** And what do you advise to someone who is an only woman, person of color? Neurodivergent, the first researcher, the first designer, whatever that only might be, or multiple only. What do you advise to someone who goes through the hiring process, they get the job, they get in, and it is totally not what they thought, and they are not set up for success? Like how do they go about moving forward? Is there a point at which they might want to make a decision to leave that job?

[00:27:48] **Roberta:** Usually the first thing I do with anybody who's going through things is let's process this emotion. Because usually there's like a feeling of disappointment. How are you feeling? Do you, what do you notice in your body? [00:28:00] How does it shine up? And then we can move forward from there. From there, I usually ask the question, what do you need to be successful in this environment?

[00:28:07] What do you need for this role? And then we'll tease it apart. Oh, I need clarity. I need better partners. I need this. I need that. From there, it can go two ways. Do you feel comfortable having that conversation with your manager, with leadership, with someone in the org? Great, I can work with them to prep for that conversation, to drive that with them.

[00:28:28] The other option is oh, I don't think I'm going to get this in my organization. Then it's like a pivot do you look for it somewhere else? Are you going on a new job search? Sometimes I also challenge people like if you need more clarity in your role and your senior Can you give that to yourself? Is it something that somebody else can give to you because We can only control how

we show up in our mindset. And so there's some teasing apart of who's going to give it to you? Is it internal, external? Is it the org?

[00:28:57] **Amy:** And this is a good learning opportunity. And I've come [00:29:00] across so many people who regret taking a job because of this kind of situation. I wish I would have. I should have looked for more of the red flags, so yes, next time you go through the process, interviewing and doing a job search, being really clear on your values, being really clear on your criteria.

[00:29:19] As you pointed out before, what are the exact questions you want to ask to capture that data and find the green flags and the red flags and the yellow flags? Like literally put that into a spreadsheet so you can take a look at it and go should I keep interviewing here? Should I take this job offer?

[00:29:38] It's a job, but I see a lot of stuff that doesn't quite align. Am I willing to wait a little bit longer, even though it feels like a risk, so those are some things that we can do in the future to hopefully avoid workplaces that are not suitable for us, even though we can't know everything.

[00:29:57] **Roberta:** If you look at my rubric, like my [00:30:00] spreadsheets really long, like I got a question that did not come from. hitting the right role every single time that came from learned experiences falling off the track jumping in and being like oh my gosh this is a mistake and like here's how i inform it for the next time so there's wisdom in the learned experiences and also recognizing how could you have known so like self compassion as well

[00:30:28] **Amy:** and that's the reason why i got my first coach back in 2014 is having That kind of experience with a toxic work environment and working with someone to help me implement those sorts of tools and frameworks for my job search.

[00:30:44] We've talked about a lot today and i'm wondering what do you want listeners who are onlys to walk away with?

[00:30:52] **Roberta:** I think at its core You One, know that you're not alone even though it can feel very lonely being an only [00:31:00] you are not alone. There are others like you I know tons of people that I'm supporting, so know that you're not alone. The second thing is the things that may make you feel alone or like an only inside of your organization. So if you're the only person in your role. Your race, your ethnicity if you have ADHD all of these intersectional identities are your strengths.

[00:31:23] Right now in this environment, they make you feel different, they make you stand out, but I guarantee there are other environments that recognize it as a superpower. So grounding yourself and reintroducing yourself to that and that you have value and that it's your power is something that I always encourage to people.

[00:31:42] I think the hiring process can be a little bit more difficult for us. But focus on your strengths, focus on your rubric. It can be unique. Check in with yourself and see are people meeting my expectations and ask yourself the question, what do I need to succeed?

[00:31:58] **Amy:** Can you tell us real quick [00:32:00] about your coaching services working with only is or working with any other type of client?

[00:32:05] **Roberta:** Yeah, absolutely. I'd say my specialty is definitely working with only. So if you're a first person on a team, Women person of color, neuro divergent, love to hear from you. I work with people on career packages and then also leadership coaching as well. So if you're on the search, you're figuring out what's next, or if you're leading a team for the first time or want to expand your leadership skills, feel free to reach out. I'm really focused on how can we make work work for everyone.

[00:32:34] **Amy:** Well. Thank you again, Roberta. That is all the time we have for today. If there's a question or topic you'd like us to discuss, please reach out to me on LinkedIn. And if you're so inclined, we'd greatly appreciate a rating and review on Spotify, Apple podcasts, or wherever you get your podcasts.

[00:32:52] Once again, I'm Amy Santee and Laura and I would like to thank all of you for listening. We wish you all the best of luck with your search, no matter what you're [00:33:00] looking for. We are rooting for you.