

Saskia Epstein: Welcome to PNC C-Speak: The Language of Executives. I'm Saskia Epstein, Senior Vice President, client and community relations at PNC Bank in New England, alongside my co-host Carolyn Jones, market president and publisher of the Boston Business Journal.

Carolyn Jones: Thanks, Saskia. It's great to be with you on PNC C-Speak. Each podcast features local executives talking about relevant and timely business topics. This knowledge sharing platform showcases leaders with forward thinking approaches that disrupt the status quo and cause us to think differently. Our guest today is Imari Paris Jeffries, president and CEO of Embrace Boston.

Saskia Epstein: Imari, welcome.

Imari: Thank you. Good morning. So glad to be here.

Saskia Epstein: Good morning. We're so happy to have you join us and so excited to talk about Embrace Boston. And there are so many areas of your work that we hope will get to hear about. But first, we're really interested to hear a little bit about you and your personal journey to Embrace Boston. Your career has spanned a number of different important organizations and areas of work in the city. Tell us a little bit how you got to where you are now.

Imari: Yeah, I think if you looked at my bio and resume, you'll come up with one or two conclusions. Either, "Imari is sought after and he's gone and worked at some really important places." Or, "Imari can't keep a job and [inaudible]." Depending on what way you're going to look at it or what side of the bed you rolled off of, I think you'll think of either one.

But, it's really been exciting to serve at many different organizations. I'm originally from Tennessee and came up here when I was 18 through the military. I was stationed at Fort Devons. I was a dental hygienist. I thought I was going to get out of the army and go to dental school and that was going to be my life. And I soon realized after being a dental hygienist that I did not see myself in a career of cleaning teeth, and having this conversation about flossing and brushing every day. And so, when my term of service was over in the military, I knew that I wanted to do something and I transferred a service to my country and the service in the war of tooth decay into service to community and service to neighborhoods and have been in Boston ever since.

Saskia Epstein: I was going to ask Imari, not a lot of people maybe know that about you. I certainly didn't know about the dental hygienist piece. So thank you for pulling back the curtains on your early career years. Talk a little bit about how that ethos of service though did influence your perspective and then career path.

Imari: I think this ethic of service had always been in my family. My father was also in the military. He was a Vietnam War veteran. And, this idea of being of service and community was instilled in my family's life from an early age. And, I think

when I had an opportunity to come to Boston at 18, and when I started working in the sector, I started at Jumpstart, this idea of understanding the different dynamics of community simultaneously with the different dynamics of our sector. And so, I've had opportunities in our sector to be on the front lines, working in our school time, working in early childhood education as a teacher, working in behavioral health organizations. So I had this opportunity to be frontline development director of programs, all different aspects of our sector. And, I think simultaneously I've had opportunities to work at different types of organizations, or supplement those work experiences with board service.

And so, while I've worked at congregate care organizations, or family serving organizations, or educational organizations, I've tried to supplement those experiences with being on boards of charter schools, being on boards of higher education institutions, being on boards of environmental or conservation organizations, because I think as human beings our lives and these sectors are interrelated. And so I think personally it has helped my learning about what makes communities click when this part of community thrives, what part of the community needs to be boosted up. And so, I've always tried to supplement the work with my own learning through board service.

Carolyn Jones: Imari, we're glad that that journey that you had, it led you to Embrace Boston, certainly. And, I wonder if we can talk a little bit about it Embrace is, as we were talking earlier, so much more than that beautiful piece of public art that sits in Boston Common. So I wonder if you can talk a little bit about how the organization and its founders got its beginning.

Imari: It really started with our founder, Paul English, who was visiting another city and just really reflected on the fact that Boston did not have a memorial to honor Dr. King. He was in San Francisco visiting the King Memorial out there and said, "Hey, wait a minute, I don't think there's one in here in Boston." And he was smart enough to know that the first thing he should do was call on others to vet this idea about a King Memorial. And so, our other co-founders, Reverend Liz Walker, Reverend Jeffrey Brown, Damon, and Dr. Tia Martin were convened to think about what would it mean to build this memorial for Dr. King.

And, I think the idea evolved, right? We were in the moment before the pandemic, remember the movie Hidden Figures came out. And, we were talking about these important people who were in the background, particularly black folks, particularly black women. And, this idea that perhaps we needed to consider not only Dr. King, but Dr. Mrs. King, who actually met while they were students in Boston during the 50s.

And so, it wasn't unusual and wouldn't be unusual for us to build a memorial that honored Mrs. King who is a hidden figure in history, right? Most of us were not around in 1968 when Dr. King was assassinated. And so, she was and remained into her death, the steward of his legacy, his life, and his work. And so many of us, our lens of Dr. King was through the voice, through the images,

through the words, through the writing of Mrs. King. And so, this memorial to build a monument for both of them, came to life. They were 126 submissions by finalists, community votes, and they were stations in libraries and City Hall, online, et cetera. And the one that we ultimately selected was the Embrace by Hank Willis Thomas and Mass Design Group. And so, we were excited to do that in 2019 where it started to really come together maybe almost a year before the pandemic occurred.

Carolyn Jones: It's an amazing journey. So now the sculpture is there, you've had the gala, there's been so much talk about it. So where does Embrace Boston go from here? What's next as you look ahead?

Imari: Yeah, and I think when the pandemic occurred, this conversation in the middle of this moment, where we were talking about essential workers, you didn't know if you needed to wear plastic gloves when you left the house, paper masks, N95s, 95s, what were we doing? Should you wear a hat? Do you wipe your groceries down? We were just struggling thinking about survival. What's the relevance of a monument? I think, in freedom Summer 2020, I think we all experienced and some of us watched the murder of George Floyd, the protests that occurred throughout our country, throughout the world. We were interrogating the importance of monuments and memorials during that year.

And so, Embrace Boston, King Boston at the time as it was known, understood that a monument and a memorial were important aspects of this racial equity discourse that monuments are analog cookies. And, when I talk about analog cookies, when you go to shop online and you inadvertently accept the cookies for the rest of your day, you're going to get advertisements for whatever you were shopping for in the morning to convince you that you still needed that thing that you... And I often fall in that trap where I start the morning looking at shoes accept the cookies. And by the end of the day, not only did I buy those shoes, I bought three or four pair of shoes.

And so, monuments work the same way. They are analog cookies. They give messages around values, who's important, who's not important, what are the values of the people who erected the monument, what are the values of the people who are being memorialized? And so, that occurred during 2020 and we were a part of that. And so, what did it mean for Boston to erect a monument in its oldest park, celebrating the King family, honoring the King family, a monument for love? And so, I think, people in Boston understood what it meant for us to build this monument for love. And as we exited the dark ages of the pandemic, this would be a symbol for us to serve as a call to action for us to aspire to be this as a city.

And so, it wasn't by happenstance that these values are erected. And so, Embrace Boston now thinks about itself as a racial justice organization that thinks about the power and the role of symbols in our city and how those symbols throughout our city serve as analog cookies to reinforce the values that

we want Boston to have. The thing that people might know us for besides the Embrace is the Embrace Ideas Festival that we celebrate the week before Juneteenth. And I know that holidays are also monuments. They memorialize moments in time, they memorialize dates, they memorialize people. And, as we think about Juneteenth as this new holiday, many people don't know how to celebrate Juneteenth. I think folks are worried they might get canceled for celebrating it in a way that might not be sensitive. People might say, "I don't know this holiday. Never heard of it. Not sure what to do."

And so, I think we are suggesting that the Embrace Ideas Festival might be a way to celebrate the holiday. And, I guess, the analogy that I would say is, many of folks who are listening to this podcast are not mothers, but they know mothers, they're friends of mothers, they come from a mother, and they know how to celebrate Mother's Day, and they know how to eat the pancakes, and drink mimosas, and celebrate Mother's Day, and center mothers. And in Mother's Day and on Mother's Day, people, they tend not to say, "What about Cousin's Day? Or what about Father's Day? Or about Nephew's Day?" They celebrate mothers. They center them, and they have a good time. The same can be said for fathers, right? Not everyone is a father, but they know fathers, they're friends, they have a father, they come from a father, and they know how to give the ties, and make the waffles, and drink the coffee on Father's Day, and celebrate fathers.

So I think we have the capacity to do that for black folks in our country. We know how to center black folks. We should also eat the pancakes and drink the mimosas with people who are descendants of enslaved people and still have a good time. And so, we're positing that the Embrace Idea Festival might be a way to center black ideas, black music, black joy, participate in it, and still have a good time for everyone. Because the way that monuments and memorials stick, the way that those values work is that they have to be embodied. And if people don't know how to embody this holiday in the same way that we know how to embody 4th of July, we know how to embody what to do on Valentine's Day or Thanksgiving, but we have not yet embodied Juneteenth in a way that center people and have a good time. I think we won't celebrate it in the way that it deserves to be celebrated. So that's the other thing that we work on that's coming up right around the corner.

Carolyn Jones: And that's exciting. I think it is a great way to bring people of all races together, looking at the issues, but also celebrate the joy at the same time. Thank you. That's great.

Saskia Epstein: Imari, I've come to think about C-Speak a little bit as a love letter to Boston, because Carolyn and I have had so many conversations with leaders in the city who really do love and center a vision for a more equitable city in their work, in the business community and the nonprofit community alike. And I know as you've made Boston your home, you've also made it the center peace of your work. And now with such an important role leading an organization that is aimed at giving many gifts to our city, I was really struck by something that you

said to me following the unveiling about the observations from people outside of the city and around the country. Share a little bit about that and your outlook for Boston and what the view from outside and inside have to say about the work that needs to be done.

Imari:

Yeah. And I really appreciate this perspective about this podcast and this work being a love letter to Boston. I think, many of us who live here and decide to really establish deep roots really care about this city that has given us so much. And we tend to want to ensure that the ground remains fertile for future generations while simultaneously enjoying the ground as it speaks. And so, I really appreciate that. And, I think the Embrace, and we were talking about this a little earlier, some of the backlash from the building of the Embrace, this national witnessing of joy, particularly black joy from Boston, was not surprising. It was surprising and not surprising at the same time. And it reminded me a little bit, and to just use this example, when Boston wins the Super Bowl and the national hate from other cities, there's winning that comes from Boston.

And so, to a certain extent, this was a winning that was occurring in Boston that the backlash was a response to it. And it was a particularly specific win towards diverse Boston, towards black Boston for all of Boston, right? And so, for Boston as a city, given some of the way in which people portray our city to build this monument in America's oldest park in a year after the 200 birthday of Frederick Olmsted to honor the Kings who met here, where their origin store began, to honor 69 other civil rights leaders, to have a diverse outing, to have our first black governor with our first woman governor speak, and to have the Kings and all of these people from Boston celebrate this moment, I think, was hard for other people to see, because their perception or their desire to keep Boston in this perception was challenged.

I think the good news, and Carolyn and I were talking about this earlier, is that none of the local media outlets covered the negative stories. I think it really is, I feel like, this exciting time, this concerted effort for all of us as Boston to say, "This is our story of Boston. We're going to tell the story of Boston in the way that we want to tell it." And this is not, again, to gloss over news, and tragedies, and outrageous things that happen here occasionally, but we have an opportunity to tell a different story about ourselves. And we are one of America's storytelling cities.

In 2026, it will be our country's 250th birthday. We're one of the four meccas that people will be scrambling to attend, right? People are going to want to come to Boston, they're going to come to New York, they're going to want to come to Philadelphia, and they're going to want to come to Washington D.C. And so, Boston is going to tell a different story about itself. And if we tell a different story about ourselves, America has permission to tell a different story about itself. And that's scary for some people. They want this small story to keep occurring and to be retold. And Boston's saying, "There's a bigger story,

there's chapters that haven't been told yet, and we're dying to tell those to our country."

Saskia Epstein: As we look to this future and what lies ahead. And I'm excited by your framing and the way you're describing that, clearly, there's still work to do both in the storytelling and in the bringing to life the truth of that story. What can the business community, largely our audience here do to help accelerate perhaps the change that is underfoot?

Imari: That's a great question. I think, it is going to take all of us, corporate citizens, activists, community leaders, residents, and visitors to lean into making Boston a friendly and inclusive city. And I think in people's workspaces, I think they can support the work of their internal ERGs to ensure that their employees feel like they're working in an environment that is welcoming, feel a sense of belonging, that they feel like they can thrive in their workplaces. And then also empower their employees and their ERGs to support local community organizations because employees live in neighborhoods and those neighborhoods are often also impacted by disparities that occur throughout our city. And so, I think that's an easy one. And I think there are a lot of champion companies out there that are doing the work that we consider partners and stellar examples of this effort and emphasis to transform their internal culture, support their ERGs that are pretty active in the community and support a myriad of community organizations.

And so, I think we're also on the cusp. I think, let's really try to support our elected leaders. This is the first time in history where we have this royal flush of queens, from our governor, lieutenant governor, treasurer, or secretary, mayor, police superintendent of these powerful important women leaders in elected positions, and also including in higher education in the corporate sector throughout the commonwealth.

And so, I'm just excited. And we have to support them and give them the opportunity to execute the vision that they were hired or elect to do unapologetically supporting them. And so, I think that is an important thing that all of us can do. And I think finally, on a personal level, monuments and images are important. They are powerful in any place that people can, in their desk, in their workplaces, if they can place pictures of the people that they care about... We're in this area where we take a lot of photos on our camera. We don't get those photos printed. But those images and those personal monuments are important. They do shape your milieu, they are analog cookies. And so, there's nothing better than to be surrounded by friends and family that care about you in your workplace or in your home. And so, hang pictures up. And I think that's what everyone could do just on a day-to-day everyday level.

Carolyn Jones: Imari, BBJ, as you know, named you one of its power 50 movement makers. And that list was comprised of community leaders and business leaders whose work and their actions are helping, as you talked about earlier, to shape a more

equitable Boston, both business and community. Can you talk a little bit more about your thoughts on that subject in general?

Imari:

I think what was exciting about being named to that list is that a lot of the folks on there, many of the folks that are friends, that are close allies in the work. And, I think, we are a part of this generation that is about the collaborative generation. And, I think there was a time in this city where people had to fight hard, right? We owe a lot of the benefits and the transformation in our city to people who had to fight for things, busing, housing, transportation, education, jobs, industries, clean neighborhoods, streets, all the things, police reform, they had to fight hard. It was a lot of tension in that fight, we're that second generation off of that, we're the collaborative generation.

And so, what was exciting about being on that list was the diversity of the sector leaders that were a part of that, is that, people genuinely like each other, and are genuinely interested in working together to transform our city in a way that... I've been in Boston since '91, I haven't seen, and when I talk to others they haven't seen, and perhaps something... I hate to say this, if there's a silver lining that came out of the pandemic, maybe we discovered that we're stronger together and we missed each other. And, it gave an opportunity for things that were disagreements, these petty by-gones to be by-gones and for us to emerge in this new stage as friends, and allies, and committed to our city and our region together. And so, that was to me, one of the most exciting parts about being in this transdisciplinary sector of leaders selected to this group this year.

Saskia Epstein:

Carolyn, thank you for shining a spotlight on this generation of leaders. And, I should note, I think we have multiple generations in that cohort. But, I think the spirit of what you're talking about is it's a new page and a new chapter for our city. I'm interested to hear your thoughts on what are the movements and the change that's underfoot that sits outside of your work that you're paying close attention to. What are your wishes and your worries around the real change in Boston and where both the opportunities and the real challenges lie?

Imari:

This is not directly leaning into our work. And we'll focus mostly on culture and symbols, but there are seven harms that racism has caused in our city. And, those are culture symbols, criminal justice, transportation, housing, education, wealth and health. And so, I'm excited that in the other six there are really strong coalitions addressing these issues. I'm really excited about the new task force on reparations that Mayor Woo appointed that we'll be exploring the impact of racism and state sanctioned, municipal sanctioned racism, the city of Boston co-signing racism and how it might have impacted folks who are descendants of enslaved people. And so, I'm excited about that, that's emerging. I'm excited about the Racial Wealth Gap Coalition that is being led by many leaders across town, but is really, the Boston Foundation is leaning into this conversation about the racial wealth gap.

Recently, Andre Perry was up here and he talked about the black progress index that he at Brookings created, where it looks at black communities to black communities. And I think in Massachusetts and in Boston, we oftentimes quote the Federal Reserve Study where the average net worth of a black family is \$8, and the average net worth of a white family is over 240 something K. His study looks at black, thriving, black prosperity to black prosperity. The good news of the Black Progress Index, and there was an article that The Emancipator put out, where were Perry penned, is that Boston is in the top 20 areas of the country, the entire country, where black Americans thrive. It has the top 20 where the life expectancy of a black person in Boston... We are one of the places where black people thrive the most in the country. And so, that's the good news.

And, I think one of the things that we can address and change from his research that could increase the prosperity of black residents in this country is housing. And I think this is an issue that's particularly important to black folks, BIPOC communities, but almost all of us really, right? Boston is in a housing crisis. I was listening to another podcast, where it talked about if you are younger than a millennial, I think there's years, the chances, the likelihood of them being able to save with the interest rates and the housing prices in Boston and owning something within the next five years is just about zero. And that's scary. And that's scary.

I think when we are talking about this workforce sector and this shortage of workers, we're talking about Boston being the hub of life sciences and other industries. We are the fourth largest college town in the country. So that means we have this influx, 375,000 roughly students pre-pandemic that are in higher education institutions every year in Massachusetts. The other four college towns track the population sizes, New York, LA, Chicago, Boston is number four, despite being 11, 12, 15 in population size. So we have this influx of people, we have a worker shortage, we have this industry that's thriving, but the college graduates who graduate here might not be able to afford to live here when they graduate for those high paying jobs. That's scary. We have a housing crisis that I think is an issue that worries me. That's not in our [inaudible], but I think about often.

Saskia Epstein: Imari, I've been hearing a lot about Parcel 3. Tell us what's in store.

Imari: Part of the future of our work is to build a permanent center in Parcel 3, which is the seven point acre parcel land that used to be homes that were taken by eminent domain during the urban renewal stage of our country, where many communities of color lost their homes. And in many black communities throughout the country, highways were being built. And in Boston, there was a proposed 12 lane highway on the corridor where the current orange line is. And it was the first time that activists like Chuck Turner, who's honored on the 1965 Freedom Rally Plaza and others stopped a highway project and was able to divert those federal dollars to light rail. And so, P3 is where we hope to build the embrace center, which is a culture new town square museum, and gallery, and

music hall space that we hope to build there. 31,000 square feet of art and culture space.

Carolyn Jones: If we did a word cloud, one of those things where all the different words come together. So if we did a word cloud based on your growth, your background, and the work you're doing now, what word describing you do you think would be written in big, bold type? What would stand out?

Imari: Ooh. I think if you ask my family, they would say, maybe it would be goofy. I'm a joker, and I oftentimes play pranks at home and at the office. There's a lot of practical jokes that happen in here. So that might be one. But, in all seriousness, I would say, aspirational would be one. It's aspirational because aspirational is a renewable resource. It isn't saying that things are absolutely going to happen in the way that you want to, but it's an aspiration for it to happen in the way that you might believe it can. And, that's one of my superpowers. It's my clean energy that I try to draw upon and use often is that we could do this better. We could do this differently. We could do this in a more inclusive way. We could do this in a sense of belonging. We could do this a lot easier, that gives us more leisure time. We could do this with a soft drink, with a bag of chips, all the things, just aspirational would be the word cloud that I would use.

Saskia Epstein: Well, that's your own monument, and I hope we'll build many monuments to your work, starting with the simple ones of our photographs and dates on the calendar and the way that we convene and connect. I think your first word, the [inaudible] helps to segue into our closing. We close out every C-Speak with some rapid fire questions. So, off the top of your head... Carolyn mentioned this is serious business, right? You're doing serious work. And we talked about how demanding the role is. And, I am curious, and I think our listeners would be too, what do you do for fun?

Imari: People probably won't believe it, but I liken myself to be a gentleman carpenter. I like doing house projects, and using saws, and drills, and cutting wood, and building things. So, I do that for fun. And, I have an insane snack appetite. I love popcorn, all kinds of popcorn. If people want to butter me up, if they bought me a-

Saskia Epstein: They're going to butter you up while they make a call, right? For you to help them fix their their roof-

Imari: ... I might do a four bag of platform too.

Saskia Epstein: ... So that might be something people don't know about you, but what's something else people might not know?

Imari: I think people don't know that I'm turning 50 in a few days. So, I'm celebrating my jubilee year and that's super exciting for me. My wife asked me, "How do you feel like?" Every single day she's been asking me that. I think I feel like 34

years old. I go to this bootcamp in my neighborhood. I don't feel that young when I finish that bootcamp. I think that's one of the things people don't know about me. I'm very close to finishing my PhD. I'll be graduating in May. And so, I've been working on this simultaneously with the Embrace. And a lot of the work of Embrace has been inspired by my research and the things that I have been studying over the past few years. And so, I think people don't know that.

Saskia Epstein: That's amazing.

Imari: And I think lastly, I think we talked about it earlier, I was a dental hygienist in the army. And, when I meet people, I tend to look at their smiles. And when I tell people that they change their smiles, they change from teeth smiles to closed mouth smiles as if I'm judging them. Maybe I'm spilling the beans, so I'm going to look at your smile when you're talking to me when we meet in-person. And so, that's something that people don't know.

Carolyn Jones: That's hilarious.

Saskia Epstein: Mm-hmm. So, the BBJ has named the Power 50 Movement Makers, you among them for the second year in a row. Who were you hoping would make the list? And, as Carolyn's team starts putting together their 2023 Movement Maker List, perhaps, who do you think should be on it?

Imari: Well, that's a great question. People that I like that I think are folks to watch is Reverend Willie Padre. He is a dynamo. And I think if you don't know who he is, I think you should. He's an amazing leader, and pastor, and nonprofit activist, and attorney. He does it all. I also like Tony Richards. Tony Richards was one of the governor's advisors, and now he's over there leading in mass housing. I mean, one of the smartest guys I know around housing and transformation of cities.

Miriam Ortiz, plug for my misses, who's working out in Cambridge and workforce development. I think she's doing some innovative things around life sciences training people who are older adults who are immigrants in moving them into the life sciences sector. Danielle Kim, who is the leader of the Asian Community Fund, she is one of the smartest thinkers around including different parts of the Asian community around common goals, trying to build bridges. The Asian community is not a monolith. And so, I think that work of navigating different Asian communities through her work is important. So those are some of the ones that come to top of the mind.

Saskia Epstein: Carolyn, he's going to name all 50 if we let him keep going.

Carolyn Jones: I love it. I'm writing them all down.

Saskia Epstein: You know who to circle back to when [inaudible] the moment opens. I know this'll be as hard for you to pick your best moment as it might have been for you to name just one person. But, do you have a favorite moment in Boston? And,

to make things easy for you, I'm going to take the Embrace unveiling off the table here.

Imari: Oh yeah, I was going to say that. That's a good. One of my favorite moments is when I was 28, I had the opportunity to run the Boston Marathon. Up until that time, I never saw myself as a marathon runner. And, to complete the marathon, I think, that's one of the most special things that occurs in our city, for both people who run the marathon and for spectators. It is a miraculous event for our city, and usually coincides with a Red Sox game. And so, the crowds are just wild, and if you're running by Kenmore during the time when the game lets out, it's just so energetic. And I think that has been one of my favorite moments. I had a group of friends meet me at the top of Heartbreak Hill, and so they banded into the marathon at the top and helped me finish the marathon.

And I think that was one of my most exciting Boston moments to have accomplished this after never having ran a marathon before in my life. And to do that. And to do it for charity. I did it for the New England Home for Unhoused Veterans. And, to be able to run for an organization that cares about these people, these individuals, I'm also a vet, right? These individuals who've give them so much to this country and find themselves in a situation where they're unhoused and to provide that support was also a double bonus to that experience.

Saskia Epstein: So powerful and congratulations. I think about running the marathon one day every year, which is on Marathon Monday, because it is so inspiring and easy to be swept up in it as a spectator. The training part, right? In New England, you're training through the winter. So, kudos to you, it was an incredible accomplishment. So finally, as we wrap up, a wish for Boston?

Imari: A wish for Boston? I wish Boston has an opportunity to continue the trajectory that we are on right now, and that some of the pressing problems that we are facing, particularly the housing crisis, the crisis in healthcare that's happening throughout the country, and some of the challenges in education that we're finally able to solve in the next five years or so. And so, I wish that for Boston, and I think we have the leadership to do it. And so, again, I'm optimistic that that's possible.

Saskia Epstein: Love that we're ending on a note of optimism. That wraps up another episode. Thank you so much for joining us, Imari, and for sharing your insights.

Imari: Thank you for having me.

Saskia Epstein: I'm Saskia Epstein.

Carolyn Jones: And I'm Carolyn Jones. And this is PNC C-Speak: The Language of Executives. Our guest today was Imari Paris Jeffries, president and CEO of Embrace Boston.

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Saskia Epstein: You can find C-Speak at bizjournals.com/boston, or on any of your favorite podcast platforms. Until next time.

Carolyn Jones: You've been listening to PNC C-Speak: The Language of Executives. Come back soon and join us for another PNC C-Speak.