

Speaker 1:

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Speaker 2:

[inaudible].

Michael Taylor:

Hello everybody. This is Michael Taylor and Adam Roseman of the global law firm, Greenberg Traurig. Welcome to the next episode of the workplace safety review podcast. I am the chair of the GT OSHA practice group and am based out of our Washington DC and Northern Virginia offices. My colleague Adam is a member of the GT OSHA practice group as well. He is a cohost and he is based out of our Philadelphia office to learn more about me, Adam or OSHA practice group. Please feel free to go to [www.gt.law.com](http://www.gt.law.com) where you'll find the information you're looking for. Our special guests today. This is a real treat is Mr. Richard Levick. Richard is the chairman and CEO of LEVICK representing countries and companies in the highest stakes global communication matters. The Venezuela crisis, the Chinese trade war, the Gulf oil spill, Guantanamo bay, the Catholic church, and many others Richard and his firm has represented more than 300 of the world's largest law firms, hundreds of companies, and over 30 countries providing heads of state with intelligence access and insight into Washington, Richard and his team provide the communications air cover for CEOs, boards, lawyers, lobbyists, to maximize efficiency, to solve conflicts, and re-emerged stronger and better position.

Michael Taylor:

Richard has been honored multiple times on the prestigious list of the 100 most influential people in the boardroom and has been named to multiple professional halls of fame for lifetime achievement. Richard, welcome,

Richard Levick:

Michael, thank you so much. It's great to be here and just a little commercial for your firm. Of course, we've worked with you on so many matters, uh, over the years. And of course you're late in great partners. Sandy Saunders was our outside general counsel. So we have a special affinity to your firm and with your firm. Thanks so much for having me.

Michael Taylor:

Hey, you bet. You bet. So I was looking at your company profiles. So in essence, you guys and gals provide risk intelligence and preparation to eliminate or minimize exposure crisis and public affairs communications and post event reputation, rehabilitation, and re-emergence reach. How did you get involved in this kind of industry and what made you start your own firm in this area? Look,

Richard Levick:

It was what my parole officer suggested when I was trying to get rehabilitated. And they said, you know, this is so similar to prison, you'll fit right in. So, you know, I'm a, I'm a lawyer by training. I was in politics originally and I didn't set out to get into crisis. I think now crisis communications is popular enough that you see, you know, I sit on, uh, one of the, uh, as a fellow for a university of Georgia, which has a crisis

program and major in many universities do. Now that just didn't exist. You know, 30, 40 years ago you sort of came to it by accident. And in fact, when I started this firm nearly 25 years ago, almost all of our clients were law firms. As you mentioned, we worked with over 300 law firms around the world, but he was for their marketing and communications.

Richard Levick:

It was a very different time when law firms were just starting to become BMS merger, mania was starting to take off, they needed assistance in terms of how do we do these trans Atlantic or us nationwide murders or super, how do we become a super regional law firm, but as all businesses and industries mature, as that started to mature, we found more and more of our clients were the clients of the law firms. They were the companies and crises that needed to level the playing field. And to your point about the three stages, the prophylaxis and intelligence ahead of time, the crisis when everything is going wrong and you're trying to turn off or slow down the faucet and the post-crisis rehabilitation, almost all of our work is in that middle that the, the, the, the faucet is on. And we're a lot like white collar lawyers, you know, once it's over, they don't, they don't want to there, you know, we handled AIG and it was, you know, it was a very large engagement.

Richard Levick:

There were a number of other firms. We were in the war room there for seven months, 20 hour days, seven days a week. And when it was over, I mean, I remember being in a meeting and it was like, okay, we're done. And please don't let the door hit you on the way out. And it wasn't that we didn't have a great relationship with them, but that once firms are out of crisis, they sort of don't want to know you for all the obvious reasons, but it really is extraordinary. And I think that my interest, you know, I'm a lawyer by training, fascinated by politics. I teach law, but I used to teach politics, uh, as well. Uh, I was a state lobbyist many years ago. The business is fascinating. Of course, the arc of history and crisis allows you that row seat at all of those matters.

Richard Levick:

And, you know, you think about, you mentioned Guantanamo bay, AIG, the Gulf oil spill, the Boca Huron, kidnappings that, uh, uh, Nigeria, the labor issues out of, uh, the Emirates and shake Mohammad had to deal with post nine 11. Uh, so many issues out of nine 11 being part of the backdoor relationship years ago before it was permissible between, uh, shake Mohamad and the Emirates and Israel dealing with the blockade between cutter and the Saudis and the Emirates at this time for the Qataris. So you really get a chance to work on these history, making issues, any number of Supreme court issues. And I think one of the things that challenges companies and one of the things that does keep us all up at night, but also makes it fascinating is you have to be able to look at these issues with a sense of history, with understanding, well, past can be prologue, or at least if history doesn't repeat itself, it at least rhymes, what are we going to see next?

Richard Levick:

And, you know, in that regard, if, if you look at fracking key still in the trans Atlantic pipeline, out of Canada, through the U S sugar off shore, GMO's meet to black lives matter, all of those issues, you could see them evolving and developing. And yet when you would go to the companies or industries and say, Keystone's going to be an issue, GMOs are going to become unpopular. Despite the fact that people don't know about the me too, is going to evolve to a larger and larger issue company after company industry, after industry quoted Alfredi Newman from mad magazine, what may worry, right? I don't, uh,

we don't, we don't see this as an up and coming problem. And that's why so many companies, and so many industries in particular are taken by surprise and are too slow to prepare. And, and the last thing I'll say before I turn it back over to you, Michael, is I think that as existentialists, we're all looking for the truth, truth as human beings is what we hear first, what we hear first, once we accepted as truth, even if it's myth mythological, it's so hard to unseat that.

Richard Levick:

So truth is a race, and it's really important that we are able to help companies and countries get their truth out quickly

Michael Taylor:

Know. That's interesting. You were mentioning about, you know, once you know, the, the crisis, if you will, is somewhat over that you're dealing with, with a particular client there, say, Hey, bye bye-bye we'll, we'll call you. Don't call us. It's very similar to my practice. It's white collar. Somebody asked me a couple years ago, how would you describe your, I said, well, it's really white collar defense in the OSHA world where stuff has hit the fan. And I'm trying to get someone out of major trouble. I get them out of major trouble, and I may not hear from them again. Or, um, like I, I generally like to find clients, um, uh, keep clients in a better position than I found them. And I noticed that one of your, uh, areas in which you focus in your firm focuses is on environmental health and safety prices. If you will. And your, your firm was involved in the BP Gulf oil spill. Can you tell us a little bit about that and what are some of the lessons learned out of that representation?

Richard Levick:

Well, certainly, and I think that, you know, for both Michael, for you and your practice for, for me and my firm, you know, dating in high school was probably the best training, right? Cause we got rejected so much that it prepared us for what it was going to be like in real life. But I think it's only, only natural, you know, that we're specialist and when you're a specialist you're needed when you're needed. And then when, when we're not it's that they'd rather not have you around. And I think also from a selling point of view, it makes a lot of sense. You know, for years we represented and we were, uh, we've been considered by many to be the pioneer in law firm communications, having worked with so many. And we used to represent as many as 60 over 60 law firms at a time and in doing their communications.

Richard Levick:

And one of the things when we started to do less and less of the law firm work, but more and more of the crisis work, I was concerned that the referral network would evaporate and largely that is not true. And the reason being is that I think lawyers like any other consumer, just like your clients, look at those firms who can do other things, the branding, the advertising date, your, my day to day firm. But when I need a specialist, I'm going to those people like you, Michael, uh, like Adam who specialize in the labor, uh, issues, the workplace safety issues, or, uh, you know, a crisis firms. So it's both part of the reward. And part of the challenges, I think in specializing, if you will, in terms of the BP Gulf oil spill, I should tell you our clients and it's public. I can certainly name them as Mo X Mo eco the Japanese conglomerate.

Richard Levick:

And it started with, I was actually flying, I think, from a hoochie min the back to, uh, to New York for speech. Uh, and, uh, when I got a call from a law firm, uh, saying, can you be in Houston? Uh, tomorrow? So of course the answer was yes, but I think in terms of the life of a crisis from this didn't

make me very popular, but the call came in late in the afternoon, just before five. And I called to our DC headquarters and said, and of course they were so happy that I was back from Vietnam. They were like, great. It's calling us with an assignment. You know, the first day back it's, you know, the first couple of hours back, isn't he nice and overnight one, but it was, it was the first 48 hours, the Gulf oil spill first 24 hours, pardon me.

Richard Levick:

And I said, please do an overnight tracking of all the media coverage you're seeing globally and go ahead and email it to me. And I'll pick it up in Houston. And they sent me 77 pages of analysis, and I went on, it took them all night, but it was this extraordinary report. And I fly in and I, uh, um, I mean, Houston and I'm meeting with the lead lawyers. I'm meeting with members from the Japanese conglomerate on the phones, Tokyo, Australia, and you know, other components of the global firm. And, uh, we're 20 minutes into the meeting. And they asked me a question about how I think the media is going to trend because now it's day two of the Gulf oil spill, which of course, along with Guantanamo bay, the Catholic church are among the most seminal issues of the last, uh, two decades from a media point of view.

Richard Levick:

And I explained what I thought was going to happen next and why. And then I very deliberately went into my satchel and I pulled out multiple copies of the 77 page report one for each of them. And even though we were under NDA, I explained that I'd have to take them back with me. And I pointed their attention to page 48. And I said, take a look at this. Here's what we've noticed. And here's how media is tracking. And here's why, and this is what, as a result we think is going to happen next, the lead lawyer then said, Richard, I need you to leave conference room. And I thought, this is the fastest I have ever. You know, it's, it's really impressive. And I thought that, or, you know, we're about to be hired because it was competitive there where they were interviewing very quickly, but we're instantly interviewing a couple of firms.

Richard Levick:

And about 15 minutes later, they came and got me. And I went back into the conference room and they said, we're very sorry to have been so rude. You're hired, you know, you're under NDA, but we want to get you under contract because all this privilege information we want to share more. And from there, the everything began. So, you know, lesson number one is the incredibly prepared. The, take a look at everything that you see, you will see stars in the constellation. It will tell you what's likely to happen based on what you're seeing. I'll, you know, I'll look at the search, right? What does it tell me is what's the plaintiff's bar doing what a regulator's doing? What, you know, what are hash what's happening with hashtags? What, who are the people on social media? What, where, where is it originating from? And, you know, that's true all over the world.

Richard Levick:

And you know, when we do analysis out of the middle east, if things are coming out of Europe first, not the middle east that tells us something, this is really strange. This is then therefore an organized campaign. And I should tell you also, you know, my graduate degree before law school is in political organizing, you know, I, uh, in environmental masters and I, you know, trained by the Midwest academy, I was like, like, you know, the only comparison be between me and the great president, Barack Obama is I was, I was a community organizer as well, going door to door. And that teaches you an immense amount about public opinion, about listening, about trends, about power. And so you look for

that. And, and so your strategy intelligence informed strategy all the time, you have to know what you're up against. And in, in today's communications environment, anytime your adversaries are not organic, they're incredibly well organized.

Richard Levick:

They have playbooks. It usually comes even if they haven't read it from Saul Alinsky's rules for radicals in 1971, a brilliant book. If people haven't read it from the late Saul Alinsky, but it talks about community organizing. And since AI gore invented the internet, this is just a more sophisticated version of what Saul Alinsky was talking about back in 1971, half a century ago. So it's that in intelligence and then the most important thing here, and this is really, really important. Everyone knows that lawyers and communicators and IRR and HR and gr government relations, human relations, Esther relations, we will at times have differences of opinion. And in this case, on the Gulf oil spill, it is the best example of trust-building in an incredibly challenging environment with multiple cultures. And as someone who spends pre COVID a lot of time in Asia, in addition to the middle east, I'm pretty sensitive to and familiar with ultimal Asian cultures, Korea, Chinese, Japanese, and here we are dealing with a Japanese company, which comes from a shame culture, and they are part of a global environmental disaster.

Richard Levick:

And the lead lawyer I've often, uh, quoted before that on day two. Now, keep in mind, we had a little benefit here, even though we were one of the major players, one of the five major players and a Darko hell burden, obviously BP in that it was quickly becoming the BP Gulf oil spill. So we had, even though the phones are ringing, we have a little time, but you know, it wasn't like being with Tony Hayward. So the lead lawyer identified all of the risks. Uh, the state risk, the federal risk and said, I think we have \$2 billion. This is on day two. We have \$2 billion worth of risk. I think if we follow my path, these legal, these legal arguments, I can reduce that by 50%. I think I can reduce your liability to a billion dollars. And then he said the greatest thing that anyone I've ever heard say in a crisis.

Richard Levick:

And he said, tell me why I'm stupid. Tell me why it's stupid. My five favorite words. And what he was saying was I can save a billion dollars. I are, and they were on the phone and gr that, by the way, they had a shareholder meeting in Tokyo, 10 days later, you got the CEO of the company on, you've got government relations, they're human relations. You know, us obviously handling crisis. And he was saying, if anyone else can save the company more than a billion dollars, you lead you lead. And if not legal will lead. And I think that's so important because most lawyers think lawyers always leave. And as one of my favorite expatriate lawyers in the middle east has about high-profile crises. Lawyers should be on the bus. They shouldn't necessarily be driving the bus. You have to make the determination what's the greatest risk and whatever the greatest risk is, share price lives, Liberty reputation, whatever the greatest risk is.

Richard Levick:

That's what leads. And the reason that's important is you will come to a fork in the road where you're going to have to make some form of sacrifice. It can be the brand, it can be money. It can be, uh, a person's career. It could be Liberty. You will be equipped to make that decision. If you can grade what the risks are. Well, okay, we're going to take a little harm at our shareholders meeting. And by the way that they got that back within 10 days, because we believe that we can save a billion dollars in court and no one remembers Mowex Mowing from the Gulf oil spill. So, you know, I could go on and on, but that

lesson of being incredibly well-prepared and then being able to instantly look at what's next and what the liability was, and then determine from there who should lead. That's why no one remembers that company in that crisis. Richard,

Adam Roseman:

Can I just go back to something you said earlier, and this is maybe a psychological thing, but I think it's important. You said it's really important to get your truth out first, because you know, the first thing you hear, it's hard to unring that bell, so to speak. And then you also said, there's, you know, there, you can see constellations and the stars. Well, it would not be a safety and health podcast. If we didn't talk about COVID, which I don't think many people saw coming. So, you know, there have been tons of companies that have sort of been, they have needed, I imagine have needed some help handling COVID. Can you talk about the challenges of advising companies through that, right. With an eye towards, we want to get our truth out first, but we need to be right and we need to be accurate. Right. So being first as good, but you better darn be. Right. So I'm just curious what your thoughts are on that.

Richard Levick:

No, I'd be happy to answer this question, but what is this COVID thing I haven't heard of it's brand new know, since I've already quoted, uh, Barack Obama, I'm about to quote two other presidents of course have to quote, uh, Donald Trump who knew, who knew, um, uh, you know, a few thoughts here. One. Yes, it is. I mean, this is where we make our money, which is truth is what we know first. But sometimes you have to quote an act like Lyndon Johnson. I promised you another president who used to turn to secretary Dallas and say, it's a secretary. Don't just do something stand there. And I think that's sometimes that's really good advice. Sometimes one or two bad news days will then end and you're better off not doing too much. Um, and there are any number of reasons, so many variables, but just keep in mind that if you don't communicate, you will concede the entire ledger of the narrative to your adversaries.

Richard Levick:

Assuming you have adversaries and it's not organic, or if it is organic, you may seed it to journalists who are defining the story. But that may be a satisfactory price to pay. If that wave of bad news is going to go away quickly, or, you know, this happens in cyber and we were the preferred provider for about a dozen different major insurer insurance companies and never get out of your skis. You can only tell what you know, and sometimes that's enough to communicate, which is, this is what we know now let's talk about COVID specifically. And we wrote in, and I spoke about this, uh, at the time crisis supports vacuum. And you go back to a, you know, a year and a quarter ago, last November, last December, last January when the federal government, but under the last administration decided not to act a vacuum was created.

Richard Levick:

And that meant that, you know, who was it at ended up determining that we were in a crisis. It was the commissioner of the national basketball association. When the NBA said, all games are canceled. And then the next day, the season is canceled. That's when we all knew, holy cow, we have a crisis. Imagine if December 7th that it wasn't FDR, who said that was the day that will live in infamy. But instead it was the governor protectorate of Hawaii who said, oh, we're going to, you know, we're at war with the island of Hawaii, right? It crisis moves down the food chain. And that's why so many companies ended up having to address it on their own. Are we open? Are we close? So many governors had to address it.

Prices moves downhill when leadership doesn't address it. I cannot think of any other moment in history when the, uh, president of the United States did not line up to it's challenged, you know, you've got our slow emergence into world war one, probably as an example, you have for the session nation of Lincoln, where you have I, Andrew Johnson, trying to undo reconstruction, but you have very, very few moments where the white house doesn't set up a step up leadership.

Richard Levick:

And that presented a really unique challenge companies. I think this age of mercantile activism would have occurred anyway, that is, you know, as you see Coca Cola, Dell than others on, uh, Georgia and voting access for Texas, I think it would have occurred anyway, but it's been accelerated when there's a vacuum. People look for leadership wherever they can find it. And that, that, that period, those four years of very tiny government meant that crisis still had to find a leadership somewhere. And so it's moved down. I do think that a lot of, I mean, there's no shortage of books. You know, I, you know, I, as you know, I have a podcast myself I've interviewed, uh, uh, public health professionals and authors who talked about the foreseeability, you know, Anthony Fowchee obviously was talking about those concerns. Uh, you know, and I, and this is not a political statement.

Richard Levick:

This is not a political podcast, but the federal government should have, could have seen what was coming. Uh, China obviously could have been, uh, more forthcoming, uh, by a matter of about 10 days. Uh, and the, you know, the, the result is, is that we are now at war over mask and the war we're about to get in the culture where we're about to get, and I think is, are you vaccinated or not? And that's, you know, that's going to be a real challenge for employers. When we go back to work, you know, post, July 4th,

Adam Roseman:

Would you say to a company, you know, you talked about that situation with BP oil, and yet you walk in with the lawyers and the other folks, if a company prides itself on a safety culture, right. Safety and health culture, but then they have a safety and health incident, right. You know, we'll call it, uh, a catastrophic incident, multiple deaths, whatever the case may be. I mean, are you always trying to F to, to shape the narrative, consistent their culture? And I'm curious how you attack that. If a company says, listen, we really do care about safety and health. You know, what, what does that say to you as a, as a crisis management specialist?

Richard Levick:

You know, I think actually you've answered the question, Adam, in the way you asked it. And I, you know, I think as you're, as you're speaking about it, I'm thinking back, you know, I worked my way high school in college, summer jobs, working as a labor and a carpenter's apprentice. It never occurred to me not to wear a hardhat as if it were, you know, an infringement on my rights and a hard hat area, not to wear goggles by the power tools as if it were somehow, you know, putting my eye out. It was a right that I didn't want to have infringed. Uh, and I think that one of the reasons why we have a culture of safety is not just to prevent the foreseeable accident or disaster, but it's also to show that we weren't negligent to show that we did everything in our power to try and be prophylactic.

Richard Levick:

Now we may still face some liability, but, you know, and as you, as the acting lawyers know, the more that you do ahead of time, not only can you fall back on it from a legal point of view, but it gives you a great message point as a company, heart, the lives and safety, our employees is so critically important. That is why we do these things. We're not trying to infringe on anyone's right of mobility or choice, but we know based on the best evidence we have, these are the things that we need and should be doing. And I think that companies need to stand strong and there has been a war on science. There's been a war on education it's as if we all stayed at a holiday Inn last night, and suddenly we're all experts in all things. But I think that, I do think w you know, one of the things that's so interesting to see is Joe Biden's historically high approval numbers, 90% amongst Democrats, but also a majority of Republicans to be able to accomplish that in this incredibly divisive period. I think to me, not speaking policy at all, I think it speaks to reliance on science, calmness, absence of rhetoric, um, some positive results, you know, years and years ago, when I was in graduate

Adam Roseman:

School, we wanted a crisis, right? Some calmness and absolutely

Richard Levick:

Sobriety is probably, you know, in handholding is the most important thing we provide. We've been here. We've seen worse. You're going to be okay. So years and years ago in graduate school, uh, it was, uh, Jim Blanchard just be com uh, governor, uh, in Michigan. And I was working on the post, uh polybrominated by federal PBB disaster in Michigan. It was some years afterwards. That's when cattle feed had been mixed with a toxic substance and it got into the milk supply and became wholly problematic. I remember thinking then that the threshold was five PPP, five parts per billion and Canada. This was in the great lakes region. Canada had, I think it was 0.2 Minnesota had a different standard boost, five or less. And I feel like one of the things that's happened is people's expectation of risk in that 40 year period is not five parts per billion, but the zero, there should be zero risk for everything.

Richard Levick:

But we look at the vaccine and say, well, there are, you know, Johnson and Johnson. There was, you know, infant Tasmil amount of blood clots, you know, comparatively, but there's still risk. Oh, look, you know, um, eating peanuts has a risk. The list just goes on and on. There is risk to everything. And the expectation in the marketplace is that there should be a zero tolerance. And I think we just have to keep repeating the message over and over again, safety is hugely important. We can't reduce the risk to zero, but we can reduce it radically if we follow these steps.

Michael Taylor:

You know, it's interesting that you said that Richard, you know, I tried to explain to folks, you know, just because I have a light above my head, theoretically, it could fall and hit me on the head, but that doesn't mean I need to wear a hardhat. So it's about, uh, managing risk and I'm concerned post COVID that we're going to have a philosophy in the American workplace that the risk, whatever the risk is, a fire, you know, engulfment, whatever it is is gotta be very, very minimal or we're not going to work. And I think a lot of American businesses have gotten a bad rap over the last year, particularly OSHA because the virus is invisible. It's not like we have a device that can test the atmosphere says, oh, well, it's here. Or you can, uh, sample a surface and say, oh, the virus is here. So I, you know, it'll be interesting to see what happens post COVID, what kind of impact that has on risk management for other issues in the next

decade or so. And I know one of the things that you had mentioned to me earlier during one of our conversations was that you think that some environmental issues in low-income neighborhoods of color, um, might present some new challenges in the post pandemic era. Can you talk a little bit about that?

Richard Levick:

Well, I, you know, environmental racism and allegations of environmental racism is certainly, I mean, that goes way back. I remember talking about it, you know, when I was in graduate school 40 years ago, and, uh, a Jesse Jackson's been involved with that issue over the years, we certainly work on environmental racism issues or allegations and, and or allegations of environmental racism. It is equity writ large is going to propose challenges to all of us at every level from law firms and how you hire and promote. You're already dealing with it, how you recruit. Um, and those issues are only a deeper and bigger, um, and, or, uh, promotions at corporations. And, you know, you see in the Biden administration the most, uh, diverse cabinet in the history by far. Um, and so, so there's just going to be more and more, uh, equity, uh, challenges and tragically.

Richard Levick:

You know, we cannot reverse history. History is what it is. And I keep thinking, w uh, before the death, the assassination of sitting bull the Lakota tribes, uh, for a period of time, very popularly were doing ghost dancing. And the ghost dancing was in the hope that we could have fewer white people and more Buffalo. And I wanted to go back in time and I can understand the appeal from the Lakota point of view, but none, you know, w all the ghosts dancing we want to do, it's not going to change where we are. We are where we are, where we are. We're on the verge of an already seeing the impact of global warming. Uh, we are, uh, you know, 160 years past the civil war. Uh, you know, it's hard to believe that we had slavery, we in this country, um, it's one of our two original sins.

Richard Levick:

Uh, the list goes on and on and on. So all these issues are here and the other end and part of that problem is not only can we not undo history, um, but that trust is at an all time low. And we have weaponized nouns and adjectives, and we're very tribal word. I'm not even supposed to use anymore, but it is, you know, it's, we're, we're very tribal. And what we do is we look at, we listen to what people say, and we instantly decide, are they a part of our tribe, or are they part of the adversary? So it's, it's a huge challenge. If you have allegations of environmental racism, that is your, uh, your discharge, your pollutant, uh, your plant is in a low income area or an area, uh, with high numbers of, of people of color. And there's lots of studies, which would show, uh, to my recollection that there is an inadequate, uh, there's an inadequacy in terms of where a lot of these, uh, environmental torts exist.

Richard Levick:

Then there's an increasingly sophisticated approach by communities of color, uh, and an increasing support network to go after companies. And so knowing that's going to exist, it's hugely important for companies that are looking at their possible risks, going into the future that they say, where are the communities who do we know in the communities? What relationships do we have? What are relationships like with our employees? What are relationships like with local universities? What, what's the plaintiff's bar up to our regulators, um, local politicians, uh, attorney general, are they in any alignment? What are we seeing on social media? What are we seeing in terms of other communities against our competitors? What patterns are we seeing? And then to prepare once that aligns or drawn,

some of the historic methods of building trust, such as relationships with say, members of the African-American community are just no longer going to be very powerful, and in fact can backfire.

Richard Levick:

So you need to use your piece time wisely. It's so challenging and only going to get worse. And I can tell you this in 2022, the Republicans clearly are going to use culture as an issue with assuming that, uh, they continue to believe that's the best campaign tactic they have. Uh, and on the democratic side, if, uh, cultural issues look like the sword, then as a shield, they're going to use, uh, the, uh, issue of, uh, equity and diversity. And that only means for local politicians, issues of allegations of environmental racism are going to provide attractive platforms for winning trust and earning votes. So you need to go into the maelstrom looking forward, knowing that it's going to get worse before it gets better. What third parties do we have? What online relationships do we have? How are we using? Do we even have a ESG, environmental, social, and governance, um, or CSR, how are we using our philanthropy?

Richard Levick:

Is it being strategic, or do we have the kinds of relationships? You know, one of the things, uh, and, and only in part, because vice-president Harris is a graduate of Howard, but this re this is a day and age that, uh, historically black colleges and universities have been looking forward to for over 70 years. And I, one of my podcasts is with the president of Clark Atlanta university and HBCU. And I can tell you this, their desire to work with companies, with law firms, uh, with entities to build relationships on the long-term opportunities is historic and remarkable. And it's a great place to start. But what you need to do is build real relationships, virtue, signaling, not, oh, you know, look at our high-profile recruit. Um, look at this advertisement. That's multiracial. Now you need to build into the company, those kinds of institutionalized things that make people realize, you know, this company is a good company. They may have made a mistake, or they need to clean up this problem, but it's not deliberate. And it's not racial.

Michael Taylor:

That is fascinating. Richard, you know, I, I do think that that is going to be a huge issue in the next year or two. Hey, we really appreciate you being on our show. It was a pleasure and an honor, and everyone out there listening, stay tuned for the next episode of the workplace safety review podcast. Goodbye. [inaudible].