Tech show branding sequence begins with montage of colorful graphics interspersed with closeups of circuit boards and hardware tools. Cut to a digital clock on a desk as it strikes midnight.

Transition to a residential garage door with the words Lenovo Late Night I.T. prominently displayed.

The garage door opens to reveal an open workspace with a relaxed environment. Show host Baratunde Thurston and his guests Anima Anandkumar and Brian Solis sit at a large wooden bench in the middle of the garage. Cut to a closeup of host Baratunde Thurston speaking. The shot pans out as he turns towards his guests.

Baratunde Thurston (00:09):

Welcome to Lenovo Late Night I.T., where we turn the latest topics upside down, shake them, and see what falls out. I'm your host Baratunde Thurston, and today we're posing some essential questions about AI powered automation. How does it help businesses save time and money? How will it force humans to adapt? And which of the three laws of robotics will be broken first? Here to lend her insight is Anima Anandkumar. Anima is a Director of Machine Learning Research at NVIDIA, where she leads a group that develops next generation AI algorithms. Anima is a passionate advocate for democratizing AI and has launched several open-source initiatives, efforts to increase reproducibility, and championed fairness in the industry. Now joining her is digital anthropologist, Brian Solis. Brian is the Global Innovation Evangelist at Salesforce, where he focuses on digital transformation, customer experience, and cognitive enterprise among other things. I'm so looking forward to knowing what cognitive enterprise is Brian. He also experiments with food tech on the side, but that doesn't count if he didn't bring enough food for the whole garage. Brian, Anima, welcome to the garage.

Anima Anandkumar (00:09):

My pleasure.

Brian Solis (01:14):

My pleasure too.

Baratunde Thurston (01:16):

I want to start with definitions first. How do you define AI intelligent automation in the context of the workplace?

Anima Anandkumar (01:24):

Artificial intelligence is how we make machines smart, to be able to think and ultimately act like us. And when we are talking about intelligent automation, it's end to end decision making. Right? So think of a manufacturing plant.

Baratunde Thurston (01:41):

Okay.

Anima Anandkumar (01:42):

Everything from, like, raw materials to the manufacturing processes to ultimately supply and demand, that's so much information, so much complexity.

Baratunde Thurston (01:51):

Yeah.

Anima Anandkumar (01:52):

Not one single person can handle that, but AI has the power to do it if you can give it all the different kinds of information. But also to look ahead and plan, you know, if there is going to be a shortage in a few months.

Baratunde Thurston (01:52):

Yeah.

Anima Anandkumar (02:06):

And if you can plan for that, if you can predict that it's going to happen, you can be much more ahead of the game.

Baratunde Thurston (02:12):

Okay.

Anima Anandkumar (02:13):

And that's what AI enabled intelligent automation will yield.

Baratunde Thurston (02:17):

That was a beautiful definition. It raises some questions, which I'll get to in a moment. But Brian, do you have any edits or additions to that?

Brian Solis (02:23):

Do I have? No. Who would after that, honestly? I mean as a digital anthropologist, the only thing I would say is that when we look at it from the relationship with humanity is that if you're human, you're biased. And so the programming of that intelligence, and ultimately to that decision making, is where we have a lot to learn and a lot to practice. But the thing that I would say there is that there's also opportunities for insights. So it is an opportunity to augment that human relationship to help us actually be better.

Baratunde Thurston (02:57):

Yeah.

Brian Solis (02:57):

To see things we couldn't see, to do things we couldn't imagine before. And that's where I get excited about the future of all of this.

Baratunde Thurston (03:03):

Intelligent automation sounds smart, it's got the word intelligent in it. But I want to come back to some of these examples of what does that look like in several different business contexts?

Anima Anandkumar (03:13):

Think about cyber security. Right? I mean, there is now so much fraud. There can be all kinds of bugs that are introduced.

Baratunde Thurston (03:22):

Yeah.

Anima Anandkumar (03:23):

And it's always a cat and mouse game. And when enterprises and businesses have to make sure that their processors are safe, their customers are safe, their data is safe, how do you ensure this threat monitoring? What about the unknown? What could be now upcoming that's not yet discovered? And if you can train AI to discover anomalies or things that look different, that don't look like normal traffic or normal processes, you could be ahead of the game. And this is really critical, I think, for cybersecurity.

Brian Solis (03:58):

I want to build on that cyber security bit. Anything that's internet connected, right? So whether that's a phone, whether that's a beacon, whether that's your doorbell, that is increasing the threat exponentially. And so where intelligent automation comes in is that it's impossible for human beings to recognize all of those irregularities or other patterns in just the millions and millions of devices that are introduced and activated every single day. So that is an understated example of how big this is.

But mostly, I do want to call out that mostly what we see today is repetitive process automation, and it often gets lumped in with intelligence. So for example when COVID hit, you had airlines that had to massively refund customers beyond human scale. It would take human beings 100 years to process all of those refunds, and so RPA got introduced into the game. We're seeing a lot of examples of that, and those types of investments weren't on the immediate horizon. Those were years out in terms of digital transformation. So that rapid adoption of automation is now starting to lead into things like customer service with chatbots, which is still not intelligent automation. But where I think the promise is, and another example could be, is conversational AI for example. So it'll understand what's the desired outcome from somebody on the other end of the screen and help them get to that outcome without an, "If this, then that," type of programming.

Baratunde Thurston (05:26):

So we're getting up to this point of talking about the intersection of intelligent automation with human jobs. What are your observations and your own personal thoughts about, are we going to be reducing jobs or are we actually going to be generating more jobs? I've heard many different takes on this.

Anima Anandkumar (05:44):

I think in the long run we'll certainly be enhancing human creativity, and through that the problems we can solve. Right? So we are now being able to harness human capital to a much greater extent by replacing mundane jobs and repetitive jobs to ones where human intuition, human creativity is really important. We also, at the same time, need social security and other safety nets to make sure there is enough room for retraining, reskilling, so people can prepare for this next upcoming revolution where jobs will not be the same like they are now.

Brian Solis (06:23):

All automation affects human jobs. But I want to switch it up here, I want to talk about the leaders of today's economy.

Baratunde Thurston (06:31):

Okay.

Brian Solis (06:32):

In that they're the ones that need to proactively recognize the answer to this question. You could, and ironically, use AI to help you figure this out as well.

Anima Anandkumar (06:42):

The aspect of what AI cannot do well today is to be able to quickly generalize, learn new skills. And humans have that innate ability so it's that human machine collaboration. Right? So it won't be just inspecting a robot, but it'll be seamlessly working together with a robot.

Baratunde Thurston (07:01):

Robot coworkers.

Anima Anandkumar (07:01):

Yeah, it'll be like a robot dance. Think of it as...

Baratunde Thurston (07:05):

Okay, that's a long story.

Brian Solis (07:06):

Like this?

Baratunde Thurston (07:09):

Thank you Brian, this is why we booked you. You can go now. You can go now. What if people don't want to transform? Right? What if the repetitive work, what if the thing they've trained on, what if the thing they know, they're actually really happy with and they don't want to six months upskill, retrain, six years from now do it again? How do you contend with our need for stability in this rapidly changing world?

Brian Solis (07:33):

Are you talking about AI or politics because?

Baratunde Thurston (07:37):

Yes.

Brian Solis (07:38):

It's all the same thing, and this is one of the reasons why I really wanted to study the human side of disruption. It goes well beyond AI. Right? I mean if you look at how, for example, social media changed us, or our mobile devices changed us and everything that continues to change us...

Baratunde Thurston (07:54):

Turned us into fiends.

Brian Solis (07:56):

I know, I'm going through withdrawal right now. We don't want to change. That's just the reality of it. And it's really hard for people who maybe are still paying off college debt on a subject matter that they might have learned and went all in on or that you have an entire career focus on a particular industry. That's where that leadership thing comes in, is that we know this is going to happen. So let's start incentivizing change, let's get to the human psyche of transformation and motivate and incent people to want to do something different and find a new comfort zone.

Anima Anandkumar (08:28):

And I think the primary emotion here is fear, right? Fear of the unknown.

Baratunde Thurston (08:32):

Yeah.

Anima Anandkumar (08:32):

Because stability, what it provides is there is now a path that is already set. But that's also, I think, the cultural expectations we've had that you go to college, you invest in studying something, and then you use that skill forever. And I think it's that conversation about changing expectations, right? That it's now lifelong learning so you don't stop learning, you're always embracing change.

Baratunde Thurston (08:58):

Yeah.

Anima Anandkumar (08:59):

But you can only do that if you are in a position where there is a safety net. Right? I mean you have to have that level of comfort and the level of availability of resources.

Baratunde Thurston (09:10):

Exactly. You're humanizing this and allowing for a lot of space that I don't think many of these conversations do. Do you think that some of this fear has to do with the language that we're using to describe what's happening? We're calling it intelligent automation, we're calling it artificial intelligence. What if we called it, "Augmented labor," or "Making your life easier," instead?

Anima Anandkumar (09:32):

Yeah.

Baratunde Thurston (09:32):

How much does language play into the fear?

Anima Anandkumar (09:35):

Even we call it disruption, right?

Baratunde Thurston (09:37):

Nobody wants to be disrupted.

Anima Anandkumar (09:39):

Yeah. And Silicon Valley is all about move fast, break things.

Baratunde Thurston (09:43):

Mission accomplished.

Anima Anandkumar (09:43):

I mean, we are breaking. So I think it's about building, right? Building a future together, and it's about human machine collaboration.

Brian Solis (09:53):

Language plays an important role in everything that we do. At the same time though, there's perspective as well. So this is where leadership, again I'm going to keep parking on this. Transformation and disruption isn't for the workers, it's also for the decision makers in any organization today. A lot of their jobs could be automated as well or augmented. There's two moments of innovation or transformation. There's the aha moment, but the one that's most often is the uh-oh. Uh-oh.

Baratunde Thurston (10:18):

From aha to uh-oh.

Brian Solis (10:21):

Right. And so I'd like to see what you were talking about. Reframing this, being positive about the outlook of this, getting people to feel comfortable with how it's going to change them and improve their lives. I'd like to see the narrative change in that direction.

Baratunde Thurston (10:35):

What are you seeing in terms of companies who are getting the intelligent automation thing right? Do you think most are kind of behind the curve here, getting it wrong? What's your assessment?

Anima Anandkumar (10:45):

I think the pandemic has really created a chasm, right? Because the companies that adapted, that were already on the path of digitization or started with a digital foundation, were the ones that could easily just have all the automation and further work from home was seamless. But many other companies that didn't have that infrastructure, that didn't have that way of thinking, that always expected people to come in and do things in person found it harder to adapt.

Baratunde Thurston (10:45):

Yeah.

Anima Anandkumar (11:19):

And so it starts right there from the culture of where it's a digital thinking, our process is already seamless, and then you can add AI and you can further make it enhanced.

Brian Solis (11:31):
With the thrust into digital first living, working from home, learning from home...

Baratunde Thurston (11:37):
Crying from home.

Brian Solis (11:39):
Yes. Eating...

Baratunde Thurston (11:41):
It's on my schedule, crying.

Brian Solis (11:44):
That's fantastic. Mine, I need laughing on my calendar. I'm going to put that one in there.

Anima Anandkumar (11:50):
I have breath now.

Baratunde Thurston (11:53):
Breathing, that's great. Scheduled breathing is really good.

Anima Anandkumar (11:54):
We all need that.

Baratunde Thurston (11:57):
That's a very a human thing to do.

Anima Anandkumar (11:57):
That's why I'm still alive.

Brian Solis (12:05):
So with the digital shift overnight, agents, customer service agents are among the most stressed out right now. Because they're taking in ... more calls are coming into the call center, more digital first engagements, and the technology is... automation, whether it's intelligent or repetitive AI, these things exist to help them. So for example, in a customer service environment, you could use AI to better manage the workload. It doesn't have to be straight X amount of hours, it could be based on how we're seeing trends for incoming things. But you could also use AI to take the transcripts of that conversation and help learn how to give that agent more time to be creative.

Baratunde Thurston (12:51):
Yeah.

Brian Solis (12:51):

Rather than just trying to get them to an answer. And as a human being, right? On the other side of the phone or on the other side of the chat or whatever it is, if we find that people are being more helpful or useful or delightful to work with, we're going to remember that. And so I think that that's an immediate example of how we can think about AI differently to make people smile, but also to challenge ourselves as architects to stop that transactional mentality and bring in some warmth into the equation.

Baratunde Thurston (13:23):

I'm liking this best-case scenario conversation where the technology that we're deploying, the automated technology, is helping people, helping employees, helping workers. I think what I want to also hear though is, where do you think it's not working? What are some of your least favorite implementations of intelligent automation or repetitive automation, where you're like, "That's not a great place," or "It's being done poorly."? You don't have to name names, but I won't be mad if you do.

Anima Anandkumar (13:50):

Well I think to me, as you said, right, there is the danger of techno-utopia, right? So saying, "Technology is the answer to everything," and, "If it has AI in it, it has to be amazing." Right? No, everybody can slap AI to whatever they're doing. But the devil is in the details. How was this data collected? And was there even consent in terms of the data that was used? And how is it going to affect the person? Right?

Baratunde Thurston (13:50):

Yeah.

Anima Anandkumar (14:18):

So even if it's the right decision or the wrong decision made by AI, what are the consequences?

Baratunde Thurston (14:24):

Machines learn what we teach them. You kind of alluded to this earlier, Brian. If we feed them garbage in, then they will feed us garbage out. And a lot of this is built on training data and specific sets of data to infer all kinds of things. So who's making sure that the data is representative? That it was collected with consent, the way you said? That to me seems like a potential disaster scenario for something well intended, but horribly executed.

Anima Anandkumar (14:47):

You see that already, right? In fact the first studies around AI bias called Gender Shades was spearheaded by black female researchers in AI. And what they saw was face recognition systems that are publicly available being extremely biased against darker skin tones, against women without makeup. Right? Older women. So all these are usually not images that are available on the web, especially celebrity images. That's what the researchers collected because they said, "Oh, I can get lots of images of the same person."

Baratunde Thurston (15:24):

Right.

Anima Anandkumar (15:24):

"So I can now train AI to recognize that it's the same person."

Baratunde Thurston (15:27):
Only on the most perfect, well made-up faces.

Anima Anandkumar (15:27):
I know.

Baratunde Thurston (15:29):
And lighter faces.

Anima Anandkumar (15:31):
And photoshopped faces.

Baratunde Thurston (15:32):
And not even real faces.

Anima Anandkumar (15:33):
Yeah.

Baratunde Thurston (15:33):
So machines are being trained on machine manipulated images of humans.

Anima Anandkumar (15:37):
Yeah, there you go. It's all a loop.

Baratunde Thurston (15:40):
What a mess.

Anima Anandkumar (15:42):
We've come a long way, with the Black Lives Matter movement there was so much awareness. Finally the companies saw that there is more liability and headache in enabling this.

Baratunde Thurston (15:54):
Yeah, public pressure works. Yeah.

Anima Anandkumar (15:55):
Right? So we need activism too. We need that. And as AI researchers we tend to think, "Okay, let me focus on the math here. Let me program this." But we need to get our head out of the sand and say, "Who is it affecting? How is it being used? What happens in terms of a wrong decision? Who is responsible here?" In a way, we are all responsible.

Baratunde Thurston (16:19):

So many of the decisions to deploy automation, especially in the workplace scenario, are made at the executive level and a management level and they're kind of imposed on workers. "You have to use this now. Your job is changing this way." Is anyone asking employees and workers what they want from automation? Maybe there's some really great use cases because there's a pain in the butt part of the process that they have to deal with that they would love some machine to help them with, but no one's asked them. Have you seen that go down somewhere?

Brian Solis (16:48):

We should spend more time talking to employees about not just AI, but digital wellness, aspirations, trajectories. The more we engage with our employees, the better they'll be for customers ultimately. But if you ask an executive before COVID what AI strategy that they had within their organization, most ... and I don't have the exact stat, but most of them just didn't.

Baratunde Thurston (17:11):

Right. Why need that?

Brian Solis (17:12):

Yeah. They didn't even know how to just drive artificial intelligence, and now we see all of this acceleration. So with us geeks, one of the things that we're looking at when you move into a digital first world, IT, CIOs, for example, they're just overwhelmed. They can't keep up with all of the shifts that need to happen, all of the adoptions across everything, not just AI and automation. Things like low code or no code tools are now starting to be deployed so that ... they're called citizen developers, but essentially just everyday workers can go and just build the things that they need to and not have to wait or be frustrated.

Baratunde Thurston (17:40):

Oh, I love that.

Brian Solis (17:41):

Yeah. So...

Baratunde Thurston (17:42):

Citizen developers, so like citizen science?

Brian Solis (17:43):

Like citizen science or citizen journalists.

Anima Anandkumar (17:46):

Connecting directly with people who are doing the work or creating value, who are building new things, who are designing, those are the kind of jobs that'll be for the future.

Baratunde Thurston (17:56):

Let's continue this conversation a little bit further into the future. Right now I want to take a pause and play a weird, awkward game.

We think tech experts should be able to explain their work to the general public, so we created a segment where we challenge our guests to describe their professions in simple everyday language. Here's how it works. You're going to explain your jobs to each other as if you were on a first date. The goal is to be as lucid and as captivating as possible. So put on your game faces because it's time for Date Night I.T.

Brian Solis (18:30):

Great.

Anima Anandkumar (18:31):

Yeah.

Baratunde Thurston (18:33):

Thank you for your enthusiastic response, Brian. You get to go first.

Brian Solis (18:36):

I'll give it my best shot.

Baratunde Thurston (18:37):

Okay.

Brian Solis (18:38):

And mom and dad, if you're watching, you can finally know what your son does. Alright. I study how technology is changing behaviors and then play that out at market levels and play that out over time so that I can help executives and governments make decisions about how they should change to be more relevant and meaningful. How'd I do? How'd I do?

Anima Anandkumar (19:02):

That's deep.

Baratunde Thurston (19:03):

How did he do?

Anima Anandkumar (19:04):

That was fabulous.

Baratunde Thurston (19:06):

Wow. I'm going to dock you a point because you brought your mom and dad into the date.

Brian Solis (19:10):

Oh yeah, sorry.

Baratunde Thurston (19:11):

That's not something I would advise, not a good way to get a second date. "Mom and dad, if you're listening…"

Brian Solis (19:17):

Depends on the country, but I...

Baratunde Thurston (19:20):

That's true. Fair point, fair point. I retract my...

Brian Solis (19:23):

You're culturally sensitive, thank you.

Baratunde Thurston (19:23):

...Western oriented thinking. Ooh, you got the judge. Okay. Anima, why don't you give it a shot?

Anima Anandkumar (19:31):

Okay, let me try. I build machines that can ultimately think and act like humans.

Brian Solis (19:39):

That's the winner.

Baratunde Thurston (19:39):

I mean...

Anima Anandkumar (19:43):

I mean, that's the goal. That's the goal.

Brian Solis (19:43):

Talk about flex.

Baratunde Thurston (19:47):

The thing is Anima, there's a ... Brian and I had opposite reactions to that because what I heard was a threat.

Brian Solis (19:56):

Oh, optimist.

Baratunde Thurston (19:58):

Right? You're like, "That sounds exciting." I'm like, "That sounds terrible." And you were so honest and so to the point with it, there was no room to interpret that in any other way. They're going to be like you, and soon.

Brian Solis (20:09):

Did you hear it in an accent like this?

Baratunde Thurston (20:11):

I might have heard it in an accent.

Anima Anandkumar (20:12):

Not ignorant, so that's the optimist. Right?

Baratunde Thurston (20:16):

But Brian, you were moved by this. You found this compelling, and you said, "I want a second date with the machine human cloning person."

Brian Solis (20:22):

I mean, I was impressed.

Baratunde Thurston (20:23):

Well, you were both impressed with each other.

Anima Anandkumar (20:23):

Thank you.

Baratunde Thurston (20:25):

I'm impressed with both of you, so enjoy that second date that's not real, but fun to pretend. Thank you so much.

Anima Anandkumar (20:34):

That was fun.

Brian Solis (20:34):

Yeah, let's not do that again.

Baratunde Thurston (20:36):

Agreed.

Anima Anandkumar (20:37):

No second date.

Baratunde Thurston (20:39):

What's the role for accountability within automated systems, especially thinking of workplace intelligent automation as an example? But in my real life, I have this car that claims it can drive itself. It can't, but it can help me drive. And I've been a number of times on the road, on the highway, and it has slammed on the brakes and there's nothing in front of me except a shadow from an overpass.

Anima Anandkumar (21:07):

Yeah.

Baratunde Thurston (21:08):

Third time this happened I'm like, "I can't do this anymore." What happened?

Anima Anandkumar (21:11):

What's hard is to figure out how the machine-human collaboration happens. Right? Because you're saying, "In this specific scenario, don't bother about the shadow." But in some other case that shadow could be something falling on the car or something else could be the case. Right? So it's very hard for AI to take these very specific scenarios and generalize and try to come up with a way that balances safety versus comfort.

Baratunde Thurston (21:40):

So then here's the follow up. Are there things that we should not apply automation to?

Anima Anandkumar (21:45):

I think, to me, it's about taking a staggered approach. Right? You start with saying the more mundane, repetitive tasks, can we have AI first to do that more seamlessly, faster, more efficiently? And then little by little, give it more challenging tasks. And so something like autonomous driving is very tricky because most of the time it's okay. Right? But it's a life and death situation when it really matters so we call this safety critical situations. This accountability also starts with creating standards. Going back to the face recognition example, right? If you look at the National Institute of Standards, when this whole field started even the standard datasets there to check whether a face recognition system is doing well or not was heavily biased against darker skin tones. You don't have representation in the standards itself. So it starts there. We have to create what are even the standards? How do we test them?

So these are all problems that are solvable, but sometimes the incentives are not aligned. So we have to have independent bodies, we have to have academics have access to these systems to be able to test them independently and that's what is missing now. The world has changed, so how much has changed, and what we need are algorithms that are also more transparent. I think that aspect of it, like how do we make AI humble? And that also relates to the hype. It's like when AI is not failing, we should also lower its confidence. How do we design algorithms that can alert and save?

Baratunde Thurston (23:31):

Humble algorithms, I like that. Humble AI. That's a good business.

Brian Solis (23:36):

Good name for a venture capital company.

Baratunde Thurston (23:38):

I've got to buy a domain name. I'll be right back.

Anima Anandkumar (23:41):

It's still out there.

Baratunde Thurston (23:43):

I want to bring this back to the CIO, the CTO, in the sense of everything we've been talking about to automate or not to automate, applying some accountability, keeping the human in mind, and involving the employees, and based on all your life experience so far. What advice, Brian, do you have for a CIO or a CTO who's like, "I got to up my AI strategy game. I want to do some intelligent automation, but now what?" Or maybe they're already deployed with something, how do they step up the game?

Brian Solis (24:18):

The burning platform that I think is on the minds of CIOs, CTOs, CDOs is, "How do we scale faster?" Because we're being asked to do more and more with less and less. And so I think that being empathetic to the decisions that they have to make is probably a good place to start, and then empowering them to seek the answers. So yes, there is the roadmap of things we have to do to digitize...

Baratunde Thurston (24:49):

And transform.

Brian Solis (24:50):

Right. So let's have some conversations, let's do some research, let's bring in some new minds who aren't looking at these new opportunities with old mindsets or legacy mindsets. And then let's also audit the capacity and the capabilities of our workforce to see where we can help them grow, where they'll need to grow, and then what we need to hire for at the same time. And build out a human resources infrastructure that helps them move in that new direction. This really is a blank canvas, and with the right intention, but also the accountability, the transparency, and lastly the intent to earn trust along the way, is the right step to go.

And I'll leave you with this, technology is not the answer and technology is not the problem. It's a human thing. And in 2020 to 2021, the number one thing that ... we just published this report. The number one thing that people said that they want to see in business transformation is for them to be more trustworthy. And if you look at the biggest dips of trustworthiness, basically we're all guilty of it. Technology companies are at the top of that list, and here we're trying to look to them to help us solve for this AI and automation opportunity. So earning trust is a real thing, and I would encourage any CIO, CDO, CTO to read the work of Rachel Botsman. She has this wonderful, it's just a short piece on Medium. It talks about the five things that you can measure by asking someone else to hold you accountable to those measures, not you measuring yourself. So you know where to start. And I think that's a great place for everybody.

Baratunde Thurston (26:36):

That's beautiful and thoughtful. Thank you so much. Anima, do you have any advice for a CIO, CTO, or CDO?

Anima Anandkumar (26:42):

I think to me the aspect of what Brian was saying, right? This empathy and communication. I think these are skills that become even more important in the next realm of leadership now. Whereas the traditional leadership was very much like, "Oh, I'm in power here. I make the decisions. I'm trying to look strong, trying to dominate." Versus now trying to listen, understand, and collaborate. And I think that's also a cultural aspect. If we are wanting to improve diversity and inclusion in these organizations, we also need leadership that is mindful to how people from different backgrounds, men versus women versus even people across the gender spectrum, how do we enable them to feel included, feel safe, feel

like this is a healthy environment? I think removing a lot of the toxicity in more traditional kind of work cultures where it's like, "Let's move fast. Let's get to the finish line." Which is great, I love a race. Right? I love deadlines. But how can you make it fun and inclusive? I think that, to me, is really important.

Baratunde Thurston (27:54):

Well, this has been a really important conversation. Y'all are awesome. That's it for tonight's episode of Lenovo Late Night I.T. Many thanks to our guests, Brian Solis, and Anima Anandkumar. I'm Baratunde Thurston, and I'll see you next time. Unless I've been replaced by a robot, in which case tell my story.