



Photo: Courtesy of Starbucks.

Howard Schultz, CEO of Starbucks

Dear partners,

Last night, like so many of you, I watched the election returns with family and friends. And like so many of our fellow Americans — both Democrats and Republicans — I am stunned.

We cannot know what the precise impact will be on our country and the rest of the world. I am hopeful that we will overcome the vitriol and division of this unprecedented election season.

As Americans, we must honor the democratic process. We have a president-elect in Donald Trump, and it is our responsibility as citizens to give him the opportunity to govern well and bring our country together.

Whether you are pleased or disappointed by the outcome, we each still have a choice. Today and every day, we have a choice in how we treat one another in our homes, in our neighborhoods, and of course in our stores. We can choose to answer the challenges of the day with kindness and compassion.

We can choose to listen, to understand, and to act with respect. We can choose to live by the values that reside in each of us, and honor our commitment to nurture the human spirit with love, and offer everyone in our stores and communities a place of inclusion and optimism.

Today, I trust you, and I trust all that is good in our country. Let's take care of each other and the people in our lives. I believe we will each find the best version of ourselves to help our country move on in the direction we all deserve. Together is where our collective power lies, as partners, and as Americans.

I am so very proud to be your partner.

Onward,
Howard



Photo: Courtesy of Apple.

Tim Cook, CEO of Apple

Team,

I've heard from many of you today about the presidential election. In a political contest where the candidates were so different and each received a similar number of popular votes, it's inevitable that the aftermath leaves many of you with strong feelings.

We have a very diverse team of employees, including supporters of each of the candidates. Regardless of which candidate each of us supported as individuals, the only way to move forward is to move forward together. I recall something Dr. Martin Luther King, Jr. said 50 years ago: "If you can't fly, then run. If you can't run, then walk. If you can't walk, then crawl, but whatever you do, you have to keep moving forward." This advice is timeless, and a reminder that we only do great work and improve the world by moving forward.

While there is discussion today about uncertainties ahead, you can be confident that Apple's North Star hasn't changed. Our products connect people everywhere, and they provide the tools for our customers to do great things to improve their lives and the world at large. Our company is open to all, and we celebrate the diversity of our team here in the United States and around the world — regardless of what they look like, where they come from, how they worship, or who they love.

I've always looked at Apple as one big family, and I encourage you to reach out to your coworkers if they are feeling anxious.

Let's move forward — together!

Best,

Tim



Photo: Courtesy of PepsiCo.

Indra Nooyi, Chairperson & CEO of PepsiCo

Dear fellow associates,

Yesterday, across this country, Americans turned out in record numbers to make their voices heard. I want to congratulate president-elect Donald Trump on his victory, and I wish him all the best as he begins the work of stewarding this country in the months and years ahead.

It is perhaps unrealistic to expect that the strongly held views — and deeply felt emotions — that have marked this campaign season will subside overnight. We've held those views and felt those emotions for a reason, and they'll likely linger for a while.

But I do hope that starting today, we can begin the process of healing, the process of overcoming the divisions that have been exposed during this campaign. I hope that starting today, we can refocus on the work of forging a partnership with one another to build our common future.

And as we take up that work, I can think of no better model for us to follow as a country than the PepsiCo society each and every one of you is working to advance.

After all, our associates in this country reflect all races, faiths, political perspectives, and backgrounds. They are Republicans, Democrats, Libertarians, members of other political parties and no political party, men, women, African-Americans, Hispanics, whites, Asian-Americans, Native Americans, gay, straight, transgender, disabled, not disabled, believers, and non-believers.

Around the globe, the breadth of our PepsiCo society is even more staggering. We serve more countries and territories than the United Nations, and our associates encompass virtually all of the world's nationalities, cultures, and faith traditions.

That diversity is a source of strength, an engine of creativity, dynamism, and prosperity. And it reflects the simple recognition that no matter what our differences, each of us is committed to doing our part for one another and this company that fills us with pride. Each of us is committed to ushering in a brighter future all of us can enjoy.

That spirit of tolerance, unity, and common purpose — that love we have for one another — is what we need to reclaim in America today and in the days ahead, recognizing that no matter what we look like or where we come from, no matter what faith we practice or what political party we support, we are, first and foremost, Americans. We are, first and foremost, mothers and fathers, sons and daughters, who want a better life for ourselves and our families. And the only way of ushering in that better life, the only way of moving forward as a country, is by walking together, hand-in-hand.

Indra



Photo: Courtesy of United Airlines.

Oscar Munoz, CEO of United Airlines

Dear team,

Last night, the world watched as millions of Americans went to the polls and participated in our democracy. Today, the world will observe something just as remarkable as Americans come together, despite their differing votes or viewpoints, and demonstrate that whatever may divide us as individuals is far, far outweighed by all that unites us as a people.

As a company of more than 86,000 people, representing every creed and conviction, background and belief, United is as diverse as the communities we serve around the country and the world.

I am confident the United family will display that same spirit of civility, cooperation, and inclusion as we continue to work together on our shared purpose of running and building a great airline for our employees, customers, and investors.

Above all, as team members, we are in this together. Inevitably, any new administration brings with it a degree of uncertainty. What remains certain, however, is our shared sense of purpose, as well as the common experiences and the cherished friendships that define us as a family. Those will endure today and always.

We all know this election has been long and trying, both for our U.S.-based employees and for our colleagues around the world.

I have no doubt that in break rooms, lounges, and hangars throughout the system, conversations will continue today and into the future.

This election may have strained our emotions, but not our bonds with one another. Though the state of our politics may have changed last night, our character as individuals remains the same. And so should the way we respect one another and take care of each other. That is the spirit that keeps us flying together as one, United team.

With gratitude,

Oscar



Photo: Courtesy of Google.

Sundar Pichai, CEO of Google

Googlers,

It's been a long, tough U.S. election season, and I know many of you are surprised by last night's outcome. I want to reassure everyone that we will do everything we can to work with the incoming administration to advocate for policies that are good for Google and the world. Our basic values remain the same:

First — we believe in building for everyone by creating products and services that are accessible to people all over the world. That notion that everyone on Earth should have the same access to knowledge — and the economic growth that comes with it — remains core to everything that we do.

Second — we believe in social equality and the idea that people of all races, religions, genders, and sexual orientations are equal and should receive equal treatment under the law and in the workplace.

Third — we continue to believe that open is better than closed. That's true whether you're talking about an operating system, the free flow of information, or a reasonable immigration policy that allows us to hire the very best minds from around the world. There are many U.S. Googlers here on some type of work visa, and we will do everything we can to support their right to work in this country.

These have and continue to be Google's values. They have made us the company we are today, and we will keep standing by them and by all of you.



Photo: Courtesy of LinkedIn.

Jeff Weiner, CEO of LinkedIn

Team,

I spent much of yesterday talking with employees and leaders throughout LinkedIn about the U.S. election results and what it means to them personally and for us as a company. I wanted to briefly share what I heard and the implications for us going forward.

As might be expected from this long and sometimes brutal election cycle, the emotional responses people expressed ran from shock and sadness to grief and mourning; some telling stories of celebratory outreach from colleagues; and yet others feeling nothing at all. I heard women driven to tears of frustration over the fact a highly qualified woman was passed over once again for a leadership role, and saw men choke up as they recounted their stories; was told of how a highly talented and deserving coworker, here from another country on an H1-B visa, was filled with dread over whether he and his family will have the opportunity to remain in the U.S.; and saw tears of joy from a mother recounting how her young son stood up in class, boasting how proud he was that his mom had voted.

The last 18 months sharply divided the country. We saw far too many attacks on people versus problems, and overzealous passion for candidates displacing compassion for one another. The polarization and open hostility was sustained for so long that people with opposing views became more caricature than actual human beings.

Let's make sure to provide one another the time to process everything that's just transpired. As leaders and achievers, many of us have a natural tendency to solve other people's problems as soon as we hear them. However, we need to be sensitive to the fact that some members of the team don't need or even want immediate resolution. They don't want to hear rationalizations or participate in endless debates about why this unfolded the way that it did. They may just want someone to listen.

Others are ready to engage; to share their fears and anger, their hopes and dreams. It's imperative to the healing process that we create a space where every individual at the company can feel safe when doing so; that everyone feels heard; and above all else, that every single employee of LinkedIn feels as if they truly belong here. This dynamic must transcend race, religion, gender, creed, and country of origin. While we have always aspired to make this the case, it will be more important than ever given the misogynistic, racist, and xenophobic language heard at times throughout this election. That language and behavior has not and never will have a place at LinkedIn, and we will continue to do everything within our power to create a safe and productive work environment for all of our employees.

Beyond the healing, all of us should be prepared to channel this energy into action. Though human nature will dictate that we try and find one unifying theory for everything that transpired, the truth is that this outcome was the byproduct of multiple dynamics. Most relevant to the work we do at LinkedIn: The growing sense of disenfranchisement among tens of millions of Americans.

We've said for years that the realization of our vision — to create economic opportunity for every member of the global workforce — has never been more important. That when people no longer have access to opportunity, when they don't feel heard, society is at risk. Whether through the growing skills gap, widening socioeconomic stratification, the increasing displacement of jobs by new technologies, or rising youth-based unemployment, there are a growing number of people in the U.S., and around the world, that no longer feel as if they have a chance to make a better life for themselves and their families. It's one thing to talk about this as part of a corporate narrative; it's quite another to watch it unfold. That's where LinkedIn can make a meaningful difference. By developing the world's first economic graph, our newly launched learning and development tools, LinkedIn Cities, LinkedIn Placements, and many other similarly themed products, we can increasingly extend the power of our platform to help those middle-skill workers beyond the core of our professional membership gain better control over their economic destiny. This work matters more than ever before.

As the election results were coming in, and it became increasingly obvious that Trump was likely to be our next president, my daughter asked what was going to happen next. I told her that no matter who was president of this country, her mom and I would always take care of her, that she would be raised with the same values we've always had, that we are fortunate to live in a country that enables every citizen not only the right to vote but to openly disagree with the views of the candidates, and that despite those disagreements, once we have elected a new president, recognize we're all in this together.

I'm not certain what a Trump administration will mean for the country. If Brexit and this process have taught me anything, it's how unpredictable seemingly predictable outcomes have become. What I am certain about is my value system, both as an individual and member of our team. I will continue to treat others, regardless of who they voted for, in a way that's consistent with those values. I hope the same holds for everyone at our company — that no matter what our political leanings, our race, religion, gender, creed, or country of origin, we treat each other with respect, with compassion, and above all else, we take care of one another. No election should ever change that.

Jeff



Photo: Courtesy of Kind Snacks.

Daniel Lubetzky, CEO & Founder of Kind Snacks

Dear Team,

This seemingly endless election season, culminating over the last several hours, has been a painful journey of division, vitriol and alienation for our country. It ends with America's citizens torn further apart than any time I can remember.

Many of us are deeply shaken about the fate of our nation and our world. Global markets are signaling concern as we enter uncharted territory. There is a sense that the world's greatest democracy is more fragile than we realized and cannot be taken for granted.

And I am asking myself how will I explain all of this to my children when they wake up in a few hours.

Finding common ground in the political space has been so challenging. Our government representatives (and the machinery that amplifies their messages) have not made it easy.

We have to step back and collectively reflect on how to protect and elevate the values we share and that have truly made America great – respect for one another, kindness, empathy, humility, warmth, the conviction that we can make a positive difference for our children and for each other, to lead our lives with purpose, to lead our communities with resilience and determination, to forge an inclusive society that prizes merit and hard work, and to contribute towards making the world we live in both kinder and stronger.

I've highlighted in the past that empathy and kindness are often confused with weakness. That, actually, it takes strength to be kind, particularly when we feel most vulnerable. That empathizing with "the other" requires enormous amounts of self-confidence, to feel comfortable putting yourself in the shoes of someone that you deeply disagree with. How trying it has been for many of us over the last year to understand "the other side."

Along the night and before the election results became clear I was reflecting that, regardless of the outcome, roughly half the voters staked diametrically opposing positions. The toxic discourse made the rival platforms feel epically distant, almost as if the other side was morally repugnant. I wonder how will we get these two halves to find common ground when the distances that have been created between them are so vast. I find great solace knowing that people I greatly admire, including team leaders at KIND, and family members I love, disagreed with my political choice, and it never stood in the way of our relation. No matter how political campaigns try to program us (with billions upon billions of negative messages), we must find a way to respect one another and to appreciate our differences.

So how will I explain the results of this election to my children? I will explain that life doesn't always serve up the path you wanted. But, always, you are served with a choice: do I retrench or do I rise up? Do I abandon hope or do I envision a way to make things better and act upon it? Do I demonize or humanize?

Now, more than ever, let's show the strength within us to build common ground, not just to demand from our elected representatives that they rise above our differences and unite us, but to lead by example, with courage and conviction and without losing that sense of purpose, that commitment to excellence and to one another.

Time to unite.

Daniel Lubetzky



Photo: Courtesy of ebay.

Devin Wenig, CEO of eBay

Global team,

The United States has chosen its next president. This has been an historic and emotionally charged election.

Just a few months ago, voters in the U.K. made a similarly historic decision regarding their relationship with the European Union. People are expressing sentiments that economic progress has not been distributed fairly. We've also seen a sense of fear and disruption caused by the impact that changing economic trends, including technology innovation, are having on people's lives.

While I've avoided commenting directly on candidates or elections through this period, it's clear to me that as a global technology leader, what we say and what we do matters. eBay was founded by an immigrant to the U.S. Pierre built our business on the belief that people are basically good, and this enduring heritage is one of the reasons I'm proud to lead this company.

From the beginning, eBay has worked to create a marketplace that is inclusive, fair, fostered by global trade, and empowered by small-business entrepreneurship. As I travel to our offices around the world, I have the privilege to interact with people of countless nationalities and backgrounds. This diversity is one of the most valuable assets we have as we drive our business forward.

While we are a technology leader, our platform is centered around people — buyers, sellers, and our employees. We connect people through the power of a global marketplace. In an era where technology can be miscast as dehumanizing and disruptive, we represent a philosophy where technology can lift people and create opportunity at all levels. We will continue to advocate for principles and policies that support the needs of the global eBay community, and I will continue to speak publicly about inclusion, trade, and the positive role that technology can play in people's lives around the world.

For now, we have a lot of work to do, and an approaching holiday season. We must stay focused on the task at hand. Our company is on the right track, but it will take all of our efforts to ensure that we finish what we started in 2016, and position the company for acceleration in 2017.

While political seasons come and go, we will remember who we are, why we exist, and who we serve.

Devin



Photo: Courtesy of Kaiser Permanente.

Bernard J. Tyson, CEO of Kaiser Permanente

With the presidential election complete, we have seen our democracy in action. The majority of the American people have expressed their freedom of speech through voting, and as a result, we have our next President of the United States, Donald Trump. We respect this process and, as we have always done, look forward to an orderly transition of the leadership for this country.

Kaiser Permanente remains committed to advocating for a U.S. health care system that is affordable and sustainable and that delivers high-quality care for all Americans. Our mission remains as critical today as it has through the 70+ years we have been Kaiser Permanente. We will continue our dedication and commitment to high-quality, affordable and accessible health care for all Americans. We will continue to advocate for the health of our communities. And we will continue to serve our members with the compassion and service they have come to expect.

On behalf of Kaiser Permanente, I look forward to working with the next Administration in the same manner as I've been privileged to work with the current Administration.

Given some of the positions taken on health care during the election process, our entire industry looks forward to learning more about how the next Administration views access to health care and coverage. At Kaiser Permanente, we stand ready to participate and engage in these critical discussions. I will keep you informed about what we learn.

Thanks for all you do for our members and patients.

Bernard

Source: excerpt from Refinery29 "Everyone in America Should Read These Emails from CEOs to Their Employees After the Election"



On my mind

Jeff Immelt's Blog

FEATURED TOPICS

Change and the American Election

The American people have spoken loudly and voted for change and Donald Trump won a decisive victory. The company will support the new congress and the President Elect and work with his administration as we have with each administration for the past 125 years.

At GE, we do a lot of things well but one thing we really know how to do is adapt to the rapidly changing new world order with a sense of optimism and purpose. The reason we can embrace change and adapt is that our core values always remain the same. We value diversity and respect for each other above all else. We support people of all races, genders and sexual orientations and will continue to ensure a level playing field. We celebrate and will continue to strengthen our affinity groups as a key pipeline for talent. We believe in the importance of globalization and investment. With these core values, we are able to run a global company that adds value to the countries and communities in which we do business. We are a meritocracy with the highest standards.

A screen capture of Jeff Immelt's letter.

Source: *Boston Globe* "Jeff Immelt has a few thoughts about Donald Trump's election" by Adam Vaccaro Globe Staff November 10, 2016