



NETWORKING

Breakfast

January 8, 2020

Questions/Issues Raised:

- When engaging with others on topics of D&I, how do we make sure this is not perceived as a zero-sum game. In other words, how do we make sure that one group does not suffer when another group is being advanced?
- How do you get your voice heard when you are in the minority around the table?
- How does an organization quantify inclusion and get it right?
- Importance of implicit bias training.
- Interested in seeking advice early in career on taking a leading role and in navigating changes in career.
- Noting absence of women at the top, diversity and differences should be celebrated but don't necessarily want to be defined by or have highlighted differences, by being a woman.
- How do we update and modernize our resumes to make them effective marketing pieces.
- When you're working in a trade association or council, how do we get more diverse membership where we can't pick our members? How do we get peers to elect more women for board service?

- Lack of financial experience by women seen not as a lack of competence but as a lack of confidence.
- How do we increase the number of women on boards, particularly in light of studies showing the positive effect of women on boards?
- Interested in learning how seasoned professionals can change careers and provide value.
- How much does change need to be pushed by those outside an organization v. inside, such as shareholders, investment partners?
- How do we find good mentors and get sponsors?
- Mentors can be found everywhere even for one off tidbits.
- How do we act as better mentors for those on our team and encourage intellectual curiosity?
- Are informal interactions and conversations at work, especially with male supervisors, important?
- Importance of bringing other women along as you rise through the ranks.
- Here to learn how to promote more D&I in my organization.
- Has D&I provision in Dodd Frank made a difference in banks, posited that it was a useful in moving the needle.
- How do we overcome imposter syndrome and get past mental barriers that hold us back?
- How do women navigate the workplace after maternity leave and while shouldering much of the child care responsibilities?
- How do women get on boards when the networks are disproportionately male?

Observations: largely around mentors, sponsors, importance of building relationships

- Difference in sponsors and mentors – mentors talk to you, sponsors talk about you and promote you when you're not in the room.

Women over-mentored and under-sponsored.

- As a senior woman, find other women who need sponsors, ultimately helps with your own networking and comes back to you.
- Don't be afraid to ask for what you want, such as a sponsor; get to know people and let relationship develop organically.
- Importance of building relationships/networks.
- Join affinity groups and organizations to gain additional ways to increase prominence, build relationships, speak up, get leadership experience.
- Take headhunting calls and reach out to your network to see who might be interested.
- Leaders should be creating opportunities for people who work for you; it feels good to help people gain recognition and advance.
- Look out for people in your organization who need the boost.
- Senior management meetings include "kudos" – institutionalizes thinking about others including those not in the room.
- Note that several women indicated that they attended because they want to give back and help women advance.