DIVERSITY BEST PRACTICES

INTERNATIONAL WOMEN'S DAY WEBINAR

March 6, 2020

CAPTIONING PROVIDED BY:
CAPTIONACCESS
support@captionaccess.com
http://www.captionaccess.com/

* * * * *
This is being provided in a rough-draft format. Communication Access Realtime Translation (CART) is provided in order to facilitate communication accessibility and may not be a totally verbatim record of the proceedings
* * * *
>> JENNIFER LONDON: Hello everyone. Hello everyone this is Jennifer London, content director at Diversity Best Practices. Welcome and thank you so much for joining us for our annual international women's day seminar. We have a great program for you so I will take a few minutes to review a few housekeeping issues and then we will get started.

First of all I want to say a little bit about the Q&A. As you can see in the bottom right corner of your screen there is a Q&A chat box and that is where you can submit questions any time throughout the program. And just know that we will be having a Q&A session at the end of the program but feel free to submit your questions anytime and we will do our best to get to all of them as best we can.

If you have any technical questions please feel free to put those in the chat box as well and someone from our support team will help you any way they can.

Now let's get started. It is my pleasure to introduce your host, Em Roblin. For 15 years she has been creating experiences that empower people to grow into better leaders, partners, colleagues, parents and friends. And her expertise is in inclusion, creating spaces where people feel valued as a team and heard for their unique contribution. She is Canadian but has been based out of China since 2006 so I just had to say that when we put this event together we thought of her because she has done so much incredible work to empower women and to bring the different perspectives operating out of Asia. However right now she is currently displaced out of her home in China due to the Coronavirus. She is an Indonesia -- there is a chance we might experience some technical difficulties in which case I will be here to facilitate but hopefully that will not happen because she is amazing and we want to make sure she
is part of the conversation today but of course we will be ready as needed but all of that you say welcome and let's get started.

>> EM ROBLIN: Wow, thank you Jennifer that is really a genuine display of compassion, flexibility and collaboration. I feel like I am in really great hands working with the team at Diversity Best Practices and I really appreciate it because I am so happy to be here. It is wonderful to be connected to all of you in this digital forum. Welcome to everybody and happy international women's day.

I care, you know I really care about international women's day and everything that it stands for.

It is midnight where I am in Indonesia. I am sitting in my temporary kitchen in the tropics. I've got the doors open, the crickets and the frogs are alert just outside my door. The past six weeks they have been a lot. I've been displaced from some of my family members. My business has taken a hit there has been a lot of uncertainties for me and for many. If you can see the picture I have chosen for this happy international women's day 2020 it is a picture of teachers from the Shanghai ballet. In this photo they are performing a live streaming class last weekend and I think this photo really represents the intention of today's session.

Check out how with such grace these women adapt to the times. With the current conditions that we are facing with the Coronavirus, hundreds of millions of people have been stuck in their homes in mainland China. But look how these women are staying strong, they are finding new and innovative ways to serve their communities to get the job done.

Today, you will be hearing from two incredible women who will share their journey with you. You will hear from Jackie Glenn about how she has navigated corporate America as an immigrant to the US who started working as a nanny and led to overseeing a workforce of 60,000 employees around the world. She now operates as a powerhouse running her own organization serving top corporations through diversity and inclusion consulting and executive coaching. Hi Jackie.

We also have got Margot Slattery joining us from Ireland today. Hi Margot.

>> MARGOT SLATTERY: Hi.

>> EM ROBLIN: Welcome from Dublin. Margot is the global chief diversity and inclusion officer for the Sodexo group, a company that is very well-known as a leader in the diversity and inclusion Margot has been with Sodexo since the early 1990s and
you will hear her fascinating story of climbing the ranks, heading up a country president for Ireland and Northern Ireland and then with over to her current role last September.

So we are going to have fun here today, right? Let us use this time together to zoom out a little from where we are right now, from whatever you are focused on in this moment, the deadlines you might have, the meetings that are upcoming, your weekend plans, let's take this time to appreciate our journey, the path that each of us are on because each path that each of us are taking is unique. Let us acknowledge how far we have come and connect some of the dots of how we have got to here. We are going to do that but let's also zoom back in and consider with a fresh perspective what can I do next for myself? What can I do for myself to shine more brightly? What can I do to serve women in my life? What can I do in my organization to support others around me more powerfully?

So here is -- from whatever else is going on right now so that you can focus right here with us. Listen fully. Engage fully. Rid yourself of distractions. Clear your desk. Silence your phone and to be here.

I invite you to be here. Settle into your chair. Before we go any further and dive into this program I just want to invite everybody to take a deep breath.

Be here. How about you gently close your eyes and just take another deep breath?

Margot I think that is you if you could just press mute for now but I appreciate your breathing.

Let us take a moment on this international women's day, the weekend of international women's day to honor women. The billions of women who have lived before us. The women who have come and gone. Let's take a moment to honor your ancestors, your grandmas grandma grandma and her grandma too. We reap the benefits of the women that came before us, all of their efforts, all of their struggles and all of their joys. All of the women who have come before us have contributed to what we are able to do today. Take a moment and appreciate that. Thank them.

Let us also honor the people that throughout our lives have contributed directly to where we are today, to who we are today. Take a moment. Consider the family members, teachers, colleagues, friends, community members who have directly impacted your life in a positive and substantial way.
Who comes to your mind? Who comes to your heart? Take a moment and honor them and thank them.

Let's take a moment to consider all of the women who are on this planet right now, alive, doing their best, giving it their best shot to live life. Let's honor them. Let's acknowledge them, shall we? How about the women on this call? The ones that you know. Maybe you are sitting beside them in a conference room. Maybe you are far away and maybe you don't know some. But we are here and we are together, connected, all of us doing our best.

So last, but certainly not least, it is you. I invite you to take a moment to honor yourself. Honor your effort, your struggles, your joys. Appreciate them. Thank yourself, even thank yourself now for signing up for this today, for being here and giving yourself this time because it is important and you deserve it. Thank yourself for that.

Take a deep breath. When you are ready come back.

In my experience sometimes it is easier to honor others than it is to honor ourselves so if that reflection triggered anything for you, for example, maybe you thought of somebody in particular during that exercise. If that person is around, I invite you to reach out to them this weekend, on Sunday, an international women's day, reach out to them and tell them that you thought of them and thank them for the contribution they have had in your life. If they are not around, I encourage you this weekend to take some time anyway and write a note to them or leave them a voice message with the same sort of spirit. Be kind to yourself this Sunday on international women's day, to speak kindly to yourself, to spend time with yourself and those we care about.

As you listen to Jackie and Margot share their story you may find yourself thinking wow, they have incredible and unconventional career paths. That will be a valid observation, but I invite you to consider what is conventional anyway? This lingering notion that people enter into a career and climb straight up some kind of rigid ladder it is just that it is a lingering notion and in this era where uncertainty and complexity are the norm, let's move out of binary thinking, conventional, unconventional, right, wrong, yes, no. Let's move away from this kind of binary thinking and instead let's start to understand career paths as an expression of our uniqueness, our skills, strengths, valid use our ever evolving vision and how those ebb-and-flow to meet the business we are in and add value. As you listen to Jackie and Margot and you reflect on your own journey I invite you to listen for some of the following: listen for demonstrations of humility, flexibility, openness and patience.
These are qualities associated with the feminine, a feminine style of leadership. We all possess feminine and masculine qualities and this is distinct from our gender. I have worked with a lot of women, women who have figured out how to navigate successfully within their company's culture and in doing so have at some point along the way, suppressed, downplayed or even lost touch departs of who they are, especially the parts that don't fit into that culture and it is often those more feminine qualities. You know, it takes an enormous amount of courage to craft a path that fits with who you really are with your authentic self.

But the time truly is now. These are exactly the kinds of qualities that are so urgently needed. So let's take this time and get inspired, shall we? I am so delighted to turn it over to Jackie Glenn. You know, she has written a great book about her journey. It is called lift as I climb, an immigrant girls journey through corporate America and in it she shares about all the different gems that a been critical to her success. I know she is going to highlight a few of them with us now. Jackie we cannot wait to hear. Over to you.

>> JACKIE GLENN: Thank you, can you hear me?

>> EM ROBLIN: Yes. We can.

>> JACKIE GLENN: Hello?

>> EM ROBLIN: We hear you well.

>> JACKIE GLENN: Happy international women's day everyone on the phone. I am extremely excited to be here with you today. My day started out at 4 o'clock this morning. I am in sunny Boston and I just feel as Em said it cannot be a better time for us to be celebrating international women's day. I want to before I morph into what I have to say I wanted to pay little tribute to some of the women in my life who have been most influential: my mom, who is no longer here with us. And my mother-in-law who just passed away three days ago and of course my two lovely daughters. And now that I am a grandmother, my granddaughters.

What I thought I would do today is share with you what I, I heard in Washington speak to his life and quadrants so let me move the slides because I will start talking with no slides. I decided a great way to talk about my career journey is to break it up into quadrants so those are not quarters, those are quadrants because I listen to Denzel Washington years ago talk about different quadrants of your life.
So when you take a look at the slides that I have, the slide that I have up here I talk about the big move. The first thing that happened in my career was I moved from Jamaica as a nanny to a city in Kansas called Shawnee Mission, a little town. I was there for two years working with a family taking care of their kids as a nanny. That to me was a pivotal start believe it or not in my career and a lot of people would say but Jackie you were just a nanny, what type of career is that? But it is a career and that was when I started to think about the decision I had to make at the age of 20 as to whether or not I wanted to pull up stakes, leave Jamaica and come to the US for a better opportunity and the trade-off that I would be making there was leaving everything that I had known for 20 years and going to a place unknown.

So Q1 has a lot in it and if I was to spend time bulleting all that happened that first quadrant of my career we would be here forever. I did that for two years and the wonderful lady I was working with knew that this was not going to be that I was going to do for a long period of time but two years was what I needed to fulfill for any of you on the phone, my green card application. After I did that I moved to Boston where I had a lot of family members and my first job was at Boston city Hospital. I worked seven days a week. Monday through Friday I worked as a unit clerk and then on Saturdays and Sundays I went to a weekend job and there's a lot to be said about people who are new to the United States would come over and work because we know the more we work the better control we have over our destiny. I worked there and I also in my first quadrant signed up for school and even though I left Jamaica with a degree I knew that those would not work in the US so I went back to community college.

I call that my big move and the second move quadrant was my professional journey begins. So as I started there going to school I got promoted as a medical transcriptionist while I was there and you know I want to pause and say while I was in my first job I kept looking around and thinking okay I like this job but I know that I could do more. So I started my new role as a medical transcriptionist and if any of you are on the phone know what that is, I was the one who transcribed the doctors orders so the nurse could read it. I also enrolled in a four year college because I finished my community college work and I completed my undergraduate and while I was in the hospital I moved from a medical transcriptionist into an HR role and that is where my journey really began as an HR practitioner.

People that helped me along the way because you always have someone in your journey, both personal life and professional who is looking out for you. A woman who just saw my potential and really kept asking me to look at different roles so I moved into HR as a receptionist and I was in charge of greeting the applicant, helping them
fill out their applications and one thing I want to deviate and say, I realized how important -- people would call intima and say I spoke to you last week or

[Lost audio]

>> JACKIE GLENN: Can you hear me?

>> Yes we can.

>> JACKIE GLENN: I was saying that I don't know where you lost me but I moved into my HR role and quickly dawned on me that brand, your brand was important because people remembered me and would call in and ask to speak with just me, the lady with the accent and I really realized that even on a bad day when I was not feeling well I had to really come in simple terms be nice to people because they would remember who I was and so I did that job and then I just got promoted along the way. I started SAI have it here full-time wife but I don't know you can be a part-time wife. And I also became a mom and I started serving younger women than myself as their mentor. The slide just came off the screen so I wanted to make sure that you can still hear me.

>> We can hear you, yes.

>> JACKIE GLENN: Okay I cannot see my slide and I don't have the ability.

>> I am working on it.

>> JACKIE GLENN: Okay I will just keep talking. So I became a wife and a mother and I'm just going to skip for the sake of time to the third quadrant of my life and please keep in mind that while I am doing all of this I am also living personally, got married, had my first daughter, really navigating working as a working mother and a wife and really as a sister and daughter and all of that coming as someone that was very, I did a lot of work in my church so I was doing a lot of volunteerism. And my volunteerism really kicked in a lot for in a lot with my third quadrant so by the third quadrant got promoted to HR as a manager. I joined professional not-for-profit boards. I completed my graduate degree and it was in this position I was in healthcare about 15 years I was in my graduate class one night and someone asked me to take my name off my resume it was an exercise we all did and pass it around and I really would suggest that people on the phone to it and have someone critique it so they don't really know it is your resume because your name is not on it. The biggest critique I got my resume was that I was in one industry too long so I started looking for a different industry and that is how I came from health healthcare to technology
and while there I got promoted to director, senior director and global Chief diversity Officer. So I am skipping to the fourth quadrant of my career which is what I would say I am in right now. The fourth quadrant is Chief diversity Officer, global vice president of diversity and when I left Dell last it was June 2018 I really started in my fourth quadrant to really think about looking at what I wanted to do, what are some of the things on my bucket list but I have not done yet. I was in the process of writing a book so I left, finished the book, wrote the book as I climb an immigrant journey. While I was writing the book a lot of my peers and counterparts called and wanted me to do work for them so I launched my consulting practice. I am still doing board work, advising, mentoring and I must say a lot of work around the tensions that I live my personal and professional life by.

Those gems are in my book but I picked four for you today and I know Em is going to talk more about them so I won't get into them. I want to take a break to make sure I have not gone over my time. I wanted to make sure that people understand my journey. I will say this once then I will wrap up is when you are in your first quadrant of your career you cannot do what someone would do if they are in the fourth quadrant of their career and my think about what I could do now I cannot do it when I was just starting out so what I would encourage everyone on the phone to think about, where are you in your career? Are you at the first quadrant? Did you just, two-three years in the work field or are you 5-10, in your second quadrant and so on and so forth because depending on where you are you need to take stock of where you are. A lot of people would come up to me when I was speaking and say Jackie I feel stuck so I love the idea of chunking up your life and your career in a roadmap and just take a minute when you sit down over a cup of tea, coffee or wine and think about where are you right now and where would you like to be. I'm going to pause a bit and make sure that I don't take up too much of the time.

>> EM ROBLIN: Oh we are going to be diving a lot deeper into different parts of your story but I appreciate you taking a pause. I think Jackie one thing I really hear from your story so I loved how you reiterated it just at the end there is I feel like at every stage, every quadrant of your career you just bring it. It is like whatever it is that you are doing you just bring it full on, how can I do whatever I am doing to the absolute best that I can bring? And also without being apologetic or impatient about what is next. Does that sound like the authentic Jackie?

>> JACKIE GLENN: Yes.

>> EM ROBLIN: Just a full on I'm going to bring it with everything I have got. Does that sound like you?
>> JACKIE GLENN: Yes it does and I grew up with my mom always saying to cannot do it well don't do it it also I remember I have a quick story when I just started my first quadrant as a unit clerk for those of us were on the line who know healthcare it was that person who sits on the floor when you go to visit a patient and they will tell you what room the patient is in or when the patient rings the call I knew would send a nurse to them and I would dress in a suit every single day to go to that job and people would say to me why are you dressed up you are just a unit clerk and I would say to them I am dressing for the part that I want, not the job that I have. You are so right I always do whatever I do I try I would say try to do it to the best of my ability. So when I coach people now I said you are in a job do it and do it well even if you are not feeling it or it is not what you want to do but if you take it, give it your all. Give it your all, don't do it halfway or as my mother would say you know, half you know what the other word beep beep, but do it well but I always tell people if you're going to do it do it well so even if you leave it people will always say you know what, she did not like that job or she loved the job but they always going to end by saying she did it well.

>> EM ROBLIN: I love that and hearing your story, I hear quite a few of those feminine qualities that I highlighted right before we started. You are definitely, you have a humility about you, you are very quick to appreciate and acknowledge the other people who have contributed to your journey and you are also very honest about being clear about where you are on a long journey without feeling insecure or apologetic about that. And at the same time I also hear another one that is this boldness and being bold is a more masculine kind of trait a really strong boldness and I hear that across all the quadrants from your willingness to just take really big moves, to jump in, to writing a book and starting a new firm. It is a theme I really want to dive more into in the Q&A to talk about how you balance that as a woman of color, what that has been like for you but let's save some of those questions and bring Margot into this, shall we?

>> JACKIE GLENN: Wonderful, wonderful.

>> EM ROBLIN: So Margot just to recap for people calling in, Margot is the global chief diversity and inclusion officer for the Sodexo group. Margot I cannot wait to hear your story it is fascinating and as you share I really hope you can highlight some of the different stages of your career, too. What it was like when you started out and sort of how you have been able as you become more clear about your values and some things you are passionate about how have you been able to bring those forward to your role and what impact does that had? I cannot wait to hear from you Margot. Come on in.
EM ROBLIN: Margot are you there? We cannot hear you. Checking in. Just a reminder while we are getting this worked out. There is a Q&A option so if you have a question for Jackie or Margot at any time while they are speaking please throw it into the Q&A and we are going to open it up for an interactive discussion in a very short while. Okay it seems like Margot is still work it out so Jackie, how about we continue to have a quick, build a little bit more onto your story? I know you -- you brought a couple of your 10 gems that you want want to highlight. Can you share a couple of those with us the nuggets, the key gems you would like to share with us today.

JACKIE GLENN: Absolutely and the book is a quick read. It is 10 gems but today I thought in honor of international women's day but I think about international women's day four of these gems come to mind when I think about my career what were some of the pivotal ones and these were gems I grew up on that my mom always talked about so I decided to write a book around them because they are applicable matter where you go. The first one is responsibility and when I think about responsibility and think about one of the key traits of someone being able to take responsibility for their action, be accountable and being able to own whatever comes your way.

So responsibility I find that being in corporate America I always I am very struck by people who are willing to take responsibility for their actions or just take on, throughout my career I am always taking on extra responsibility and I think what it has helped his help my career and propelled me to the role of chief diversity officer.

Flexibility was another one that I just thought when I think about my career and what were some of the pivotal moments was because I was open, I was flexible and I was really just willing to listen, learn and even take things on sometimes when I thought it was too much and I was not sure I could get it done.

As an immigrant woman I feel that one of the things that I highlight under flexibility is your willingness to be a good listener. Sometime in this day and age we are in a country where people are from all over and being someone with an accent, I always liked to use this gem on myself so I employed excellent listening skills because I think it is important when I am listening to someone who does not sound like me or who sound like me with a different accent that I employ the gem of flexibility.

Empathy is huge matter where you are whether a manager, individual contributor, executive, you have to be able to empathize with people and show empathy.
And my favorite one in the four that I have outlined for this day is resilience. When I think about resilience the one tagline that comes to mind, sometimes you are in a situation and your first instinct is to get up and Ron if it feels uncomfortable. I like to tell people stay uncomfortable until you become comfortable because it gives us that moment of when you are feeling so icky and uncomfortably just want to storm out that is when you have your learning and I know for sure that if you ever come if you pick up my book and read it there is a lot of example of time in my career when I was uncomfortable situation and I stuck it out and I think resilience is really about just seeing things through.

Now I want to put a pause on that and say sometimes you're in a situation and if it is a situation that is abusive, affecting your health, I am not talking about situations like that. I am talking about someone maybe giving you a rough time at work and you just want to quit. And sometimes you have to just see it through so resilience is one of my biggest gems. I have used this a lot and I have a lot of -- how you have to be resilient even when things don't go your way. So I'm going to stop for a minute and see if Margot was able to join us so I am not hogging the time.

>> EM ROBLIN: Thank you for that and I want to clarify can also think about these gems as values? They are your guiding principles? Your guiding--

>> JACKIE GLENN: Yes you can but I call them my gems because I like to give gifts and gems are nice and who does not want a gem. But you can think about as guiding principles I live both my personal and professional life by that and these are just four of 10.

>> EM ROBLIN: We are getting a question in from one of our participants today and they want to understand from you what has been some of your nonnegotiables. Here's flexibility and work life balance. Do you use these gems as nonnegotiable? So if you are put in a situation, for example, where you feel responsibility lines are not clear or there is not a lot of flexibility, how have you responded in your career at different phases or how do you draw that line?

>> JACKIE GLENN: I think for the participants on the phone I'm going to try to remember the other six gems, there is authenticity, trust, integrity, faith and I'm sure I am missing a few but nonnegotiable to me is trust. Antitrust it is funny because the book also has contributors and one of the contributor under the chapter of trust is Barry who leads this organization but my nonnegotiable is trust. You have to be able to be trustworthy and sometimes, not sometimes, at any point when I feel people are not trustworthy it could be a nonnegotiable for me. Now I do believe in forgiveness and I believe in second or even third chances but that makes me raise my eyebrow if
someone is not trustworthy or you can throw the other gem into integrity. Integrity is a big one. You want to propel your career you have to be a person of integrity. You have to do what you say you are going to do and that should be a nonnegotiable. And so there are a lot of these 10 gems I would say they are nonnegotiable that I try, some of them I do better than others. But for the most part I've been doing them all my life. And I am still working on some of them.

>> EM ROBLIN: Thank you.

>> JACKIE GLENN: Trust and integrity to answer your question.

>> EM ROBLIN: Thank you for sharing that. They are beautiful principles. Here is a question too right? I mean you talk in quadrant two and quadrant three balancing allow different roles being a mother and a wife and being a professional and pursuing secondary your graduate degree. All of these things at the same time. Even just if we could pick one like integrity how did you handle that during that era? This is a question also from a participant.

>> JACKIE GLENN: You know how did I you want me to speak to integrity or balance because you know balance is relative and I always tell people that I work with especially young mothers which I might know a few are listening on the phone, I always call it work life management. You have to manage so I tell you what I mean by that. There are days when you probably have so much going on in your life that you cannot make your bed and my mom heard me say this she would probably kill me because she was say Jackie I raised you to make your bed but there are days when you have to trade off. Either you get the kids to daycare and get to the meeting on time or you're going to be crazy because you're waiting to make your bed so sometimes I trade things off and I don't know if that comes under integrity but balance to me is relative. If sometimes I have good balance on my personal life and I am out of balance in my professional life and sometimes I'm really balanced in my professional life and I am a little out of balance on my personal life and I have learned over the years to cut myself some slack. So authenticity and integrity comes into play because I am usually very authentic. I remember when my daughter Alecia who is now 29 was in first grade and she was taking the school bus, or second grade, and one day I had to go on an international call and I literally had to drive her to the school bus and sit in my car and take the call and every time she would try to talk to me I would be shushing her because she was interrupting and I look back on that now while I feel bad about it but when you see my daughter Alecia I always say she remembered it in a good way that mom had to take a call and I would be making noise. So you balance this out and you really rationalize what is important, what is not at any given time. I don't know if I answered the question the way you wanted but when I think about balance I really
think about no one ever has perfect balance in their life so I think about work/life management. You manage what is ahead. My mother-in-law just passed away and I signed up to do this and a few things so I am balancing where is my husband has gone on to start the process of that and I am here fulfilling and keeping my promise to Diversity Best Practices because integrity is important to me.

>> EM ROBLIN: First of all Jackie I really appreciate you sharing about your mother-in-law and I am sorry to hear about your loss.

>> JACKIE GLENN: Thank you.

>> EM ROBLIN: I think that is absolutely a beautiful example of how integrity plays out in real time. Because now your family needs you and you are also passionately committed to this work and there is the trade-off.

I know for me I have three kids. I travel a lot. Luckily in Asia we are all in the same time zone so that doesn't simplify things in some ways. We can fly on an airplane six hours in many directions and we are still plus or minus one hour and it makes a big difference. But one thing I find really helps is I involve my kids and what I am doing. It is not like I am so sorry have to be away it is like mommy is a way doing something so important that she is so committed to that she loves and let's cheer her on and talk about why she's doing it and what impact it has and what change is bringing to the world and let's actually model will living a full life really looks like. And I find I have 15, 13 and a four-year-old and I really find they can get behind me and cheer me on and that is the best you can do.

>> JACKIE GLENN: I must say to the participant that my kids are all grown now so I do have three children and they are all adults and I now have grandchildren so I feel that you know I bring to the conversation that I've done it and I would say I have done it well and it can be done. You just have to be realistic about what is it that you want so I tell a lot of my younger self who have younger kids that there were certain things that I chose not to do when my kids were younger. I.e. I did not do a ton of traveling like I did when they were away at college and you really have to make the trade-off about what you are going to do and what you are not going to do. And also one of my gems is about my faith and I am very unapologetic about that. I know you asked me what was nonnegotiable. I don't go into work calling people into the conference room to have a prayer meeting but I am very bold about my faith and it shows as observant leadership. If I tell people I am a woman of faith I cannot be acting crazy at work. And so I really show up and I am very unapologetic about who I am as individual.
EM ROBLIN: Thank you for sharing that. You used this word both against I want to bring us back to talk about this word a bit more because at the beginning of the presentation I shared some feminine leadership qualities, a lot of them show up in your gems. We think it we look at things like empathy and resilience and flexibility and responsibility all four of the ones here on the screen in addition to others like intuition, patients and many others.

JACKIE GLENN: I was going to say boldness is one of my gems and if you read my book I talk about times in my career when I had to show up boldly and I think if you are leading or inspired to be a leader in any industry, in corporate America I know we have a lot of people on the call, you have to show up boldly but I also I am sure to underscore that you cannot interchange boldness for rudeness and a lot of times I would talk to people and say well this is just how I am and I'm just being authentic and bold they are actually being rude and I actually want to caution people that you can show up bold but you cannot show up rude. And so I showed up, I won't give away the book but I talked about a time when I was in my CEO meeting and what I had to do and showing up boldly. So that is one of my gems and I think as women and honor of international women's day we have to really work some of us to continue to build our bold strength because a lot of times we have so much to offer but we shy away from being bold and speaking up. And then our male counterparts does the opposite.

EM ROBLIN: Yes thank you for sharing that. I love that clarification I think it is a really important one. To address the participant as well that brought this up, just to make it clear too feminine and masculine traits we are not referring to gender, we are not referring to women and men. Everybody every individual has both feminine and masculine qualities in a unique combination. I can speak for myself as a 37-year-old woman who grew up in Toronto, Canada, and has packed up a backpack when I first came to Asia with a one-way ticket, I actually have a real authentic boldness about who I am and I have to say and I have met many other women that share this. But I have struggled at certain stages in my life to really step in and own that part of who I am because I felt like it was difficult for me to display that and to own it. One of my top values is adventure. That, I am an adventurer. That is my spirit and that is why am and it has taken me years even by first became a mother I remember really having to sit down and think adventurer and mom, they don't go together. At first. That was a story I had been told but I realize that that was not real. I can be adventurous and be a mom. I can bring in my key values and model them without them being right or wrong for my kids but just modeling what it means to live according to your values. So I've been able to do that. I hope that answers your question participant. Please you are welcome to clarify or ask more questions and by the way I am loving the quality of the questions coming in so keep them coming. In the meantime I want to check in,
Margot, are you back? Are you connected? Okay. No worries. Because Jackie we are having a blast

>> JACKIE GLENN: Yes we are. Margot?

>> EM ROBLIN: No. We are ready for you anytime Margot.

>> JACKIE GLENN: All right.

>> EM ROBLIN: I wanted to ask you come I'm looking for the question that came up. This is a great question for you about one of the pivotal moments in your career that I think people would love you to address. How did you know that moving out of healthcare and into a new industry was the right move at the time? And how did you choose that industry?

>> JACKIE GLENN: Yes it is a great question. So I am an HR practitioner by trade and so I was getting my Masters degree in HR with a minor in business administration and we did an exercise that night where everyone took their name off the resume and forwarded it around and I think I got five people telling me I had been in the industry too long and I needed to diversify my industry. And because my background was HR I asked a few people and everyone said it. And I went out and I was going to be that was going to be the first time ever used a headhunter but I gave my resume to a headhunter with the following instructions: do not call me for any jobs in healthcare. What did they do? They called me for jobs in healthcare and I kept saying no because I had not interviewed in over 10 years I went to some of them just to sharpen my interviewing skills. Any on the call to expedite your organization for a while I may not that I am encouraging you to leave at all but continue to sharpen your skills because you never want, things change so quick in this environment of technology that you always want to be on the cusp of whatever is out there that is new so I got a call from a headhunter finally and he said there is a small little technology company and for those of you if and if you are listening in Boston I live in Milton so that was a no so she kept calling it was going to be a one hour commute and she finally called me and said go look at this job for me. Do it for me and I did. I went in and five interviews later and I always look for little signs when interviewing but five interviews later I ended up meeting with the head of marketing that was a die and he said what would make you not take this job? I said it is the commute and he said where do you live? I said Milton and he said if I tell you how to get home in 30 minutes will you take the job and I said well I don't know I have to see. He gave me a way I got home in 30 minutes and I called him and the rest is history so I took the job.
And that is how I got into technology and I never looked back. And sometimes I don't know people believe in signs but that for me was okay maybe it is a confirmation that you should take this job. It was out of my comfort zone. I was used to being in healthcare so I had to learn a new industry but I can tell you now when you look at my background I have got a rich background in healthcare and a rich background in the technology sector and I think for those of you on this call if you are thinking, even if you move around your organization, because I've had five different jobs when I was in healthcare in the same organization and when I was at EMC and Dell I had like three or four different jobs so don't stay put, don't stay stagnant, move even if it is volunteer.

When I was at EMC I've volunteered to help start the ERG there. That was my side -- but I wasn't getting paid for it but it really propelled my career where ended up getting offer the chief diversity officer role so I hope this sort of can underscore is really important to take a step back, do that quadrant slide that I did and take a look at where you are right now and what are some of the things that you would do without pay. There's not much things I would do without pay but I actually love what I do in diversity and I am so passionate about it that I would take less money just to continue to do the work. Don't tell anybody a said that, but to do the work that I really really love. So think about if you are in a role right now and you are not passionate about it don't just up and leave but start looking, start doing, look at your quadrants, where are you, where'd you want to go and what are things you can do even if it is volunteering. A lot of times I attract people to ERG and said you are going to learn a skill, be a leader, or the BRG or the circle that will help you propel your career and a lot of times people are so into their career that they don't want to step out to build up new competency they can use propel their career further.

>> EM ROBLIN: Just to clarify I'm sure most people on the call part of big organizations that have these active BRG networks but like employee resource group these are like volunteer communities that are set up within organizations to connect people to develop talent and do all kinds of great things so it sounds like Jackie was taking on those extracurricular kind of roles throughout. Even Jackie when you share your story just now about the interview process, just even listening to who you were being in that process that is just like you were being this full Jackie, just bringing your full self to every single thing you are doing even in interviewing. That paid offer you.

>> JACKIE GLENN: Yes but you know I don't want anyone to leave this call thinking that when I bring my full self, it is not always received well and so over the years as I you know you are hearing me speak now I'm in my fourth quadrant, I am really comfortable with who I am, I am unapologetically Jackie but when I was in my first and second quadrant I had to come I vacillated, I thought about do I do this? How
do I show up? Because not everybody could take me in my fullness and so I want to say that because I know there are people on this call that would say Jackie when I show up sometimes I do know if I should bring my whole self to work, a piece of it, half of it, I can tell stories about a time in my career when I was told to tone it down, I was too out there and effervescent and just too jolly and you know I had you make the decision to become a chameleon and show up one way with one group and another way. And that can be very tiring.

And so I really want people to know that it is somewhat of a trial and error but I will say this one thing, be true to yourself and sometimes we do things in our career because we have kids to take care of, mortgage to pay, car notes, and you have to do what you have to do so by no means am I telling people but sometimes when you show up inauthentically so you are not being your real self it should place a heavy burden on you and at the end of the day you are the one that loses and so I have grown daughters now one is an attorney, one is a marketer until the end of the day you have to be true to yourself and who you are. And whatever that looks like just remember that if you do good work you will always have a job.

>> EM ROBLIN: Lead die then for a moment to the intersectionality, as an immigrant, as a woman, as a woman of color, as a newcomer to the technology space after being in the healthcare industry. All these different things that make you uniquely you can you talk about how that has affected your ability to bring your authentic self forward? Can you share about that?

>> JACKIE GLENN: Sure. I want to make sure that Margaret, did you get on? I guess not. So I would not call myself a newcomer to the technology industry it has been almost 18-19 years so if those of you --

>> EM ROBLIN: No I mean just at some point at your career.

>> JACKIE GLENN: I've been involved in the industry for almost the equal amount of time and as an immigrant I had to make the decision my took the roll on his chief diversity officer am I going to bring my whole self with my accent and everything to the workplace and a lot of times when I first started out working in corporate America I really tried to shy away from the limelight because I did not like my accent and I remember I had to present at a woman's conference and I was in the green room getting ready and I was going through the speech and I had a friend of mine with me and she said Jackie you really have to own your accent. Own it and that goes for everybody. You can be from American, you have a southern accent or a Boston accent or a Minneapolis accent or Austin, Texas, accent. Own it and one of the ways I own my accent was to slow it down and sometimes I over pronunciation but I
was really unapologetic if I pronounce the word differently I was very comfortable -- when you work in technology they tell you when you have difference at the table you get innovation so I look at myself as someone different and I was bringing innovation to whatever I did. And so I made sure my role was to slow down.

I did get you know some people that were not so nice and would ask me what I said 50 times over giggle about how I pronounced a word or would mimic me but I developed a very thick skin and this is where the resilience gem chick came. At first I took a personal and I'm not saying you shouldn't because nobody should mimic a person's culture but they're all kinds people in the workplace and I always use it when someone did something to not appreciate it as a teaching moment instead getting upset and angry.

Did that answer your questions? I want to make sure I get through as many questions as I can because I feel like I am talking a lot and I want to make sure that everyone gets a chance to ask questions so if I did not answer the question really just ask it to me again.

>> EM ROBLIN: I think I speak for many of the participants but I am really enjoying listening to you but take a sip of water if you're feeling a bit need. Jackie one thing you said is how much you just love what you are doing and a lot of this quadrant 4 it brings you throw, you love the work genuinely and giving a big impact. Can we go back to your quadrant one for a moment. When you were in quadrant one did you plan for quadrant four? did you plan for your quadrant four when you were in quadrant one?

>> JACKIE GLENN: I did not even know about quadrant back then and quadrant one. But you said something love that want the participant on the phone, this quick story about my quadrant four. Someone, when I was in about quadrant two and three I was actually -- I was doing so much work in the ERG, BRG and I said no to the position and I really wanted to bring this point up because sometimes people are watching you in your workplace and they see qualities in you that you cannot see in yourself. Women tend to shy away thinking I don't have the skills and I got a call from HR and usually when it when you get a call from the head of HR come I started thinking what did I do wrong, why is he calling me? So I got on the phone with a little trepidation thinking Jesus, what now? But it ended up being he had my boss in the office and the both of them said to me we want you to take the chief diversity officer role and I was like what? I was silent. I look back on that journey 18-20 years now and I said and I said no and I sort of kind of got -- I reluctantly took the role literally crying because I wanted another role. I did not get it and my boss was like you should take the chief diversity role and why look back they saw something in me that I did
not see in myself and I know this is for someone on the phone so this whole notion of loving the work, I remember -- I was from the Boston chamber and my chief HR officer introduced me and said when I told this woman she was going to be the chief diversity officer she cried and he was right and now I look back and I'm like what was I crying about? So for someone on this call there is something in you that you might not recognize. Sometimes when people ask you to do things just go with it and see where it will take you because for me it worked out perfectly and I have heard a lot of stories of women who took jobs they literally would never have applied for or to be honest with you I did not check all the box but it absolutely worked out. And I gave the story and I don't think I answered your question. Can you ask me again? Sorry.

Em?

>> We may have lost Em -- as we said earlier she is in a difficult situation probably trying to reconnect now but I did want to check in one more time to see if Margot is there? Margot are you there? Is that you?

>> EM ROBLIN: This is Em. I am here.

>> We have some background noise. And Margot are you there? Okay. So Em you can go ahead and take it back. Sorry about that. I wanted to make sure --

>> EM ROBLIN: This is so real and can we appreciate the flexibility and the resilience of those on this call this is real this happens all the time and technical difficulties while we can be prepared and proactive around how we set up our technology is out of our control and so staying connected and having just a lovely chat with a beautiful woman who was so open to share her story and to share some of her most vulnerable moments in her career. Like the one you just shared.

>> JACKIE GLENN: I'm not sure if I answered your question. Want to make sure I answered it for the audience so if I did not just ask me again please.

>> EM ROBLIN: Yes will I will throw that over to the participants to clarify whoever ask that question. I really appreciated your vulnerability and that answer. Something we have not spoken about yet is the role of other people. Of course you called out to many people including your mom, people who saw potential in you early in your career. Can we talk about that specifically I remember you mentioning when you were working early on in the healthcare industry that there was somebody, a woman who saw the potential in you. Can you share a bit more specifically like what is it that she did? Behaviorally? What should she do and how did this impact you at that stage, that quadrant one stage of your career?
>> JACKIE GLENN: I think the way specifically she would, I was the only woman of color that was on that floor at the hospital and she would seek me out to take me to lunch which meant a lot to me but really she would spend time. She was a little older than I was and she would say okay so where do you think you want to go from here? What do you want to do? And she would literally write on a napkin at lunch we would go to lunch maybe once a month and she would send me articles and if there were trainings going on internally, invited me to come and I think that she was mentoring me without the official title and when I think back to that, she ended up moving into HR and I remember her encouraging me to apply for the receptionist job there and that is how I got into HR. She passed away subsequently but I remember one Saturday I came into the office because, you will appreciate this, I left a bunch of shoes and there was a particular pair that I needed to go out and I went into the office on a Saturday like 4 and she was in there working and we had this long conversation about balance about balance and what she was working on in her personal life. But one of the things she was a mentor, she was an advocate for me and for many of the roles that I started as a receptionist and moved to recruiter. From recruiter I came in HR business partner and she would advocate for me. I remember at a meeting she said my work ethics was one of the things that struck her. At the time I just but we had one car in our family so my husband would drop me off two hours before my start time back then because either that or I would have to take the bus in the cold Boston weather. So I was getting to the office two hours before everyone and get the work done and I did not do overtime because they did not ask me to come in I did that of my own free will. But she saw my work ethics. I am not saying anyone should come into the office two hours but sometime your work ethics, I am really a big fan of work ethics that. I write that in my book, I wrote that in my book around if someone is paying you to do the job, do the work and do it well. And so I will just leave it on that note. Em? Jennifer are you there?

>> JENNIFER LONDON: This is Jennifer London. --

[Echo on phone]

>> EM ROBLIN: Jackie, there are many participants here who are curious to understand how they can find a mentor. Can you speak to how you build further mentor relationships with both men and women in the organization? How would you advise some of these women on this call to do that? In addition to delivering great work and having a strong work ethic.

>> JACKIE GLENN: I always choose a mentor who is opposite of me and so I worked in the technology field and I had mentors both in and outside of my
organization and I bucketize my mentors so a lot of my mentors to this day the head of manufacturing who was an Irish white guy, I asked him if he could mentor me because I felt like there was a lot around corporate and being in an executive position and I was new to that role but he could teach me and he had a way about him that I knew he was going to tell the truth. He was not one of these guys who would shy away from telling me the truth just because I was a woman or an African-American. He basically said to me Jackie I will mentor you but you better not waste my time. That is the point I want to underscore here is choose a mentor who looks nothing like you because I think a lot of times I have a young woman of color come up to me and they are like Jackie can you mentor me and I asked him what I be your only mentor or do you have others because I think you're going to learn a lot from others score opposite of you. And externally I had mentors who looks like me and they were mentor she would travel the path that I was trying to travel and they could give me some real insight and they could sort of commiserate with me when I was having a minute and they would tell me to put on my big girl you know what get out there and give me a little you know kick and tell me go do it. And then I would add like my husband was one of the ones that I would call. And one my mom was alive even though my mom only finished eighth grade she was a great mentor and she went at it from a spiritual standpoint where I would call her when I was in a panic stricken or did not want to take the job or someone was treating me bad at work and she would just give me the motivational piece of it so you can really think about what you want but don't waste your time. A lot of times I ask people for less time than I want so I would ask for 15 minutes and I'm very respectful of people's time. I had someone who asked me to be a mentor and then we were supposed to meet at a restaurant and then she calls me about 30 minutes before and asked if I could pick her up and I just was stunned like who does that? So you really have to respect people's time when you ask them and let them know that you really value their time. And when you get into that whether it is a meeting, a luncheon, use the time well, be prepared and don't sit there and tell them you don't know where you want to be or what you want to do. I will stop there. Am I the only one on?

>> JENNIFER LONDON: I am here.

>> EM ROBLIN: I am here, can you hear me? Margot are you there? Still no. She can hear us but she we cannot hear you Margot. But we are delighted that you've been part of this and listening to this conversation. I'm going to ask one more time and check. We really cannot hear you Margot but absolutely you are hearing. Jackie what I was trying to say in response to your feedback about mentors, having diverse mentors it is pretty common to seek out mentors that are people that you really, that are like you. It is so helpful -- I often think about it like a board of a company. You would never put together a board of a company with everybody with the same skill set
and we all need a personal Board of Directors. We need somebody who has different but complementary skills to help us run our lives so I love that you brought in personal, professional, internal, external, male, female, different functions, different stages of business. I think those are all really important to consider and mentor ships do not have to be formal.

Why we just have a conversation for 15 minutes and if we both find them if you find it really helpful then let's do it again. Show me that you take the conversation and that is what we could be willing to invest the time. Is there anything you wanted to add? Jackie?

>> JACKIE GLENN: You were asking? I want to talk a little bit about sponsorship?

>> EM ROBLIN: I see another question here from participants that says we were just talking about a personal Board of Directors but when we bring up this one which is when did you know that it was the right time for you to join a board be part of a committee. How did you figure that out?

>> JACKIE GLENN: I am an advocate just in my blood, advocacy so growing up in Jamaica in a third world country in looking at the poverty level and coming here I felt so privileged and I always wanted to give back so I knew from the beginning that I wanted to volunteer and give back and so my first board I knew that in the second quadrant of my career and to those on the phone sometimes we can get so caught up in our personal and work life that we don't do any type of volunteering but I knew that I wanted to, I was passionate about girls and I wanted to give back to young girls and so I volunteered to do some work and while I was there volunteering they asked me to sit on the board, the children services board where I served for many years.

And from there I served on the Museum of African-American history in Boston. I am still a board member there and I also became a trustee of the Beth Israel Deaconess board because my background is heavy in healthcare and seeing I worked there for so many years they asked if I wanted to come back and serve. I think you can start serving on boards and any point in your career because again like I mentioned earlier on the BRG and ERG helps you build skills, boards help you build skills. There are a lot of things that I'm doing in my board work that I've never done before. That I've learned as I went along. Now that I am a seasoned professional a lot of boards seek me out to do things and I have just decided I had to decide whether or not I want to be on 10 boards and not do them so well or be on three boards and be a great board member. So I think any point in your career you can sign up. Somebody asked me how did you become a board member but there are so many nonprofits out there right
now they're looking for people to serve on their border help them out that I am sure if you are interested you will find one.

So I would say about quadrant two was when I really started thinking about formalizing my board involvement.

>> EM ROBLIN: Just to highlight one thing you shared earlier and to reiterate it that feeling a little bit uncomfortable is also a good sign that you are stretching yourself, right? So if you wait until a time or you are okay now I feel fully ready, that time may never come. It is about building your skills so you have to build those skills. The time to start is the moment you are ready to ask the question. And make a connection to make it happen.

Jackie we are coming up to a close but I really wanted to hit on some important things from your quadrant four because in this later stage of your work you are now working across organizations and across top organizations and I want to hear you mentioned the ERG, BRG with one really key elements but what else do you see keeping in a company culture that allows women to thrive?

>> JACKIE GLENN: I think one of the top things is really that we did at EMC was really specializing in making sure women get an opportunity to develop and I think that we did that well at EMC and also at Dell. We partnered with organizations like yours and I think a lot of times I say the woman organizations offer so much in terms of development. Do not sit at your desk and keep your head down and say I just need to get my work done. You have to go out there and get develops because if you don't you cannot go and say I applied for this job and they did not give it to me. So I think organizations provide a lot of ways that people can have new skills, help you to learn and I think as employees we all want to make sure we take it so provide development even if it is just coming on things like a webinar, or going to some of the conferences that they may provide. Those are great ways but a lot of times companies will allow you to do what you are doing today to dial in. I love to listen to it webinars it is a great way. Social media and technology has come a long ways you can sit at your desk and learn a lot so I would encourage you if your company is offering to take that up because the more that you can build on the skill set and refresh your skills, the better off you will be for your next chapter as I like to call it. Look at myself now and I am in my next chapter and I'm doing things that I've never done before and I think what allows me to do that is the training and some of the skill sets that I've had by going to all the things that EMC and Dell afforded me to attend. So I think companies can open up the door for people to learn whether or not is virtual or in person. One of the things I love about being at EMC was I had a boss who really really had been sending me for one big development a year so I would go away for one thing and
everything else because of budget I would do internally. But that changed my career drastically and I will always be appreciative to that boss for doing that for me.

>> EM ROBLIN: Jackie, thank you for sharing today. You have shared a lot. You really have opened yourself up to share some highs and lows and a lot of nuggets for our participants today. I feel like I have learned a lot from you and have appreciated how intuitive you have been on this call to really jump across a lot of different topics from early career, late career, outside influences to internal drivers. I know thinking back to one of your gems about integrity your choice to be here today despite it being a tough time for your family. Speaking for myself personally it has been really impactful for me to have you here so I really appreciate you being here and I know I speak on behalf of a lot of the participants how grateful they are and how much your sharing has had an impact so thank you for that.

>> JACKIE GLENN: Thank you for having me. It has been my pleasure. My book is called lift as I climb and I take the lift very seriously such me international women's day I love being here lifting up the women that are called in and if I can help somebody as I pass along in this life than my living is not in vain.

>> EM ROBLIN: That is beautiful Jackie and I do want to call out Margot. I believe she has actually been along with us for this webinar and has struggled to have her voice be heard here. Margot? You've had a fascinating career and so much to share and we really appreciate your grit over the last 1-1/2 hours to bear with us and to be here and -- I appreciate your impact. I will hand it over to Jennifer to close out the session today.

>> First of all I want to thank Em for her agility and great facilitation of today's conversation. I know it was difficult given the time and the fact that it was midnight for her so I really appreciate that. Jackie of course always a pleasure to have you. Thank you so much for your willingness to engage throughout the whole hour and 1/2. And I apologize to everyone that we were not able to get to all of your questions. We had so many but I think we were able to get to most of them and I am sorry that we were not able to catch all of them. And thank you --

>> JACKIE GLENN: They can send me the questions on LinkedIn that I did not answer.

>> JENNIFER LONDON: Thank you for that Jackie and we will have to do another web seminar with Margot we will just figure it out so we really want you to hear her story because it is a great one. So thank you both and thank you to all of you for your questions today. We hope that we will see you at some of our events coming
up this year. Most of them will be available virtually if you are not able to travel we know that with the Coronavirus summer not able to travel so definitely at least for the April 3 event we will end up being probably virtual but we will keep you posted on that. And please please complete your online evaluation. Would you really value your feedback is important to us. We do take into consideration as we are planning our events moving forward. So we look forward to hearing from you. Thank you all so much. Happy international women's day weekend --

Thank you everyone.

[End of webinar]