

DIVERSITY

# WOMAN

Fall 2016

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Deborah Gillis

Cover photograph provided by Catalyst

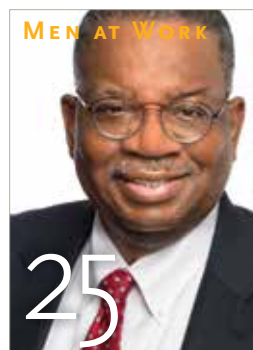


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all together 





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### GINA GLANTZ

Gina Glantz founded GenderAvenger.com in October 2014. During her 40-year career in politics and organizing, Ms. Glantz served as a campaign manager, field director, and political consultant at the congressional, state, and presidential levels, including serving as national campaign manager for Bill Bradley for President. In 1985, she cofounded Martin & Glantz, a grassroots consulting firm sold to employees in 2001. Ms. Glantz served as senior advisor to President Andrew Stern of the Service Employees International Union (SEIU) and was a resident fellow and adjunct professor at the Institute of Politics at Harvard's Kennedy School.

Ms. Glantz has a BA from the University of California at Berkeley. She chairs the board of directors' development and governance committee of Oxfam America and serves on the boards of Dēmos, a progressive think tank, and TurboVote. She also served on the board of Planned Parenthood Action Fund for seven years, chairing it from 2010 through 2013.



### PEARL J. ALEXANDER



Pearl J. Alexander, JD, CPCC, ACC, CDWF-candidate, serves as executive director of diversity, inclusion, and engagement at the Georgia Institute of Technology. She is a visionary leader who has navigated a progressive 29-year career catalyzing transformations in culture and organizational leadership practices. Known as a critical thinker with relationship savvy, she leads D&I curricular innovations and initiatives designed to develop leaders, curate transformative narratives, and foster engaging relationships that model inclusive excellence.

Her personal mission is inspiring others to access their personal power and step into "wholeness." She integrates diversity and inclusion principles within her coaching practice and talent consulting services.

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## DIVERSITY WOMAN

Leadership empowerment for women who mean business

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# From Anna Bissell to the Boardrooms

**T**HIS ISSUE OF *DIVERSITY WOMAN* WAS INSPIRED BY ANNA BISSELL. You say you don't know who she is? Well, join the club—the club of female leaders who would be well served to consider Bissell a role model.



**In my research, I discovered the missing link. Passion is so critical to success.**

Anna Bissell was the first woman CEO of a large corporation in the United States. Her husband, Melville, formed a company to sell carpet sweepers in the 1870s. When he died in 1889, Anna Bissell became CEO and for more than 40 years served first as president and then as chair of the board. Today Bissell is the number one floor-care company in the United States.

Anna was a trailblazer—and not just because she was that lonely woman at the top. She had vision and nerve. She took the company international. She also introduced progressive labor relations policies, including workers' comp insurance and pension plans, well before these practices were widespread in industry. It was said of her that "she studied business the way other women of the times studied French."

I believe that if Bissell dropped in for a visit today, she might be disappointed—disappointed that female leadership in Corporate America has not progressed further. Today, only 10 percent of those in the C-suite in the United States are women. And less than 20 percent of members of corporate boards are women.

Anna is one of my inspirations. I learned about her while I was writing my dissertation for my doctorate in education. As I was struggling to identify specifically which factors determine success, her story turned the key for me.

It's commonly accepted that three factors facilitate an executive's ability to reach the upper echelons of management. The first is a history of successfully climbing the corporate ladder early in one's career. The second is the ability to develop and nurture relationships with mentors and sponsors. The third is organizational

change—processes and policies in Corporate America that open the door for more female leadership.

However, these factors must not be sufficient given the woeful representation of women in the C-suite.

In my research—with an assist from Anna Bissell—I discovered the missing link: passion. Anna did not take the company she inherited from her husband to unheard-of levels just by following the playbook of the day. She loved what she was doing, and she was always looking for ways to innovate and make her company better. Passion is so critical to success. In her case, she didn't even have the other factors to rely on: early success on the career ladder, mentors and sponsors, or an organization willing to develop female leaders. All she had was herself.

In this issue of *Diversity Woman*—in fact, in every issue—we celebrate passion. Passion is what drives Deborah Gillis, the CEO of Catalyst, featured on the cover of this issue. It's what drives Nawal Motawi, the subject of our CEO Woman department and the founder of Motawi Tileworks. She is a trailblazer both as a successful Arab American entrepreneur and as an innovator in the growing crafts movement.

Passion is what drives me. It is truly a catalyst to advancement. This may be a good time for a passion check—are you passionate about your work and your life?

**SHEILA ROBINSON**

Publisher, *Diversity Woman*



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UPFRONT WRITTEN BY KATHERINE GRIFFIN

## 5 MINUTES WITH TUJUANNA WILLIAMS

# From Social Justice to D&I

**T**UJUANNA WILLIAMS GREW UP watching her mother, owner of four Nashville beauty salons, advise women who wanted to start businesses. Today Williams, who has spent much of her career as a diversity leader for major companies, is vice president and chief diversity and inclusion officer of the Federal National Mortgage Association (Fannie Mae). From 2011 to 2014, she took a break from corporate work to found and run her own executive coaching firm. Williams spoke with *Diversity Woman* about fear, speaking out, and promoting inclusion.

**Diversity Woman:** What led you to start your coaching company?

**Tujuanna Williams:** My gifts are around helping people find their purpose. And I like positive psychology, because instead of saying, “What’s wrong with me?” it’s about saying, “What are all the things that are right with me, and how do I use them to become my better self?”

**DW:** You’ve said that you want to support people who want to be fearless. Why is that important?

**TW:** To be successful, you have to be fearless. A lot of this work is around being able to deploy others throughout the organization to drive your strategy. That requires having conversations that, if people are not confident, they can’t have. To have courageous conversations, you have to be a risk taker.

**DW:** How has your background influenced your approach to promoting diversity and inclusion at Fannie Mae?

**TW:** I came out of HR. Before that, I spent most of my career in the airline



industry. I realized [early on] that in the work I was doing, even though it wasn’t now what is called D&I, I was always the spokesperson for social justice—some situation where someone was treated unfairly. People always came to me and I would be the one giving them advice, or going to my circle of colleagues and saying, “We need to create other opportunities.”

**DW:** What are some achievements you’re proud of at Fannie Mae?

**TW:** Fannie Mae is the most diverse organization I’ve ever been in—inclusion is where we have challenges. My strategy here has been around cultural competencies, using a tool called the Intercultural Development Inventory. It’s based on a five-part continuum: denial, polarization, minimization, acceptance, and adaptation.

You take the assessment, you get the result, and then you get an individual coaching plan. Then we provide training around cultural awareness, unconscious bias, identifying differences, and crossing bridges. Every officer and all critical directors have taken this assessment.

**DW:** What have the results been?

**TW:** Minimization is where we find most people. Minimization means you don’t see any difference. You focus on the similarities. But it’s the differences that drive innovation. It’s easy to say, “I treat everybody the same—I treat people the way I want to be treated.” But we want to treat people the way *they* want to be treated.

Minimization is not a bad place. It is a place of openness and learning. My goal is to move the organization from minimization to acceptance. That means whether I agree with your differences or not, I accept them.

**DW:** The fifth stage is adaptation. Can you explain that?

**TW:** Two percent of the people who take this assessment are at adaptation. Adaptation is where we’ve got this dance down pat. I don’t have to lead, but if I need to, I can. Or you can lead. I can dance to your music, you can dance to my music, and we’re still in step.

**DW:** Any other important goals?

**TW:** Our biggest opportunity is around how we get more people of color and women into the C-suite. Today 33 percent of our senior leaders are women, and 35 percent are people of color. Those numbers are really good, but you always want more.

## SHORTCUTS

## Conquering Your Goals

**D**o you have goals you've thought about for years but don't seem to be getting any closer to? These tips, based on research by psychology professor Gail Matthews of Dominican University of California, may help.

**1 Write your goals down.** Getting the goals out of your head and onto a piece of paper (or a computer screen) is often the first step toward making them more real.

**2 Tell someone your goals.** Making a public commitment to your intentions—even if it's just telling one person—strengthens your resolve and ability to reach your objectives.

**3 Break goals into achievable actions.** If your aim is to buy a house, for instance, start by breaking it down into steps like “decide what I can afford,” “get prequalified for a loan,” and “research three neighborhoods.” As you cross off each step, you'll feel more confident, and that builds momentum.

**4 Report your progress.** Find an accountability partner, perhaps one of the people you've told about your goals. The role of this person (sometimes called an accountability buddy) is to receive regular updates from you about what you've done to move toward your goals.



## THE OFFICE

## The Younger Boss

Dear DW,

Do you have any tips for working with a younger boss?

Signed,  
*Confused Baby Boomer*

**Dear Confused Baby Boomer,**

That's a question lots of people are asking! It's not just baby boomers working for Millennials—the older you get, the more likely it is that you'll be asked to report to someone younger.

When it happens for the first time, you may find yourself feeling defensive, anxious, jealous, or some combination.

But, says career coach Phyllis Mufson, who's based in Sarasota, Florida, “It's up to you to get your head on straight.”

That means figuring out why you're uncomfortable and what you can do about it. If you think you should be the supervisor instead, maybe the new situation is a wake-up call to get some training so you can move forward, says Mufson. If you're worried

your younger boss doesn't have the experience to manage you effectively, you may need to spend extra effort communicating what you need from him or her.

One key to working well despite any awkwardness is mutual respect. “Part of your job is to support your boss,” Mufson says.

It's also a good idea to try to find points of connection. “It's natural that if somebody is a whole generation younger than you, your social reference points are going to be different,” Mufson says. In casual conversations, look for things to talk about that aren't specific to your generation.

Making these mental shifts may take some time. For some help along the way, find a trusted colleague you can talk with as you forge the new relationship.





# Password Managers

security audit, which tests the strength of all your passwords and makes recommendations for improving them. The basic version (free) gives you unlimited backup and syncing for one device; you'll need to upgrade to premium (\$12/year) for unlimited syncing across mobile and desktop devices. There's also an enterprise version for businesses.

[lastpass.com](http://lastpass.com)

## Dashlane

This option offers both off- and online capabilities: you can store your passwords only on your device or sync them online if you'd prefer. Dashlane allows you to share passwords with your emergency contacts and gets high marks for its user-friendliness. The basic version is free; the premium version (\$40/year) lets you sync across multiple devices and gives you faster access to support.

[dashlane.com](http://dashlane.com)

## KeePass

This offline open-source system can reside on your device, which makes it a good option if you're wary of uploading your data to the cloud. It has fewer features (no security alerts or audits, for instance), but it's free and its encryption is strong.

[keepass.info](http://keepass.info)

**O**NLINE SECURITY BREACHES HAVE been on the rise, and one way to protect yourself is with a good password management system. The basics of any useful system include features to help you create, remember, and securely store long, strong, and complex passwords.

Here are three of the top options. They all include the basics, and some do more, like send you a security alert when there

has been a breach at a site you use, or prompt you to add newly created passwords to your master database.

Don't worry too much about which one to choose. It's not hard to export data between systems if you decide to try a different one later.

## LastPass

This pioneering cloud-based system includes extras like security alerts and a

Etc.

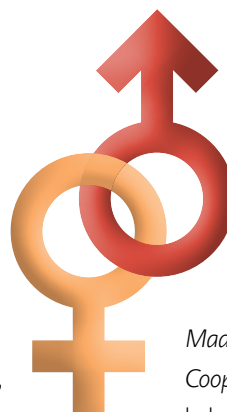
## Who Talks?

**T**his presidential election, with a woman at the top of the Democratic ticket, is making history. But just who are the people interpreting the news we hear?

Unfortunately, they are still mostly men. That's the key takeaway from a project called Who Talks? Each week since March, the project has been tracking and publishing the gender balance of the commentators

on the highest-rated morning and evening cable TV shows. Who Talks? is a collaboration among GenderAvenger, Rutgers University Center for American Women and Politics, and the Women's Media Center.

The combined results from March 1, 2016 to May 31, 2016 have shown the percentage of women commentators dip as low as



15 percent on *The Kelly File*, while hovering between a mere 22 to 33 percent for *Morning Joe*, *Fox & Friends*, *New Day*, and *The Rachel Maddow Show*. Only one show, *Anderson Cooper 360°*, held anything close to a balanced average, with 48 percent women guests over the three-month period.

Want to help get the word out? Visit [genderavenger.com](http://genderavenger.com) to share the latest findings.

## STARS WHO MEAN BUSINESS

## NICOLE RICHIE

# Once, Twice, Three Times a Businesswoman

**N**icole Richie's roots in the entertainment world run deep, but her love of fashion has brought her into her own as a businesswoman. Richie, who was born to jazz musician Pete Escovedo and adopted at age nine by singer-songwriter Lionel Richie, first became famous in 2003 as a costar (with Paris Hilton) of the reality TV show *The Simple Life*. Most recently, she starred in her own show on VH1, *Candidly Nicole*.

In 2007, Richie launched her jewelry brand and a year later expanded the enterprise into a broader fashion line. That business, House of Harlow 1960, was named for her daughter, Harlow, and now includes clothing, handbags, fragrance, eyewear, and shoes, along with jewelry. The items have been sold at Neiman Marcus, Nordstrom, and Bergdorf Goodman, and the company was estimated by *Business Insider* to be worth \$2 million.

"Fashion gives you the ability to express yourself," Richie told *Fashion-united.com*. "I've always loved the possibility of being able to transform yourself through the way of dress."





Young Entrepreneur  
Kelsey Minarik

# A Heath Scare Becomes an Opportunity



factures, and distributes compression stockings, socks, leggings, and other products in a wide range of colors and styles.

Minarik studied business management at the University of California, Irvine. But, she says, “I never thought I’d grow up to sell socks! The blood clot definitely took me toward a different industry.”

She’s discovered that she loves the autonomy of being an entrepreneur. “It’s really

NEXT

**K**ELSEY MINARIK TURNED A scary blood clot into a business opportunity.

Eight years ago, Minarik was flying cross-country to celebrate her 21st birthday in New York when one of her legs swelled up. It was a deep vein thrombosis, a type of blood clot that can be fatal if it travels to the lungs.

Fortunately, that didn’t happen to Minarik. But to guard against another clot

forming, her doctors advised her to wear compression stockings, which help prevent clots by applying pressure to the legs.

Minarik, 28, soon discovered that most compression stockings are not fashionable—they look like ACE bandages, she says. After trying several types over the course of a year, she decided to make some stockings of her own.

So in 2011, she launched RejuvaHealth, an online business that designs, manu-

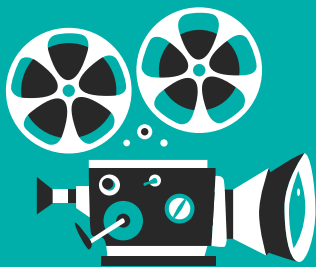
rewarding to see your ideas come to life,” she says.

Today, Minarik only needs to wear compression stockings when she is on a plane for more than three hours. But now that she’s got lots of stylish versions to choose from, she often wears them at other times, too. She says, “I love wearing them anytime I’m on my feet for long periods, like at trade shows and events.”

## VERSUS

### Popular Stars Lack Diversity

**T**he Q score has been described as the Dow Jones index of Hollywood—a measurement tool that rates celebrity star power, encompassing both name recognition and likability.



Unfortunately, this year’s Q score reflects the lack of diversity in Hollywood. The 2006 list included three women of color—Eva Longoria, Oprah Winfrey, and Queen Latifah—but the 2016 list features none. In 2016, only age diversity got a boost: the highest Q scorer is Betty White, who’s 94.

2006		2016	
Star	Q Score	Star	Q Score
Carol Burnett	35	Betty White	40
Marg Helgenberger	35	Sandra Bullock	39
Megan Mullally	31	Meryl Streep	32
Reba McEntire	31	Julia Roberts	30
Eva Longoria	30	Kaley Cuoco	29
Jodie Foster	30	Jennifer Aniston	28
Oprah Winfrey	30	Drew Barrymore	26
Faith Hill	30	Jennifer Lawrence	26
Reese Witherspoon	30	Tina Fey	26
Queen Latifah	29	Melissa McCarthy	26

Source: The Q Scores Company, qscores.com

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## ANATOMY OF AN ... APPROPRIATE WORKPLACE OUTFIT

**W**orkplaces these days are more open than they used to be, which gives women many more options for dressing professionally—and with flair. That said, unless you are Mark Zuckerberg, there are still rules, if unwritten. These head-to-toe guidelines from expert Eunice Liriano can help you blend personal style and professional image.

## Dress for Success



### NECK AND EARS, ARM AND HAND (re: jewelry)

If you adore big, bold jewelry but work in a conservative setting, make your statement with a ring or bracelet. Big, flashy earrings and necklaces, because they're near your face, can be distracting.

### BUST (re: cleavage)

"I don't think cleavage is ever acceptable in the workplace," says Liriano. "Leave it for after five." If you're big busted and it's hard not to show cleavage, you might wear a simple camisole for coverage.

### TORSO (re: overall outfit choice)

Find ways to express yourself within the norms of your workplace. "I'm not a suit girl," says Liriano. "So when I worked in a corporate environment, I'd wear a knee-length sheath and add a beautiful cardigan in a different color. It was still corporate, but very much me."

### AIR AROUND YOU (re: perfume)

Try using a scented lotion instead of perfume. You can still wear the fragrance you love, but in a way less likely to overpower your coworkers.

### SKIRT (re: length)

Short skirts are acceptable—within reason. But if you can't bend over to pick up a pen without showing the world more than anybody should see at work, then yours is too short.

### HEELS (re: height)

If you're petite, you may feel more confident in three- or four-inch heels. Just make sure you can move with ease. As Liriano says, "If you're wobbling into a meeting, clearly you're not wearing the right shoes."

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## FRESH INSIGHT

# Women Should See Themselves in Politics

EVERY ELECTION SEASON, THIS term pops up in the media: women's issues. Discussions of so-called women's issues are where you find most women commentators, certainly many more than in discussions of economics and foreign policy, as if these topics were of no concern to women.



**There is a historic pattern of underrepresentation of women in the media and the public sphere.**

GenderAvenger, in partnership with the Rutgers University Center for American Women and Politics and the Women's Media Center, launched Who Talks? in early 2016 to collect data and monitor the gender balance of pundits who appear on the highest-rated morning and evening cable news shows on MSNBC, CNN, and Fox to discuss the presidential election. With more than five months of data amassed, the results have been less than encouraging. The aggregated data from February 22 to July 15 show that the percentage of women commentators dips as low as 15 percent in one show, while hovering between a mere 22 percent to 37 percent for four of the six shows. Only one show held anything close to a balanced average, with 46 percent women guests over the five-month period.

When Who Talks? covered the party conventions in July, the stats weren't much better. Coverage throughout the Republican National Convention across the three major cable news channels (including morning shows and prime-time evening coverage) showed Fox News and MSNBC with only 26 percent women analysts and CNN with 35 percent. The following week's coverage of the Democratic National Convention—the convention putting forth a woman nominee for president for the first time in the nation's history—did only slightly better. Fox News had 27 percent women commentators, MSNBC 32 percent, and CNN 39 percent.

The combined average of women commentators covering both conventions peaked at CNN with 37 percent. Fox News and MSNBC brought in women analysts only 27 percent

**Gina  
Glantz**

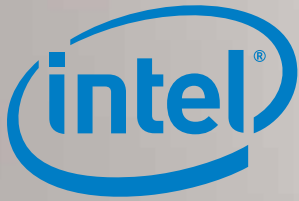
and 29 percent of the time, respectively.

The one glimmer of hope was on the night of Hillary Clinton's historic nomination, when Fox News surpassed its usual performance, bringing in 41 percent women commentators to discuss the event.

There is a historic pattern of underrepresentation of women in the media and the public sphere, but through GenderAvenger we have seen that change can be made when we come together to fight for it. For example, political journalist Ron Fournier, who publicly signed the GenderAvenger Pledge not to serve on panels without women, was asked to be a commentator on a morning show with a poor history of including women. The program's entire first hour didn't feature any women, but when Fournier's segment began, a woman spoke alongside him. Being up front about including women in the public dialogue makes a real difference, be it on stage at a conference, in history books, or in commentaries on television news programs.

Women's voices need to be heard. The aim of Who Talks? is to hold the media accountable and ensure that more women analysts are seated at the table by continuing to drive attention to gender ratios in political commentary. Representation is crucial, and it requires collective effort. GenderAvenger will continue to push for greater visibility for women in all areas of public discourse. What part will you play? **DW**

*Gina Glantz is the founder of GenderAvenger. Learn more about the GenderAvenger mission at [genderavenger.com](http://genderavenger.com).*



# AMAZING WORKS HERE

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## POWER SUIT

NICOLE DYE-ANDERSON

## Media Savvy

*The Barclaycard public relations pro on navigating the ever-changing media world*

BY KATRINA BROWN HUNT

**W**HEN NICOLE DYE-ANDERSON WAS just out of college, she worked on the reelection campaign of then Senator Joe Biden. For the Delaware native—"I'm Delaware born, Delaware bred, and, when I die, Delaware dead,"

she quips—it was a big honor. "I grew up with him as an icon."

She also gained some wisdom from him. "He said once that his father told all his kids one life lesson, which now I tell to my kids," she says. "Never complain, never explain, and never let 'em see you sweat.' It became his mantra, and now it's my mantra, too."

Indeed, that grace-under-pressure mindset is a vital part of her role as a media relations pro: she has worked in politics, advertising, and even the NBA, where crises can be a way of life. Now, she is the head of media relations for Barclaycard US, the

stateside credit card arm of the 300-year-old British bank. "While Barclays is well known in the UK, we're still building the name in the US," she says. The company is doing that with such branded cards as the JetBlue card and the Arrival Plus travel rewards card, allowing consumers to earn travel miles while making everyday purchases. "We are consistently winning industry awards for being best in class," says Dye-Anderson proudly. "We're neck and neck with Chase Sapphire—and they're better known."

*Diversity Woman* talked with Dye-Anderson about the changing rules in media engagement, adapting to different industries, and the pitfalls that can come from listening to the noisiest voice in the room.

**Diversity Woman:** What drew you into banking?

**Nicole Dye-Anderson:** I'm going to be honest—I never saw myself in banking, ever. You go from the NBA to a credit card company? It's been a journey. But I really loved the culture. I thought I was walking in for a pitch, and they asked me to help with their expansion. I saw the executives and I thought, "They're wearing jeans and sneakers?" It had a kind of a start-up feel, and I thought, "Is this a bank?"

**DW:** Who was your biggest mentor growing up?

**NDA:** My mom. She worked two jobs to put us through school. She worked as a custodian at the University of Delaware and cleaned houses. She pushed education. She wanted to make sure I was in Girl Scouts, even though I was always the only little black girl. She would say, "Without education, you'll never make it

in life.” She had a reading difference, and when I was a kid we would go over my spelling words. I would get frustrated with her—I can’t believe it now. Later, she did get a high school diploma. She would say to me, or herself, about anything: “How bad do you want it? There’s nothing you can’t do—so long as you don’t compromise your integrity.”



*I like being behind the scenes, gathering information and sharing it.*

**DW:** What was one of your best early jobs?

**NDA** I interned at ABC at *Nightline*. All of the interns were poor, and we would eat in the green room. You could always tell when we were having a big guest because the food in the green room was wonderful. Before I got into PR, I thought I wanted to be a journalist. I wanted to do broadcast, but the only internship was in PR. So I did that, and I realized, hey, I like being behind the scenes, gathering information and sharing it. And I got to know the real journalists: Sam Robertson, Cokie Roberts, Ted Koppel. This was in the early days of the Internet, and one of my jobs was to take the show’s transcript, pull out a quote, and put it on ABC.com the next day.

**DW:** How did you get involved with the NBA?

**NDA:** I was part of their associate program. They receive about 2,000 applicants a year and only choose 11. I had gone to the Howard Career Fair—during the same time as the DC Sniper. We got down there, and no one was there. Unless you were already on campus, no one was

going. I see the NBA—and I am not a basketball aficionado. I’m five feet three inches and I don’t look athletic. And the woman says, “We have a certain kind of colleague we look for,” and I say, “Well, okay, here’s my résumé.” Two weeks later I get a call, and my mouth hit the floor. I talked to my husband and brushed up on basketball. They were looking not for a basketball aficionado but for someone who understood their brand.

**DW:** What did you learn from the experience?

**NDA:** I learned the fundamentals about PR marketing and brand marketing—like having concerts, events at the NBA store, doing red carpets, and crisis communications. My first month or so, the crisis with Kobe and the alleged rape happened. You get that call and you’re like, Oh my god. I really earned my chops there.

**DW:** Indeed, how much is PR acting—and how much is reacting?

**NDA:** The media landscape is changing. As newsrooms are shrinking, we are looking more to bloggers as experts, so I have spent a lot of time grooming those relationships. In years past, I would reach out to the *Wall Street Journal* or a producer for a show, but now I find myself reaching out to their sources. Now, when I read an article, I look to see who’s getting quoted, and then give them information. I want them to remain objective—I just want to be part of the conversation. They truly are the experts, and I feel like

I learn from them, too. That’s always been my secret sauce.

**DW:** What is a mistake you’ve made in your career, and what did you learn from it?

**NDA:** At one point I taught some classes at my alma mater, and on the last day of the term, I told the students to stay behind if they wanted to talk more. As I was packing up, one student came up to me and said, “Mrs. Anderson, I’ve always been afraid to raise my hand in your class, afraid to speak. I always wanted you to call on me.” And I never had. She was an introvert, but when I spoke to her, she was so sharp. When I got in my car, I got teary-eyed because I didn’t pay attention to the quiet one in the pack. I’d go into class and say, “Give me your headlines,” and students would speak up. But I didn’t see her. I discounted her because I was too focused on the most outgoing, the loudest. Even today, when I’m in a room at my company, I make a point to speak to the quiet ones taking notes. Some will flush. Some are more comfortable one-on-one. But then I can bring in their point of view, and now they have a champion in the room.

**DW:** What book have you read recently that inspired you?

**NDA:** I’m listening to a couple of books on audio. One is Joel Osteen’s *The Power of I Am* and its positive affirmations: speaking positively over your life, your career, your family. It’s a quick read. I am stuck on that book—it has so many great nuggets and powerful affirmations. I believe in affirmations and speaking positively, like I’m the head, not the tail. I have uncommon ideas, uncommon creativity. My kids and I do affirmations every morning. **DW**

*Katrina Brown Hunt is a frequent contributor to Diversity Woman.*





# The Art of Business

*Nawal Motawi has balanced her artist's gift with business savvy to make Motawi Tileworks thrive*

KIMBERLEY OLSON

**N**AWAL MOTAWI STARTED MAKING decorative ceramic tiles in her parents' garage studio and selling them at a local farmers' market. Motawi, who comes from a family of American and Egyptian entrepreneurs, says business ownership is in her blood. Her companies, Motawi Tileworks and Rovin Ceramics (her former materials supplier), located in Ann Arbor, Michigan, employ 35 people and produce 10,000 square feet of tiles every year. Motawi tile is sold by 450 showrooms, galleries, and gift shops across the country.

The company's distinctive, handcrafted American art tiles, known for their rich glazes and expert craftsmanship, can be

found in private homes, libraries and universities, and public parks. The company's installation designers even create custom designs for customers, from fireplace surrounds to kitchen backsplashes.

Motawi Tileworks' many fans include William H. Macy, David Letterman, and Steven Spielberg.

We talked to Nawal about her design inspiration, what she's learned from Toyota, and balancing art and business.

**Diversity Woman:** How did you get interested in ceramics and tile making?

**Nawal Motawi:** [In art school at the University of Michigan], I signed up for fibers and sculpture and ceramics, and I

absolutely fell in love with the ceramics people and with clay and glaze. That's how it happens with ceramics people. You kind of get caught.

**DW:** And then you got a job at Pewabic Pottery. What was that experience like?

**NM:** I majored in ceramics in college, and then I got a job at the famous Pewabic Pottery, which was thrilling. After I'd been there awhile, the entrepreneurial

DNA in me reared its ugly head, and I began to look at what they were doing and

have opinions. There's a certain person who says, "Hey, I can do that. In fact, I've got a better idea for it." I became restless. I wanted to be my own boss.

**DW:** What were those first few years in business like?

**NM:** There was no money, so it was all about effort. I was trying to figure out how I could get the tile out to the world and what product I could make that I could actually sell.

## CEO WOMAN

The larger tile industry got wind of what I was doing, thanks to the Tile Heritage Foundation. They put me in touch with a major tile showroom in the Pasadena area called Mission Tile West. The owners there really loved the work, because [Pasadena is] an Arts and Crafts-style town. It was a beautiful match.

I set out to learn about the tile industry. I learned about the wholesale gift industry, which is now where I sell tiles. I read business books. I read *Inc.* magazine, which provided my learning journey on the business side. I was interested in learning about business, because that was how my independence would be maintained. I have lots of ideas about cool things to make. That's the easy part. It's sorting out where there's a market. I don't insist on making only one thing, whether it sells or not. That's not how I roll. I'm much more pragmatic. Getting into a gallery show is nice, but it doesn't necessarily translate into a living. I see selling for profit as a huge challenge—and a challenge that I relish.

**DW:** Where do you get your design inspiration?

**NM:** I keep being drawn to nature-based imagery. Stylized natural motifs are exciting to me. Art Nouveau stylization, Arts and Crafts period things I find appealing.

When I'm making a piece, there has to be some dramatic visual emphasis—a visual hook. I'm looking for a sense of movement in my pieces. I'm trying to lead the eye around the composition. There's unity and drama, and a boldness.

**DW:** What have been some of your favorite projects?

**NM:** A really cool piece that we did recently is at the University of Michigan, Dearborn. They had set up fabric flags of all of the countries recognized by the UN, in honor of the incredible diversity of the student body. The flags would get damaged, so they raised money to get them done in a more permanent fashion. So we made 195 different tiles depicting all the flags. It was challenging and exciting. We had to adapt the flag artwork to something we could do.

**In 2003, I said to my business associates, “Look, this is a nice company, but we’re not making enough money.”**

We ended up doing some incredibly detailed pieces that I still shake my head at. [The Motawi staff] takes a field trip every year to go visit our installations, and that year we got to be present at the dedication of this amazing tile wall.

**DW:** How would you describe your leadership style?

**NM:** I'm the visionary type, and I can also be strategic. But I need people around me who are very organized, because getting every little detail taken care of and right is not my thing.

**DW:** Motawi Tileworks has incorporated Toyota's approach to efficiency. Why?

**NM:** In 2003, I said to my business associates, “Look, this is a nice company, but we're not really making enough money. This is not cool. I can't pay the landlord in reputation.” For many years, I wasn't clear on how much profit I needed to protect the company. So it's my limitations as a business manager that limit the company. It turns out that the Toyota philosophy and the Arts and Crafts philosophy are oddly correlated, because you're looking for people to execute very well, and you're looking for the people who have more expertise than just hitting a nail and passing it down the assembly line.

Our system, which is based on Toyota principles and utilizes a technique called *kanban*, shows everyone what to do, so the manufacturing part has a quite clear progression. There's no confusion about what job to do first or what parts to be making. That's quite well laid out so anyone can see it for any department. And we're good at using the *kanban* system to our advantage.

Within the artist communities, money doesn't usually drive people. You want to get your things out there, and I want to provide a great workplace for people. At this point, though, my attitude has shifted. In order to be stable, it has to be profitable. Allowing [my employees] to prosper along with the company is important to me, but you have to prosper if you're going to share anything. It would be a bittersweet victory to see my people running into trouble while I'm doing all right.

**DW:** What do you think of the resurgence of makers and artisans in the US, especially the thriving community in nearby Detroit?

**NM:** I'm delighted to see it. Clearly, I'm behind any artistic effort that's going to be financially profitable and is making items that are well designed. Shinola is an upstart, and there are other companies, like Detroit Bikes. I don't know that we can create commodity goods here—things that are incredibly cheap, because that requires low wages—but making quality, high-designed things is wonderful.

**DW:** What is your favorite object in your office?

**NM:** There's a cartoon from *Non Sequitur* that I've had almost since the beginning that sums up my attitude about art and business. The label is “The Reality of Muse.” It shows an artist looking at a blank canvas up in his garret, with the landlord coming up the stairs and saying, “Your rent is past due, Art-boy.” That says it all to me. I want my independence, and you have to pull it all together.

**DW:** What book have you read recently?

**NM:** There's one that's been influential, *Finish Big: How Great Entrepreneurs Exit Their Companies on Top*, by Bo Burlingham. There are people in the company who would like to go on with it after me or in case something happens to me, and I'm working to set the tileworks up to go on after me. So that's pretty exciting. **DW**

Kimberly Olson is Diversity Woman's managing editor.





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## MEN AT WORK

DR. BERNARD FRANKLIN

## Change at the Top

*The NCAA is putting a full-court press on increasing diversity and inclusion in college athletics*

**O**VER THE PAST 50 years or so, collegiate sports have been considered one of the most inclusionary elements of American society. College athletics became universally integrated by race in the 1960s, and in 1972, Title IX mandated equality for girls' and women's sports at educational institutions.

Nevertheless, inequities in collegiate sports still persist, mostly in terms of the women's representation and opportunity for advancement in leadership positions such as coaches and athletic directors.

Dr. Bernard Franklin is working to change that. Since 2003, he has been executive vice president of education and community engagement and the chief inclusion officer for the National Collegiate Athletic Association (NCAA), the governing body of college athletics. He works with the NCAA president, executive vice presidents, and members of the President's Cabinet to ensure the development of programs, policies, and services that address educational and community engagement. He oversees diversity and inclusion initiatives for both the NCAA membership and its national office staff.

Dr. Franklin's role is a challenging one. Although college athletics has diversified on the playing field, change at the coaching level and above has been slow, particularly when it comes to gender. For example, when Title IX was enacted in 1972, more than 90 percent of women's college teams were coached by women. Last year, that number was 40 percent.

The NCAA has been proactive and upfront about confronting and decreasing this gap. It has undertaken a number of studies, launched initiatives, and put together task forces to increase the representation of women and underrepresented minorities in coaching and administration. For instance, an internal review conducted in April 2016 revealed that fewer than 7 percent of the athletic professionals at NCAA member schools in all three divisions were ethnic minority females. In response, the NCAA launched a Gender-Equity Task Force.

The path to change, says Franklin, is through changing the culture at the NCAA, which begins with developing buy-in from the leaders at each of its more than 1,100 member universities—not only in the athletic department, but with school presidents and chancellors.

**Diversity Woman:** When you joined the NCAA 14 years ago, was it in a diversity and inclusion role?

**Dr. Bernard Franklin:** No. I came here to oversee governance of what at that time was called the membership services area. Over the years, my role has changed and evolved. I was part of the formation of our first office of inclusion in the history of the NCAA national office, and was hired as our first vice president in that role. I reported directly to our president at the time, Dr. Myles Brand.

Myles unfortunately passed away and the board appointed a new president, Dr. Mark Emmert. He asked me to do a presentation to him on our issues and challenges in areas related to diversity. I saw that as an opportunity. We were focusing on diversity more from the representational perspective. Numbers are important and will always be important because that's what you can see. However, we weren't talking enough about the culture of the organization. We weren't talking about the climate in terms of how do we embrace that diversity, how do we

seen tremendous change in terms of a culture based on the kinds of things that we've done here in the national office.

**DW:** Can the changes be implemented from the national headquarters, or do you need a certain level of buy-in from the member institutions?

**BF:** If we expect to see a change, we must engage presidents and chancellors because it starts at the top. Our approach has been to focus on getting presidential leadership of our member institutions to support our work and goals. Recently, our board

how they can move to more diverse representations. Over the years, we have learned that it's not just about hiring practice. It's preparing a culture. I guess that's where my passion comes from, because all my past experiences could have been wonderful if someone had stopped and said, "You need to prepare the culture." That just didn't happen. It was painful.

**DW:** The NCAA recently launched a Gender-Equity Task Force. What do you expect to achieve? All these years after Title IX, why is it still a struggle to find inclusion and representation for female athletes?

**BF:** Some 20 to 25 years ago, the NCAA looked at gender equity. That work produced a report and a series of recommendations for action. We resurrected the Gender-Equity Task Force because we wanted to look back and see where we made progress and where we still needed to make progress. Part of the role of the task force has been assessment, looking at the numbers, because the numbers are important. While in many areas we've made some progress, there are many areas where we still have to do more and can do more. That's a fundamental role for this task force. For example, we have identified as a focus area increasing the representation of women in head coaching positions, particularly of women's teams, because we've seen a significant drop in women coaches. We also want to increase the representation of women in leadership roles, such as athletic directors and conference commissioners.

**DW:** Why has there been a drop in women coaches of women's sports?

**BF:** I think, particularly in high-profile women's basketball programs, what happened is that more men began entering the coaching profession as the salaries got more lucrative. Therefore, there was a larger pool of male applicants, and more and more institutions hired male coaches, and the number of women's head coaches dropped. We need to change that. **DW**

## My past [working] experiences could have been wonderful if someone had stopped and said, "You need to prepare the culture."

celebrate that diversity? So I said to him, "I would like to change the discourse and focus our attention on inclusion as well as diversity." He loved the idea and said, "Bernard, I want you to be the new chief inclusion officer." No good deed goes unpunished in terms of an idea, and that's really how I came to this particular role. I saw it as an opportunity to make a difference.

**DW:** How do you change the culture or climate in a large institution like the NCAA?

**BF:** First of all, you've got to assess your current culture. There are instruments you can use to do that. Some of what you are assessing is quantitative and some is qualitative. Sometimes it's sitting down with various focus groups and asking, what is the workplace culture like for you? In that process you're going to be able to identify areas where you can improve. Once you identify those particular areas, you need to develop initiatives and strategies to address them. After a period of time, you go back and you re-evaluate your culture to see if there has been improvement. In our case, we've

of governors adopted a resolution to focus on improving our cultural diversity and gender equity. We formed an ad hoc committee, and one of the first items they recommended was that our school presidents and chancellors sign off on a pledge to promote cultural diversity and gender equity. Just yesterday we sent out a draft of that pledge to all of our member institutions, all of our athletic directors, and all of our conference commissioners, soliciting feedback before we make the final recommendation to the board of governors.

**DW:** You are very passionate about diversity and inclusion. Where does your passion come from?

**BF:** As an African American and an African American male, I've had a lot of opportunities to be the "first" in my career. Some of those experiences were wonderful and some were extremely painful. Based on those experiences, I know what it's like to go into a culture where your colleagues have never worked with someone who looks like you. That has taught me some valuable lessons. It's [shaped] how I think about institutions and organizations, and how I explore





# Five Tips for Getting Ahead in the Workplace

*The old rules don't apply*

BY PAT OLSEN

IN 2014, WHEN TANIA Moya, 28, landed her dream job with IBM, in Dallas, she was thrilled. Moya, who emigrated from Mexico when she was six, was the first in her family to graduate from college. Hired as a sales representative specializing in big data and analytics, she sold IBM software solutions to small and medium-sized companies. Less than two years later, she was promoted to business development manager, analytics, responsible for larger retail accounts.

Moya had acquired sales experience working for a small business services company while putting herself through college at night, which helped her get hired. But she was promoted in what some people would say is record time. How did she do it?

She worked hard, it's true. But her success went beyond that. She also did her due diligence and studied what she needed to do to get ahead in her particular field, and then took action to achieve

her goals. Today, employees can't assume that if they just work hard, their efforts will be rewarded and they'll rise through the ranks as a matter of course.

One prerequisite to getting ahead, according to two workplace experts, is to learn the culture of the organization you join, because it will affect everything on your road to success. Connie Glaser, a motivational speaker who presents seminars to Fortune 500 companies on

workplace diversity and women and leadership, says, "Find out what is

valued in your corporate culture. Is it good work? The ability to schmooze with the department head? Going out for lunch or a drink with the group? You may not want to socialize like this, but if it's important to the group, you need to get on people's radar. Remember, too,

**ACCELERATE**

that even different departments may do things differently.”

Meg Bond, PhD, a psychology professor and director of the Center for Women & Work at the University of Massachusetts Lowell, says that you need to learn the informal hierarchy in an organization as well as the formal one. “Who is really setting the tone?” she asks. Watch for patterns of behavior and who interacts with whom, she suggests, because this will affect how you act and how you go about getting ahead.

Here are five essential tips that will help you move up in an organization.

## 1 Learn as much as you can about your organization

The first step happens before you sign an offer sheet. Bond says that it is crucial to learn about the company you are considering during the interview process or even earlier.

Check LinkedIn to see if you can source information about the company and to find former college classmates, friends, or colleagues who work there now, or worked there in the recent past, and pick their brain. Peruse websites like Glassdoor.com and Careerbliss.com for reviews of companies, making sure to read them critically. A handful of disgruntled employees could be responsible for negative reviews, and some positive reviews based on anecdotal evidence may not be genuine.

As you research the company, Glaser suggests you come up with a checklist of questions that matter to you. These can include the following: How much does the company promote diversity? Is the culture collaborative? Does it reward people who want to push the boundaries? Are new ideas more welcome than in an established company? If diversity and inclusion are a priority, Bond suggests other questions: Am I going to be seen as the representative of a particular group, or do I have more flexibility? If there are 10 other minority women in the unit, for example, you may have more degrees of freedom because you may be seen more as an individual.



Introduce yourself to people you don't know, even if it makes you uncomfortable.

Also, Glaser advises, make sure that you find out not only the standard compensation levels for your position, but what people are actually being paid, inside your company and elsewhere at your level. Again, Glassdoor.com, which has collected eight million company reviews, compensation and benefit information, and interview questions from employees at thousands of companies, is a reference. Bond likes Wageproject.org, which has a wage calculator and “gives a sense of what people within their geographical area tend to be paid for their job or similar jobs and is very useful for benchmarking.”

Lastly, find out about the opportunities for promotion—and their frequency. It may sound counterintuitive, but your boss can be a resource. “Make that person your ally,” says Glaser. “Say you feel you’re making progress and contributing to the organization and you’d like his or her guidance in pursuing careers that would be advantageous to you and the company. Given your skills and achievements, where might you look and how can you enlist support? Or consider a lateral move if it means you can work under someone who can be your champion.”

LinkedIn can be a resource: research the job history of former employees to learn about how frequently people are promoted.

## 2 Get noticed

Moya offers a perfect example of how to stand out in the workplace. First, she joined internal groups to raise her profile in the company, including IBM’s Women in Business and Technology. She also became part of Women in Technology and helped plan quarterly events. In those groups, she met a number of women who could help her in the future and, in the process, demonstrated she was engaged and enthusiastic. In addition, she joined the IBM Toastmasters Club, another way to network as well as to learn public speaking. Many companies have groups like these, or you can look into starting one in your organization.

Second, Moya asked for more responsibility. “When my manager took maternity



leave, I became team leader and handled some of her responsibilities,” she explains. Third, she volunteered, an easy way to get noticed and to get to know colleagues. “I now lead an October charity event, part of the company’s Employee Charitable Contribution Campaign,” says Moya. In addition, she spent a day at an animal shelter with a group of IBM volunteers. If a company doesn’t have organized volunteering, you can take the lead in starting a program, even on a small scale.

Moya has one broad suggestion for women about getting noticed: step out of your comfort zone. For example, introduce yourself to people you don’t know, even if it makes you uncomfortable. “I stepped out of my comfort zone by taking risks, by doing things that were outside my job description, by volunteering for leadership opportunities, and by networking,” she says. “A lot of times, I’d never handled the tasks I was assigned, so I put on my learning cap, took deep breaths, and just accepted the challenge and immersed myself.” In addition, Moya says, develop expertise in an area. During a performance review, when her boss suggested that she do this, Moya wasted no time delving into the retail industry.

“I learned that you become essential at IBM by becoming an expert in something. I wanted to position myself so that I was necessary to future projects or opportunities. When the leadership saw me take steps to become an expert, they wanted to invest in me and that really helped me get the promotion,” she explains.

### 3 Ace the performance review

Earning a good performance review requires many steps. Most important of all, of course, you need to excel at your position. Many women do a great job, but they don’t always get the stellar performance review that often translates into a significant raise.

Studies and anecdotal evidence have demonstrated that women are not as comfortable as men at self-promotion. For better or worse, tactful self-promotion is key to earning a good performance

## Keep a file of your accomplishments and compile them into a list before your performance review.

review. “You have to become more visible,” Glaser recommends.

Fortunately, this is a learnable skill. Study how other women do it, and use self-talk, if that will help. Work with a mentor. Or for models on performance review sessions, search YouTube.

Understand that everyone feels awkward or uneasy about performance reviews—not just you. Your supervisor, who has many other performance reviews to complete in a short period, doesn’t like them, either. Go in with the idea of making the process easier for your supervisor. Do that by preparing well. Keep a file of your accomplishments and compile them into a list before your appointment.

Include anything you have done that has contributed to the bottom line and be very specific and provide numbers, if possible. Be as objective as you can. Present the document to your reviewer. This gives the reviewer talking points, and since you have provided them, you have enhanced your ability to help direct the conversation.

### 4 Ask for a raise

The performance review is often the time to discuss compensation. When making your pitch for more than just a cost-of-living raise, Glaser suggests framing your pitch in positive language and using specific examples. “You want to both talk about and demonstrate the value you have brought to your department,” she says. List the reasons you deserve a raise and then, in advance, share

the write-up with a colleague or mentor and role-play with that person as your boss.

Keep the conversation on an objective plane. Never bring emotions into it. Glaser says, “For example, if your boss says ‘I was disappointed in your numbers,’ return to your accomplishments. Pinch your wrist or dig your nails into your arm to maintain control.”

This is not the time to rebut. “Listen and say, ‘Thank you, I appreciate the constructive advice,’” Glaser advises. If a comment is really unjust, address it afterward. This is an opportunity. There are not many occasions for you to talk about how well you’ve done, so if the conversation takes a different turn, get it back on course.

### 5 Choose a mentor

Bond suggests that the definition of a mentor is broader these days than in the past. You can request help with one aspect of work from one person and on other aspects from someone else, she says. For example, one person might help you navigate the substance of your job, and another may offer guidance on the office politics. You can also get mentoring from your peers. A trusted colleague can help if you’re wondering, for example, “Did that really just happen in the meeting? Did I say something I shouldn’t have?”

Your company may have a formal mentoring program. Or you can ask your supervisor or another person within the organization you admire if he or she knows anyone who might mentor you. Moya inquired around IBM and found two employees on her own. Both are in other areas of the country, so they talk by phone. One helps her with sales advice, and the other provides career advice.

Remember, says Glaser, a mentor is different from a sponsor. A mentor serves as a sounding board, as someone who can offer advice. A sponsor offers guidance and critical feedback, and is in a position to help you move up. If you can find both, you’re lucky indeed. **DW**

*Pat Olsen is a frequent contributor to the New York Times and other publications.*

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# Tackling Tech's Diversity Problem

*Coding bootcamps are one way to address the industry's poor record*

BY ELLEN LEE

**T**WO YEARS AGO, IN one of the worst downpours that season, Kim Merino was lifting a treadmill out of a UPS truck and delivering it to a customer.

It wasn't what she wanted to do.

What Merino wanted to do was land a job in the tech industry. Merino, who is Latina, had moved to the San Francisco Bay Area in the hope of joining its tech scene. Though she had taught computer science at a Los Angeles high school for eight years, she didn't have a computer science degree, and she couldn't find the kind of job she wanted. So she took the plunge—and enrolled in an intense 12-week coding bootcamp, Telegraph Academy in Berkeley, California, which was established in 2015 with a mission to increase the number of underrepresented people of color in the technology industry.

One of the school's first graduates, Merino is now a software engineer at Accenture, a consulting firm. Her job challenges her daily—and she loves it. "I would not be where I am today without Telegraph Academy," she says.

Computing jobs represent one of the fastest-growing sectors in the United States, according to the Bureau of Labor Statistics, and one that is known to pay especially well, too. But the tech industry has a diversity problem. Only about 30 percent of employees at tech companies such as Google and Facebook are women. About 5 percent are African American or Hispanic. Women of color are the smallest cohort, and face twice the barriers.

Coding bootcamps have emerged as one way for women and people of color to get in the door. Schools like Telegraph Academy, Hackbright Academy, and Ada Developers Academy have a two-fold mis-

sion: to train software engineers and to add more women and people of color to the tech workforce. Other coding bootcamps, such as General Assembly and Dev Bootcamp, offer scholarships to encourage those from underrepresented communities to apply.

It's in the tech industry's best interest to employ more than just young, white men: a 2016 study sponsored by Intel found that the industry could generate an additional \$470 billion to \$570 billion in value by having staff and leadership that fully represents race and gender.

## TAKE THE LEAD

To that end, more than 30 tech companies, including Airbnb, Pinterest, and GoDaddy, pledged in June to take a series of steps to diversify their workforce. They have their work cut out for them, from removing bias to providing a supportive work environment for women and minorities. That's where coding bootcamps come in. They have become a helpful tool in the companies' recruiting and hiring strategy. Tech companies such as Amazon, Facebook, and Uber have sponsored scholarships, hosted interns, provided mentors, and recruited graduates. "Tech

companies are trying to figure out a way to welcome more people of color," says Albrey Brown, cofounder of Telegraph Academy. "We're at the intersection of that."

The numbers so far are small: most bootcamps only graduate a few dozen students at a time. But their results have been impressive. All of Telegraph Academy's 2015 graduates, for example, were hired for tech jobs and increased their salary, some even doubling what they had made before, says Brown. More than 350 students have graduated from Hackbright Academy, a coding bootcamp for



women in San Francisco, with 90 percent of participants landing a position in the tech industry at an average starting salary of \$89,000. Collectively, “I think we can make a difference,” says Angie Chang, vice president at Hackbright Academy.

There are caveats. Though they certainly cost less than a computer science degree at a four-year college, the bootcamps are not cheap. On average, tuition costs more than \$11,000 per student for 12 weeks, according to Course Report, which monitors the growing bootcamp market. And although bootcamps offer an accelerated path into the tech industry, no job is guaranteed at the end of the program.

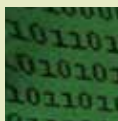
Admission is also not guaranteed. Prospective students must apply and, in most cases, show that they already have some prior knowledge of programming and that they’re willing to dedicate effort to completing the course. But coding bootcamps remove some of the obstacles that have kept more people from joining the tech ranks: it’s not so much about pedigree or who you know as it is about being able to do the work.

And there is a lot of work. “When they told us this was going to be the hardest thing we had ever done, I thought they were kidding,” says Merino. But for 12 weeks, six days a week, more than eight hours a day, Merino and her colleagues learned a suite of programming skills and completed a thesis project. Then the instructors helped the students update their résumés and coached them on their technical interviews.

Schools like Telegraph Academy and Hackbright Academy create a safe space for underrepresented students to learn. Shanea King-Roberson took part in Hackbright Academy’s introduction to programming class, a three-month, part-time course. A program manager at Google, and for two years the only black woman on her team, King-Roberson wanted a better command of programming language. Hackbright Academy offered a nurturing and supportive community. “We need more women in the tech industry. Period. We need more diversity in the tech industry. Period,” says King-Roberson, who until Hackbright

# Ready, Set, Code!

*Coding bootcamps are springing up across the country.*



Nearly 18,000 students are expected to enroll in one of 91 coding bootcamps this year, according to Course Report, which tracks the coding bootcamp market. Five that aim to increase the number of women and people of color in the tech industry are highlighted here.

## **Ada Developers Academy, Seattle, WA**

Named after the 19th-century computer programmer Ada Lovelace, the Ada Developers Academy prepares women to be software developers through a yearlong program: six months of coding school, followed by a five-month internship at a sponsoring company such as Amazon, Microsoft, or Expedia.

## **Code for Progress, Washington, DC**

Code for Progress fellows—primarily women and people of color interested in social activism—receive a monthly stipend and housing allowance during the five months they spend in Washington, DC, learning to code. They then transition to a full-time tech internship at a nonprofit for seven months.

## **Grace Hopper Academy, New York, NY**

Women who attend Grace Hopper Academy’s 13-week software engineering program don’t pay tuition up front. Once they land a job, they’re obligated to pay a portion of their salary back during the first year. Note that both the Grace Hopper Academy and the annual Grace Hopper conference were inspired by the same pioneering computer scientist, but the academy is not affiliated with the conference, which is organized by the Anita Borg Institute and draws nearly 12,000 women technologists each year.

## **Hackbright Academy, San Francisco, CA**

Graduates of Hackbright Academy’s flagship program, a 12-week full-time software engineering fellowship for women, have gone on to jobs at such high-profile tech companies as Yelp, Uber, and Eventbrite. The school also offers an online course and part-time night classes that introduce students to programming.

## **Sabio, Los Angeles**

Latino cofounders Liliana Monge and Gregorio Rojas started the Southern California software engineering program to help add more women and people of color to the technology industry. Altogether, the program takes about six months, including 12 weeks of technical training and four weeks of career coaching.

## **Telegraph Academy, San Francisco**

With a mission to increase the number of underrepresented people of color in the technology industry, Telegraph Academy offers a 12-week full-time software engineering course, as well as a prep class that introduces students to the fundamental programming skills they need to be admitted into the program.

Academy had taught herself to code through online tutorials. “If you have a safe entry point, you may make the decision to start. Otherwise, you may not feel comfortable doing it.”

Mind-sets are changing. “The barriers—the stigma of being a bootcamper or a person of color or a woman—are slowly crumbling down,” Brown says. “If you’re interested in technology, it’s the time to look around. The demand is there. The industry is there. There’s support now. A year ago, you couldn’t say that. Two years ago, you definitely couldn’t say that.”

After graduating from Telegraph Academy, Merino was offered the job at Accenture. Now she hopes to pay it forward, passing along applications from the most recent cohort of Telegraph Academy students. “That’s the biggest reward,” she says. “I’m helping to bring in the next generation of female engineers. I’m helping to diversify the tech industry. There is no excuse now not to hire more people of color in your company.” **DW**

*Ellen Lee is a business and technology journalist in the San Francisco Bay Area.*

## LEADERSHIP LESSON

# Coaching: The Power to Transform

**H**ow can you cultivate a work culture in which women managers can exercise more authentic leadership to reach their fullest potential? Consider integrating the use of executive, leadership, and life coaching to nurture high-potential women into



**We must show up unafraid to exert our feminine-style confidence, drive, and determination.**

leadership and help them thrive so you can retain them.

A universal challenge for employees and companies is the “boss,” who may be skilled in some areas, but who may not have the ability to lead and develop people. Despite the research on leadership development and the ready availability of training programs nationwide, many people don’t get the support they need to develop true leadership skills. Even when managers participate in training programs, training without practice simply won’t translate into ideal leader transformation.

Training and coaching programs that encourage and teach women how to lead while maintaining their authenticity are the key. We must show up unafraid to exert our feminine-style confidence, drive, and determination. When taking on more senior roles, we should not trade our authenticity for titles only to discover the dissonance this creates within our souls. If we fail to choose authenticity, we immediately begin a spiral into self-doubt and the associated negative self-talk. This limiting and oppressive thinking then controls our behaviors. The sad results are diminished self-worth, failure to engage in critical success behaviors, and wasted expended energy. Best-selling author Brené Brown calls this “hustling for worthiness”—largely focusing on how others perceive us and rate our worth.

Organizations must go the distance to invest in meaningful development experiences focused on how women can manage processes and lead people while maintaining their authentic self. Now is the time to focus

**Pearl J. Alexander**

on how to prepare women to thrive and rise into senior roles. Today, with women representing a majority of the highly educated and contributing members of the workforce in the United States, we must maximize the value of their contributions if we are to remain competitive as a nation.

Executive, leadership, and life coaching is proactive transformative work that will help high-potential women accelerate their development. Initiatives at Georgia Tech, which combine leadership training and professional coaching, are designed to generate individual awareness of core identities and celebrate intersectionality in ways that garner emotional intelligence and strengthen self-efficacy, resilience, and the capacity to think more strategically to achieve results. A key component of the program, for example, is learning influencing strategies. Coaching promotes work-life integration, too, since people do not park their lives while working.

Reflective practices inform an emerging diversity and inclusion curriculum with leadership coaching as a centerpiece rather than an afterthought or intervention. Infusing this deep learning into organizational initiatives and creating communities of practice will help build a critical mass of women who courageously choose authenticity, flexibility, and wholeness, positively changing the D&I narrative and shifting the culture toward “inclusive excellence.” **DW**

*Pearl J. Alexander is an inclusion strategist, profound listener, and executive-life coach for cultural transformation at Georgia Tech.*

# Diversity and Inclusion




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A portrait of Deborah Gillis, a woman with short brown hair, smiling. She is wearing a dark blue dress, a pearl necklace, and a watch. Her hands are clasped in front of her.

Her roots in Nova Scotia's  
harsh Cape Breton Island have  
shaped **DEBORAH GILLIS**  
into the ideal leader for  
one of the world's chief  
nonprofits focused on equality  
for women in the workplace

# CATALYST<sub>FOR</sub> CHANGE

BY JACKIE KRENTZMAN

“S

orry, do you hear the lawn mower in the background?”

Deborah Gillis, the president and chief executive officer of the nonprofit Catalyst, is sitting in her summer home on Cape Breton Island, Nova Scotia, conducting a phone interview. For her, this is no big deal. In fact, if she didn't work from home sometimes, that might even be con-

sidered suspect, as Catalyst, the leading national organization for research on woman's leadership and equity, is committed to “walking the walk.” Given Catalyst's long-standing support of workplace flexibility, it logically follows that the CEO would set an example by, well, spending a week or so each summer working in flip-flops and shorts.

“To put it bluntly, we work really hard to practice what we preach,” she says. “And, it's really important for Catalyst to set an example for corporations and organizations across the United States and Canada, demonstrating that workplace flexibility not only isn't detrimental to an organization's success, but is integral, as this sort of flexibility brings a benefit not only to employees but to the organization, in terms of engagement, effectiveness, and productivity.”

Gillis took the helm of Catalyst, which also has operations in Japan, Australia, India, and Europe, in 2014, as just its fourth leader in its 54-year history. At the time, it was in the process of shifting its focus from an organization that concentrated largely on research to one that also offered solution-based programming, grounded in that research, directly to other organizations and companies. The transformation has accelerated under Gillis.

In part generated by its research, Catalyst has expanded its reach to be responsive to the evolution in thinking about gender equality in the workplace and society.

Gillis divides the evolving landscape into three phases.

The first phase of the fight for equality for women was simply for fundamental rights, such as voting. Then the emphasis shifted to numbers—equity for women in the workplace and on the paycheck. During this phase (in many instances still ongoing), corporations have focused on increasing representation—oftentimes relying on the data from Catalyst that demonstrated the woeful lack of women leaders in the upper echelons of Corporate America. Gillis calls this the “why” phase: Why do we need to pay attention? Why is gender equity in the workplace important, and what is the business case for it?

In the last few years, Catalyst has moved into a third phase. Diversity and inclusion leaders have recognized that increasing the representation of women in the workforce alone is insufficient. There are still significant barriers to advancement. Therefore, if workplace diversity is not married to a true commitment to inclusion, it rings hollow and, more importantly, leads to disillusionment and can ultimately stifle a company's bottom line.

Catalyst has been at the forefront of this shift from diversity to inclusion—what Gillis calls the “how” agenda (see sidebar on page 39). Now that Catalyst and other organizations have amply documented the barriers to women's advancement in the workplace, Catalyst is putting its resources into driving change. Under Gillis's stewardship, it has increasingly provided more consulting, training programs, and other direct services, along with organizing conferences and events, all in the name of guiding companies along the path to true inclusion.

“In this third phase of the agenda, companies are saying, okay, I have bought in, and we are committed to becoming more inclusive. But show me how,” Gillis says. “This has led Catalyst to think more about and develop programmatic solutions that are grounded in our research and what we've learned over the years. We believe that we can play a pivotal role in providing tested solutions that actually work to drive change.”

Accordingly, Catalyst has conducted extensive research and developed programs around inclusive leadership. Its research findings have demonstrated the key qualities and characteristics of inclusive leaders and, in turn, how to best train qualified, aspiring woman leaders to advance. Just as importantly, it has developed programs to train organizations how to identify and nurture those candidates. When successful, the result is a win-win for the individuals and the company.

Gillis is the perfect leader for Catalyst today, as her life and work embody all three phases.

She was born in Toronto and raised in rural Nova Scotia, where her family goes back generations. Her father held a series of blue-collar jobs, including truck driver, mine worker, and construction worker. Her mother was a stay-at-home mom when Gillis was young, then became a housekeeper in town.

Gillis was raised with strong female role models, including her great-grandmother, and was imbued with the value of giving back to one's family and community. Education was emphasized, but nobody in her family or town encouraged Gillis to aspire high and dream big.



"I would say I was really supported to study hard, get good grades, get an education," she says. "The message was certainly instilled that education was the path forward and certainly the way for my circumstances and life to be less challenging than what my parents experienced. But at the same time, I think when you grow up in challenging circumstances like I did, with a blue-collar background, there really wasn't emphasis on career."

It was Gillis's exposure to gender issues in the 12th grade that changed her life course. Recently, she says, she was rifling through a box of high school mementos and found a note from her senior year civics debate, which resolved that "women are the same as men." (Presumably, Gillis debated on the side of "yes!")

That sparked an interest that has never waned. While still in high school, Gillis became involved in advocating for the Charter of Rights and Freedoms, which included the Canadian equivalent of the Equal Rights Amendment. It was ratified in 1982. The United States is still waiting.

"Being involved in that fight was a very important moment for me in recognizing that there was a role for women to step forward, and to advocate," Gillis says. "I was so inspired to realize that there was opportunity for women to be in positions of leadership in government—and to see that community-based advocacy could play a role in making change."

After high school, Gillis earned a BA in political science at St. Francis Xavier University in Nova Scotia and a MA in political science from York University in Toronto. She held a series of government policy roles for the province of Ontario, including working to extend benefits to same-sex partners. She returned to Nova Scotia to run for a seat in its House of Assembly, the equivalent of a state legislature.

Although she lost in her bid for public office, that experience made a deep impression. "Growing up in Nova Scotia, it was a fulfillment of a lifelong dream," she says. "Watching Hillary Clinton being nominated as the Democratic candidate for president got me reflecting. One of my strongest memories of that period in my life is how being a candidate had such an impact on young girls. I

Deborah Gillis with Canadian Prime Minister Justin Trudeau at the 2016 Catalyst Awards Dinner; Gillis speaking at the dinner.

have so many stories of young girls telling me how I inspired them. They saw in my candidacy what was possible for them in life."

Gillis next moved back into government service before becoming a consultant in private industry, focusing on organizational development. It was then that she received a diagnosis of breast cancer.

"That was a pivotal moment for me," she says. "It was one of those experiences where you step back and assess your life and what you've accomplished—and how you want to spend your time. Being a breast cancer survivor led me to decide I wanted to go back to doing work that was deeply meaningful to me."

In 2006, she joined Catalyst to lead Catalyst Canada. Since then, she has served as vice president, North America; senior vice president, membership and global operations (leading Catalyst's global growth strategy and expansion into India and Australia); and president and chief operating officer.

By joining Catalyst, Gillis once again was doing meaningful work that connected to her long-standing interest in furthering the position of women in society, politics, and the workplace.

Gillis's unconventional path from rural Canada to the top of one of the leading nonprofits in the United States has influenced how she, and Catalyst, approach diversity and inclusion. In short, there are many possible paths to success. She is a case in point. In high school, even college, given her modest background, Gillis would not have been identified as a future leader. She wants to be sure that this message reaches far and wide.

"I was not the usual suspect to be the CEO of one of the leading and most respected nonprofits in the world," she says. "I believe so much in the notion of potential and people, and the importance of looking in different places for that potential. We shouldn't make assumptions about people based on their circumstance, whether that's class or race or gender. I've learned that if people are given the right kinds of support, they can achieve



great things. The work that Catalyst does and the role we can play resonate so much with my own life story and experiences.”

Anna Stuart, the managing partner of an executive recruitment and HR firm who met Gillis 20 years ago when they both worked in the Nova Scotia public sector, says Gillis’s personal background is key to her success.

“The fact that Deb comes from humble beginnings has shaped everything she does and how she thinks about everything,” says Stuart. “At her core, she knows that every human has value and deserves respect and opportunity. That has framed her public service and career to this day.”

**“If people are given the right kind of support, they can achieve great things.”**

For decades, Catalyst has been primarily a research organization, providing data on women’s equality utilized by more than 800 organizations and companies to establish leadership training programs, launch campaigns, and change company culture. In recent years, the organization has begun to focus on leveraging its data and knowledge to provide solution-focused programming. It has ramped up its consultation and training work with companies, launched proprietary programs, and sponsored more seminars and conferences.

For example, Catalyst is currently on the verge of launching an initiative focused on women of color. The program has not yet gone public, but Gillis says it will dovetail with the organization’s long-standing emphasis on research and programming concentrated on this demographic.

For example, Catalyst is in the process of conducting a longitudinal study on gender, race, and ethnicity. And several years ago Catalyst implemented an initiative to increase the representation of women on boards (today, women only hold 20 percent of S&P 500 board seats), with a specific callout for women of color. As a result, its first mentoring program for training aspiring women board members included 50 percent women of color.

Another new initiative, MARC (Men Advocating Real Change), aims to engage men to be change agents for workplace diversity. The work is grounded in Catalyst research demonstrating that once men are champions of equality in the workplace for women, the needle moves more significantly. MARC offers programs that will help men both to see their unconscious bias and to understand their privilege while shaping strategies for action and change in the workplace.

“The development of MARC is grounded directly in our research,” says Gillis. “The work started with fundamental re-

search that helped us identify, for example, which conditions really encourage and support men to be champions of gender equality in the workplace. Then, by understanding those issues that our research revealed, we were able to take the next step in creating programs that will help equip men to see their unconscious bias and most importantly to shape strategies for action and change in the workplace.”

Catalyst also recently launched CatalystX, its MOOC (massive open online courses), in collaboration with EdX. It offers a series of online courses in leadership development.

Despite these new programs, and others, Gillis would like to see Catalyst do even

more to help increase the representation of women at leadership levels.

“I feel we’re at a very important moment right now,” she says. “I say that in part because of the fact there is so much conversation and attention in the workplace and society on the issue of gender equality and because I see the conversation finally shifting from ‘why’ to ‘how.’ No longer do I find myself in rooms having to continually be answering the ‘why’ question. People now get the value of gender equality. Yet, the numbers are not moving as quickly as we would like, and issues and challenges remain, in particular for women of color.”

She thinks that the pace of change is slow because companies are still overly focused on diversity and not enough on inclusion. Company culture and employees at all levels of organizations are not fully equipped to understand how to act inclusively so that everyone within the organization feels a sense of ownership and accountability.

Gillis acknowledges that fully embracing inclusion is more difficult than merely launching diversity programs and initiatives. Implementing true inclusion requires buy-in and often-times cultural change, and the shifting of individual perspectives and behaviors that are frequently deeply rooted.

“Look at your organization, she says. “Look around the decision-making table. You may very well see diversity in that room. But that doesn’t mean the decisions reflect inclusion. Inclusion means intentional choices and actions that individuals take on an everyday basis that reflect who you are, what you pay attention to, whom you call out, whom you spend time with, and whom you act as an advocate or champion for. This requires an intentional choice, just like at one point companies made an intentional choice that shaped policies for recruitment and retention and promotion of [diverse] staff.”

# Developing Inclusive Workplaces

In recent years, the emphasis in diversity and inclusion offices throughout Fortune 1000 companies has shifted from diversity to inclusion, in part driven by Catalyst research. Recognizing that increasing the number and effectiveness of women in leadership positions depends on an inclusive workplace, Catalyst has been focusing on inclusion in its own programs and even changed its mission statement in 2015 to “accelerate progress for women through workplace inclusion.”

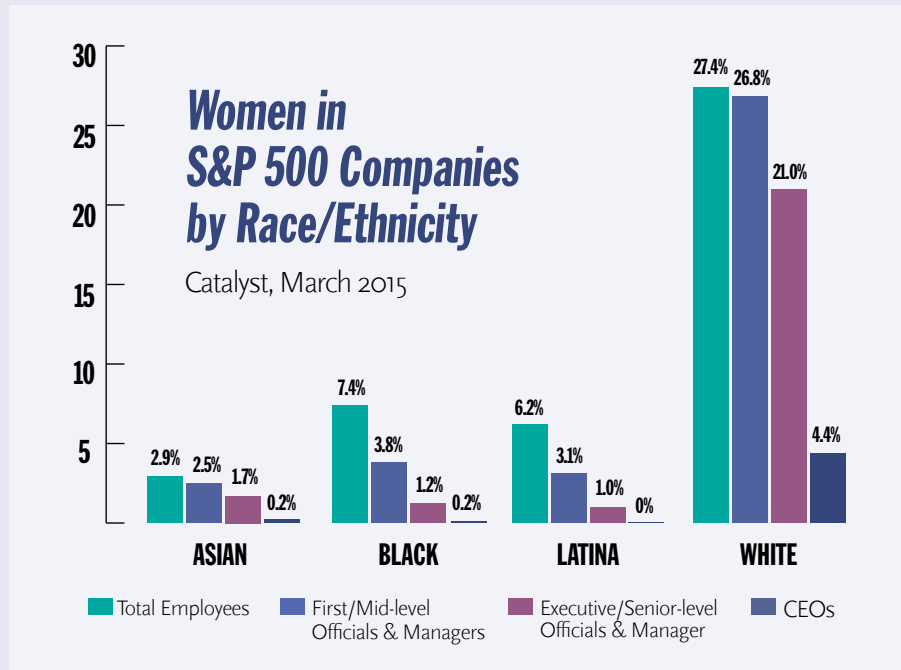
How does an organization develop a more inclusive workplace? Creating a more diverse workplace is much easier, as it requires a focus on numbers in a company’s hiring and retention practices. Inclusion is trickier.

Catalyst helps organizations build the business case for diversity and inclusion. It relies on extensive research that has revealed the following:

The more included employees felt, the more innovative they reported being in their jobs. The more included employees felt, the more they reported engaging in team citizenship behaviors—going above and beyond the “call of duty” to help other team members and meet work-group objectives.

Perceiving similarities with coworkers engendered a feeling of belongingness, while perceiving differences led to a feeling of uniqueness.

Catalyst has identified four leadership attributes linked to inclusion: empowerment, accountability, courage, and humility (EACH).



**EMPOWERMENT:** You enable direct reports to develop and excel.

**ACCOUNTABILITY:** You demonstrate confidence in direct reports by holding them responsible for performance they can control.

**COURAGE:** You put personal interests aside to achieve what needs to be done; you act on convictions and principles even when it requires personal risk taking.

**HUMILITY:** You admit mistakes; you accept and learn from criticism and different points of view; you seek contributions to overcome limitations.

Based on these findings, Catalyst has developed inclusive leadership strategies, which it passes along in its Inclusive Leadership Training.

“Inclusion is so important today,” says Catalyst President and CEO Deborah Gillis. “I want to see organizations focus on inclusion in changing the culture of organizations because I think for too long the discussion has been about diversity, which has focused that discussion in the human resources department. Now it is important to translate that discussion into action and penetrate throughout the organization so that individuals feel a responsibility to think about how they act, how they behave, and how they interact with colleagues. We believe our work in this area will lead to seeing movement in terms of the inclusion agenda.”

Ideally, the leader of any organization would feel a personal resonance with the work the organization does. This connection helps ensure consistency of mission, a passion that trickles down throughout the organization, and a deeper understanding of Catalyst’s vision and goals.

Gillis feels this mission connect in her bones, says Stuart. That affinity stems from her family’s challenging financial circumstances growing up, and also from those in her community, specifically Nova Scotia’s rural, breathtaking yet bleak, Cape Breton Island. “She comes not only from a family that has struggled, but also from a region that has nothing,” says

Stuart. “It is not rich in terms of natural assets that can create prosperous lives for its residents. As a result, people there develop a profound self-sufficiency. On Cape Breton Island, despite the disadvantages, we endure and find ways to create successful lives.

“Deb comes a place where people have learned how to overcome barriers and where people spent a lifetime helping one another navigate those barriers. She has brought that mentality to Catalyst, whose primary purpose is to help women overcome barriers. I couldn’t think of anyone who would be a better fit to run such an organization than Deborah Gillis.” **DW**

An aerial night photograph of a dense urban skyline. Numerous skyscrapers with illuminated windows are visible. In the lower-left quadrant, a smaller building features a prominent, brightly lit yellow McDonald's 'M' logo and a red sign with the word 'McDonald's' in white. The text 'To excel is to reach the top without forgetting where you came from.' is overlaid in large white font across the upper-middle section of the image.

**To excel is to reach  
the top without forgetting  
where you came from.**

McDonald's® is proud to partner with *Diversity Woman*.



## TO YOUR HEALTH

# The Joy of Walking

## *Making strides for better health*

BY LINDA CHILDERS

IF YOU'RE HOPING TO lose weight or improve your health, don't be surprised if your doctor says forget CrossFit or even jogging—instead, lace up your tennis shoes and go for a walk.

Sure, we've all heard about the myriad benefits that come from being physically active, but it's not easy to follow through. The Centers for Disease Control and Prevention reports that only half of all adults get enough physical activity to reduce their risk of chronic diseases.

To address this, US Surgeon General Vivek Murthy launched a campaign last

September to highlight the health benefits of walking, which for many is the easiest way of incorporating exercise into their daily regimen. Fortuitously, it is far and away one of the most efficient and comprehensive forms of exercise for health.

"We know that an average of 22 minutes a day of physical activity—such as brisk walking—can significantly reduce the risk of heart disease and diabetes," Dr. Murthy says.

The best part is that walking is a universal physical activity that nearly everyone can do, says Karen Newcomer, MD, of the Mayo Clinic Sports Medicine Center in Rochester, Minnesota.

"Running or going to a gym to work out can be intimidating for some people," Dr. Newcomer says. "But regular brisk walking offers numerous health benefits."

Perhaps no other physical activity has more far-reaching health benefits. Walking briskly can lower your risk of high blood pressure, high cholesterol, and diabetes as much as running, according to an April 2013 study conducted at Lawrence Berkeley National Laboratory's Life Sciences Division in Berkeley, California. All three conditions are risk factors for heart disease and stroke, and the American Heart Association notes that walking for 30 minutes a day can significantly lower these risks.

"Walking is a low-impact exercise, which means it's also easier on the knees, hips, and heels than high-impact exercises such as running and aerobics," Dr. Newcomer says.

Walking can also have a dramatic impact



on your mood. A 2015 study conducted at Stanford University found that people who walked in a natural setting such as a park, as opposed to a high-traffic urban setting, showed fewer symptoms of depression. Walking outdoors can also give you a critical boost of vitamin D. According to the Harvard School of Public Health, one billion people worldwide have a vitamin D deficiency. Most people can make enough vitamin D from being out in the sun for approximately 20 minutes a day, with their forearms, hands, or lower legs uncovered and without sunscreen from March to October, especially from 11 a.m. to 3 p.m.

Regular walks can also help build and maintain bone density and decrease risk of fractures. In the legendary Nurses' Health Study that followed women for several decades, researchers found that postmenopausal women who walked for at least four hours a week were 40

percent less likely to suffer hip fractures than those who walked less.

Surprisingly, walking has also been shown to reduce the risk of developing Alzheimer's disease. Researchers at the University of Pittsburgh School of Medicine found that walking six miles each week strengthened the brain's memory circuits.

Walking also provides a host of social benefits. A 2014 study published in the *British Journal of Sports Medicine* found that those who engaged in outdoor walking groups saw significant improvements in blood pressure, resting heart rate, body fat, and lung function and were significantly less depressed.

"Taking a friend with you can be a great motivator and help keep you on a consistent schedule," says Rufus Dorsey, a personal trainer in Los Angeles and a volunteer with the American Diabetes Association. "Instead of meeting a fam-

ily member or friend for lunch, invite them to join you on a walk. When you're walking and catching up with a friend, it doesn't feel like a workout."

### Make sure you have the right gear

Although you don't need a lot of gear to maintain a walking routine, a few basic items can help you get a good (and safe) workout.

Dr. Newcomer says the most important item is a pair of comfortable walking shoes. "Most running stores can measure your foot and recommend a good walking shoe," she says. "If you're flat-footed, you want a shoe with more arch support. Otherwise you're better off with a cushioned shoe. Remember to invest in new walking shoes every year or so."

Dr. Newcomer recommends bringing along water to stay hydrated, a reflective vest if you're walking at night, and a pedometer or fitness tracker if you want to measure your progress. More serious walkers may want to invest in a heart rate monitor that measures exertion.

Plan on performing warm-up stretches before your walk and cool-down stretches afterward. This will keep your muscles loose, ease soreness, and help prevent injury.

### Get motivated with apps and devices

A variety of fitness trackers and smartphone apps are available to help you reach your goals.

"For people who are just starting out, a pedometer is a great motivator in tracking steps," Dorsey says. "I also recommend the free smartphone app My FitnessPal to help people keep track of the foods they eat, the activities they do, and the number of calories burned."

Tracking steps is a great way to meet, even exceed, your walking goals. A 2007 study from Stanford University found that people who set daily walking goals and used a pedometer walked about 2,000 steps—or one mile—more a day.

For those who want more options than a basic pedometer offers, Dorsey recom-



# Join the GirlTrek Movement



**T**he national nonprofit GirlTrek has an ambitious goal. The four-year-old organization hopes to improve the health of black women across the country with weekly walking groups and by encouraging members to walk 30 minutes a day, five days a week.

"Over 65,000 women have signed the GirlTrek pledge, and we hope to hit one million trekkers by 2018," says Jewel Bush, national director of communications for GirlTrek ([girltrek.org](http://girltrek.org)).

Founded in 2012 by Morgan Dixon and Vanessa Garrison, two friends who realized the health benefits of walking, GirlTrek strives to improve the overall health of black women. Statistics show that black women have been hit hardest by the obesity epidemic, resulting in higher rates of heart disease risks such as diabetes and high blood pressure.

Bush says walkers across the country take the online GirlTrek pledge, agreeing to walk in their neighborhood every Saturday and to encourage others to do the same. Women can participate as solo walkers or as part of a group. Through private Facebook group

pages, walkers can post their progress, connect with other walkers, and receive support and continued motivation. GirlTrek currently has chapters in a number of cities, among them Detroit, Atlanta, and Los Angeles.

Bush says GirlTrek also offers monthly challenges. In June, members were encouraged to free themselves from things that were holding them back, such as debt, junk food, or toxic relationships.

"We encouraged members to replace their bad habit with walking," Bush says. "Those who made it a full 100 miles in the month of June were awarded an Ultimate Trek T-shirt."

For women who have taken the GirlTrek pledge, Bush says the benefits go far beyond walking: trekkers have offered testimonials on how they lost weight, improved their health, beat depression, and forged new friendships.

"We hear so many stories from women who tell us how GirlTrek changed their lives," Bush says. "And in many cases, they credit the organization with helping to save their lives by lowering their risk of chronic illnesses."

mends fitness trackers with features such as heart-rate monitoring and alerts that remind you to get up and walk around.

"There is no one-size-fits-all fitness device," Dorsey says. "The right activity tracker for you is based on your individual needs and the amount you're looking to pay."

## Taking walking to the next level

Many fitness devices advocate taking 10,000 steps per day, a rough equivalent to the surgeon general's recommendation to accumulate 30 minutes of physical activity most days of the week. The Centers for Disease Control and Prevention agrees that adults should engage in 150 minutes of moderate activity each week, such as brisk walking.

If bad weather, neighborhood safety, traffic, or a lack of accessible restrooms prevents you from walking outdoors and meeting your daily goals, consider mall walking. Call your local mall to find out if it has a formal mall-walking program, or if it can open the doors early for walkers.

If the weather is inclement and you can't get out, there are work-arounds. Lisa Lillien, creator of the *Hungry Girl* website and a series of books, including *Hungry Girl Clean* and *Hungry: Easy All-Natural Recipes for Healthy Eating in the Real World*, says she relies on house walking to help her meet her goal of 10,000 steps a day.

"I found that when I was low on steps in the afternoon, I'd just stroll around the house to get the number up, and now I'm averaging 20,000 steps a day," Lillien says. "And the best part is you don't even need a house—an apartment or hotel room will do. Just walk in place while watching TV or talking on the phone."

If you're new to walking, Dr. Newcomer recommends starting with 5,000 steps a day and gradually increasing to 10,000.

"Aim for 30 minutes of walking or other physical activity most days of the week," she says. "If you don't have 30 minutes to devote to a walk, try breaking it up into 10- or 15-minute increments, until daily walks become a habit." **DW**

*Linda Childers has written for More, Redbook, and Ladies' Home Journal.*



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EVOLVING SOCIETY LEADERSHIP ENABLE GENERATION WELCOMING  
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# Help Your Kids Build Good Money Habits

*15 smart ways to educate your kids to manage money*

TANISHA A. SYKES

**D**URING THE HOLIDAY SEASON, Jackie Taylor, an HR exec at Ernst & Young and a single mother living in central New Jersey, packs up her five kids, ages 7 to 14, and heads to Manhattan. The kids are full of glee because 'tis the season to give out Blessing Bags to those less fortunate.

Her whole family fills zip-top bags with some everyday essentials—including toothpaste, snacks, and a few bucks—and shares them with people in need. “Money has its purpose, but it’s not the only purpose,” says Taylor, whose philanthropic efforts include volunteering at Habitat for Humanity. “Through real-life situations, I am teaching my kids to be empathetic while allowing them to see how our financial economy works.”



Rule of 72 [a shortcut to estimate the number of years required to double your money at a given annual rate of return], budgeting, money management, investing, and disciplined credit card usage,” says Taylor. Download free apps PiggyBot and Green\$treets: Unleash the Loot! to introduce fun ways to learn about money.

## **Take a trip to the bank.**

Help your children open a savings account, and encourage regular deposits. As the balance increases, teach them how interest grows and explain the importance of maintaining a minimum balance, checking the account online, and avoiding bank fees.

## **Introduce budgeting.**

Using an old-school budgeting method like the envelope system shows your kids that you’re intentional about telling your money where to go. “When I was growing up, I remember my mom pulling cash out of an envelope marked

‘Food’ and that’s how she paid for it,” says Cruze. “Explain to kids that a budget gives you more freedom because it gives you control over your money.” Financial Peace Jr. can help you teach your kids how money works. Everydollar offers practical advice on how to keep a budget balanced.

## **Show the relative value of the dollar.**

On a recent trip to China, Taylor took her oldest daughter to a factory where

## **MONEY MATTERS**

A study from behavior experts at Cambridge University reveals that a child’s money mind-set is fixed by age seven, underscoring the power parents have in shaping the financial habits of their children.

“Instilling good money habits in your kids at an early age is going to help them to develop into adults who are going to win financially,” says Rachel Cruze, coauthor with her father, financial guru Dave Ramsey, of the best-selling *Smart Money*

*Smart Kids: Raising the Next Generation to Win with Money.*

Teaching your children how to earn, save, give, and manage money sets them on a road to financial prosperity. Here are some smart habits that will stick with your kids for life.

**Start with the basics.** “I leverage partnerships with organizations like World of Money that provide technical information like the

people were standing side by side making headphones using the same materials used to create the wildly popular Beats headphones. “The only difference? Dr. Dre wasn’t on the box,” says Taylor, who guesses that the off-brand headphones sell for a fraction of Beats Solo<sup>2</sup> wireless headphones, which retail for \$299. “When we’re at home, she sees that marketing makes a difference in the value of an item.”

**Give cash to manage.** On the next trip to an amusement park, hand your little ones \$10 and dole out \$20 to the older ones, then say, “This is the money you have to spend for the day,” says Taylor. Having ownership of the funds makes them think differently about how and when to use the money. Her kids bargain, sacrifice, and divide the funds to get the most out of their kitty. To parents like Taylor, that’s commerce in the making.

**Open your books.** “I don’t think we’re honest enough with our kids about what it really takes to live comfortably,” says Taunglea Ambrose, global business development manager at Hewlett-Packard in New York, and the married mother of a boy, 11, and a girl, 15. “We need to share how much we earn, how much houses cost, and how much the monthly utilities cost.” Otherwise, they won’t understand that the money you earn is taxed and earmarked to help take care of them.

**Instill a strategy to save.** In Ambrose’s household, there is a rule about monetary gifts for their children: At least 50 percent goes directly to a savings account that the children can’t touch until they go to college. Of the remainder, 40 percent is theirs to use and 10 percent is given to a charity. “We’ve done that since our kids were five or six, so now it’s a habit,” she says.

**Empower them to give.** “If you really want your children to use money properly, teach them to donate 10 percent of their income to a 501(c)3 nonprofit that addresses issues important to them,” says Sabrina Lamb, founding CEO of World of Money, an organization committed to

teaching youth financial literacy. The donation could benefit the local church, a homeless shelter, or a boys and girls club, for example. To help your children donate with peace of mind, go to Give.org.

**Pay an allowance.** Let your children do a chore or two around the house. On payday, have a money meeting about which chores were done, then pay immediately. Have them break down their money into



By the time your kids are 15, they should have their first job.

three categories: give, save, and spend. “Getting them into the habit of giving, saving, and spending makes them comfortable with money and sets them up for success,” says Cruze.

**Teach a lesson in wants vs. needs.** If your little cherub is dreaming of a reversible wind jacket from North Face, but your budget is more in line with Target, here’s your response: “If you really want the more expensive coat, you have to pay the difference,” advises Ron Lieber, author of *The Opposite of Spoiled: Raising Kids Who are Grounded, Generous, and Smart About Money*. “It teaches them where you draw the line while forcing them to make trade-offs.”

**Require them to earn.** By the time your kids are 15, they should have their first job. You can still pay for what they need, but certainly not everything they want. “Start small by having them walk dogs, babysit, or make flyers,” says Cruze. For those with a knack for selling household treasures, allow them to open an Etsy store. Working teaches kids independence and responsibility and gives them a bird’s-eye view of how to better manage their money.

**Control the urge to splurge.** When shopping with your kids in tow, stick to cash instead of using plastic and say “no!” Practicing restraint can help all of you fend off the impulse to rack up debt. “It takes patience and it’s not fun all the time, but it’s a pretty powerful legacy when money isn’t a stress point in your life, because you have control over it,” says Cruze, who doesn’t own a single credit card.

**Teach responsible credit card usage.** Ambrose’s daughter has a prepaid American Express card. “She can go out to lunch at her high school, so we fund her account \$50 a month,” she explains. “While we pay the bill, she has the ability to manage how much she has and how much she can spend.” It teaches her to think before making a purchase and spend wisely.

**Encourage entrepreneurship.** “Children’s first instinct is to say, ‘I want’ and ‘Can I have,’” explains Lamb. “Turn the conversation back to them and say, ‘I need you to create a report on how you can earn this.’” This type of conversation is so important because it switches their mind-set from employee to employer and teaches them about long-term wealth building.

We all want to do the right thing by our kids, especially when it comes to instilling good money habits. “Do what comes naturally and what makes sense for your household,” says Taylor. “That’s where you impart the best lessons.” **DW**

Tanisha A. Sykes is a personal finance and career development expert and a seasoned journalist. Follow her on Twitter @tanishatips.





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# Case Studies

## *Eight tips to help you avoid the luggage carousel*

APRIL KILCREASE

**N**OW THAT AIRLINES ARE charging for checked bags and flights are often fully booked, the battle for bin space has reached *Game of Thrones* intensity. “Airlines have had to get stricter about carry-ons, especially since they started levying fees on checked bags,” says Paula Froelich, travel expert for HSN and the founder of A Broad Abroad, a travel and lifestyle company. “Now everyone carries on and they try to get away with huge bags, three bags, you name it.”

In addition to avoiding fees, many travelers simply don’t want to spend 45 minutes staring at the baggage carousel after

their flight or risk losing their checked bags in transit. “With the current state of travel—whether it’s weather turbulence, plane malfunctions, or cancellations—having your luggage with you gives you the option to pivot when things go awry,” says Froelich. “You can run to a different gate, land in another airport close by, or even give up flying altogether and rent a car. If your bags are checked, then you have to sit it out and wait and wait and wait.”

Throw in the differing maximum carry-on rules and the dizzying array of bags to choose from, and how does any business flyer keep calm and carry on? We’ve gathered advice from expert travelers and

sorted through the rules to help you disembark with your bag safely in tow.

### **1 Travel at the right dimensions**

No industry standard exists for size restrictions, and you obviously don’t want to buy a different bag for each airline, so check your airline’s rules before each flight. Your best bet is to stick to these measurements: 22 inches high, 14 inches wide (side to side), and

9 inches deep (front to back). These are the maximum dimensions for carry-on luggage for the big three airlines: American Airlines, Delta Air Lines, and United Airlines. Some air carriers are more generous with bag sizes. Southwest allows bags as large as 24 inches high by 16 inches wide by 10 inches deep, and Alaska’s limit is 24 inches high by 17 inches wide by 10 inches deep.

Meeting these requirements can be confounding when shopping for a new

### **POWER TRIP**





bag. Many manufacturers list interior measurements, or packing dimensions, but the airlines measure the bag's exterior, including handles and wheels. So bring a tape measure to double-check dimensions in the store. If you're shopping online, add about 2 to 3 inches for luggage with four wheels and 1 inch for two-wheelers, which tend to have wheels that are more recessed.

## 2 Keep it light

Most US airlines don't have set weight limits for carry-on luggage, but you will need to lift the bag into the overhead compartment on your own (another reason to keep up those Pilates classes). "Find a case that's light to begin with and let the weight be from your stuff," advises Carolyn Kremins, president of the travel news site Skift. Froelich agrees: "It needs to be no more than seven pounds or so, preferably not bulky, and have outside pockets, [so you can] quickly grab or store things."

Weight matters more if you're flying on a non-US airline. Lufthansa allows carry-on bags up to 17.5 pounds, Air France's limit is 26 pounds or 39.7 pounds, depending on the cabin, and the maximum on British Airways is 51 pounds. In other words, you need to

"weigh" your options with the individual airline before your flight.

## 3 Go four-wheeling

When choosing a carry-on bag, Kremins is among the many frequent flyers who insist on a four-wheeled suitcase (aka spinner). Unlike two-wheeled bags, each wheel on a spinner swivels 360 degrees, which allows you to easily move your rollaboard in all directions without having to push or pull it at an angle. You'll lose a bit of packing space to the spinner's external wheels, but your body will thank you for it. As Kremins notes, "Dragging 20 pounds behind you does strange things to your shoulder and wrist."

## 4 Handle with care

Look for wheeled luggage with a two-post handle system, so that you can slide your smaller, personal item over the posts and keep the weight off your shoulders. Soft grips and telescoping handles that can adjust to your height are the most comfortable. Remember that arched handles add height. A handle that completely flattens down may be a better choice. "A flat top also ensures you can wheel your second, smaller bag on top without it falling off," says Kremins. Keep in mind that handles along the outside of the bag may add to the exterior size, but they allow for a completely flat interior, which makes for smooth packing

## 5 Give yourself room to expand

Although you'll still need to make sure that you don't bloat beyond the maximum size if you want to avoid the baggage carousel, expandable suitcases do provide the most flexibility. Julia Cosgrove, editor in chief of the international travel magazine *AFAR*, loves her Victorinox four-wheeled rolling bag, which has served her well for nearly a decade. "It's soft and expands for the trip home—after I've bought too many new clothes or shoes or housewares and stuffed them into my suitcase," Froelich recommends

the TravelSmith Series S2 Hybrid 22-inch carry-on spinner. Its polycarbonate back helps protect any breakable items, and its polyester front expands up to 2 inches to fit souvenirs or conference swag.

## 6 Achieve status

"It helps to have some status on an airline so you can board early to get precious overhead space and avoid having to check because they ran out of space," says Kremins. "You don't want to lug your bag around only to find yourself waiting at a carousel on the other end."

To make sure you're one of the first to board, consider signing up for a credit card that's cobranded with your preferred carrier or a travel rewards credit card that offers priority boarding as a perk. Elite status has gotten trickier to achieve in recent years, but racking up the miles on one airline can still lead to early boarding access, too. Some airlines allow you to simply purchase a spot at the start of the line. Prices for United's Premier Access start as low as \$15, depending on the flight.

## 7 Don't get caught with a prohibited item

Most of us have the 3.4-ounce rule memorized by now. Passengers are allowed one quart-sized, clear plastic bag of liquids, gels, creams, pastes, and aerosols in containers no bigger than 3.4 ounces. (Even if you only have an ounce of lotion left in a 4-ounce bottle, that bottle is verboten.) A quart-sized bag does not fit much, so it's best to skip your favorite shampoo and toothpaste in favor of the ones at the hotel, or pick up them up at a drugstore near your destination. Sample sizes from Sephora are a great option for makeup. You may bring larger amounts of formula, breast milk, and liquid medications, but you'll need to declare them to TSA officers at the checkpoint for inspection. Make sure that your medications are labeled, which will help you get through the screening process more quickly.



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# Pack Like a Pro

**Y**ou don't have to fold clothes with the precision of an origami artist to fit everything you need into your carry-on luggage. Follow these simple tips to make sure your bag travels with you and not in the cargo hold.

Of the varying methods that help keep clothes wrinkle-free, the rolling technique is the easiest—and it saves space. Fold pants in half lengthwise, and fold shirt-sleeves back, then roll the shirt from the bottom up like a sleeping bag.

The layer cake method may keep your clothes smoother, but it takes up a bit more room. Fold and stack your clothes normally, and place a plastic dry-cleaning bag or tissue between each layer. The slippery material helps prevent wrinkles from setting. For extra-speedy unpacking, leave clothes on their hangers.

If avoiding creases is your top priority, try the bundle method. Start with a blazer, collar side down, arms out. Then lay a long-sleeved shirt, front side up, in the opposite direction, overlapping at the sleeves. Continue to center shirts along the sleeves and stack pants on top of the shirtsleeves. Alternate which direc-

tion the shirts (north/south) and pants (east/west) hang off the suitcase. Place a square of tightly folded casual clothes in the middle and then carefully wrap your business attire around the core.

If wrinkles are a frequent travel concern, consider investing in a rollaboard with one or more garment suiters. These compartments function like garment bags within your carry-on.

Be sure to pack your largest items first, placing the heaviest closest to the wheels of your rollaboard for balance.

Wear your bulkiest shoes and pack an additional pair along the edges of the bag. To help maintain the shape of your shoes, and save space, fill them with rolled socks or underwear.

Slip clothes into compressor bags or large zip-top plastic bags, and press or suck the air out before sealing, essentially vacuum-packing your clothes. Eagle Creek's Pack-It Compression Sacs claim to reduce packing volume by up to 80 percent.

Use packing cubes or pouches to keep track of smaller items, including chargers and other tech accessories.

## 8 Get personal

On most flights, you can bring a smaller personal item along with your carry-on luggage. Again, the rules vary among the airlines. American and United have no specific size limits for personal items, but American does specify that it must fit under the seat in front of you.

Make the most of your personal item. If you carry a purse, laptop, or camera, try to find a bag that fits them all. "I recently found the dream bag for me: the O.M.G. by Lo & Sons," says travel writer and editor Kristin Luna. "Whether I'm traveling for a night or two weeks, I never leave home without a MacBook Pro, Canon DSLR, multiple lenses, charging cords, Kindle, iPhone, and smaller camera accessories like a GoPro, and I'm amazed that the O.M.G. fits it all seamlessly. Even better, it slips over the handle of my rolling bag."

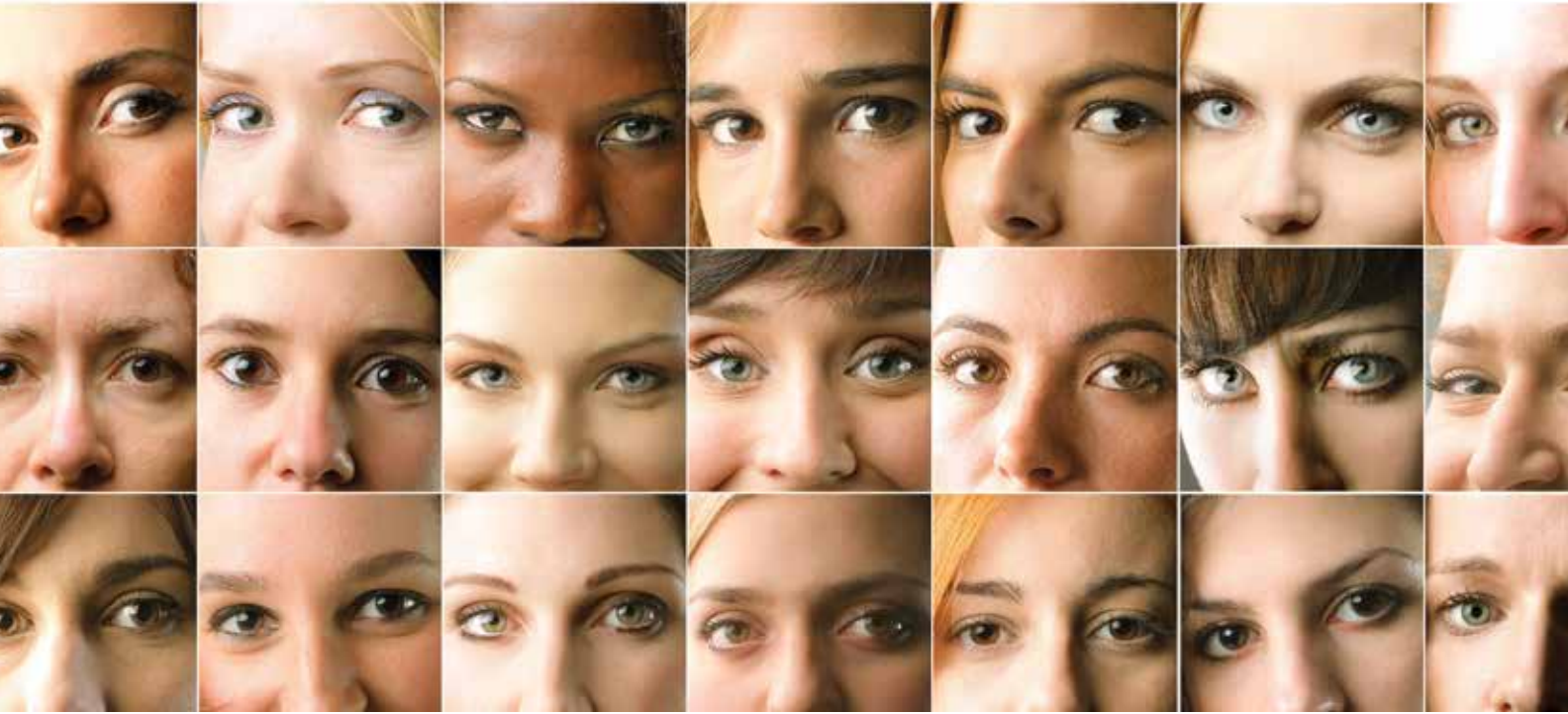
A backpack with wheels and a telescopic handle is the personal item of choice for Michelle Greenwald, CEO of Inventours, a firm that creates curated trips to creative cities. "I put my purse in the backpack and it usually counts as one personal item."

Still need more room? Check out each airline's list of exemptions from the "one-bag plus one personal item" rule. These often include reading material, coats, hats, umbrellas, and pillows. If your bags are bulging, wear or carry these things by hand onto the plane. Most airlines also allow you to bring food and beverages bought after going through security, duty-free purchases, strollers, child safety seats, and mobility devices, such as wheelchairs and crutches. Some airlines, including American, don't count diaper bags toward the two-bag limit, either. **DW**

*Born in Germany, April Kilcrease grew up on three continents. Her work has appeared in the New York Times Magazine, AFAR, and The Guardian.*



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# “What leadership attributes do you value most in others and in yourself?”

(from left to right)

## **JO ANN HIRSIMAKI**

**VP, Total Rewards & HR Operations**

“The attributes I value most are integrity, humility, and courage. Integrity breeds trust and confidence, humility encourages openness to ideas and inclusion, and one must have the courage to stand by their values and inspire others to do the same.”

## **ROSEANN LARSON**

**Chief Information Security Officer**

“There are many qualities I value in leaders, including integrity, authenticity, intelligence, commitment, vision, creativity, and compassion. The leaders that have had the most impact on my career had a combination of these qualities and I try to emulate these characteristics as I lead my team today.”

## **ANITA GRAHAM**

**VP and Chief Human Resources Officer**

“I most admire collaborative, inclusive, and empathetic leadership. Great leaders build and execute shared objectives, and enable others to achieve their goals and grow personally and professionally. The key underpinnings for these attributes are integrity, humility, and building trust.”

## **KELLYE GORDON**

**Senior Director, Ethics and Compliance**

“Leadership means looking inward by being totally authentic, looking outward by recognizing the value each person holds, and connecting the two through empowerment. The best mentor I ever had was a woman who once told me: “Nothing you do or achieve in life will matter unless it results in someone else feeling empowered to be her best self.”

## **KARYN PETERSON**

**VP, Global Consumer and Shopper Insights**

“Great leaders have the ability to get the best out of others, instill trust, and ask questions that unlock new ideas and opportunities.”







**SANDRA HARRIS**

***VP, Chief Financial Officer for Supply Chain, VF Services and Direct-to-Consumer***

"Influential leadership embraces diversity of thought, culture, and experiences and incorporates these differences into new strategies and ideas. Success is driven by teams, and therefore a leader's ability to encourage collaboration and empowerment is critical. A leader should have courageous authenticity and humility and continually encourage, teach, and develop others."

**SHEILA CARMICHAEL**

***Senior Director, Diversity & Inclusion***

"My top leadership values are authenticity, humility, and integrity. These are traits that guide me in creating learning opportunities for myself and others – both professionally and personally. Leaders are responsible for influencing sustainable change. To do so, we must be the change we expect others to follow."



## CONVERSATIONS WITH CATALYST

# Wielding Our Power



**Corporate board members can act as vehicles for social change.**

## ABOUT CATALYST

Founded in 1962, Catalyst is the leading nonprofit organization expanding opportunities for women and business. With operations in the United States, Canada, Europe, India, Australia, and Japan, and more than 800 member organizations, Catalyst is the trusted resource for research, information, and advice about women at work. [catalyst.org](http://catalyst.org).

**H**AVE YOU EVER THOUGHT about who influences societal change? Who is positioned to make lives better for Americans?

Elected officials may come to mind. But when you think about the scope of responsibility and potential impact, one of the most powerful positions imaginable is being on a corporate board of directors. As a board member, you are responsible for overseeing the effective management of an entire corporation through establishing policies and goals, overseeing the performance of the CEO, and ensuring fiduciary accountability to corporate shareholders.

However, corporations do not exist in isolation. Corporations affect the economic and social well-being of surrounding communities—for example, by choosing not to pollute the environment, by hiring local talent, and by providing charitable services to the community. Corporate social responsibility (CSR) programs have become more prevalent; about two-thirds of board shareholders, on average, expect companies to have CSR programs. As with their other corporate business, corporate boards typically oversee a company's implementation of CSR programs.

Corporate board members are in a unique position to push forward social change. Research has found that the more closely board members are linked to external groups, the more they represent community legitimization. Studies also show that the presence of women on boards influences the level of charitable giving activities.

Women of color, in particular, may bring their unique perspective to a corporate board. Catalyst research found that many women of color view their experiences and cultural backgrounds as making them more fair and sensitive to the needs of other employees. This is due in part to the “outsider-within” perspective, bringing

**Katherine Giscombe, PhD**

the knowledge and experience gained from being an outsider to one's role as an insider, which can help one be more cognizant of issues surrounding unfairness and exclusion.

Because women of color are typically not in the inner circle of power, they often recognize the subtle privileges accrued by those who are in power. For example, they may recognize that rules are applied loosely to the “in” group and strictly to the “out” group. They also may embrace their outsider status to challenge norms within the company about how things are done.

To be sure, women of color who are aware of social injustices in the workplace and beyond possess a multiplicity of perspectives—not just their formal roles, but their gender and racial roles as well. First Lady Michelle Obama even spoke in a poignant and powerful statement about what it meant to wake up every day in a house built by slaves.

At this point, the representation of women of color on boards is quite low. Although the US Census Bureau projects that women of color will make up 53 percent of women in the United States by 2050, Catalyst's recent report, *Still Too Few: Women of Color on Boards*, reveals they are nearly absent from most Fortune 500 boards.

Everyone in corporations needs to be grooming young women of color for the senior-level positions in corporations that are essential to gaining board seats. This will create a lever for change to bring about gender and racial equality in the country.

Catalyst recently announced that half of its Women On Board US inaugural class of eight participants are women of color. Catalyst has played its part. Will your company?

**DW**

*Katherine Giscombe, PhD, is Catalyst's Vice President and Women of Color Practitioner, Global Member Services.*



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