Something Extra EP 011 – RISE Panel

Lisa Nichols: Welcome! I am so humbled an honored to be facilitating this panel this evening with some amazing, accomplished women in tech. If you guys would come on forward. Welcome ladies. I feel much honored to be in your presence. You guys are all such accomplished women in technology. I know all of you and I know that we're going to have an incredibly rich conversation this evening. Let's just go on and get started. What I would like for you each to do is just talk a little bit about your background. It can be education, experience, and talk to us a little bit about how you got from here to there. Was it an aspirational goal of yours to be a CIO or a VP of Tech? Talk to us about it.

Teresa Sanzoterra: I've spent a good deal of my career moving up through the ranks. I started from the ground up in IT. My education background is international business and I have an MBA. I did not aspire to the role of CIO. It took a lot of cajoling on the part of a number of people to pull me up into the role. By nature, I'm a builder. I really liked the role of building technology solutions for businesses. It was a big move for me to agree that maybe the role of an executive in technology was the right role for me. Once I made the commitment to rising to the leadership position, I found it very richly and rewarding beyond what I had expected. The ability to sit at the table with other executives and solve business problems at a bigger level means almost as much to me as having started in the technology role and building from a technology perspective.

Michelle Kaufman: I work for Distribution Management and I'm the VP of Technology there, like you said. I started out as a software developer. I also had no plans or inkling of moving up. I was really happy as a programmer. I still think I would be really happy as a programmer. I loved it. It's great fun for those of you that are programmers. I loved it. I was about 26 and I was on a really large project when the project lead abruptly left, and so they tapped me to move into a leadership role – which was a surprise to me, but I liked it and that worked out really well. So, I was like you, I was pulled into it. At some point I was in charge of all the software development in my company. The CEO approached me about my interest in running the whole department. I said no. I liked software, I'm really good at software. I don't know the infrastructure side. I said no, I'm not interested. A couple of months went by and I kind of saw who would probably get the job and I started to get worried because I didn't think he was a good fit for the company. I started to get really worried. I finally just went home one night, and I literally, on a piece of paper, drew the chart that I would organize if I was in charge of the whole department. Who I'd have where and I

started to think about how I would make decisions in areas that I'm not in charge of, so I went to the exercise of figuring out of what would it be like to be in charge? By the end of that evening, I had the realization that I can totally do this. It was just this revelation and I went back in and the very next day, I gave a pitch to the CEO about why I thought I should be in charge of the department and it worked out. Within not too long, I was. That kind of reluctance, statistically women have to feel 95% qualified before they raise their hand, statistically. Men do not feel that way. They raise their hand whether they know what the job title meant. That is something that we all can just think a little bit more about and just stop and question: Why am I so hesitant about this? I've thrived in the role and I really enjoy it and I think it suits me well.

Petra Volckaert: I lead the Global Marketing and Commercial Operations IT team at Bayer. I do not have an IT background. I didn't start as a developer or in any technical job. Actually, my first degree is around linguistics. I'm a translator. I'm passionate about languages. The more I can speak of them, the better. I have what I used to call an eclectic background. I graduated as an interpreter. I'm Belgian originally, I moved to Spain. Tried to find a job there but I didn't like any of the ones I actually saw. I started studying business administration. Got myself into various roles in marketing, customer operations, sales, various countries as well. Started learning a lot about different perspectives and different functions within the overall average multinational. I love the process as well. I love simplifying things. I have a passion for making things more simple. I got myself into a lot of roles which were more around business analysis. As you may know, when you're a business analyst, you get in touch with a lot of technology. Bit by bit I got closer and closer to the technology teams as well. Until one day when one of the IT directors said. "Hey, you appear to know a lot of about the business. We need some people in IT that need to know the business that can tell us what to build." I said, why would I go into IT? I tried it. I loved it because I found a spot there that I really enjoyed. It wasn't translating languages but translating business requirements into IT requirements, which is what we do every single day. That's really how I grew up in the IT direction. I've been doing so for probably the last 6-7 years. When people ask me about my background, I used to say "eclectic" because I can't explain it – it's not the traditional path. Now I call it "diverse" because it does benefit a lot just knowing the different angles of the enterprise and using that into the conversations. I absolutely enjoy my role and just by enjoying it, I'm making proposals on how to do things better. I appear to get the next promotion and the next offer. I also got pushed from some of the mentors that I met along my career that said, "Hey, why don't you try that." I don't think it was intentional at all, but over the years it became clearer what I loved doing. That would be one of the pieces of advice that I have: Don't spend time doing things you don't like. Look for what you love doing because if you love it, you'll be good at it. That's my journey.

Holly Reinen: I'm a bit of rinse and repeat from the first two stories. It took me a while even to figure out what I wanted to study. I was quite directionless. I had a cousin and technology was new at that point. We were hearing about IT to study it and there were jobs. We didn't understand what it meant and the versatility that could come along with the career. I didn't entertain it. She was a recent graduate–was loving her first days out. So, after exploring engineering and then a switch to teaching, I moved into MIS (Management Information Systems). My primary language I studied was COBOL. Very excited to get my first COBOL programming job out of school. Showed up to the first day. They said, "Curveball, we have this new team. We need to staff it. Would you be willing to just learn Java on the job?" That was the best thing that ever happened to me. The stars started aligning at that point. I had wonderful leadership throughout my career. I loved programming as well. I loved flying under the radar. I loved having tasks that I could churn out. The fast-paced of accomplishment that you could receive. The tight-knit groups that we worked within. Several years into my current company, my mentors said, "You know, you started getting into this more client-focused, high-touch aspect of the job, you really flourish. I should you should entertain project management." I could not have been more offended. Project manager? They're like the root of all evil, right? Am I failing? Is this your way to weed me out? I did a lot of soul searching. Luckily, I had a lot of patient people and leaders I could go to, spent time thinking it through. Do I actually abandon what I'm doing and try something different? Again, it turned out being the best thing that could ever happen. Again, it started lining up–organic opportunities. Along the way, the thing that has always helped me in any position I've had is just a really strong desire to build trust. I'm a very transparent person. Not in an abrasive way, but in a way that I know I'm going to give my best to that person. I can assure that they know I will give them my best. I've just continued along a pretty standard path. Through my strong relationship-building. Before trying to bridge the gap with IT and business was so heavily talked about. I think that was just something that came easily to me. I worked in Europe a lot and Asia a lot through my company. Had a lot of international experience. It just brought me side projects that got me exposure to additional people. It brought me the opportunities that have landed me where I am today.

Jennifer Hopper: Similar to these ladies' stories, I have a very unintentional journey into IT. I was a biochem major at now Missouri S&T with a pre-med emphasis. I graduated and told my parents, "Hey, there's this cool thing called 'gap year.' I'm going to do that, now." They said, "No, you're not. You can not go to med school for a year, but you'll get a job." I thought that's not the cool parent response that I thought I was going to get. I've had a couple of girlfriends that work for Accenture for IT consulting. They said, "Hey, it's great. You can come and travel for a year. They'll fly you everywhere–it'll be fun." I thought, okay, I'll do that for a year and go to med school. That will be my plan and it'll work out perfectly. Knowing that my MCAT scores were good for five years, I thought well, I'm enjoying this. I have a 5-year timeline

that I can attest to. One year went by, two years went by, three years went by and on my 5th year, I was thinking. I like this. It's freedom and I'm enjoying it. The story goes on. I enjoy my time at Accenture and stay there for 14 years through Senior Manager. Then, life happens. I decided to stay home for two and a half years with my children as a stay at home mom. Then I decided, five years ago, it was time for me to reenter the workforce. So, at that point, I thought, I named my top three companies—MasterCard was one of them. I went back to searching for my right fit. There's a gentleman by the name of Gary VonderHaar that hired me through Accenture over 20 years ago and he's always a Missouri S&T alum. I reached out to him. Unbeknownst to me, he had climbed the ranks. He was a good mentor for me to have. So, a very unintentional landing spot for me. And similarly, I love to problem solve. I'm a people manager at Mastercard. I love seeing the team just grow. My boss sits across the aisle from me and so many times I look at him and say, "I get to lead these people? Are you sure that you want me to lead these people?" It's a phenomenal group of individuals that I'm very blessed to have the interactions with every day.

Nichols: There is so much here, truly, that we can unpack. As you guys heard, not one of these ladies started out saying, "I want to be top in my field in IT." Some of the threads I've heard, each of you guys were presented with opportunities. I'm sure there was a little bit of apprehension. Holly, when your boss said, "Hey, I think you'd be a good project manager." That probably didn't feel great, but you went for it. Petra, you too. So sometimes just taking that first step is really key. I say all the time to young people, it doesn't matter what your job is. You can glean things from each thing that you do. Do not discount that. It's like a snowball. You take those things with you as you go up your career ascent. The other thing I heard from a couple of you is that you did have people speak into you to say, "Hey, I think maybe you'd be good over here in IT." Lots of common themes here. Let's talk about mentors. People that kind of spoke into you. Talk to us about things that you've had to overcome. Really difficult things. Can you talk about one of those things?

Volckaert: One of my former managers said that kind of stuck with me on the journey toward senior leadership. There are two critical moments in life that you need to conquer. The first one is: learn how to delegate. There's the step from being really good at your job and loving what you do as an individual to going and leading a team. That means you need to be able to let go and you need to be able to trust that others will do things on your behalf. The second one is: you need to be able to inspire people. Once you get a bigger group of people that are looking up at you, not just direct reports but also parts of the organization… What's that message that you want to convey that's going to convince people to follow you? You can't just trust directly ordering them. They need to be able to see the light and do things for themselves. You can't always be there to hold their hands. For me, that was one of the challenges that I

thought about a lot. I even had a mentor and a coach that I reached out to. I remember the first session we had. I said, can you teach me how to inspire? He was like, I don't think I can teach you that. I can tell you some tricks. We went through this path and it took a few months. What I learned is to be myself. Be transparent. Show your values so that people see you for you are. Have a very strong direction and vision of where you want to go and communicate that in an inspiring way. Learn how to communicate about it in simple words but with strong visuals and that's really how you get people there. That was one of the challenges that I had. Teach me how to be inspirational because I didn't know how to do that. You learn by practice.

Nichols: "Leader" is really a broad term. What a leader is someone who influences to action and to results. It's learning how to do that is sometimes really a challenge, but I love what you talked about: your values and letting them see and trust you because then people would want to follow someone like that. Anybody else wants to tackle that?

Reinen: It aligns to where I'm making changes, but it can be very difficult to allow myself to be vulnerable, especially at points where I feel uncertain. I almost have this overcompensation to feel like I need to know the answer to everything. I need to prove that those around me can be confident in me. I honestly can come across confrontational in those moments. It's something I really have to coach myself on in that I'm always going to be surrounded by a lot of people that bring a lot of value and the sum of us is better than me individually. It's okay to show my vulnerability, to say I don't know, and to look for direction from everybody around us.

Hopper: My biggest barrier that I've had to overcome is having the confidence to take the risk. Or having confidence in myself. It's hard when you're in the room with all of these smart, intelligent, ambitious people. I belong here. I have a seat at the table. I have a voice and I need to speak. There's the consistent theme that I get back from my management is: you need to talk more. You need to use your voice one-on-one. You're great. In the room, you clam up. It's okay to speak even if folks that are your level or above. It's just having that confidence to overcome that fear.

Nichols: Do you ever say, "Let me think about it and get back to you?" Because think time is really good, right? I've had to do that too. You want to have a thoughtful response. The other thing that I've often heard is you've had somebody come to you with a question or a challenge, "What do you think we should do?" Throw the ball back, right? Let's go on to another question. Teresa, did you have any mentors… that

could be a professor or a family member that you want to talk about? How important is mentorship? Let's talk about that.

Sanzottera: I think it's huge. I firmly believe when the student is ready, the teacher will appear. You have to be very careful and watchful because the people that you necessarily will choose may not choose you. Watch for the ones that are choosing you because they have an interest in you. The same thing is true for taking assignments. If you are approached with taking an assignment that means somebody is talking about you. Take the assignment. It may not seem like the most logical thing to you, but it is probably in your career interest to go ahead and have the faith that somebody had the courage to ask you to take the assignment. They believe in you, so believe in yourself. At every turn, I've found that person that I've needed to find to get me to that next thing and get me through that next assignment. Probably one of the best mentors I've had, it was my boss. It won't always be your boss because they have a different role. For me, it was my boss. He did an amazing job at getting me ready to take the reins when he chose to retire. I had the same reaction. I'm not ready. I haven't done XYZ. He's like, "But Teresa, you know everything you need to know, you are fully equipped to do this." I needed to get out of my way. Probably that was the thing that I needed to be taught the best was how to get out of my way. I was an exceptional performer and I was known. If there was an impossible project or impossible task–give it to Teresa, she'll figure it out. I've had to get out of that role. He helped get me there and push me out of the nest a little bit. He een retired unexpectedly and left a void. I had to step up into it. I would say, those people are huge. Your sponsors are huge. If you don't know what a sponsor is, they can really be anybody who is talking to you. Generally, they're a higher-level person within the organization and they're watching you. When your being talked about, they're talking about you. They're the people who are mentioning you for those special assignments. I've been fortunate enough that I've done work outside of IT in addition to my successes within IT that I have had sponsors in other functions. Again, don't just limit those things you do to the work within IT or whatever technology area you are in. Branch out. Particularly, if a sponsor is suggesting that you take something else, it's probably within your best interest to do so because it's that next level in your career.

Nichols: Michelle, let's talk about… you had mentioned Cheryl Sandberg. There's just no way as a leader that you can know everything. How have you throughout your career ascent, when you get to those areas that you're not quite sure… Are there groups that you lean into? Are there groups like this that you participate in? Where do you go for some counsel or guidance?

Kaufman: I would say in IT. I've never bought into the idea that it should be all top down. That I should know more than the people below me, than the people below me. You think about your network engineers on the ground level. They know the most about that specific area. The people above them might have broader knowledge, but they have the deepest knowledge. Your software engineers know the most about their code and what it does. That ground level – they are smart, they know their stuff, the layer above them often doesn't know quite as much. It's not that I have to know more and tell everyone how to do their job or how to do their technology. I need to be thinking bigger and think sideways and working with the rest of the org and how they're using IT. It's all about making a culture where you hire really smart people. You should be thrilled if the people working for you are smarter than you. That's a really a good thing. My whole thing is about building a culture where ideas are coming from the bottom up, from the top down, from sideways; and we're working together. Not knowing something specifically doesn't stress me out. I have a great team. We're going to talk together. We use vendors, like you. You use your vendors for all sorts of things. I love going to outside events and outside conferences and actually love sending my people to those too. You can't be worried that they're going to talk to a recruiter and leave you. You want to know that they're being invested in and they're excited and tell me and bring back ideas and share it with the rest of the team. That's how I've handled it. You use the entire network. Including things like this, and peers, and groups like that.

Nichols: That's great! All of you guys are here now and you have access to these ladies up here. I would say, lean into people when you have those questions. You're right, the people below you probably know more than you do about the specifics. We are big on being specialists. They are the specialist in this. I need to go to that person. Let's talk a little bit about. We all know, we all feel it in our organizations right now, there is a real IT shortage. Aren't you guys glad that you all picked IT? There is job security. There is an IT shortage, especially with women. I think women make up 50% of the workforce. In the STEM, they're only 28%. Do you guys have any ideas how can we, all of us in the room, encourage the next generation? It's going to be really important as the boomers start to retire. We hear this, that there's going to be a lot more jobs than there are people to fill those jobs. Does anybody have some ideas? What can we do as women to encourage the next generation?

Kaufman: I have a couple of short thoughts. First is. You want to be looking at the entire workforce with an open mind. All your potential employees. Not just people that come through really traditional paths and look just like everybody else. Working to get my company to do anti-discrimination training for all hiring managers because so much of it is unconscious. They're all sorts of stats about how what your name is or gender on your resume influences whether you get a call. That's just a fact. The only way you

can fight that type of thing and really look at everyone is to bring that unconsciousness to the forefront so you can resist it. Looking at the entire population that you could be hiring is one. I love the idea of going around to high schools and giving talks to kids about IT. IT is so much more fun than anyone realizes. I need a really good presentation. I want it to be good. If they don't like video games, they think they won't like IT. That has nothing to do with it. I really want to go to high schools and say, give me all your girls that are really good at math, I want to talk to them. You start early so that they're looking at a career in IT is key. Everybody, not just the boys that were playing a lot of video games, but all of us.

Volckaert: Maybe just to add to that. I think it's really about the diversity and stressing that IT is really changing versus what is the traditional definition that we had of IT. When people think IT, they think hardware, cloud maybe, servers, helpdesk. My job is all about digitization and it's about every single part of the organization becoming digital. Thinking in a very different way. I think women have some traits that are really important when it comes to fostering diverse environments. There's a lot of collaboration, sense of empathy, understanding others, overall collaboration and teamwork. We need that to foster different environments. If we hire the same type of people, we're going to get the same type of outputs. Right now, if companies think with the same type of outputs they are going to still be here in 10 years, then they're mistaken. Every single company is being disrupted and every single industry is being disrupted. So, we need to foster very different mindsets and very different creative thinking. I think that's something that can excite people. The story about being part of that bigger trend that we're all seeing today. That's something that can attract people in from very different backgrounds. I have no technical background. Even within the different technologies and math and we're going to need every single one. Not just mathematicians or developers. We're going to need psychologists, linguists – a very diverse set of people to come up with new ideas and drive it forward. I think that's the message and it's about diversity, inclusion, and getting our young female talent to see that and understand that and see that opportunity.

Nichols: That's a perfect segway. You talked about digitization. Everything is digital these days. Mary Heger is the CIO for Ameren. I remember talking to her one day and saying, "All roads lead to technology in today's world." What do you guys see out there that's on the horizon, some really cool technology that is really going to be disruptive and that's here now or coming down the road?

Reinen: I'll answer your question a bit different. When I think about disruption in technology, it's all the things that are just under the covers that we have no idea about. Those are the things that have already been the disruptors to industries. Those are the things that I think will continue to surprise us. We're all

talking about digitization. We're all talking about blurring the lines between business and IT. We're all thinking about how to adapt our organizations to work smarter, define products better, manage products better. Those are all common things. We've got some great large industry examples to follow than and everybody knows those. In my mind it's more, what are we not thinking about what's about to surprise us. There are some hot technologies following the typical bell curve. I'm really not sure if they're going to make huge splashes. Blockchain, it's going to have to be tackled in a more complete foundational way. It's going to have some impacts on the financial industry, it's going to have to be taken more holistically versus slivers or bolt-ons. That will probably have a big impact at some point in my opinion.

Hopper: I asked my team to download the CNBC app and go to the technology tab and read those articles. If there's a word there that they don't know, Google is their best friend. AI, AML, Blockchain, biometrics is hot right now. Just on Tuesday morning, I was walking into the office at Mastercard in O'Fallon. We have new cool biometric where you just scan your hand and the gates open, you don't have to badge in. At that moment, it hit me, why do you have to pull out a card or pull out my phone to pay with apple pay? Why don't I just biometrically pay when I check out at Walgreens, why can't I do that? I walked by our data scientists on the team and said, hey, what do you think about this? He said, "Well, actually, I did that in South Korea, but it wouldn't scale. It's biopay." He sent me the article and it's just being open to those ideas and how to make our life easier. My team challenged me, your phones in your hand anyway it's too hard? I think that's a cool technology to think through, you're busy and scan your hand and go through. There's all kinds of liability and trust and data and PII compliance, we will get through those, but it's just being open to those ideas of what would make my life easier.

Nichols: You hit on a key there. What makes your life easier. We have the iRobots in every room in our house and I love it. I come home and I think the housekeeper has been there. It's wonderful. Who all has Alexa? Every morning, I ask, "What's the weather today?" It's awesome. It makes your life easier. It really does! Michelle, to your point, if you were to go to into high schools and talk to kids, this is what you need to be talking about. Technology can actually improve, and we're only talking about IT right here. If you think about what's going on in the biosciences and medical research, and things like that. It is exciting and getting kids to see that listen, it can improve lives. Technology can improve lives, it's not just gaming. I'm going to ask for each of you guys to answer this question if you can. You know a lot more today than you knew a long time ago. Hopefully right? Sometimes when I get older, I realize I don't know anything. What would you say, knowing what you know today, what would you tell your younger self?

Kaufman: I would probably tell her to believe in herself and trust in her capabilities. I think that took a while for me which is just kind of crazy. I don't really know why because underneath it all I knew that I knew that I knew. It just took a little while to come out.

Reinen: Mine's probably general life advice which is just to enjoy the ride. It's not about when I get there, I can enjoy that. When I get that promotion, I can enjoy that. Enjoy what you're doing. You've said it doing, don't do a bunch of stuff that you hate. Work your tail off and work to your best at all times because it's not about where you go, it's about the journey.

Volckaert: Very similar actually. I would just say, follow your heart and sometimes take a leap of faith. You never know where you're going to go. I love driving around not knowing where I am and taking a different route just to get lost. I'm sure I'll find something new. Or I'll discover something. I love it and my husband always thinks I'm crazy. I just like doing that. Enjoy the ride and everything you do, don't think about it too much because ultimately you will learn something, and you will take that into your next steps.

Reinen: I don't know if I have anything but to add on to that. I think that with my younger self, in addition to all that I would encourage myself to try to be more open to giving earlier on.

Hopper: Mine is everything is going to be okay. You're right where you need to be, at the right time, with the right people coming into your life and out of your life. Both. Just enjoy that moment. Work hard. Anytime I'm in a conversation for a mentor-mentee relationship, how did you get to where you are? It's like, I didn't ever really worry about the next step. I enjoyed what I was doing. I worked hard. It's not frustration. There's something else I could be doing. What else could I be doing? Because I've done this and I enjoy it. It's just seeking out those opportunities. It just happens. It aligns and I think everything is going to be okay.

Nichols: I hope you guys were all taking notes.

Kaufman: My grandmother used to say, you're a sum total of your experiences. Something you touched on, people leaving, even when you're in a tougher negative situation, there's always something good to take out of that. That just helps build your snowball. Everything helps to build you and you are that sum total.

Nichols: I'm going to ask you one last question before we open up for the question to the audience. I launched on a podcast called Something Extra. We have a little girl with down syndrome, she's 23. She has an extra 21st chromosome, scientifically. You know what I talk about is, that she's got a lot of something extras. Extra gratitude, extra acceptance, extra joy. I feel like every person is uniquely designed. Every person was gifted with a something extra. Talk to me little bit about… I'd like for each of you guys to this question. What do you think is the something extra in a leadership role that every leader needs?

Sanzottera: Endurance. Lisa knows, in addition to just enduring through good times, bad times. I also run ultra-marathons. I'm really good at enduring. My extra, my something extra is endurance.

Reinen: Two things. A leader has to care about their people. I guess that all of you would say that. It's true about your teams. You have to care about them. You have to do everything you can, every day to make the environment one in which they can thrive, that they feel comfortable and appreciated and motivated, that they're tied to the mission of the organization, to what's going on. It's your job to bring the vision down to them. Also, that a leader just has to be able to think outside the box and question the status quo and question what they're doing and be ready to engage with the rest of the business on any idea that comes your or you want to take to them. You have to be that collaborative person.

Volckaert: My first one would be, passion. Enjoy what you're doing and have a passion for what you do and it will show. It will brighten your day. Somebody else's day as well. The worst thing is going to the office and meeting somebody who's depressed or is complaining. If you have a passion, you have energy, people will follow you. The second one is a curiosity to learn, curiosity to try new things, to listen to what others have to say, listen and really learn.

Kaufman: I would say that in my environment, patience and being thick-skinned helps me. We can be a bit of a punching bag but being able to take that and not let it bring you down and be able to continue to be that rock, inspiration, and leader to bring everyone along through the rough times.

Hopper: Strictly from a leadership perspective, the leaders that I have followed and I aspire to be is having that servant's heart. When you're in that space, from a people manager perspective, it's really understanding your employees, your team, where do they want to be and how can you help them get there. If you see that spark in someone and you know that they have something there but it may not be aligned to their path from their personal journey that they're on. It's really understanding your role as a

leader is really bringing out the best in that employee and be able to identify that and have the conversation to get them to where they want to be.

Nichols: That's a great point. Awesome, ladies. Jennifer, on that note, when you serve the people that you're leading, do you think engagement goes up or down.

Hopper: I hope it goes up or else I'm failing. I have a great leader. He definitely leads by example. He has that servant's heart. Truly. I just read an article recently, if you're working for someone that doesn't believe in you. Probably, time to make a change. I just think that, to your point, who wants to go in and every day know that your leader doesn't' believe in you and doesn't see that. It's truly important to have that on both sides.

Nichols: We want to open it up to you guys and you want take my mic so these guys can pass along.

Q&A

With all of your busy schedules and your executive responsibilities, how do you maintain some sense balance basically what I mean by that is how do you set those hard boundaries to maintain somewhat of a personal life?

1. My professional life and personal life, flow in and out. In the morning, get up check my email do a few calls. Something urgent happened yesterday morning, I made a call into an individual. I just put my earbuds in and said hey I have to call you, can't respond to my email because I'm braiding my daughter's hair right now. While I'm on the call with him, putting out a fire, braiding my daughter's hair, telling my son it's PE day, do you have your uniform? It just flows and that understanding. I attend chapel every Wednesday morning with my kids. When I interviewed for my current position, I talked to my new boss. If this works with the schedule, would that be possible? I will work at 10 pm, 2 am, whatever it is, we have a global team, so there are times I'm on calls in the early mornings or late night. But that Wednesday morning from 8:30 to 9:15, can I have that? Absolutely. Have I missed chapel? Of course. For executive conversations or customer meetings. But as a whole, I just ask and have the conversation and usually, people are pretty willing as long as you're willing to put on work on the other side.
2. I think a lot of it is about setting realistic expectations at work and articulating what can get done at work. If you always just take on more even if you are going to be able to get it done, you're just

going to disappoint people. So, it's about looking someone directly in the eye and talking about what you can do and when that's going to happen. If I have another resource, I can do this. It's about communicating well. Can set limits on the amount of time to put in. That's if you're working for a reasonable person. If you're not, that's probably time to start looking. Look for a position of strength before you quit. If you're working for a reasonable person, it is your job to communicate well so that you can go home at the end of the day. I always have felt like there's so much you can do in IT that if I don't put a limit on when I'm going to stop, I could work 12 hours a day every day of the week and I don't. I've actually always chosen not to but it's up to me to make that reasonable. No one will tell me to work less. By less I don't mean work 20 hours a week, I mean no one will tell me to keep it reasonable if I'm willing to work a million hours a week, they're going to let me. I always try to set reasonable expectations. I try extremely hard to set reasonable expectations within my department too so that all my people can also go home at the end of the day and let go.

Is it okay if a guy talks? Petra, you talked about how everything is becoming digital, and you're talking about digital transformational, digital disruption and everything like that. What's interesting is, there's this new up and coming called digital citizenship. How do you see the role of digital citizenship, interlaying within your organization and beyond? As some of you have addressed, moving forward… just random thoughts.

- **Volckaert:** I'm going to answer if that's what you're looking for, you can follow up as well. Digital Transformation for us, in Bayer, as a company is not just looking internally at how we digitize, how we automate our operation. It's also around how we treat our customers differently and also knowing that our customers have different expectations from us and overall in their daily life. We're all consumers. We are all connected 24 hours a day. We all have our iPhones, if we lose it, we freak out. It has half of our life in the machine. The expectations are very much changing in society and for companies. So I think that's really what we're trying to respond to, so we're trying to interpret those needs now but also the future needs and works towards that. That's more of our company point of view and when it comes to Bayer, it's really around offering tailored solutions. It's around using big data so that you can make a trillion or more different combinations, you can find out the right one for that specific customer and you can offer that.Before technology, we wouldn't have been able to process that. Technology is just opening new arenas that we were never even able to play in. I think that role that we have within IT of having access and being able to use all those new technologies. It also comes with a big

responsibility. It comes with, and I recently had a TED talk around AI. The title was, "It's Not Human vs AI. It's Human PLUS AI." There's a certain responsibility as well in terms of how you use those technologies and what you do with them. I think it's important to think about the human aspect to make sure that ethically, we're doing the right thing and to use technology to augment the possibilities that we all as humans and as consumers have. That's where we have that responsibility. We need to strike the balance. That's where you get to responsible use of technology as well. I don't know if that's where you're going towards.

Most of you mentioned that you have some type of mentor upon your development. I'm just curious to do you have any women that you sponsor or mentor now and you're the mentor? If so, how are those relationships initiated?

- **Volckaert:** I had two. One was a female mentor at the start of my career in marketing who always asked me, "When you get to your next promotion and you send out that email announcing what you've done previously, what is it going to say?" It always kept me up top of mind to remind me to do things that make a difference. The other person was actually that IT director that helped me move into IT. He moved on as well, but we've always kept in touch and just had that very open, candid conversation whether it was work-life balance, or, "Hey I'm having twins do you think they're going to fire me now?" All of those things. I think once you get the richness and you that experience, you want to pass that on as well. I have various ongoing conversations with people normally within the company. Whether it's a monthly lunch, or out for drinks, people reaching out and hey, would you mind having a chat once in a while? It's not necessarily a very formal one. It's keeping in touch with people and understanding some of the challenges and hopefully offering some advice there as well.

- I've actually never had a female mentor. I'm currently mentoring someone and they're not a female either. It's always been organic. I've not been involved in a formal mentorship program before. It's really just about, for me, I've been approached by my mentors in the past but for whom I'm mentoring now, we were crossing paths periodically and kind of parallel groups and he approached me based off of my domain knowledge in our company. It's always been organic for me as well.

- **Nichols:** I wanted to say. This will help you as a mentee. The mentor—people can't read your mind. Understand what it is that you need. That's really good to get clear on that. Find somebody that you admire that has that skill that you're lacking and ask them. Everyone is busy but I will say most of the time, they will give you something. Cheryl Bachelder is a good friend of mine and she was the CEO of Popeye's chicken and took it from a $13/share up to $79/share. It was an

amazing turnaround for quick food service. We were taking and Cheryl said that the thing with her mentee. She always required them to come prepared. Come prepared with your top 3 questions. I'm speaking into you as a potential mentee of someone, just know that your mentor will be appreciative of that. They can't read your mind. They don't know what it is that you need. If you can really clear about that. You're going to get the best experience from that.

- Always be open to that organic type of mentorship which what I try to do at my company too. We don't have a formal program. Trying to build a relationship with women in the company, or men too. Women in the company coming up who I think have potential or I'm excited about. I do try to help them and stop by HR and just put in a good word. She's really on top of blah blah blah. Just trying to help out people – invite them to lunch. That kind of organic thing. Be open to that. Lisa, you got a good point. If you get that kind of response from somebody, someone speaking to you, do come prepared with ideas and talk.

Can you help me learn more about… as a female CIO, you give hope to a lot of us, that yes there is a path, and yes, we can do it, yes there are opportunities provided to us. Can you share with us, what are you doing to promote women in your organisation that maybe a lot of my colleagues here especially my boss in the room can kind of get some tips on how do we promote women in organizations so what are you doing about that?

- **Sanzoterra:** Participate in the decisions that happen at the MTR level. Know your people. I would say what I generally have to do with the women is the same thing that somebody had to do with me. Which is, look at the things, what was in my suitcase? What did I have in terms of innate talents and capabilities and personality, and where can that be applied? Probably the biggest thing I do is I talk to people about what they're doing. What do they like that they're doing? What they don't like that they're doing. When those times come, that I can find opportunities whether they're in my area or in another part of the business. I know that person, what they've done, where they've been, what they're capable of, what they don't want to do–that can be just as important. I'm putting forward the names for those folks. When I do that, it comes with a level of responsibility on my part to make sure that I'm checking in periodically with that person and making sure that they do have the confidence to perform in the role. Most of the time with those girls, that's where it's at. They have the connections they need. I spend a lot of time in the sponsorship role at this point in my career where I'm working behind the scenes talking about the people that are within the company and I'm moving things behind the scenes for the people that I have put forward.

Nichols: Ladies, thank you so much. This has just been amazing. I hope you guys really took notes.