

# Bold(h)er

## Lift as You Climb

### **Betty Hines:**

Particularly now, that mindset of being competitive, you will not survive. You're not competing. You're trying to complete each other.

### **Lisa Bragg:**

The sticky floor, the glass ceiling, the leaky pipeline, the tallest poppy, and there are many other terms we use for the massive obstacles facing women, both in the labor market, as employees and business owners too. Many are also dealing with a 'she-cession' of COVID. Now, I truly believe in that old saying, "A rising tide lifts all boats," but what if the economy stops doing well? How do we keep an abundance mindset, no matter the economic conditions? I'm Lisa Bragg, and this is Bold(h)er, stories of, and for women who stand out, brought to you by BMO for Women. On this episode, I am changing things up a little with two guests. I have Jan Campbell, Canadian of Strategisense Consulting. She's a C-suite Strategy and Transformation advisor and Betty Hines, an American; she's a strategist for women, executives and entrepreneurs, and both have their own leadership and coaching groups that bring women together.

So Betty, let's start with you. I know you have a long and impressive bio and you've been a sounding board for many, but how did you get started?

### **Betty Hines:**

So came up from a very small town. I'm an army brat, so small town USA about maybe 3000 people. And went to a large university, we only had 45 undergrads as an undergrad, and then went to corporate America and that type of movement that's socialization is how I got started. And I went into business, and we did the corporate ladder, and they always asked you where you mobile, so part of the start for me was having to relocate eight different times. The women always have say yes, he had to say, "Yes, we were mobile." And from there, corporate America, decided to start a property and casualty company. Of course, we did it at the wrong time; that's when we had 9/11 and Enron, so we quickly stopped that business and then became a consultant, and have worked with women business owners who run multi-million dollar businesses and a few billionaires for the past 15 years.

### **Lisa Bragg:**

Jan, in your bio, I know you like to say, you've always been looking for spaces that you could step into. Tell us about that?

### **Jan Campbell:**

I think I got used to being the only one, the only one sort of as a black woman in the spaces that I was in. I started off in high school and university, and then in my corporate roles. So I started off in healthcare administration and at the time, seeing no other faces like mine, very few in executive

leadership, for sure, in the roles that I was in and around me, and saw an opportunity and was headhunted to move into management consulting, so I worked for one of the big five management consulting firms and traveled across the country, mostly across North America as well, doing really interesting strategy and organizational effectiveness, re-engineering work with the firm and saw lots of different types of organizations and working with different kinds of leaders.

And however, in the firm that I was working in, there were no senior leaders, partners, Black women, for sure, or very few people of color leading in that organization. And I never forgot the conversation. I had one day with a mentor of mine in the hallway of the firm. And I had just gotten promoted, and I was really excited about this promotion, and the mentor was a Black man and said to me, "You know, there are limitations to what's going to be available to you here, and why don't you consider?" And I was like, "No, I can move up, and I see," and I remember all the challenges, really started to see and pay attention to all the challenges that I was having, this was back in the nineties with clients and with colleagues in terms of holding me back around the opportunities, even though there were some great mentors and it was on the support, and advice, and guidance, and encouragement of my mentor, who said, "Why not move and create your own thing where you don't have concrete ceilings and sticky floors to contend with? Create your own business."

And so I did. Stepped out into creating my own consulting firm and saw a niche as a business opportunity because there were a few women, Black women doing what I was proposing to do, which was focusing on non-profit and public sector organizations. And I've been busy ever since day one.

### **Lisa Bragg:**

I love that. That's so great. Cause all three of us have had to zigzag and go somewhere else. Because I think a lot of people are sold on the idea that life is linear, and we'll get our education, and then we'll execute that tenure plan, and then we'll check off all of those boxes, but now we know even more that plans crumble, and obstacles are larger and even larger for some, and that zigzag is bigger than we thought. You know, the reality is that there is no plan that can really take us very far. How do you help people in your work reset? So Betty, over to you for first time.

### **Betty Hines:**

What I do in terms of reset is, I share with them, in our country that they need to scale, and they need to be able to elevate other women. And I say all this because in this country about less than 3% of the women have gross revenues over a million, and then you break it out by ethnicity, it's less than a half a percent. So there is a real need for that half percent for the woman of color, at a half a percent to do more collaboration, to do more connections. And that's something they've done well, and so that peer advisory has been very beneficial, I find, for women of color. Now I have a very diverse group right now, but I am targeting at other 97%.

How do you reset? Especially in times like these during the pandemic? So bringing that peer advisory group together, showing some accolades for other women, that in itself had had those reset and realize, "You know," as a young entrepreneur told me who was started when she was eight years old, and a couple of years back, her name was Maya Penn. She says, "You know, there's enough sky out there for all of us." And that resonated with me. And so I used that whole methodology terms with the woman that I worked with. "This is what you need to do. There's an offer for all of you." And that's the only way you got to reset is by doing some collaborations [inaudible 00:06:48].

**Jan Campbell:**

I think we're constantly going through evolution and change, and growth, and looking at what's next, and potentially pivot or resetting depending on how we define it for ourselves. So first I encouraged my clients, whether it be corporate clients or coaching clients to first start with defining, like, what is the reset you're working with? What are we working with? What's the where you are now and where you want to be definition? And define that reset for themselves. We have a tendency to look externally for examples, for validation, for markers of success, and I always encourage my coaching clients in particular to look internally. Look internally and define what it is that they want deepest in their core. So if it's about a career change, if it's about changes in their family status; I have an executive leader I'm working with now who said on the side, "I'd really like to be in a relationship." Right? And so look define what does that mean for you, and really start to look for that, because it's not just going to happen, particularly now in the pandemic, if you're on lockdown at home. And then look externally, look externally.

So similar to what Betty shared in terms of looking externally to support groups, looking externally to mentors, looking externally to those who are inspiring, and you may learn from, but start first within, and define what it is that you're looking for, what you want truly. And then go outside externally to find the supports, the ideas, the momentum, the partnership, the spaces for support that can help to propel you forward. We live in a very busy and distractable world, and so that getting quiet and looking within is such a critical first step before we look to how to pivot, and how to reset in our lives.

**Lisa Bragg:**

Yeah. There's a lot of noise going on right now for sure. And there's that saying that a rising tide lifts all boats, but some people are starting to project ahead to the economy not doing so well. So will we all reach out and try to lift each other up as we go forward? And there's a lot of talk about how women compete against each other, and how we do it in a way that we sometimes are our own enemies. because you both lead groups, how do we do it in a way that continues to have that abundance mindset, that supports, and rises, instead of diminishes and defeats?

**Betty Hines:**

I think we have a bad label. It's a bad label. You hear that, and I think that it's just what you've learned and what you've grown up with, it has a lot to do with your culture. So in the groups that I have right now, it's important that they know how to show gratitude in order to have an abundant mindset. You have to be okay with yourself, because if you're not going to be okay with yourself, you're not going to be okay with anybody else. So there's a theory that many of the women bring, and that we bring each time we meet monthly, is that you're not competing; you're trying to complete each other, and how can you do something to give them some advice, or to help them problem solve some of the critical issues that they have in their business?

So as long as you keep that sort of optimism, and keep them focusing on how they can collaborate, collaboration brings out the strength. You're much stronger as a unit, as opposed to a singular. That is something that has to be ongoing to show them. And then you have examples. So you always bring those examples to them that this is a success story, and you pick the testimonials and that excites each one of them. So they're going to do more of it and they want to connect with other people. So I think it wasn't a path, but I think we're learning, particularly now, that mindset of being a competitive, you will not survive.

And I see it more in women; you need that socialization as we're doing on Zoom or podcast, because that gets your juices flowing, the creative juices and the thinking process to help you go through some of the problems that you think you have. Because no one has a unique problem; someone else has experienced it. And so when you can talk to someone else about what I've been through the situation, and you can gravitate to that individual, and they can help you resolve your issue, that creates a bond, and I think that bond really diminishes the attitude or the spirit of being competitive, because you're only competing with yourself to be better. And you've got to really dispel that concept, that when we compete, we have that competitive mindset against other women.

**Jan Campbell:**

Betty, we think very similarly, that we aren't competing with other women, but ultimately we're competing with ourselves, with how we think of ourselves, with how we orient ourselves to the external things that we might look to as validating for us. And for many of us, I think we look at other women and ... for us. And for many of us, I think we look at other women and see, instead of a version of ourselves that is better, we see aspects of comparisons, right?

**Betty Hines:**

Mm-hmm (affirmative).

**Jan Campbell:**

So whether it's looks or accomplishments, wealth, or marital status or relationship status, accomplishments within organizations, leadership roles, or entrepreneurial roles. But we don't actually see the women, see who they are truly for their humanity. So, the examples that Betty gave I wholeheartedly agree with, that getting into connection with other women and finding our tribes because part of it is perhaps we're in the spaces that aren't best aligned with our values and what we're truly wanting. There's a lot of research that's been done around competitiveness. And there's some evolutionary psychology and feminist psychology rationales for why. People talk about natural selection and that we are trying to protect ourselves, and in order to succeed as a species. And others say we're internalizing patriarchy.

And so, there being able to understand what we're experiencing can certainly be helpful, I think, as women and non-binary who identify as women. I think there's a way in which we can unpack, understand, these experiences that we're having, these assumptions, and perhaps these conclusions we draw when we are orienting ourselves as less than, or better than others. But I think ultimately by getting in community with other women, by spending time, by relating, by connecting, by sharing in spaces that are aligned with what matters to us, with our values, with what we stand for, with what we're trying to accomplish with others that are like-minded, that that can also be spaces to look beyond the comparisons to what we have in common and what we're trying to accomplish together.

**Lisa Bragg:**

That sounds so beautiful. And I'm so inspired by both of you. But the reality for a lot of people though, is that, women and men, we all judge women harsher. Jan, you mentioned that already. But women of color especially are put to even a higher expectation that makes it impossible for some people to lead. And you both can talk to that more than I can, of course. But how do we avoid companies setting up that one woman at a table mentality?

**Betty Hines:**

Jan, do you want to go first?

**Lisa Bragg:**

Is that a loaded... I have lots in that. That's a loaded question. There's lots-

**Betty Hines:**

No, you just hit a sweet spot for me.

**Jan Campbell:**

Yeah. It's a big question.

**Lisa Bragg:**

Mm-hmm (affirmative).

**Jan Campbell:**

Right? It's a big question. So, I think we got to recognize that these are multifaceted. There's a range of factors that may lead to and contribute to choices being made that women may be tokenized, and then black women or women of color may be tokenized and placed in these roles and not provided with the supports, and the resources, and the authority, and the accountability, and the authority to be able to do the work that they're often being placed in these roles and in positions to do. I'm going to offer that this is a multi-layered, multifaceted issue. And I think at its core, it starts with the values in the organization, right?

So, you ask the question of how do we avoid this from happening? I think it starts with what is the intention that we have in these organizations? If we're saying we want more representation, and why? We want more representation because we want broader perspectives at the table, or we want more recommendations so we can check a box. Check a box and be seen publicly to be aligning with some social... the strategies that are evolving and in society around greater representation and reflection of black women and women of color at these tables. Or, are we saying that it is better for our businesses, for our organizations, to have diverse representation in reflection at decision-making tables? I think that it starts with those kinds of conversations first, and it also takes people like myself, coaches and consultants who are advising these organizations, to also stand up and say, and challenge our clients when they are looking at...

I often get these requests, "Well, we have 60 days to fill a board seat. Can you help me find somebody to fill this seat?" Well, let's look at what you have in place in the organization. Or, "We have this role that we want to fill in our organization. We're looking for a black leader or a racialized leader, or a woman to fill the seat." Well, let's talk about the culture of the organization, and what's in place, and the role that you're defining. Will it empower? Will it support? How are you prepared to support individuals who will likely be the only one in that role to do the work? And these are the conversations we need to be courageous in having around not only just having representation, having boxes checked, but actually truly embracing what it means to be inclusive, what it means to be

diverse at these decision-making tables, and making sure that the culture and the resources around these individuals can support and enable their success, because when they succeed the organization succeed.

### **Betty Hines:**

Thank you for asking the question. But I can tell you it's something that I have been in discussing for some time, for years. First, we have to reach the point of acknowledging that it exists. Stop the denial. I don't care if it's an unconscious bias, whatever bias. That's why you see all of a sudden, I can't imagine if you look on LinkedIn, how can every other page be someone who was a DEI manager, officer, what have you. And there's a reason for that, the diversity equity inclusion. It exists and the numbers show that it exists. So, in terms of combating you need to look at the facts. I shared with you, statistically, about the number of women by ethnicity are under a half a percent that are at that million threshold. Most of them will hover around \$122,000. And they're stopped. And why are they stopped? And what I have witnessed is because of the lack of access to information and to opportunities.

We are learning more as people of color, black women, how to get the access of the capital. There's literature and it's out there, and you can just feed, feed, feed on that information. But what you cannot do is get people to share with you the same opportunities that you're sharing to the non-minorities. This has happened so often. And that's why the organization that I'm in right now, they recognize that. And that is why in trying to jump those hurdles, they try to, well, my launch was the architect and starting the Women of Color, where we traveled in a 10 year span 20+ cities just trying to recruit black women into the organization so they could have access to the same opportunities as the non-minorities. And more of that needs to take place. And you need to do it intentionally.

I can tell you a story, a very quick story. When you talk about access to information, when I was in an executive position in one of the companies that I went... Before, you know how everything is... with the laptops? And you should share information to the executives. You used to have to cross your name off the list that you read it. Never forget, coming to a regional meeting with all the officers and there was probably about 100 of us in there. And they were asking me some information and I was totally clueless. And why was I clueless? Because the officer next to me, he got the document first and he was tearing my name off and not giving me that information. So, fortunately for me I was always friendly to everybody. One of the custodians told me, they said, "I just heard what happened to you in that meeting." He said, "You know, so-and-so is not giving you the information. I clean out the trash can every evening and I see that your name has not been crossed off because he's never asked you that information."

Now that's a small story and that happened in corporate America. But it's on a much broader sense lack of information, lack of opportunities. If I don't have the information I can't execute. And this is not a level playing field, we're not on the same court. And this is what we have to strive for. And that's why I have my group that I have right now of the women elevating women, which is all women of color. So, we can pass that information onto them. And that is something that is lacking. And that is something as our country needs to be conscious of. They need to be intentional about it because we are behind. Women of color are behind. We don't have a seat at the table. And yet they say, "Make your own table." But if they don't give you the saw, the hammers, and the nails and make it, still not going to have that seat at the table.

So, it's very sensitive issue for me. And I think we need to do a lot better job.

**Lisa Bragg:**

We don't know what we don't know sometimes. And so, having people and having groups that you have to have people point the way is just a tremendous lift up. And how do we continue to make sure that we have one arm forward and one arm behind so we can send that elevator back down for the next generation or for the people who are behind us in different ways. How do you both, through your groups, encourage that and encourage other people to join in in that mentality?

**Betty Hines:**

I tell you one of the things that I tell my group, "Lift as you climb." So, as you excel bring somebody with you. And one of my pillars is cultivate. And it's important that we cultivate the young adults, young women who are behind us. Who are in college or thinking about an option or a program. So, it's important that you lift as you climb. Someone, paved the way for you and it is your responsibility to pave it for someone else. And if you're not okay with yourself and who you are, then you're not going to do that. So, it's important that you level-set, that they have a good opinion of who they are and their accomplishments. Not in terms of competing with someone else, because we as women, women of color, we have a tendency to not want to accept compliments or achievements. We'll say, "Oh yeah. Yeah." We want to be very modest when we have an award, we've achieved something.

Or, we've been in business 21 years. Like Lisa, most businesses don't get past five years. But a successful business, that's a huge accomplishment. We should be singing Lisa's praises all the time, every day, every way. And we're not comfortable in doing that. Until we're able to accept that compliment and edify and elevate each other, that's not going to happen. So, a lot of it has to do with us being comfortable with ourselves, elevating each other, and passing that on, modeling that behavior for others, because people see what they believe and if you don't behave that way then there ain't no other way. So, we have to model that behavior ourselves.

**Jan Campbell:**

I think also being able to and being willing to have the tough conversations, because if you can't have these difficult conversations about what it like to be in these examples, a black woman navigating, for example, a post-George Floyd world, which for many of these women when they talk about these experiences... This is not new for us but it's now new for the rest of the world. And now having to engage in these conversations, I'm not used to, or not prepared for feeling triggered and traumatized by the space cared for, feeling triggered and traumatized by the spaces that I'm being asked to now step up and kind of be the trainer of the team or my colleagues and answer questions around social justice and race and racism that isn't even in my job title. I'm an accountant or I'm a physician, and now I have to deliver these, provide support and training.

So to create spaces where women can express what they're needing, ask for what they're looking for and get guidance and support from others, I think that's really what is the opportunity and really that how we design, how we create these spaces really is important. The space to grieve, the space to celebrate, the space to learn, the space to dance. The space of all the things that the women in our network have done recently. The space to come and complain and dump and unload, all welcome. And so, the creating of these spaces, whether it be something formal like a network, or even just a note reaching out to a friend and reaching out for support. But I think we all need to remember that we're not alone and to reach out to others, to find community, whether it be one at a time or multiple spaces and with multiple people.

**Betty Hines:**

Yeah, and I just want to compliment you on the black leadership. That's beautiful because I think the women of power, we want to find a safe haven. There's a term that my daughter use. She's in Corporate America and on the staff of a Fortune 50 company. She says, "I'm tired of blacksplaining. There was George Floyd, there was there." She goes, "And now they want us to read this book on our history. That's my history. I don't need to read about it." So yes, I think there needs to be a place where you just celebrate. I think you need to do more celebration. There's many, many accomplishments. I know people talk about Black History Month in this country in February. Well, we celebrate it every day.

So that is something that we need to be able to bring women of color together and allow them just to be themselves and not feeling, well, I have to be careful about what I say and what I do, but to really share their frustrations because there's an expression we use, Lisa, with the organization that we're in that it's lonely at a top. It's very lonely at the top when you're the only one.

**Lisa Bragg:**

For women leaders too, there's that likability trap that we all fall into where we want to be likable and we can't always be ourselves. So when you're in community with other women leaders, corporate or entrepreneurs, you have that shared bond to start having conversations and holding space for each other and opening our circles to each other I think is critical. And then, for a lot of us, breaking our own silos that we don't realize that we have and bringing more people to our tables and making sure the conversation includes more voices.

**Jan Campbell:**

Yeah. You talk about that, Lisa, it reminds me of this experience and the conversations we often have of the Black Women's Leadership network as this in the workplace or in entrepreneurial spaces, but less so in entrepreneurial spaces, but certainly the workplaces, constantly having to contend with the pressure of having to repackage ourselves as black women and women of color into something that's perceived as less problematic, right? Less challenging, less different. So more blending in. So how we fit in, how we voice our opinions, how we talk about these difficult topics like race and racism, microaggression, diversity, inclusion, equity. Our appearances, how we dress, our hair, our personal references to our outside activities. And so, often that's not been welcome or seen as odd or different in the workplaces that we've been in. And it further exacerbates the feeling like other. So these communities that we create, whether they're formal or informal, are so important to be validated, to be affirmed, to be supported for who we are so that we can flourish in the environments that we choose to be in.

**Betty Hines:**

How do you break the silos, the differences? And I think that's very important. It's something that I'm working with my group to do, where people are different than you. So what we don't do and we need to do more of, and I won't just say women, I would say men, just in the entrepreneurial space and most definitely in the corporate space, though I've been out of the Corporate America for a while, we don't do a lot of listening. Look at all these groups that they have in Corporate America. There's a term that they use, but they have that the all women's group, they had the Hispanic group or Latin X, they have the LGBTQ, they have all these different groups, these affinity groups, different groups



within the corporation, but no one's really talking to each other. There really isn't a lot of listening and being respectful of the differences.

And I think that as a country, as a society, until we learn to accept the differences, that doesn't mean you have to agree with them, but to accept some differences and behaviors and cultures, then we're going to have a challenge going forward. So I think in Corporate America, I'd like to see more and have all the separate groups, bringing those groups to together. You're seeing more of that in women organizations, but it needs to be something that's done more globally, just to listen and try to have some understanding, show more empathy in the differences, instead of saying, "Well, I don't do that," or, "I don't like that. You're in a different group than I'm in." So we have too much segmentation of groups and not enough bringing them together and listening and respecting each other's opinions

### **Jan Campbell:**

Going to offer perhaps a contrary view. We need silos. We need to know who does what. Silos create clarity around boundaries for work and for roles and for, in the case of employee resource groups, conversations that are safe and bounded by contexts that's similar. And so, similar to Betty's point about the importance of conversation and bringing these groups together, I agree. If I think about this in an organizational context, yes, we have the silos because silos create clarity around what we need to do and who does what, and how do we talk together across these boundaries, these walls, because they do not need to be brick walls, but we do need to create and design intentional ways of coming together over shared purpose or shared activities or shared responsibilities that create natural ways of, and kind of relevant and meaningful context for conversation.

To force it probably is not going to be sustainable, but to build it into how we do what we do. So I can think about that in an organizational context, and also in the ways in which we talk about how women work and come together. I have an example of I've been seeing so much and so, so inspired by, and so appreciative of what I'm seeing in my network of leaders who are reaching out. So white women in particular who are reaching out to bring in to their conversations, whether it be their podcasts, wink, wink, Lisa, their podcasts, or their webinars, or their live events and conferences, and even their blog posts or Instagram posts, bringing in and showcasing women of color and women that they would not have in the past reached out to or engaged in.

But looking to learn, looking to share, looking to share the limelight and the showcase. And I see the great benefit of a highlight. And I do, do earnestly hope, earnestly hope, that these crew spaces that are being created are not one-offs, they're not tokens or squats and spaces for the now, for the moment, perhaps for performance, but this is a way of looking at how we go forward, that we're going to be more integrative in our thinking, in terms of what voices, what perspectives do I not have at this table do I not know about? Staying in that curious space and then reaching out, as many have come to me recently in the last year in particular to say, "Who do you know? Who can you connect me with? Who can I talk to learn more about? Who can I bring into my spaces? Because I recognize that my spaces look a lot like me and the perspectives are mostly like mine."

And so, the way forward is a more sustainable way, and certainly not just these one-offs, but a more sustained way of looking at how we be more integrative and create these broader spaces for breaking down these silos as the way forward, not just as a-

**Betty Hines:**

Very true. That's so very true. And I think it's people like Lisa, and Lisa, Jan and myself, that is the first step because you think about the silos and often times we speak in terms of the white woman, the black woman, and sometimes we'll sneak in the LGBTQ. But there's also the veterans, there's the women with disabilities. Those are silos in themselves. And I don't like the term that is used and how it's applied to this country, both people who are part of or who identify with marginalized communities. Well, why are they marginalized? They're not marginalized. You put this label on them.

So the conferences, the last couple of conference I've done virtual because of social distancing, I made sure that under each one of my pillars, that we had representation, not only from those different communities, but also from different cultures. Had people from the Netherlands, South Africa, the UK. But Jan said, and I believe, I embrace, you have to be intentional because if you're not intentional, it's not genuine, and people can feel it. Call it the spidey sense, particularly women, we can feel it and it's not going to work.

**Lisa Bragg:**

It just makes us all so much richer when we have more voices at the table, at the microphone and everywhere we go. And my background's TV news, a long, long time ago. And it was looking for different voices and trying to draw them in instead of the typical people that were always featured because it was the easiest way out. And we can't take the easiest way. We have to expand our ways of thinking to bring more voices, to offer opportunities, to make sure that it's not one and done, or today, or that one seat at the table. It needs to be forever because it just, the storytelling, the fabric, what it brings to all of us as humans having human experiences, it just makes it so rich. But we have still the sticky floor, the glass ceiling, the leaky pipeline, the tallest poppy, and so many barriers to advancement. I don't want to bring us back down, but it's the reality. How do we really keep our mindset open to allowing and hoping and expecting to break through and continue on?

**Jan Campbell:**

Know that we still have a long way to go. I'm going to offer one important... We'll have a long way to go. I'm going to offer one important aspect that I find for myself even personally, and for many of the women of color that I coach, that they talk about often being pigeonholed. So seem to be, for example, being able to, if I think of myself being brought to the table to talk about issues around, in my background, I did a lot of work around health equity and health care and health system transformation. So being brought to the table to talk about as marginalized voices and the voices of communities and health equity for racialized communities.

Well, I have an MBA. I actually understand health policy, health economics, and health systems. I understand organizational development and organizational change, and how systems work together as well. To be able to be invited to sit at the finance table, for example, to be able to sit at the, for example, the board of a hospital, a multi-billion-dollar hospital, and sat on the quality of care committee.

The governance committee, as well. I participated in some of their activities as well. Not being pigeonholed because of my lived experience and I'll offer as being raised middle-class with working class parents and also being I relate as a cis female, heterosexual woman, I can't speak to all the perspectives that I'm often being asked to speak to. There's that. If we're going to look at these

concrete ceilings and sticky floors to remember that we are as diverse, once you've met one woman or person of color, you have met one. That we all come with a range of diverse perspectives and we must remember to look at the opportunities to align them with that are not based on some phenotypic expression of a category that you feel or a voice you feel that they can play a very narrow voice that we can be looking beyond that, to have them contribute to broader topics beyond just how they look.

**Betty Hines:**

I believe that until there's accountability and for corporate America, it's like in pay, it shouldn't have to be forced. But until there's some accountability, there shouldn't be an incident in this country like a George Floyd or Breonna Taylor, where all of a sudden there's a call to action. This is systemic and you just can't erase it overnight. It needs to be ongoing practice of being respectful of each other. Until we embrace it, we can't bridge that gap. I do believe and I'm overly optimistic, but I'm an optimist and I surround myself around positive people. But that we have to find a way and to do things to bridge the gap between these communities. That is the responsibility leadership. If you call yourself a leader, you have to lead all, not just a few.

The last thing I will say is, as I made this phrase about blacksplaining. In one of the groups I'm in, and I was the only one, which is not uncommon, is this, "Well, how do you feel about that?" Well, I'm only one person. I don't represent all black women entrepreneurs in America. Educate yourself. You need to take that responsibility. If you want us to provide you with the reading list, now you can Google and you can put the information. There is a responsibility on everyone's part. It's not my responsibility to educate someone who's not from my responsibility on how we feel. You really will never know how I feel, but it has some empathy. There's responsibility on your part as a leader. You must take the reins, educate yourself, and give the positive story. Not all the negativity. We do that to ourselves.

**Lisa Bragg:**

I think it was in Valerie Jarrett's book, Finding Her Voice, which includes the time at the White House and how she noticed that when or somebody noticed that when a woman made a point it wasn't acknowledged or get lost in the shuffle that a man would make a point and then it would be celebrated and accepted. Then, so the women got together and decided to act on that and that they would give credit where credit was due. How do you make sure that we bring about that? It's what you said, Betty. It's pointing it out to each other. That we need to be allies with each other.

**Betty Hines:**

Sometimes you have to be the voice. Because I will be completely honest, I'm not always a hundred or 150% every day kind of way. I need someone else to be another voice until I can build up a stand on that strength, speak for myself. I'm not very vocal. I think we need to call, you can't let it go. You can't just say, "Well, I'll go sit later." I think we need, in a kind way, in a teaching moment, not to reprimand, but in a teaching moments where the person can learn. We need to practice that more. That's that courage. Some are lacking courage to stand up and speak to power. We need to recapture that voice. When you are in a group of woman, like minds, you are able to do that. You gain that confidence. That's that social aspects that I'm talking about in terms of networking and having those collaborations. You gain more confidence. Maybe it's the interference that you get in speaking with people who think like you who have the same accomplishments who want to do more.

That's what I view. I think there just needs to be more of just showing the positive, that being authentic and just creating. If they don't have the moment of or they don't have to view a positivity, we need to create the space for it or help to create the space. That's just my view. You can't let it go. We have to continue to strive and not give up.

### **Jan Campbell:**

I have a lot of black women and women of color who've come to me for specific support around how to navigate these issues in the workplace, where there is something they want to challenge or voice or influence and finding the language, finding the courage as well. There are times when it doesn't feel safe and it doesn't feel safe because it might actually jeopardize their career and that matters to them. They do want to stay in that organization and that matters to them. Also, supporting people, women, with being able to make that choice to discern when is the moment, what are the appropriate moments, and that it's okay. It's okay that sometimes you may stay in certain moments and find other strategies to influence the change that you're seeing.

I think I'd also add that there's an opportunity as well for many women who, they haven't had the practice and are trying to, I say, access, I don't say find their voice, I think, access the voice that is already there. And so it is to work, to work it out loud, to journal, to work with an executive coach, to work with a colleague, to work with a mentor and actually practice, get into the practice of naming and claiming those issues that matter to them. With that confidence and that practice and working with perhaps an advisor who supports them with the scripting and their presence, to be able to then, where they choose, to be able to then contribute and influence within the organization.

That's the personal work that I would encourage women to put a development agenda together for themselves. Not like there's something wrong or broken, but it's about being able to reveal and access what is there in a way that gives you confidence, that you can contribute to make the change that you're wanting to contribute to.

### **Lisa Bragg:**

I want to end on how do we keep an abundance mindset in this time of great uncertainty? I'm sure Jan, you're going to say, to journal, to reach out to other groups, but what can we do to really keep and hold that abundance mindset that is so valuable to all of us at this time?

### **Jan Campbell:**

While we might describe last year as being a year of scarcity, I think there's a lot of us today who are looking at this year as the year of opportunity, the year to build on and learn from what we experienced last year. I think if we're not careful, we could still stay adrift in the space of so much as lost. But the opportunity I think for us is to stay in the space of what and stay present and connected to what is available. What do I have at my disposal? What are my strengths? The strengths that I have available to me regardless of my situation. What am I working towards? What's available to me? Who's around me that I can connect with and support with? Just gratitude and reflective and celebrating what you do have and what's there for you now.

**Betty Hines:**

For me, in terms of the abundance mindset is be your authentic self. I've said that before, but you have to be yourself. If you don't take care of yourself, then you can't take care of anybody else. You want to be, if something is negative, be the better angel. For me, what I do, for me it's I should be journaling more often. But spirituality, I meditate in prayer, and I have the women and most of the women who in the group are very positive. You find that they always are doing something with a nonprofit. I mean, they're giving their time, their talent, or their treasure. When you do that, at least for me, you feel good about yourself, you feel good about other people. If you're showing gratitude and gratitude is so important, if you feel good about you, then you can feel good about other people. Even if you have differences of opinion. Do the journaling and always show gratitude.

**Lisa Bragg:**

And that's a perfect note for us to end on. Gratitude. Thank you so much for joining me. Now, you've been listening to Bold(h)er brought to you by BMO for Women. Our guests today were Jan Campbell and Betty Hines. I'm Lisa Bragg. So more people can share in the wealth of stories, please subscribe, share, and if you liked it, please rate it. Thank you to our production team at New Face. Thanks for listening.