

Franklin Templeton podcast

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You're listening to the ONVIF podcast, the show that explores the latest insights and discussions on global finance, economics, and policy for people who love staying informed about the rapidly evolving landscape of the financial world. Join us as we break down complex topics, interview key thought leaders, and provide essential insights to keep you informed about the evolving world of finance.



00:25

Hello, and welcome to the ONVIF podcast a weekly discussion on key trends in investment and economic policy, and some of the world's leading commentators, and monographie, head of Office sustainable policy institute. And today I'm joined by Regina curry, who is Chief Diversity Officer at Franklin Templeton. So today we're going to be diving into how we drive stronger and better gender balance within the financial sector. This will be reflecting on the gender balance Index report, which on Fifth launched only a few weeks ago back in April, and in which Franklin Templeton was a partner of the report. So Regina, welcome. It's a pleasure to have you. Thank you so much for joining me today.



01:05

Thank you. It's such a pleasure to be here. Wonderful. So



01:09

I'm going to dive in with my first question. What are the kind of key findings of the report and we see that there is progress every year, more women are going into senior positions across central banks, pension funds, and often commercial banks that are admittedly this year, we have actually seen a backside in in commercial bank. So she was a little bit of a disappointing findings. But one of the key things that we see as as much of that is movement, this movement is quite slow. And in our 2024 report, only 14% of sixth degree institutions, instituted new governors and new chief executive officers, which is why the big focus and the big message of the report this year has been missed opportunities. So my first question for you is why do you

think female representation in the financial industry really matters? Why do we need to increase this percentage? Why do we need to get to get more women into these leadership positions within the financial sector?



02:07

I think it's an excellent question and one that I know we've often had, and we pondered about and it's one of those things where it's beyond that question of it's, it's the right thing to do or a good thing to do. It is cliché around this business opportunity. It is around better decision making. It is about making sure we have improved financial performance at our organisations, whether it's financial institutions, it's about being better at what we do in our organisations, but also about having more sustainable and inclusive economies. And I think period, I mean, he's full stop as we have some of these conversations. And for us, when we think about investment management's we're sick, really around Franklin Templeton, is how do we make better investment decisions when we think about having better outcomes for our clients? And that's where we get to the whole business decisions? I think it becomes that is what it's really about for us.



03:03

Yeah, and how, from your perspective, how does having women in these positions support better investment outcomes and better kind of risk management? And yeah, it's actually better investment outcomes for your clients and for the wider financial sector? What? How do women kind of support support that?



03:20

When it's been proven time and time again, in research, when you have different folks at the table, especially women who represent, you know, more of the decision makers, more of the folks who are representative of the world quite regularly, at the decision making points in decision what we call decision points that matter. Right, and particularly in this space, you get a broader perspective, you get a broader perspective of what matters to whether it's investors or to people who are in clients. And so those folks who you know, from a research perspective, show that they make better decisions, and you get to better innovative ideas, you get to those things that matter to people who it may not be as obvious in some rooms where you don't have diversity of perspectives. So when you get to diversity of ideas, diversity of perspectives, things that may not be as obvious to folks who are whether they're investing in ideas or investing in different solutions. That's why we need women at the table at points where you find decision makers. And it's also been found from a research perspective that female investors are twice as likely as male investors to consider whether it's social environmental impact alongside the rate of return. So it's not that they you know, give up, you know, what's good for the returns, but they also think about what's more sustainable, and what's more responsible from an investment practice as well. So I think from a return on investment, but also representative of the customer base. That's one of the other reasons why I think it's great for making sure we have women represented at those decision points. Yeah,



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absolutely. I think that's also true and it's a it's a very good point about the sustainability element of that as well, and actually behaving in a more sustainable way can lead to better investment outcomes anyway. And I think there's also evidence to show that so



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often that there's absolutely no trade off. It's yeah, for the client, but even women thinking that way, but I think it's all about how do we get to those better outcomes? And women?



05:22

Exactly. So we obviously see that, you know, there is proof there's research that women do contribute to better investment outcomes and decision making. So why do you think and what are the kind of most significant barriers for female progression within the financial industry? Why why is this rate so slow? Or why are things not moving at the pace that they should be? And what do you think are the biggest barriers to kind of women taking up those those leadership roles?



05:48

Well, I think one is we go back to this conversation that we have around attraction and recruitment. I mean, if we go back down the pipeline, I think this is something we've talked about for years. And I think we have to separate the attraction piece, one. And so we've done a lot in the industry around attraction, I think that's an industry issue. And I'm often think of the inept issues, this YouTube video, there's an investment 2020 organisation in the UK in the UK, that has this video that talks about who works in the investment management, financial services industry. And I think there's this image of who actually works here, right. And there are students who think about, you know, what's this older white male, who is middle age, he has an Ivy League education, he loves money, and he's good at math. And, you know, you have this perspective of who's in the industry, right. And I think that's one of the biggest barriers for even attracting people to come in to the industry, including females, right. And so I go back to the entry point of the pipeline. And so I think that's an industry challenge around image and for us to come together before we even get to our own employee value, employer value proposition, the industry coming together, because at the end of this YouTube video, folks are very surprised to see how diverse our industry actually is. And bringing that awareness to the students say, oh, no, we actually have people who are very diverse, who work in our industry in various types of positions. So I think that's part of the job that we have to do as an industry to say, Okay, there's multiple people who work here, and we're still fighting that, you know, one in the attraction standpoint, so you take that, and once you get into the workplace, right, once you you actually get to the recruitment, and you get women into the workplace. And now you have to work on not only attraction and recruitment, now I get to what I would call development and advancement, right? You get women in the workplace, and now it's alright, we have women here, it's not just alright, you wash your hands. And then you're done. No, it's around. How do you make sure that that image, or what you think success looks like, doesn't end there, you also have to look at well, how do we make sure that books are developed, and we retain successful women. And I think that's where a lot of the barriers exist, and you don't

just necessarily just have to have a mentor, or just say, hey, that's it, folks have to be successful sponsors, you have to make sure you understand what your true challenges are within your organisation for females to progress. And I do think it starts with who looks like they need to be successful in our organisation images, one, but then also, networks are huge within our industry, in our organisations, you know, once women get into the our industries, how do we make sure that we surround them with the right networks, and folks who can help them to be successful, because it doesn't naturally happen, whether it's outside of our organisation, even within our organisations, and I don't think it happens intentionally, whether it's men that create their own networks or things that happen. So I do think that's another barrier for women as they they progress through, and this sort of this notion to have, and I hear it often, these are with male male champions, and others who say, hey, my doors always open. Like, that's great. However, if you need to go a little step further than that, right, you've got to also be able to say, what does that look like? How can I be a more inclusive leader? Because it's more than just having your door open? It's understanding for sometimes women, especially at those mid careers, where you see a lot of the data that tells us well, it's a step into getting that first promotion or that second promotion. And that's where you need to understand the unwritten rules. I have to have a sponsor who's speaking on my behalf. I have to understand, you know, there's the technical skills, but there's also the other relationship skills that I need to progress a little bit further. So I think the retention and understanding what we need for women to sit Standing in their positions and go further is a big barrier that organisations are still trying to understand. And I'll just give you two things that I think will help us to under understand that. And I think that's our own data. And that's listening to the women within our organisations.



10:15

Yeah, yeah, no, I think you've just tapped into something that within the gender balance index we look at every single year, and we kind of talk about how to get past that, that glass ceiling because you just hit on it that often. The numbers are pretty equal in terms of when you join the workforce, women versus men, but then it's as you start to get into the zero positions, you know, women do start to become the care taker is and caregivers and they start to have the kids and then you kind of really see that that starts to drop off. So I think you're you're heading on to a really integral point of like the retention, how do we keep these women in these positions? How do we support them to progress and to move up? So going maybe a little bit into some of frankton, templates and policies, and we keeping on this, this idea of retention and supporting women into these leadership roles? Can you talk me through some of the things that Franklin is doing to support the some of the policies and frameworks you guys have in place to Yeah, to help kind of, you know, drive by swim forward and to support them kind of unit elevate and get into those leadership leadership roles.



11:17

So as it global organisation, as you can imagine, Franklin Templeton, and we're operating 35 plus countries, women is something that is top of our list in terms of how we look at diversity, and one of the things that's important to us. And from a DI perspective, we have a global framework, because we, we operate in so many different areas, and so many different in regions, and the way that we look at what I consider our KPIs and measuring our progress, there are six key ones for us, that includes talent and the way that we look at overall progress measures. And for us, our framework is around our people, our practices and our public

commitments. And so the talent perspective in and I'll get into a little bit more around the progression. But our people, I simply look at a couple of things. And that is around a representation. You know, who's here. And in particular, if I think about women, and what's our Vince string, and where are they? Right, it's great for women to be here. But if they're all at the entry level roles, or all in positions that are not there, administrative type roles, that's telling me something right, or not telling me what I needed to hear. So there are two sort of KPIs. And there's a lot of other progress measures that we look at. And then when I look at what we consider a practices or what happens in our organisation, I look at an employee engagement parity, what are the things that are happening in our employee engagement, whose you know, our people feel like they belong? And also DNI di benchmark majority, like what's happening within our systems, like what's happening in terms of how we look at being more inclusive? And then lastly, around, you know, looking at how are we doing outside of here? How are we? Are we attracting people? What are those marketplace ratings and things that we're doing? are we investing in things around what we consider further supplier diversity or investment. So it's really a holistic view around? Yes, representation is one number, but we don't solely look at our progress overall, on those one, that one number, so if I, if I paint that picture for you, but then you go deep, right, and so you've got to go deeper from looking at, in particular talent, and women overall, because the one number doesn't paint the right, just the only picture. So once you get in the organisation, then you also have to look at, well, then what's happening in every level of my organisation, as folks or women come in, and we consider what we can, you know, our entry level talent, our emerging, our Senior, our executive level talent, and then even within those levels, what happens in terms of what are we doing from a hiring, promotion, voluntary leaving, and it paints a picture to tell us, what do we need to improve upon? Those are some of our key indicators? And then how do I partner with our key partners like HR, and some of our folks to say, you know, what is our are people leaving in this particular, what we call leadership level? And what does that mean to us? And how do we get better? And so a lot of that detail is really important for us. And one of the best things I think I did as a DI leader was not only to partner with our di, or our HR analytics team, but to partner with our business analytics team. And so that was where we really got underneath to understand what are the challenges we were trying to solve for in our organisation? And that's where we really understood, right what are those progress measures that were really meaningful to Franklin Templeton and each where there was a line of business or in our organisation, so that gave us a really understanding of, well, hey, here's our KPIs which I talked about those six, but then as we get down onto the progress measures of okay, this is a lever, what happens there. So it begins to be very complex in detail. But it matters and the work needs to be done. And I think a lot of or you go into a lot of organisations, benchmark is only a guide, right until you get to your level of detail to tell you what's meaningful for you. So if I, you know, for me, I can give you progress measures on down to a line of business that's very detailed, and then bring you back up for our our very high level company data. But for us, it really is about making sure we have an alignment at the firm level, but then also making sure that we have a system in place that it's meaningful, whether it's in a region or country or aligned our business for employees, so they can feel the progress that we intend to make. Yeah,



15:51

so what what key indicators and benchmarks do you have in place? Like what more practically kind of what, what do these look like? And what are the goalposts, that you got? To kind of set it up maybe in percentages, or yeah, whatever.



16:06

So what what we currently have in place now are for what we consider for different goals that are high level for organisation and their ranges of goals that we look at, if we're talking representation for us five, five years view for us. And those are more in the areas around female representation overall. And we set ranges because we don't necessarily want to, in our view, incentivize the wrong behaviours, right? Because this isn't something that's a quota that something from outside of our organisation that you must do X, right, within this year you sit but there are a lot of people are contributing to these numbers and within our organisation, a lot of body so we say, Hey, what are the way that we look at this as our minimum is our benchmark data, and we look at a lot of different benchmark data, and then we have a stretch up to maybe five percentage points of how we look at data. So we have a global goal around female ratio overall in our organisation, which may look very different as it as it cascades down throughout our organisation. And then we, because what's important to us is also female investment professionals. So we have a goal around female investment professionals. And then supporting that is what we look at because you can't just look at the the representation by itself, we also look at what's the percentage of high potential women or that that succession development when I talked about that bench strength earlier, that KPI like who's who's ready, like how are we developing women? That's number that's a number or a data point that we look at. Alright, are we actually developing women to be high potential leaders. So that is a percentage that should mirror your your percentage of women that you look at in terms of overall in the organisation. And then the US right now we're looking at race and ethnicity in our senior level. We're currently undergoing a project to collect self identification around race and ethnicity. So that's something that we'll continue to look at, across the globe as we were able to collect data. So right now we have four global representation goals that we're looking at across the next five years, which are a range of goals, ranging for, for example, our global goals 43 to 45. And you ask, why is it that and that 50%? And it may be an unpopular answer, because 50% isn't necessarily a number. That is that works for us. Right? I think that's something that you really have to look internally to say, is that something that works for your organisation Data Wise? Is that something just because it's a number from a benchmark standpoint, that works for you, you have to look at what's your organisation makeup? How do you grow? Do you grow by mergers and acquisition was you actually hire entry level folks mid level? And that's what when I talk about doing the work of what makes sense for your organisation, you're in your industry? That's the work that we did. And can that shift every year? Possibly, right? We give ourselves that room to say, we're going to revisit this in a year to say, Does this data still make sense for us as we go when as we grow, or maybe as we shrink, and some of our workforce planning depending on how fast technology changes, how fast we possibly outsource some of our work, you know, in different parts of the globe. So we have to be willing to change as fast as our business changes. And that's why I feel I'm just as much as a partner to how we think about our business as some of our other leaders with a leader and a CEO like Jenny Johnson at the helm hat and she has an understanding of how DDI cuts across the success of the business and I feel I'm lucky to have a leader like her who understands this. Yeah, Absolutely.



20:00

You touched on an interesting point now, which we also look up a lot of in our gender balance Index report. And that's trying to get more female investors and more women kind of into those investment roles. Because again, when we look at leadership trajectories, and we look at kind of the roles that often then become CEOs and leaders, often it comes from the chief investment

officers, the chief financial officers, right? And when you look at it statistically, they're less women who are in those roles. They don't really have much of a perspective on this, but how do you think we increase the number of women that kind of go into investment roles portfolio management role, who can then kind of progress into their CIO into the CFO roles, which then often do naturally kind of end up leading into those chief executive leadership roles with I think that's also a very, very important point. It can't just be women going into HR and CFO roles, right? We need them to go into these investment, and leadership roles too. So yeah.



21:02

So it does come to us, we are very clear about what we mean about diversity, which includes all of us, and what we mean by underrepresentation and underrepresented roles, because I always saw our HR team dealing to hire more women, or I taught a marketing team that's not in underrepresented role or underrepresented diversity dimension for you. And so for absolute investment management is one that is a challenge. You know, for for I want to say I shouldn't say challenge because we do have this this mantra, I should say, it's an opportunity for us to think about this, because it is an advantage for us as an industry and for us as a business. Where, because this is something that we have to start I think earlier, but we also have to be much more intentional about doing providing much more support in the middle, if you will, and as an industry. And I think Jenny Johnson says the best, we can't just swap women around from different organisations doesn't help us build up our pipeline. And so we're we're very intentional around as an organisation as Franklin Templeton to create these partnerships and coalition's to bring more women in the industry as a starting point. And so that's whether we're doing more of the things around bringing more female talent around investment management, and partnering with organisations like women in finance, between goals of the world gain woman's right, like, so we're doing a lot of those organizationally, bringing women into the investor realm. But we're also trying to get a little bit more innovative and creative to say, well, what are some of those adjacent type careers that maybe we can do some things a little bit differently? And are there things that we can do that maybe don't necessarily fit nicely, that maybe we can think differently around creating more of a path to our industry? And so we're having some conversations around? What can we possibly create, we call more in the centre, if you will, and in our organisation and maybe partner, they're around, as you know, as Franklin Templeton, we're not just Franklin Templeton, we also have multiple specialists, investment managers that sit within Franklin Templeton that have, you know, hire very different investment talent. But we also have an opportunity that we have different programmes, one of which, I think is a fantastic programme that we call futures associate programme that we bring in investment talent to where you can rotate and see different parts of the organisation. So that's one of our signature programmes where I think we've been very successful in the past. And we're looking to say, Okay, how do we use something like that, in order to bring in talent, whether it's from a female perspective, we increase our diversity there, and be able to bring in talent to see different parts of investment lens to build up that. So we're getting a little bit more creative and in the middle to say, how can we replicate some of the things have been successful for us in the past? So I do think, one building the pipeline around the coalition's to getting the understanding of maybe some of the adjacencies in internally around maybe some other types of careers, but then also, how do we make sure that the women who are in these investment management roles stay there and they have an opportunity, we retain the women who are there. And we also do things around making sure there are flexible working environments. We understand that we have programmes where there is a clear Return to Work Path, especially for women who choose to go out and have families in return that that's definitely have been a big conversation discussion in the industry

and then with ourselves where we have had flexibility within our workplace and everyone has, especially since the pandemic and we have retained a lot of that flexibility within our workforce. So that's another way that we have said, alright, we want to be able to maintain this as much as we can, right? without causing any harm, of course, to any of our clients or our teams. So that's another way that we say, okay, how do we make sure we're building that? And then I think the other part is hearing from our I go back to this, which seems a little bit simple, but hearing from the women that we do have here to say, Okay, what is it, that we can do better, and that we can be more helpful about in terms of our own value proposition? Because it's different in every organisation? So I do say that we're strengthening that a bit more understanding what we can do better. But we still have a long way to go. I think in terms of how do we get better at that from an investment standpoint, I will add one more thing I've built dimension is the other the other piece is just the awareness to it. All right. I think at one point, I don't think we were necessarily bringing the level of awareness to even see the numbers, right. I think that's one step of accountability to say, Alright, here's where we are. Here's the data, right, we now have a process in place to say, right, every quarter, we're partnering with our leaders to say, well, here's the data within your groups, here's the data within investment management. We have a leader too, as well, who as we talk about incorporating di into your business practices. He includes now along with his HR business partner, looking at di data and his quarterly business, we call it quarterly business reviews. And it's embedded into that business review, which I think is the best way that you can path forward because it doesn't become this add on. It's this, Hey, I am looking at this data. And it's part of how I am bleeding my investment team and I investment business, which is again, I think the best outcome you can have.



26:54

Yeah, and it brings a bit of accountability as well, doesn't it, which is again, one of the things we try and do a gender balance Index report is actually each year really highlight who the movers are, who are the ones that are kind of being a bit stagnant, and really kind of trying to bring that accountability. And as you just kind of awareness of the data that is there to be like this is actually what is what is happening in the industry. We've talked a lot about policies, and this is maybe a bit more challenging, but how do we build kind of an inclusive culture so we can put all these policies in place, we can put these metrics and all of these things, but obviously a culture is incredibly important towards the driving there. So how do you think we can drive inclusive cultures within these organisations to we touched upon this a little bit already, actually, but do you know, bring flexibility in working environments to kind of support women as they do the move into leadership positions? So to take that on? So we'll say perhaps, you know, having families etc? Well, how do you think we build those cultures in the financial sector?



27:53

I think paying attention or being very intentional around building up inclusive leaders and inclusive practices, that leads you to inclusive culture. And I think for a while, we spent a lot of time on leaders, right training, training, training, right, and sort of omitted the practices or policies piece or vice versa. And I think you had, you can't have an inclusive leader who's following the same recruitment practices that are going to the same schools and vice versa, because you still end up with the same result. So until you can address both at the same time

of making sure you're bringing your your leaders on a journey of being more inclusive, but you also are addressing your systems that we've created many, many years ago, right, these systems and making sure they are more inclusive and equitable, whether they're your practices for your talent, or how you're leading your business, then that's when it gets to a place where you get to an inclusive culture, because at this point, now I have diversity within my organisation, which we haven't effect. I mean, it's in your organisation, period, there's a rolling, when you have more than one person in the room, you're you got diversity. And now you you're building this inclusive workplace, because of now leaders understand I have diversity, and I need to be inclusive, and everyone needs to understand that they belong, they have a voice and they can be successful here. And that's where the beauty comes in. Because I am now leading in that way I have practices are also helping to sustain it in that way in helping me to get the best out of it and to be more successful. And that to me drives innovation that drives growth.



29:37

Yeah, absolutely nothing. That's really fantastic. And your role in of itself shows the commitment that Frank obviously has to moving this forward, which is really brilliant. My final question to you is just more kind of from a personal standpoint, I guess, experiences that you have how you got to your position and you know, how you've maybe overcome some of these challenges and perhaps how you've been supported on the way to kind of reach, reach the position that you're in how you how you became the leader of diversity in Franklin Templeton,



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I say that in terms of just thinking about my path, my journey, and then overcoming any sort of gender barriers, or just along the way, I think there's been many challenges, I think it'd be the all look back that we've had to overcome. And for me, I sort of think about two main stories of gender balance. And one, I think, was pretty straightforward of mid career, going to a leadership sort of summit or leadership summit, with one of the leaders that I really admired. And it was really the first time that I had gone to, or I had met someone who had, at this point in my career, he had gone to yell, and he was an IV person, he was dis leadership, that was like a three day session for our leaders. And I was grew up in manufacturing. So I was one of the I was always one of the only if you will, and I was the only female leader, part of leadership team. And there was this leader who's given us all this information about leader leadership, and he's teaching us about MIT Open Systems modelling all these great things. And I was so curious, I was so into this session. And I think probably day two, my manager comes to me and he says, I think you should really back up a little pull pull back a bit from asking all the questions that you're asking, because I feel like you know that you appear to be challenging. So Whoa, I didn't. In that moment, it took me back up back a bit. And so yeah, and, and it was something that was just unexpected, because I really was engaged with what the information I really was curious about it. And I didn't feel like I was challenging him in that moment. And so by that, that second day, that last day, I just felt myself being extremely quiet, being very observant of everyone in the room and just kind of brought myself into it, a shell and just observing everyone. But I also knew at that point, as I watched everyone else, I didn't think it was different. In terms of the questions that they were asking, or anything, I just felt it was different. Because I was asking them and potentially because I was a woman or a female. But I was asking a question that it felt like I was challenging him in that situation as a leader. And so

I always looked back on that and thought it was really interesting as how that was perceived in that moment. And fast forward, this person did it being the person that I ended up, I was supposed to be challenging one of one of my mentors, after a while, and but also the manager of that situation, I think I learned to build a relationship with Him. And, and, and understanding where I was coming from and at the end of the day, but I just thought that was a very eye opening part of my career that that up into that point, I'm not sure I really visibly saw myself, the differences in gender other other than just showing up and being visibly different than everyone else from a gender perspective. So I always thought that was interesting way that kind of that was a barrier, if you will, from a kinder standpoint.



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Yeah, that's a very interesting, and I think a lot of women have probably experienced something similar at some point in their careers, especially as they started to rise up and to actually kind of be more vocal and to ask the questions, and to have a kind of a say, what did that actually go? And then I even challenging? How did you manage to build a relationship with him after that? What did that look like? And it became your mentor? I suppose he probably didn't even factor in kind of what what that was and why he was like, questioning you as well. But what I'm not



34:03

even absolutely sure that he even knew, you know, I'm not sure what awareness that he even had over or that Now, granted, my manager wasn't all the way wrong. I mean, I think he was a, he was a centric type of a person. However, it was just a personality thing. However, I just think it was the way that it was. It was position. And I do think it was about relationship to you know, getting to know, someone's intent over the basically what the impact of it was. But I do also understand that it wasn't necessarily my opinion would have been positioned that way to a male leader who was also yes, in the room. But I also think to at that time, maybe has something to do with how my age, you know, I think there was a few different factors that may have factored into that but I do think that was Something that was a lesson learned to medium quieting my own voice versus still being able to speak up in that moment and saying something. So I do think that was a for me one of those things. If I look back, just like, that was a really good lesson. And if I will, I would like to just say one more thing that was very significant for me in terms of career wise. And this is, to me one of those things that as I look back, I would encourage any woman going through their journey, it was one of those moments where if I could change something, this is one of those things that I would go back and have a redo career wise, as I was going through the path of having my second child, two beautiful children and I close to being an empty, empty nester, now, one of my second child was being young i to two children, and under the age of five at that time, and one of the was challenged with similar mother issues and daycare and mom guilt and all the things I think that some some mothers can relate to. And I had a situation where I was an hour away from home. And while I was working in the My, my husband, who was home base for awhile, ended up moving positions. And so it left me at a place where it was a challenge family wise of getting to my children, etc. And so where a position came up, or for me near my home, where it was a same function, but it was a step down for me. So instead of talking through with my leadership, I just posted for position because it was easier for me to do, I had so much guilt, and I'm like, I'm just gonna go to this position. And problem solved. However, taking that step back, taking a pay

cut, taking, you know, bone, like bonus, kind of like all of the things financially. You'd never get it back. Right? You never. And what ended up happening is, as I stepped into that role, I ended up performing at the same level, keeping a lot of the things that I had already done performing at a higher level, you don't get that back. Right. If I would have just spoke to my leader, I think we could have worked something out. Right, and still ended up with the organization's of changing policy even after I got, you know, left that and I went through that right. And so I think the lesson for me was have a conversation is probably a lot more scarier than you think it you know, then it really is. It's in your head and where you think it is. And for me, just saying speak up, have that conversation. And the worst thing you could hear is no. And then you make a make a call after that. So that was one of the things as I look back and like, in that moment, I should have spoken up and said something and tried to make just have a conversation.

 38:05

Yeah, yeah. I think that's such a such a fantastic message. And it's so true. Don't just assume no, have that conversation. As he said, The worst that can happen is it isn't No, but you're already thinking about the next thing anyway. So then he leaked immediately that they really can't get back to you and believe

 38:21

in your talent, right? Believing that you're telling what you to that organisation in your position, because like I said, I was giving that in more in that next position, and still had to end up giving up something that I think was merited. Right. And so I think you have to believe in what you can do in your budget doesn't always work out that way. But I think it's warranted again, speaking up using your voice and saying, Hey, this is what I think I can do. Or not, again, having that conversation, but not just to make that assumption and job so those are the things I would just have to offer as I look back in overcoming those barriers and and don't miss those opportunities when they come up for yourself because you are your best advocate.

 39:07

No, I think that's a really wonderful message to to finish on. So thank you so much, Regina, for joining me today. Really, really appreciate it. And thank you to our listeners. So you can subscribe to this and all our other armpit podcasts on our channel on Spotify and iTunes. Thank you again, Regina.

 39:24

Thank you.

 39:27

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