

### **Identifying creating and being a leader Secrets of effective executives...**

- Vision, values and visible leadership. Vision—where you want to be five years from now. Are you developing skills to get there? Values—help you understand how to get there. Fortunate when personal values line up with corporate values. Visible leadership—early in career that involved doing functional job well and diversifying and becoming more visible to other leaders in organization.... Like becoming chair of United Way campaign. Visible leadership is critical; vote with your feet; where you spend your time sends a strong message, reinforces vision and helps in understanding concerns of organization.
- Influencing people and matrix management, which requires a certain twist. There is direct people management and influencing. Focus on not asking anyone to do anything I wouldn't do myself. Understanding the business is understanding what makes people tick. Sometimes it involves worrying about things that aren't going on in business. Set the tone is important. Important for leaders to "have somebody's back." People skills are critical. I love what I do—that's critical; it comes through.
- Vision—amazing how many people assume that managers know what employees want to do with career. Don't forget to tell somebody what you want to do. Ask—how do I get from here to there? Have patience, goals and willingness to ask for feedback. NOTE: perfection is overrated. Important to know areas for improvement. Find people you can be safe with and ask the hard questions. Find someone who is willing to tell you the truth. Clothes and makeup matter.
- Leadership—developing leadership principles in a small group. Several are important: leaders must clearly communicate expectations and set priorities. Live by core leadership values. People can see through you immediately if you aren't honest and make decisions with integrity. Important to maintain credibility and trust throughout organization. Personal observations from 33 years in biz: having a proper balance between leadership management and supervision. Acquiring an in depth knowledge of business you are running. To lead effectively long term you must understand business.

### **In organizations, how is leadership/skills identified early on?**

- Formal programs at BOA coupled with twice a year with a very formal talent planning and assessment, which is an effort to talk about individuals and start to figure out who is worth investing in or if someone needs more exposure. Also: coaching and mentoring across business lines, i.e. people who aren't in my management chain.
- We don't manage leadership very well which is why they hired me. Experienced phenomenal amount of growth recently. Have formal reviews and trying to define what leadership means, 50 percent should be measured on what you do and the other 50 percent on how you do it. A true leader has people who will follow them because they agree with the vision.
- Leadership selection starts at the campus at an early age. Try to create an environment where anybody can be a leader. Our people are not put in positions of leadership until they have demonstrated they have the necessary qualities.

### **Personal experience when first becoming a leader?**

- First leadership test was taking over management of a large team, a set of circumstances happened. You may be scared out of your mind but you must exude more confidence than you feel inside. You can't always plan you get those situations and you have to think fast on your feet.
- First leadership role was fundraising chair in sorority. Don't tell me what you can't do tell me how you are going to get it done. There is always a way to make it happen. Knowing the biz means knowing enough to know when you are being led astray.
- The most difficult leadership position is the very first one. Expected to lead when you don't have all the tools to do it. So you are going to look for external and internal to develop new skills because you have now transitioned from technical to admin, which is a big change.
- Leadership is also how you work with others and how you bring others along to your point. Always treat others how you would like to be treated.

**Women in leadership roles—how can women be prepared if that is what they want?**

- Women have a lot of natural skills that lead to being a leader like collaboration and teamwork. Know yourself and be willing to work on gaps in knowledge. Use mentors.
- Where women don't do is well is when they are afraid to be themselves. When I get my haircut I remind the hairstylist, I work for a bank, not in advertising.
- Be willing to take a risk. Might have to volunteer or put together a presentation. It is about exposure.
- Inclusion is the most difficult part of the whole equation, i.e. diversity of thought in decisions.