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ON THE COVER
Holly Robinson Peete

VOL. 8, ISSUE 2

Features

Driven by Compassion

31 Actress, author, and activist Holly Robinson Peete has become a tireless advocate for her son, her father, and her community.

Upfront

5 MINUTES WITH ...

Erika Irish Brown, global head of diversity and inclusion for business news giant Bloomberg, on the importance of women advocating for themselves. **9**

THE OFFICE

Top tips for staying in the loop while **working at home**. **10**

DW HOT LIST

Feeling overworked? Revive yourself by indulging in some of the **hot new spa trends**. **10**

VERSUS

How **health advice** has evolved in the last two decades. **11**

SHORTCUTS

Struggling with sleepiness? Expert advice for getting a **quality snooze**. **11**

STARS WHO MEAN BUSINESS

Kate Hudson rolls out a line of stylish, well-priced activewear. **13**

ETC.

Why are there still so few **female unicorns**? **13**

NEXT

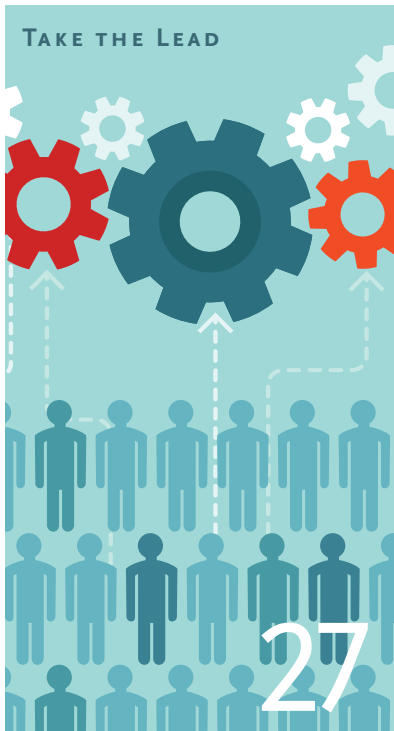
Being a good listener led **Jewel Burks** to launch Partpic, which helps manufacturers find much-needed replacement parts. **15**

ANATOMY OF A ... brainstorming meeting. **16**

An aerial, high-angle photograph of a dense urban skyline at night. The buildings are illuminated from within, with many windows glowing. In the lower-left quadrant, a prominent yellow McDonald's sign is visible on a building. The overall scene conveys a sense of reaching the top of a city.

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the top without forgetting
where you came from.**

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We Mean Business

POWER SUIT

Cisco's **KC Wu** on encouraging young women (and men) toward STEM careers. **19**

CEO WOMAN

When **Lynn Perkins** took a break from her tech job and became part of the mom community, the experience sparked a winning business idea. **21**

ACCELERATE

Ace your next performance review and boost your paycheck. **25**

TAKE THE LEAD

The gig economy has arrived! We share expert advice on **managing contract workers**. **27**

DW Life

TO YOUR HEALTH

Seven exercise myths you should ignore. **37**

MONEY MATTERS

Use these **10 smart savings strategies**. **41**

POWER TRIP

For a life-changing travel experience, **break out of your comfort zone**. **43**

STEPPING OUT

Enjoy tasty brews and water views in lakeside **Milwaukee**. **45**

Point of View

FRESH INSIGHT

The importance of **"owning" your successes**. **17**

CELEBRATE

The women of **Target**. **46**

CONVERSATIONS WITH CATALYST

Take a cue from Hollywood and **champion the "hidden figures"** in your organization. **48**

Contributors >



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Nicole McCabe is a global head of gender equality at SAP, responsible for the transformational strategy that supports SAP's overall target of 25 percent women in leadership by 2017. Nicole has experience in technical implementations, acquisition integration, account management, and marketing. In 2012, she joined the SAP Global Diversity & Inclusion team and was tasked with increasing the representation of women in management. During her years in

that role, SAP has increased its representation of women in management from approximately 19 percent to nearly 25 percent. Nicole's programs, inside and outside of SAP, include an ongoing Women's Professional Growth (WPG) webinar series, supporting career development for women, and the award-winning Leadership Excellence Acceleration Program (LEAP). The WPG series has had over 11,500 participants in three years, at a cost of less than 5 euros per participant. Nicole is the founder of Women@SAP, which has approximately 10,000 members.

JANELL HAZELWOOD

Janell Hazelwood is an award-winning editor, consultant, and journalist, with more than 10 years of media experience at the *New York Times*, *Scripps Howard News*, and *Black Enterprise*. Her work and insights have appeared in *The Huffington Post*, *E!Online*, and *CBS News*, and she has been an instructor or speaker on career development, social media, and purpose monetization at the City University of New York, St. John's University, Hampton University, Face2FaceAfrica, and other institutions.

Janell has written features and managed a network of content producers and contributors on a variety of topics, such as career development, technology, small business, global issues, and lifestyle. As a journalist, she has interviewed such top industry leaders as Russell Simmons, Magic Johnson, Star Jones, Venus Williams, and former Nigerian President Goodluck Jonathan. She has also interviewed Fortune 500 CEOs and other executives for both digital and print magazines.



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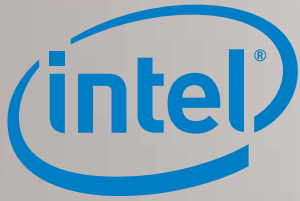
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all together 

The Ask

In 2016, Fox reprised the TV hit *X-Files*, fronted by David Duchovny (Agent Mulder) and Gillian Anderson (Agent Scully). Debuting in 1993, it took three years for Anderson to receive the same pay per episode as her costar Duchovny.



It is incumbent upon us to stop merely being grateful for whatever is offered us and instead ask for what we are worth.

This time around? Fox offered Anderson half the rate it did Duchovny.

So much for closing the pay equity gap.

Last year, before filming began, Anderson successfully negotiated for equal pay. Happy ending. Sort of. This story illustrates the bind women in the workplace still find themselves in today. We are frequently offered lower pay than a man in an equivalent role, and in many cases we accept it as the cost of doing business.

I know how hard it is to demand our worth. I am among the multitudes of women who have not negotiated for equal pay over the course of my career. I worried that I would appear too demanding or “shrill,” or not regarded as a team player. I expected my work to speak for itself and didn’t feel comfortable touting my accomplishments.

As a result, according to the Institute for Women’s Policy Research, in 2016 women earned only 82 cents for every dollar a man earned in the same position. At this rate, we will reach pay equity in 2059—and not until 2124 for African American women and 2248 for Hispanic women.

I am here to tell you we have a say in the matter. Just like Gillian Anderson,

we have learned the hard way that others might not give us what we know we deserve. So it is incumbent upon us to stop merely being grateful for whatever is offered us and instead join Anderson and other women leaders in asking for what we are worth—and refusing to give up until we get pay equity.

We have some tools to help you in this challenge. On page 25, our Accelerate department provides a road map. In “Ask and Ye Shall Receive,” we offer concrete tips on how to make that ask and get the pay you deserve.

I know it’s hard. But selling yourself—while staying authentic—is a skill that can be learned. It is an executive skill set we must possess if we are going to be successful in ensuring that all women, in all professions, achieve pay equity—and well before 2059.

DR. SHEILA ROBINSON

Publisher, *Diversity Woman*

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UPFRONT WRITTEN BY KATHERINE GRIFFIN

Bloomberg's Agent of Change

TWO YEARS AGO, Erika Irish Brown became the first chief diversity officer for the business and financial information and news company Bloomberg. With a background primarily in investment banking and capital markets, she brings a longtime passion for diversity and inclusion to the position, which carries responsibility for the company's 192 locations.

Diversity Woman: What have been some challenges of being the first person in this role at Bloomberg?

Erika Irish Brown: When you're an agent of change, there is always a healthy amount of resistance to that which people are most accustomed to. Educating our people at all levels of the company and making sure they understand



5 MINUTES WITH ERIKA IRISH BROWN

why diversity and inclusion is a business imperative has been a big opportunity in terms of ground to cover. And having people think of diversity and inclusion in everything they do in their day-to-day business is something we're working on.

DW: Almost half of Bloomberg's employees work outside the United States. How do you set priorities in so many different cultural environments?

EIB: We have a global strategy that gets executed locally. The first thing I focused on was building a top-notch global team. They have applied a more local lens to our global diversity and inclusion strategy. We also have formed regional diversity and inclusion councils to ensure that we are being culturally sensitive in the respective regions.

DW: What are the most important elements of that strategy?

EIB: From our team's standpoint, our strategy focuses on education, creating organizational accountability, ensuring

an inclusive work environment, and attracting and retaining top global and diverse talent. Part of that is having each business leader have a business-specific diversity and inclusion business plan.

DW: You've said that one of the biggest issues for women in the workplace is a lack of opportunity. How do you address this?

EIB: Very often, women and people of color expect to be recognized for their good work without raising it to others' attention. But until all leaders are inclusive leaders, diverse professionals need to be prepared to raise their hands to ask for more and take advantage of opportunities that might not materialize for them otherwise.

DW: What are some strategies for women who want to build confidence?

EIB: One strategy for building confidence is to take on stretch assignments—and ask if they're not being offered. Confidence also comes from having depth of knowledge in your area of subject matter expertise.

DW: What is a wellness room and how is it related to inclusion?

EIB: Bloomberg has an open work environment. There is no private space, no office door to close. So, depending on office location and size, we have provided rooms for employees who need access to a space that is safe, quiet, and comfortable, whether for religious needs, mental health, or for the needs of a nursing mother.

DW: What keeps you going when this work is difficult?

EIB: To have the opportunity to make an impact at a global company like this is truly inspiring. At Bloomberg, we have a great opportunity to engage clients and work collectively as an industry around diversity and inclusion.

You have to have perspective and be resilient. I got my first job on Wall Street through what now we would call a diversity and inclusion program. At the time it was a minority internship program. So I take it very personally. You have to be willing to be in the game for the long haul.

The Work-from-Home Files



Dear DW,

I've switched from a full-time on-site schedule to three days a week at home, two in the office. How do I stay productive, stay connected—and make sure my colleagues don't resent me?

Signed,
Free but Uneasy

Dear Free but Uneasy,

Those are all important goals, and can be tricky to accomplish when you work at home.

To stay productive, it helps to build some structure into your days. Establish defined start and end times for your workday, and stick to them. (Use a timer to remind yourself, if need be.) That will help you stay focused during the hours you're working. Getting dressed in a reasonably professional outfit—a sweater, not a sweatshirt, jeans rather than yoga pants—will cue you toward work, too.

Beyond that, be aware of what triggers you to go off track and have strategies to counteract those triggers. If it's hard to stay focused when you're alone all day, for instance, get out of your home office—for lunch with a

friend or at the least for an errand that puts you in contact with others.

To stay connected, recognize that you'll probably have to work harder at communicating with both your coworkers and your boss. You'll want to keep your supervisor and key team members updated on the status of your projects, so that everyone stays aware of your involvement and progress, says Maren Kate Donovan, CEO of Zirtual, a company staffed entirely by remote employees. And if given the choice, go for video rather than phone meetings. This way, you can better feel part of the loop and provide opportunities for the informal contact that's so important for good working relationships.

To avoid generating resentment from your colleagues, you might volunteer to pick up part of a project from a coworker who's overloaded. And it's a good idea not to talk too much about how great your new schedule is. Find another work-from-home buddy to enthuse with about your morning walk or midday swim.

THE OFFICE

DW HOT LIST

Up-and-Coming Spa Trends

THE SPA INDUSTRY IS booming—and pampering experts have invented fresh ways to help you recharge. The trend is toward treatments that connect spa-goers with nature and provide a respite from the digital world. Expect to see these popular new offerings.

Low tech, high touch. A digital detox option, this therapy—featured at the Omni Bedford Springs Resort in Bedford, Pennsylvania—combines a salt exfoliation with a hand-and-wrist butter massage, to ease the toll of texting and typing. The Spa at Mohonk Mountain House in New Paltz, New York, has a tension-taming massage, with extra attention to hands and forearms.

Forest healing. This Japanese treatment, now offered at spas like Blackberry Farm in Walland, Tennessee, is basically a walk (or yoga or meditation) in a beautiful natural setting. The emphasis is on absorbing the tranquility of the environment to reduce stress and elevate mood.

Mindful massage. At L'Apothecary spa at L'Auberge de Sedona, you can get a Quiet Mind massage, in which the therapist teaches you simple guided breathing techniques to help you let go of distracting thoughts.

Garden revitalization. More spas are offering therapies outdoors. At the Dorado Beach Spa at the Ritz-Carlton in Dorado, Puerto Rico, guests can experience a coffee-and-cloves revitalizing scrub in the resort's lush private garden.

Silent treatments. Nearly any spa treatment can be more soothing in silence. Mandarin Oriental spas have Silent Nights, with massages, facials, wraps, and other therapies provided in a chat-free, music-free environment.



VERSUS

Health Guidelines

SOME HEALTH RECOMMENDATIONS DON'T change much: "Eat your vegetables," for instance, and "Don't smoke." But other advice—particularly on healthy eating patterns—has shifted considerably over the past two decades.



	1997	2017	Why the change?
Fats	Choose a diet low in fat and saturated fat*	Limit saturated fat to less than 10% of total calories**	Not all fats are harmful, and some are beneficial
Cholesterol	Choose a diet low in cholesterol*	No recommendation to limit cholesterol**	Dietary cholesterol doesn't play a major role in raising blood cholesterol to harmful levels
Sugar	Choose a diet moderate in sugars*	Limit intake of added sugars to less than 10% of total calories per day**	Added sugars crowd out other nutrients and are a major culprit in obesity
Salt	Choose a diet moderate in salt and sodium*	Limit sodium intake to less than 2,300 mg/day. If you have prehypertension or hypertension, a 1,500 mg/day limit may be beneficial.**	The optimal intake differs depending on your blood pressure level
Coffee	No recommendation*	Three to five 8-oz. cups/day can be incorporated into healthy eating patterns**	Java has been linked with reduced risk of type 2 diabetes and heart disease, among other possible benefits
Mammograms <i>(for women of average breast cancer risk)</i>	Annually for women over 40***	Annually for women over 45; every other year for women over 55***	For some women, risks of false positives may outweigh benefits
Pap smears	Annually for women 18 and older***	Every three years for women 21–65***	For some women, risks of false positives may outweigh benefits

* 1995 Dietary Guidelines for Americans (US Dept. of Health and Human Services and US Dept. of Agriculture) ** 2015–2020 Dietary Guidelines for Americans (US Dept. of Health and Human Services and U.S. Dept. of Agriculture) *** American Cancer Society

SHORTCUTS

Sleep your way ... to the top of the class



IN A WORLD OF endless to-do lists, it's much too easy to skimp on sleep. But if you want to perform at your best at work, getting sufficient slumber is essential, according to the National Sleep Foundation. Sleep can help you:

- Concentrate more easily after an interruption. It takes your brain less time to switch back to a task postdistraction if you're well rested.
- Keep your memory sharp. Sleep helps your brain consolidate what you've learned during the day into your long-term memory.
- Regulate your emotions. You're better able to cope with frustration—less likely to snap at a coworker, for instance—when

you've gotten sufficient sleep.

- Get your work done faster and better. When you're low on sleep, it takes you longer to handle cognitive tasks and you're more likely to make mistakes.

To put the power of sleep in your corner, try these tips:

- Set a bedtime alarm to remind yourself to turn in.
- Turn off your screens one hour before bedtime.
- Get physically tired during the day by fitting in a workout or a walk—outdoors, if possible, which helps regulate your circadian rhythm.
- Avoid caffeine in the afternoon.



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STARS WHO MEAN BUSINESS

Kate Hudson: Almost Famous, Always Fabletics

ACTRESS KATE HUDSON'S CLOTHING brand, Fabletics, was born from her love of movement. Begun in 2013, it's a line of accessibly priced activewear, including leggings, sports bras, and swimwear.

Hudson, 37, catapulted to fame in 2000, when she was featured in the film *Almost Famous* and won a Golden Globe and an Oscar nomination. Since then, she's con-

tinued to act in both movies and television, and become a mom to two boys.

Physical activity has been second nature to Hudson for many years. She started Fabletics because she wanted to support other women seeking to live active lives. Many pieces are priced below \$50. The company has a subscriber-based business model: members fill out detailed questionnaires so the brand can

offer items tailored to their style preferences and activity choices.

Hudson has been inspired to see women in Fabletics online forums encouraging one another to meet their goals for exercise.

"People think you need two hours a day to do it," Hudson told *Allure* magazine. "If you work out 20 minutes a day in some way, you're going to see changes."

Where Are the Female Unicorns?

FOR ALL THE GAINS women have made in business, they are still far less likely than men to found the highest-value start-ups.

That's the message from a research report by Goodcall.com examining the factors behind the success of male and female founders of unicorns (start-ups valued at \$1 billion or more). The report found that male founders of these companies

overwhelmingly outnumbered female, by about 20 to 1. And while the majority of female founders had earned a graduate degree, the majority of male founders had only an undergraduate degree.

Similar findings come from a National Bureau of Economics Research study looking at the proportion of women and men among top earners. Women account for

16 percent of the top 1 percent of earners but just 11 percent of the top 0.01 percent.

For women to be as likely as men to attain these high-wealth positions, our educational system needs to do a better job of educating them in science and technology, observers say. "The girl who can dominate a field of robots is a woman who can dominate a field of men," Martine Rothblatt, founder of both Sirius Satellite Radio and United Therapeutics, told the *New York Times*.



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Young Entrepreneur: **Jewel Burks**

Finding a Market Niche



FOR JEWEL BURKS, THE road to entrepreneurship started with listening closely.

Burks, 27, is the founder of Partpic, which uses image searching to help manufacturers find and order replacement parts. The company won the 2015 Best Enterprise and Smart Data Technologies award at the South by Southwest Accelerator Showcase; that same year, Burks also presented the company's technology at the White House.

Burks began her career in Silicon Valley, where she worked in enterprise sales for Google. But after a couple of years, she got homesick for the South—she was born in Mobile and grew up in Nashville—and took a job in Atlanta at

industrial and commercial parts supplier McMaster-Carr. There, she discovered that customers often didn't know the name or number of the replacement part they needed, and were frustrated that they couldn't just send a picture of a part for the company to identify.

"Listening to customers led me to understand the depths of the problem," Burks says. With her tech-company background, she quickly realized that an image-based parts identification system would be hugely useful. In 2013, she founded Partpic.

Burks is enthusiastic about Atlanta as a hot spot for tech companies. "With so many great universities, Atlanta is an excellent place to recruit talent," she says. "It is home to 18 Fortune 500

companies looking for innovative ways to stay ahead."

Her advice for others working in big companies who dream of becoming entrepreneurs? Be sure to save enough to cover your start-up costs before you quit your job—even if it means you have to build your company at night and on weekends. Don't burn any bridges at the company where you work. Identify the people who will be there for you when things get tough.

And always remember to listen. "Listening to my team helped me learn about building a highly technical product," Burks says. "Listening to feedback, not with a defensive stance, but rather with a strong desire to improve, has helped me become a better leader."

NEXT

Best Enterprise and Smart Data Technologies award at the South by Southwest

Accelerator Showcase; that same year, Burks also presented the company's technology at the White House.

Burks began her career in Silicon Valley, where she worked in enterprise sales for Google. But after a couple of years, she got homesick for the South—she was born in Mobile and grew up in Nashville—and took a job in Atlanta at

Generate Ideas—Not Stress

ANATOMY OF A ... BRAINSTORMING MEETING

WHEN YOU NEED FRESH ideas, it's time for a brainstorming session. And while some people love them, others dread them, in part because they can be unfocused, sometimes seeming like a free-for-all college dorm rap session. So, as a leader, how do you facilitate a lively, energetic—yet controlled and focused—meeting that actually produces the new perspectives you're seeking?

Here are some ideas.

SCHEDULE FOR MORNING.

Everybody is likely to be fresher.

INVITE 3 TO 10 DIVERSE PEOPLE.

Fewer than three doesn't build much energy; more than ten gets unwieldy. You'll get a broader range of ideas if you include men and women with differing experience levels, backgrounds, and ethnicities.

STATE THE GOAL CLEARLY.

"Identify strategies for increasing our Latin American market share," for instance, or "Enlarge the audience for our thought leader content."

EMPHASIZE QUANTITY.

At the outset, identify how many ideas you want to come up with. A big number—50 to 100, say—encourages people to keep generating ideas.

DEFER JUDGMENT.

If someone starts critiquing an idea, remind participants that evaluation comes later.

BE INCLUSIVE.

Start the meeting by saying that you want to hear from everyone. If some participants are keeping mum, go around the room to ensure that everyone speaks.

CAPTURE EVERYTHING.

You might try easel-size Post-it notes rather than butcher paper or a white board, for ease of transferring afterward.

FRESH INSIGHT

Be Bold—Early, Often, and Every Day

MARCH 8 IS RECOGNIZED around the world as International Women’s Day, a day to celebrate the social, economic, cultural, and political achievements of women, while calling for the acceleration of gender parity. This year’s theme,



Many women, myself included, feel the pressure to be perfect.

“Be Bold For Change,” may seem simple, yet it still is a challenge for many women, of all ages and at every phase of their lives.

Learning to be bold starts early.

My daughter’s classroom recently had a contest in which they created a book and together decided which child’s drawing would become the cover art. My daughter’s drawing was chosen as a finalist, along with a male classmate’s artwork, and the children in the class voted to break the tie. My daughter voted for the boy’s picture instead of her own, and ultimately lost by one vote. The boy voted for himself. While I was proud that my daughter showed such empathy and kindness, I was disheartened that she gave up an opportunity that she equally wanted. So what did I do? I framed the losing artwork and wrote on the glass, “Don’t give away what you earned.”

This mind-set certainly isn’t exclusive to girls in the classroom. Women pass up—or don’t even pursue—opportunities and defer to male counterparts every day. In the spirit of International Women’s Day, I challenge all women professionals to take a bold step forward toward greater empowerment and confidence.

Here are three ways to embrace your successes and be a better advocate for yourself.

Own it

Whether it’s taking on a new project or communicating the progress of your work, you need to take what’s yours and own it. This includes both accepting responsibility for your mistakes and credit for your accomplishments. Sharing failure can be uncomfortable, but sometimes it’s even harder to accept your successes. Don’t downplay praise because you feel that it attracts too much attention to

Nicole McCabe

you or may make you seem conceited. Simply say, “Thank you.”

Be a mentor

While it’s important to be your own advocate, it’s equally important to promote others. Very few of us are solely responsible for our own success; we have mentors, teammates, and friends supporting us along the way. Be appreciative of these people by becoming that person for someone else.

Take care of yourself

Many women, myself included, feel the pressure to be perfect—as mothers, wives, caregivers, employees, managers, and role models. We feel stressed and guilty if we don’t succeed. Studies show that women experience more workplace stress than men—and while it may seem that working longer hours and taking on more projects are ways to get ahead, the recognition should never come at the expense of our health.

Through my personal experience with stress, I have learned that perfection is not a goal that can be achieved in life, and making mistakes is part of being human. It’s important to recognize your limits and set realistic expectations of yourself, and to replace stress-inducing thoughts with encouraging ones.

I urge all women to remember that being bold doesn’t just mean standing up for others—it also means standing up for yourself. Taking steps to ensure that you are supporting your best interests can give you the confidence to be a better employee, coworker, and manager. **DW**

Nicole McCabe is the senior director of global diversity and inclusion at SAP.

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KC Wu

The STEM Evangelist

The Hong Kong native and Cisco SVP never was told when growing up “girls don’t do math”

BY JACKIE KRENTZMAN

KC Wu, Cisco’s SENIOR vice president, Operations Architecture, is responsible for keeping the company’s operating platform—in effect, its complex machinery—finely tuned and operating at full potential. Operations Architecture utilizes data and Cisco’s talented team to maintain the company’s operating model.

Wu, who joined Cisco in 1994, has held multiple leadership positions at the company. She has led teams within supply chain management, business architecture, and process transformation. She has also

held program management positions in external factory setup, acquisition integration, order fulfillment systems, and production process optimization.

Before joining Cisco, Wu spent seven years at Quantic Industries, an aerospace and defense company, where she held leadership positions in manufacturing engineering and production control.

Wu earned a bachelor of science in mathematics and chemistry from Indiana University in Bloomington, Indiana, and a master of science in industrial engineering from the University of California, Berkeley.

Diversity Woman: Can you describe what you do at Cisco?

KC Wu: Cisco is undergoing exciting changes as we transition our business to a more recurring revenue model. These

changes are complex and wide reaching, touching each function at the company as well as our partners. To get there, we need a solid foundation and a process map that helps guide us as we build the future. My organization, Operations Architecture, guides the process and approach that look at our business strategy to design and deliver an operation engine to transform and run the business of the future. All the while, we must design data and analytics into our processes so we can use intelligent information to be proactive and adaptive to business environment changes, make good decisions, and improve the customer experience.

DW: Cisco is heavily committed to STEM initiatives and bringing young girls and women into the fields of science and technology. Why are you personally passionate about this?

KW: I am passionate about ensuring that not just girls, but all of our youth, grow up feeling confident in their worth and abilities—ready to pursue their dreams and aspirations. I was lucky enough to enjoy the same support from my parents. The confidence that my parents had in me led to the knowledge that I could do anything I put my mind to. Gender stereotypes put boundaries around us and can limit our dreams. We cannot let our gender define what we can or cannot do.

I attended an all-girls school in Hong Kong where no one told me that math and science were “not cool” for girls. I explored everything. Today there are too many social constraints telling girls what’s cool and what’s not. It’s important to inspire girls to dream big because the world is changing, quickly!

I believe that math is a language describing how the universe works, that science

POWER SUIT

Diversity of background, thought, and ideas leads to amazing innovation!

describes how we progress as humans, and that technology is changing how we live. As human beings, regardless of gender, we need to be part of this evolution and innovation. At the core of human progress and innovation is an inclusive environment. We can't move forward alone. We all benefit from diversity of thought.

DW: Did you ever have an experience while growing up where it was assumed you couldn't handle math, science, or technology because you were a girl? Or do you feel you've experienced bias toward women in the tech industry?

KW: I'm fortunate that I never experienced anyone telling me I could not handle any of what are traditionally viewed as the "male" subjects, like science or math. My father was a doctor and my mother was a nurse, and so at a young age I was exposed to biology and medical information. Also, my father was a world-renowned amateur photographer and taught me how to mix chemicals to develop the photographs. I was excited to learn this, and so chemistry was just fun for me. As a result of these really positive experiences, I grew up with no fear about STEM subjects.

But in grad school, I was one of only two female students in industrial engineering. While it was awkward at times, I really didn't experience major obstacles. The important lesson for me was that you should always follow your passion and not let social norms define you. Venture into anything you love and open up new paths on your journey.

DW: Tell us about your parents. Did they experience any challenges in the workplace? If so, how did those challenges inform your thinking and how you developed your career path?

KW: My parents were born in China and then moved to Hong Kong. They were

very successful in their respective fields and immigrated to the United States after their retirement. They always pushed me to try new and diverse activities, but mostly guided me to experience things I was interested in. This molded my perspective as I got older. I would describe my career path as both an exploration and an adventure. Natural curiosity is my guide. I am constantly asking questions and researching topics of interest to me. I love to find the answers to things I don't know. Having leaders who believe in me and push me out of my comfort zone has been key.

DW: You are a member of the Cisco Asian Affinity Network (CAAN). Can you tell us a bit about what CAAN does and what your role is?

KW: I'm really proud to be part of the executive support team that provides sponsorship and guidance to CAAN. CAAN's vision is to make Cisco a place where Asians are at their best for Cisco and the world by attracting and developing the best talent, creating networking opportunities both inside and outside the company for our employees, and giving back to the community.

DW: A study last year by Ascend revealed that in the tech industry Asian Americans are well represented in lower-level positions, but not in the higher management and executive levels. In your opinion, why is that? What can be done to improve these numbers?

KW: Traditional Asian values, such as "respect authority," "modesty is a virtue," and "hard work always pays off" can influence our behavior and leadership approach. We tend to lead from behind, but to progress to the executive level and find success there, one must lead from the front. As an Asian American leader,

I strive to lead by example and inspire the new generation to move to the front and be visible leaders.

DW: You're also an executive sponsor of Men for Inclusion at Cisco. Why is it important to engage men around this issue?

KW: The group's mission is to shape our diversity culture and drive inclusiveness for all underrepresented groups in Cisco to fuel innovation and growth. Our goal is to shine a light on unconscious bias by educating ourselves and our peers. The work we do together includes mentorship and sponsorship, as well as best practice sharing among male leaders to develop and foster an inclusive culture. When I think about the many resource groups at Cisco, despite the different focus areas, each one is working to demonstrate the value and importance of diversity. Diversity of background, thought, and ideas leads to amazing innovation!

DW: Tell us about how your mentors have influenced you. Have you mentored or sponsored someone, or are you doing so currently?

KW: Simply put, I would not be where I am without the many mentors and sponsors I've collaborated with over the years. These relationships have challenged me to do more, dream more, and become more. I believe mentorship is critical today for young women interested in STEM. Without it, it's often hard for these women to see the art of the possible.

Because I've gained so much from these types of relationships at work, I take time to both mentor and sponsor many people at Cisco. Some are more formal engagements, where we work on a business problem or challenge they're facing. However, I often find that more frequent ad hoc mentoring conversations can help people quickly get back on track and moving in the right direction. I'm always open to offer guidance and mentorship wherever I can. **DW**



CEO WOMAN

LYNN PERKINS

The Mommy Entrepreneur

The start-up veteran made life easier for moms when she launched a company while taking time off to be with her children

BY KATRINA BROWN HUNT

IN 2011, LYNN PERKINS took a break from the tech world to spend quality time with her small kids. In doing so, she came up with her next start-up idea—and got a unique insight into her future customer base. “I had connected with the mom community,” says the Bay

Area-based CEO of UrbanSitter. “These mom groups had these online lists, looking for sitters or nannies. I found it fascinating that people would take advice from the people in this group—that they felt less guilty leaving their kids if they had some connection to that sitter.”

Not long after that, UrbanSitter.com was born, a website where members access child-care referrals through common connections and groups—schools, playgroups, swimming programs, and more. (Sitters, meanwhile, are vetted with multiple levels of background checks, including social media use.) Today UrbanSitter.com is available in more than 60 cities in

the United States, with a field of 150,000 sitters and nannies.

The company has benefited not only from Perkins’s connection to mom groups, but also from her background in start-ups, like the fashion site she founded, Xuny, as well as her stint as director of real estate development for Joie de Vivre. *Diversity Woman* spoke with her about the wisdom she’s gained from both big and small companies—from how to shop for real estate to the upside of being fired.

Diversity Woman: What made you think UrbanSitter would work?

Lynn Perkins: I’ve always loved to matchmake—spouses, jobs—so I had become this nanny-babysitter matchmaker for my mom friends. I knew my next thing would be in tech, where we were seeing more peer-to-peer transactions, like Airbnb, and tech companies using customers’ social media profiles. If there was ever a marketplace ripe for using this kind of innovation, this was it. I ran the idea by a few programmers, and one dad said, “Sure, I can do this.”

DW: What were the challenges in launching the business?

LP: I was starting the company at a different point in my life, when I had two young kids, so it was both crazy and exhilarating at the same time. And in the beginning, pitching UrbanSitter was tough because the investors were typically men, and they were more removed from their child-care solutions—making those decisions often falls to women. It’s tougher to pitch to an audience that doesn’t use your product.

DW: What did you learn in the process?

LP: One thing I had always assumed was that if you booked a sitter—say, you wanted Stacy from UCSD but she’s busy—you would want to go back to your connection with a friend and see whom she would recommend. But if you have had a good experience with Stacy, you want to book her friend, like her soccer buddy. That’s been really interesting, the way we can surface the connections—the same way parents are connected through organizations, so are the sitters.

DW: Growing up, were you a natural leader?

LP: I grew up in San Diego, and I think I always knew I wanted to start a business. As a kid, if our house was getting shingles, I would create a firewood business. In high school, I was even a babysitter broker—parents would call me—and I also babysat. I liked organizing things.

DW: You’ve spent some time working for large companies. What did you learn from them?

LP: At a big company, you’re always acquiring skills, whether you stay in that field or go into something else. I get told by investors a lot that our presentations always look professional, and you can’t underestimate that. Having that thorough training, on basic business fundamentals, instills confidence. At big companies, I liked working for really smart people—a boss who inspires. But what I didn’t like was feeling like a cog in a big wheel.

DW: What strengths have you gained from being involved with start-ups?

LP: You have to be gritty and scrappy in a start-up. For instance, at UrbanSitter, four years ago we were looking to get a new office, and the real estate climate had gotten crazy. I knew I needed engineers, and they like to work in nice offices—and I was seeing either dingy spaces or ones

outside my budget. I started looking at the tech publication TechCrunch, in the mergers and acquisitions section, to see which companies were acquiring other companies. I’d call the bigger company’s leasing department and say, “You’re

I look for grit and scrappiness, and I like people who are curious.

about to get this space on your books, and if you’re going to sublease it, I want to hear about it, and then you won’t have to use a broker.” I saw that a company was being acquired by Oracle, and we got that company’s space at about 60 percent of the rate at the time. Then, when the Oracle team came to look at the office, they sold me all the furniture for \$1. The money I saved bought us another engineer.

DW: What was your very first job?

LP: I worked at Baskin-Robbins when I was a sophomore in high school, and it was such a humbling experience: I got fired. A group of kids had come in with gift certificates for sundaes, with their parents, and I accepted 10 fake gift certificates. I was fired in front of the coworkers at a meeting—it was humiliating.

DW: Were you bitter? What did you take away from it?

LP: I was pretty upset, but it was a learning experience. Later on, I had a boss who was kind of intimidating. But then I thought, the worst thing that could happen is he’ll fire me. And I’ll go on. So I guess it taught me resilience. The funniest part was, at the time, I didn’t even eat ice cream, so I saved them so much more than what they lost on those gift certificates.

DW: What do you look for when you interview?

LP: I look for grit and scrappiness, and I like people who are curious. At a start-up, you’re constantly testing whether something is working or not. I have a quote on the wall, from an interview I did with an investor, and I always get asked

about it. It says, “As You Develop Trust, You Develop Brand Equity.” People always ask about it. For people who are interviewing, what we’re doing is building trust on both sides. I want people who work here to trust the company as much as child care is based on trust.

DW: What piece of business lingo annoys you?

LP: One that drives me crazy is pivot—it’s used all the time. In one way, it can mean something wasn’t working and you had to change directions. That can be great, and it’s important to course correct, but pivot sometimes just sounds better than saying that you’re failing.

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

LP: I read *Turn the Ship Around!* by L. David Marquet, who while in the navy was put in charge of a sub. He becomes an expert in this one submarine and then gets assigned to a totally different one. He has to learn how both to manage a giant group and also to get them to teach him things that he needs to know.

I am not a programmer, so it’s good to think about how I have to manage people who have expertise that I don’t have. How do you get people to follow you, and also have them rise to the occasion? **DW**

Katrina Brown Hunt is a regular contributor to Diversity Woman.

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ACCELERATE



Ask and Ye Shall Receive

Eight tips for acing a performance review—and getting the pay you deserve

BY JANELL HAZELWOOD

THERE'S A COMMON ADAGE that many career experts, human resource executives, and professionals agree upon: when it comes to a salary boost or any type of professional advancement, you don't get what you deserve—you get what you ask for. Whether you're a recent college grad up for your first gig or an executive contemplating your next career move, negotiation is a key component of the process.

Oftentimes, candidates and employees just take what they are given and don't

even bother to explore their compensation package options. Recent research from Glassdoor.com, a leading online job search and recruitment resource, found that 59 percent of U.S. professionals accepted the salary they were offered and did not negotiate, with women (68 percent) outnumbering men (52 percent) in settling for the first offer.

"The biggest mistake I've seen among candidates is simply that they don't negotiate," says Vicki Salemi, career expert at Monster.com. "Typically, they're so happy to even have a job offer, they don't

feel 'right' about negotiating salary and/or benefits. As a former recruiter, I can't tell you how many times I was ready to boost someone's salary and give a sign-on bonus—if only he or she had asked."

When it comes to those who do negotiate, men have found more success at it than women. In the same Glassdoor.com study, 15 percent of men indicated that their salary negotiations for their current or most recent job resulted in more money, compared to just 4 percent of women.

"Negotiating is literally opening the door to a conversation," Salemi adds. "The reality is, yes, even when it's your first opportunity, you must negotiate."

Let's say you've accepted the job offer, gotten through the initial negotiation phase, and excelled in the first few months—or years—and are hoping to take things to the next level. A pay raise is directly connected to performance, and when it comes to reviews, the stats for men and women in some industries are just about as unequal as those related to salary negotiation. Findings in a 2016 study by Stanford University researchers show that employers viewed male and female employees differently in evaluations. Women received more vague praise than men (57 percent of the time, versus 43 percent of the time), and men were more likely to receive developmental feedback than women (60 percent of the time, versus 40 percent of the time).

Even with all the strides female professionals have made and the historical milestones accomplished, women are still earning 20 percent less than men—a reality that has not changed much in the past few decades—and they are often still overlooked when it's time for appointments to C-suite roles at major corporations, especially in lucrative industries such as tech and finance.

What does all of this mean? How can you best approach getting what you deserve even while facing the issue of gender inequity? In today's business environment, it's

more than important for professionals to be strategic and smart in asking for and getting adequate compensation, and women literally can't afford to leave money on the table. Neglecting to be deliberate in efforts to get your just due can cause a negative snowball effect and can lead to burnout, underemployment, and even financial difficulties.

Here are eight tips for swaying your performance review in your favor and acing raise negotiations.

1 Do your research. It isn't just about how you feel or what you believe you deserve. It's about having solid information on the market value of your skills and job title. "Find out the going rate for your job position in your area on sites like Glassdoor.com and take into consideration any perks the company offers you," says Hallie Crawford, a certified career coach and founder of HallieCrawford.com, a digital platform for career advancement and coaching services.

2 Determine the best time to make the request. If the position is a new opportunity, Crawford suggests initiating salary negotiations close to or at the time of the job offer. If you've been at the job for a while and want to get a raise or promotion, try to time your meeting to coincide with key transitions. "If something has happened to change things in your current position—a change in job title, the addition of new responsibilities, a company merger—that is an acceptable time to negotiate your salary or job responsibilities," Crawford says.

3 Practice your approach before sparking the negotiation conversation. "Have a pregame plan in mind," says Salemi. "Figure out ahead of time what you will ask for and how much you want." Think about the ideal compensation for your lifestyle and your financial goals, and write down these details. Then get advice. "Go through your pitch with a trusted friend or mentor, and ask her what she thinks," Crawford advises. "Be open when suggestions are offered." Getting the support of someone who has been successful in her career climb is

Negotiation is not an option. Even if it makes you nervous, work through it.

helpful in shaking off those negotiation jitters as well.

4 Prioritize what's important. "Always go for salary first, then sign-on bonus, then all the perks," Salemi says. "The most successful negotiations I've seen don't occur when someone asks for the sun, moon, and stars. It's important to prioritize."

5 Be realistic in your expectations. "Before you go into the meeting, even if you have a dream number in mind, decide how much you can realistically live with, and be happy [even] if the negotiations don't go exactly how you want," Crawford says. Also, be prepared with a counter-request if your initial ask was not adequate. Use data to negotiate. Ask if the company can revisit the numbers because, based on your research, the going rate for someone with your level of skills and experience is X dollars.

6 Share your accomplishments and include tangible metrics. If you're already on the job, draft a log that illustrates your value and skills as an employee. "All professionals should have one," says Crawford. Get the feedback you need by asking specific questions about your performance and how you might improve, and include things in your log like successful projects you've worked on; specifics on how you've helped increase efficiencies, improve workflows, or boost profits; and notes on other accomplishments that show your value and make a case for that raise or promotion.

7 If you can't get a raise, negotiate other perks. "The easiest one to get greenlit is additional time off," Salemi says. "Figure out in advance how much you're asking for, such as one workweek or seven days. "You can also negotiate getting a more

substantial title, day-care services, better health insurance options, freedom to work from home, education resources, or a more flexible work schedule. Sometimes it's not just about money in your pocket, but more about money-saving options or future career-advancement tools that the company might feasibly be able to give you.

8 Know when to walk away—whether for now or for good. If you're a new job candidate who was just given an offer, be aware of indicators that the company or job is—or isn't—the right fit for you. "This is your future employer," Salemi says. "Are they treating you respectfully and acknowledging your right to ask for more, or are they making this a stressful situation, almost as if they're reprimanding you like, 'She should be happy enough to work for us!' Pay attention to red flags, and remember, it's OK to walk away."

If you think it's worthwhile to stick with your current job but you're not getting what you want during negotiations, revisit later. Thank them for their time and end the meeting. Perhaps it was a bad day, or maybe your request is not in the budget. Let them know that you would like to try to renegotiate at a later time.

Whatever approach you choose, speaking up is a step in the right direction. Think about it: would you accept the first offer on a house you're selling, an insurance quote, or that great buy at a flea market? Much of our lives involves negotiations, and applying targeted skills to get top dollar for your talent and time can mean the difference between a sustainable career and financial wins or a total meltdown.

"Not negotiating is not an option," says Salemi. "Even if it makes you uncomfortable, even if it makes you nervous, work through it. Trust me, it will get easier each time." **DW**

Janell Hazelwood is an award-winning editor, media consultant and journalist whose work has appeared in The Huffington Post, E!Online, and CBS News. She has taught and given speeches on career advancement, media trends, and purpose monetization for various organizations.



Navigating the Freelance Economy

How to be a pro at managing contract workers

BY KATIE MORELL

IN SPRING OF 2016, two professors—one from Harvard University, another from Princeton University—published a study titled “The Rise and Nature of Alternative Work Arrangements in the United States, 1995–2015.” The wide-reaching study, among the first of its kind, looked at the increasing popularity of the freelance—or gig—economy over the 20-year span.

The results were shocking: in 2015, 9.4 million more people reported working

in freelance capacities than in 2005, accounting for 15.8 percent of the workforce, up from 10.1 percent in 2005. The spike is a decidedly new trend; according to the study, just 9.3 percent of workers were freelance in 1995.

These numbers translate directly to how business owners are running their companies. Hiring someone in a freelance or contract capacity is now more common than ever and, in the case of

small businesses, is often preferred to avoid paying payroll taxes, unemployment taxes, and other benefits.

According to many estimates, 50 percent of the US workforce will be working in a freelance capacity by 2020. This isn't

just Uber drivers, TaskRabbiters, and people who rent their homes on

Airbnb. Today, freelance workers operate from entry-level roles all the way up to the C-suite (there are agencies that place

TAKE THE LEAD

3 Questions for Sara Sutton Fell, founder and CEO of FlexJobs.com and Remote.com

1. What should every freelance manager know and do?

- Be respectful of a freelancer's time—most are juggling multiple projects.
- Establish a communication plan—a weekly check-in call or just regular emails. You both should understand what is expected.
- Check in as you go. This not only helps make sure they are staying on track, but it also lets you identify trouble spots *before* the final project is done.
- Treat your freelancers like whole people. Strike up casual conversations to get to know them better. You may find they'd be a great fit for a permanent role within your company, or just for more freelance projects.

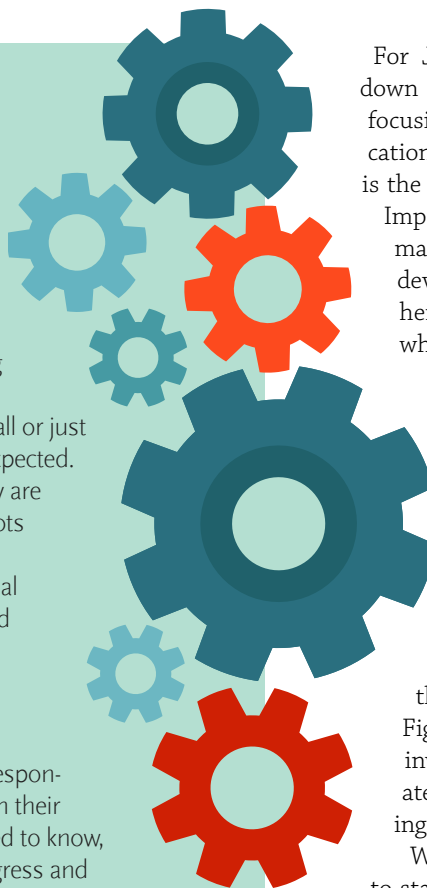
2. What is a common manager mistake?

Micromanaging is a mistake. Freelancers are generally responsible for when and how their work gets done, so focus on their progress and results. If you have specific things they need to know, establish that ahead of time. Give feedback on their progress and deliverables, not methods or process.

3. How can freelancers stand out among the crowd?

Position yourself as a person who can help clients solve problems or reduce workloads in a particular way. What expertise sets you apart? Having some sort of online portfolio, website, or even just a detailed LinkedIn profile will help make your value clear to potential clients.

—By Katie Morell



For Julie T. Ewald, it all comes down to setting expectations and focusing on transparent communication. Based in Las Vegas, Ewald is the CEO and creative director of Impressa Solutions, an inbound marketing agency and content development firm. According to her, the best clients are those who know what they want before even reaching out.

“The number one issue most freelancers deal with when they get contacted by a new client is a lack of set expectations,” she says. “It is essential to know what you want and do a fair amount of planning and strategy around the engagement beforehand. Figure out your ROI [return on investment] and your appropriate budget, or you will be throwing money away.”

Worried you don't know where to start? Do some online research into the type of independent contractor you are looking to hire and to find ideas for how to structure a specific project. If you are still unsure, consider hiring a local expert or virtual consultant to help point you in the proper direction.

It's a good idea to interview several candidates before taking the plunge, or to offer a trial period so you can get to know each other's work styles. Once you've found the right person for the job, agree on deadlines and make sure there is accountability on both sides.

“There's a lot to be said for logical, structured feedback and accountability,” says Ewald. “Often when freelancers are given an assignment with a deadline, they will have to wait for the client to hold up his or her end of the bargain in terms of getting back drafts or other sections of the project. But if you establish boundaries and parameters ahead of time, it can alleviate a lot of headaches.”

Regular, set communication is also essential to the freelance-client relationship.

freelance CEOs and CFOs). It is conceivable that so-called traditional working arrangements—inside an office, strict nine-to-five regimen—may become a rarity in the next 20 years.

Here is what business owners need to know to navigate this giant wave of change in the workforce.

Establish expectations and cultural fit

There are nearly limitless reasons to hire freelancers for your business. Maybe you own a bakery and want help designing and launching your website. You are the head

of a marketing team at a large company that requires assistance around social media or blog content. Your tech firm is in desperate need of a pinch-hitting programmer for a one-off project. The beauty of hiring a freelancer is that the relationship can go on for years or days, depending on your needs and how seamlessly the person fits into your organization.

Independent contractors are available in person and virtually. You can find the latter on dozens of sites like Upwork.com, Guru.com, and FlexJobs.com. What are the best ways to manage them?

The number one issue most freelancers deal with when they get contacted by a new client is a lack of set expectations.

The more open both parties can be about questions, concerns, and criticism, the more successful the arrangement.

The best freelancers are able to seamlessly integrate into an organization, where employees are as comfortable with their project-based colleagues as they are with other full-timers. Cultural fit is at times trial and error; you may want an independent contractor to drop into the office or an event on a trial basis before hiring the individual for a larger project. You can also establish cultural fit in the interview phase by asking pointed questions that may play to the freelancer's values and opinions about how certain situations should be handled.

For the best cultural fit, it often pays to ask for referrals from like-minded entrepreneurs, as Carol Galle does. As president and CEO of Special D Events, a meeting and special events planning company based in Ferndale, Michigan, Galle hires freelance help on a regular basis.

"I rely heavily on referrals and will also find freelancers on LinkedIn," she says. "Most of the time it works out beautifully—so well, in fact, that I have hired some of my freelancers to transition into full-time staff."

Legal and tax considerations

Ride-sharing giant Uber has been at the center of some of the most controversial news in the freelance, or gig, space as of late. The beef: whether or not the company should or does treat its drivers as employees or contractors. Drivers and corporate are fundamentally against each other on the issue. Drivers have even filed a number of class action suits demanding reimbursement of expenses, withholding of taxes, and payment for overtime.

While small businesses may not be hiring freelancers at the scale of ride-sharing companies—and therefore may not be grabbing the attention of the

government—it still pays to know the law. A lack of knowledge can result in hefty penalties, both tax and legal. If you use an independent contractor instead of an employee, unless you follow the well-defined rules, it can look as if you are trying to find ways to avoid payroll and unemployment taxes.

A great place to start is the IRS definition:

"The general rule is that an individual is an independent contractor if the payer has the right to control or direct only the result of the work and not what will be done and how it will be done. The earnings of a person who is working as an independent contractor are subject to Self-Employment Tax."

The definition continues:

"You are not an independent contractor if you perform services that can be controlled by an employer (what will be done and how it will be done). This applies even if you are given freedom of action. What matters is that the employer has the legal right to control the details of how the services are performed."

Scott A. Mirsky, head of Mirsky Law Group in Rockville, Maryland, explains the importance of making the distinction between employees and freelancers. "You shouldn't provide them any training or tools like a computer," he says. "They should invoice you for their time and have their own EIN [employer identification number]. Also, be careful that you don't have freelancers do the exact same work as employees because they could claim that they are actually an employee."

"Remember that an employer controls the work environment for an employee—the hours they work and where they work—but an independent contractor is free from control and only concerned with turning in the finished product."

But what if your freelancer is located abroad? What are the tax implications?

A US citizen paid \$600 or more in a

calendar year must receive a 1099 for a business owner to take a deduction, but a 1099 isn't necessary if the freelancer is from another country. The best advice: ask before you assign any work.

"You need to establish if they are a citizen or resident right off the bat," says Abby Eisenkraft, CEO of New York-based Choice Tax Solutions and author of *101 Ways to Stay Off the IRS Radar*. "If they are a nonresident alien, you don't have a requirement to file a 1099 because they don't have a Social Security number, etcetera, but be careful. You might hire someone who is a dual citizen. You can't assume anything just because you are contracting with a foreign worker."

The best thing to do when hiring your first freelancer is to get professional help from an experienced and credentialed tax accountant and tax attorney. Also, "before you pay anyone a dollar, get that W-9 form back to you," says Eisenkraft, referring to the IRS form verifying independent contractor status, which a freelancer must give each new client. "Some business owners forget to ask for that information in advance and then ask for it later, only to realize the freelancer doesn't want to give their Social because they are committing tax evasion themselves. Be careful and do your due diligence up front to avoid pitfalls later on."

Possibly the most important tax and legal factor in hiring freelancers is to make sure they are, in fact, freelancers, just as Mirsky says. The IRS is wise to business owners doing the opposite and treating people as employees, but distributing 1099s at the end of the year often produces red flags with government officials.

"If something looks like a duck and quacks like a duck," says Eisenkraft, "you can't call it an orange." **DW**

Based in San Francisco, Katie Morell joined the freelance economy eight years ago as an independent journalist after working for years on staff at newspapers and magazines. Read more of her work at katiemorell.com.



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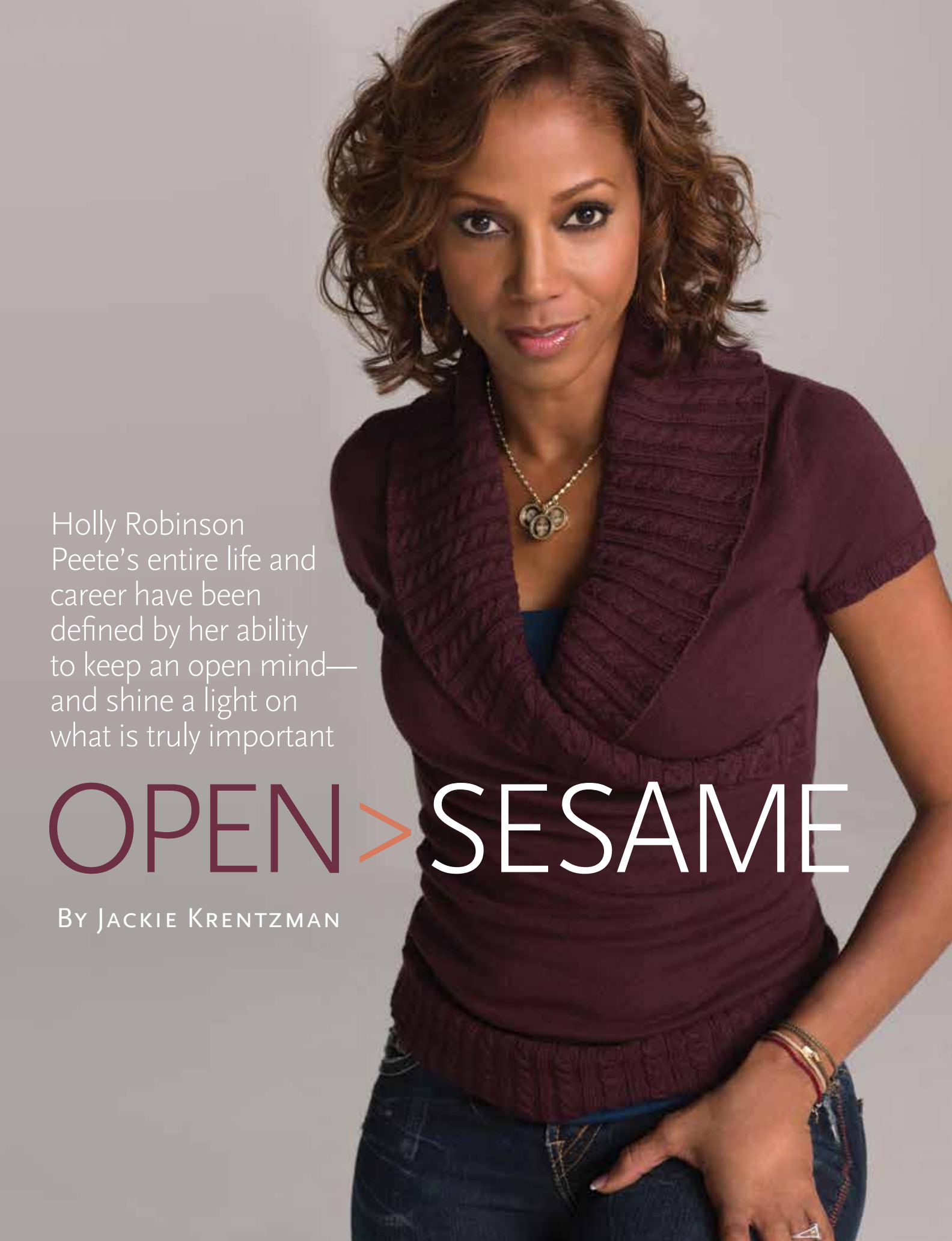
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Holly Robinson
Peete's entire life and
career have been
defined by her ability
to keep an open mind—
and shine a light on
what is truly important

OPEN > SESAME

BY JACKIE KRENTZMAN

B

IG BIRD. KERMIT THE FROG. The Cookie Monster. Bert and Ernie. Roosevelt Franklin.

These are some of the beloved *Sesame Street* characters who guided pretty much every American under the age of 50 through childhood. But for actress, author, and activist Holly Robinson Peete, these weren't simply fictional characters—they were family.

In 1969, the Children's Television Workshop hired Peete's father, Matt Robinson, to join an innovative project—creating an educational and, just as important, entertaining show for children that didn't talk down to them.

Robinson was one of the show's first writers and producers. He was also one of the first stars, as the voice of Muppet Roosevelt Franklin, a scat-talking, poetry-citing brainiac. In addition, he portrayed *Sesame Street*'s first human character, Gordon Robinson, an empathetic schoolteacher.

As Holly was growing up in Philadelphia, her father would sometimes put her friends on the show. This drove Holly, who loved to act and entertain, nuts. "Why, can't I be on the show, Daddy?" she would ask him over and over.

"I found it unbearable that I was the daughter of Gordon and yet I couldn't get on the show, but all my friends on my block were on it!" she laughs nearly 50 years later.

Finally, he relented.

"And I blew it," says Peete. "I was given one line. I was to say to my father, 'Hi Gordon.' Instead I said, 'Hi Daddy.' It was so embarrassing! It was my first television humiliation, and I still remember it to this day."

In some respects, Holly Robinson Peete (she is married to former NFL quarterback Rodney Peete) grew up in a diversity petri dish, unusual for its time. Her parents raised Holly and her brother in Mount Airy, a section of Philadelphia marked by its racial and religious diversity. It has been frequently acknowledged as one of the first integrated neighborhoods in the United States.

"I grew up in this inclusive neighborhood where pretty much every block had people of different cultures and races," she says. "It was just a beautiful melting pot. Across the street were the Goldberg twins. We were the same age, and we celebrated Hanukkah with them, and they celebrated Christmas with us. It

made me realize at a very young age how important diversity is and how important it is to learn and appreciate other people's cultures. Diversity and tolerance, in my mind, are the answers to everything."

These were the principles that drove *Sesame Street* as well. The program was consciously developed to present racial and gender diversity to American children. In fact, her father was hired specifically to oversee the segments focusing on the diversity of the different characters.

"On the very first episode of *Sesame Street* [November 10, 1969], my father took a young girl on a tour of *Sesame Street*," says Peete. "He introduced the show to the world. When you think about it, that was very profound for its time. You have all these people and characters living on this block in New York. Everyone was different, and their differences were celebrated. This was very deliberate, and it changed the face of TV forever and helped Americans to understand that even if they didn't live in a diverse neighborhood like that, others did, and it was a positive thing."

When Peete was nine, her world was turned upside-down—and her education around inclusiveness was put to a test. Her parents were divorcing, and she moved with her mother (Dolores, a former teacher-turned-talent manager) to Los Angeles, and her father came later, where he launched a successful career as a writer and producer on a number of TV shows, including *The Cosby Show*, *The Waltons*, and *Sanford and Son*.

They lived in predominantly white Santa Monica, and Peete was the only African American girl in the school.

"That was where I first encountered racism," she says. "It was my first time feeling like I was different—and that different wasn't always good."

She adjusted by following her brother Matthew's lead. He was a couple of years older, and he embraced how different everyone else was. "He took the lessons we learned in Mount Airy and applied them to Santa Monica. I eventually adapted. That experience taught me how to adapt to pretty much anybody and anything in life."

Some of her classmates—including Robert Downey Jr., Sean Penn, and Rob Lowe—were already launching careers in Hollywood. She longed to join them, but her father would not let her. He wanted her to put education first and didn't want her to catch the acting bug and become one-dimensional.

"My father was a very educated man," she says. "His father was a writer, a columnist for the Negro newspaper in Philadelphia, but he wasn't hired to write for the regular newspapers because he was black. I think my dad carried a lot of that in his

> **Peete has never shied away from expressing her views, even if considered by some as controversial.**

adult life, so education meant everything to him.”

Instead of matriculating on a film set, Peete went to Sarah Lawrence College. She also studied French at the Sorbonne for a year. But the acting bug did not go away.

Not many people can say that *Howard the Duck* represents a turning point in their life. Holly Peete can.

When she was a senior in college she got a part on the George Lucas flop (now a cult hit), acting and singing. She knew she had found her place in the world.

Her father eventually came around and supported her career choice. “Though he would have preferred I got my master’s degree instead,” says Peete.

Her career ascended rapidly. Peete landed on *21 Jump Street* for five seasons (1987–1991) and then *Hangin’ with Mr. Cooper* for five seasons (1992–1997). Her career was clearly established—but in terms of her life’s work, she was just getting started.

Peete has never shied away from expressing her views, even if considered by some as controversial. For example, she has been a vocal advocate of issues affecting African Americans. In 2011, her contract as a cohost of *The Talk* was not renewed, and there was speculation that the firing was due to her outspokenness, an assessment Peete confirms.



“I don’t buy the notion that because you’re an actor you can’t have a political point of view,” she says. “The irony of that is that there has been an actor in the White House, Ronald Reagan, and now we have a celebrity businessman there as our president. Somehow, that’s okay, but if an actor speaks out, we are told to ‘stick to acting.’”

“If Martin Luther King was scared to take a side or Rosa Parks felt like she couldn’t take a side, where would I be right now? The only time I do not get political is when I visit my in-laws or when I go to a family dinner. I’ve made a rule not to talk about politics or religion at the holidays. Otherwise I am going to speak my mind.”

Peete primarily uses her platform to speak out on issues that affect children. Top on her list are children with special needs, in particular African American kids. Her HollyRod Foundation focuses on families affected by autism and Parkinson’s (the disease that afflicted her father, who died from it at 65).

Her interest in autism is personal. Peete and her husband, Rodney, have four children. Their oldest son, Rodney Junior, born in 1997, was diagnosed with autism when he was three. “That diagnosis changed everything in our lives,” she says. “For anyone who gets an autism diagnosis, it’s a punch in the gut, especially if you get the diagnosis when we did. It wasn’t until about the year 2000 that autism awareness began rising. Today there are many more groups and resources that support parents and families.”

Peete describes parents with autistic children as a special breed. “We are very cut to the chase. We have to fight for our children. It has definitely been an interesting journey, what I call the autism express.”

Peete’s commitment to improving the lives of children and families affected by autism has intersected with her racial identity and commitment to social justice. Police profiling of young African American males upsets her. And African American males on the autism spectrum are profiled at an even higher rate, she says.

“In my life experience, I’ve learned it’s very important for the police to understand a given community,” she says. “And families with autism form a community. There recently was a case in North Miami where a young man was shot. He was a behavioral therapist who had been trying to help his patient with autism, who was in distress. Now if those cops had more autism training and understood that community, instead of

Autism: Overcoming barriers in the workplace

Only in the last generation have substantial resources and funding been devoted to services for people with autism spectrum disorders (ASD). Much of that attention has been focused on children and basic education.

Much less attention has been paid on helping people with ASD enter the workforce and succeed. Unemployment rate estimates range from 35 percent to 55 percent for young people on the spectrum. As thousands with ASD graduate from high school and college each year and start looking for a job, most are not ready for the workplace, says Dr. Pamela Hubbard-Wiley, president of the Los Angeles Speech and Language Therapy Center.

Hubbard-Wiley has worked with Holly Robinson Peete’s son Rodney Jr. since he was a young child.

These young people require specialized training to be prepared for the workforce. Employers need to be educated as well, so they can offer this population jobs that at the same time support the company’s needs.

“When it comes to autism and the workplace, there is still not a lot being done,” says Hubbard-Wiley. “The workforce is not ready for them, and they are not ready for the workforce either.”

Those on the autism spectrum generally don’t have the social skills to function effectively in the workplace, says Hubbard-Wiley. Therefore, a few years ago, the Los Angeles Speech and Language

Therapy Center launched a program to ready those with ASD for the workforce. The program teaches the students social interaction skills and works to develop relationships with corporations. Other nonprofits are beginning to address this issue. For example, Holly Robinson Peete’s HollyRod Foundation focuses on workplace development for those with ASD by supporting organizations that offer prevocational training.

“The cool, exciting thing is that so many corporations are finally starting to hire young people on the spectrum now,” says Peete. “They’re recognizing they have really unique skills, and they can often be your best and most dedicated worker.”



> *My bucket list is really more along the lines of my autism advocacy.*

on *For Peete's Sake* than they have anywhere else in life," she says. "Before RJ, my son, there really has never been any other character on TV [with autism]. You can see that he is a real guy! The only other show that did that and did it very well was *Parenthood* on NBC. It had a young boy with Asperger's. Before that, the only person or character we had to point to was [Dustin Hoffman in] *Rain Man*, and that's pretty pathetic considering how prevalent autism is."

While some actresses in their early 50s are pushing against the glass ceiling of age and dealing with that frustration, Holly Peete seems content. Her life is not defined by her acting roles. She still acts—she has a recurring role on *Chicago Fire*, and she recently signed a deal to star in a mystery series on the Hallmark Channel.

Peete has a clothing line with the online retailer Evine and writes children's books. With her daughter, Ryan (RJ's twin), Peete wrote *My Brother, Charlie*, aimed at educators and families of young school-age kids with autism. Last year, mother and daughter released a second book, this one for a young teen audience, called *Same But Different*.

When asked to reveal her bucket list, Holly doesn't rhapsodize about juicy acting roles or skydiving or traveling around the world. Instead, she wants to further the understanding of the challenges—and the individuality—of children with autism.

"I feel pretty content careerwise," she says. "I feel like I never really set out to be a successful television actress. I've done that, so I feel pretty good about it. I think my bucket list is really more along the lines of my autism advocacy. Being able to get some of this legislation put through, to spread more autism awareness, to have families impacted by autism not be discriminated against and have more awareness in their communities. Just to have more tolerance of people with special needs. I still see a lot of ignorance and stigma about what autism is. It really bothers me.

"Therefore, I want to make sure that everybody understands what autism is and learns how not to be so judgmental, so the stigma of autism will finally go away." **DW**

this man being shot in the arm, he and the police might have escorted the young man back to his group home."

To that end, Peete is working on getting legislation passed in California for mandatory officer training in autism. She is also working to get the California legislature to pass a bill requiring that driver licenses and ID cards display when people have an autism spectrum diagnosis.

She is using another platform to further her cause. Since 2016, the Peete family has been the stars of a reality show on OWN, *For Peete's Sake*. Season two began in February. The show follows Peete's family members as they navigate everyday life. One focuses on Rodney counseling his teenage son, Robinson, about marijuana use, another on Holly's 80-year-old mother, Dolores, deciding to begin dating. One of the ongoing focal points of the show is Rodney Junior's struggles with autism—as well as his successes.

"One of the reasons why I'm so proud of *For Peete's Sake* is because I think some people have learned more about autism

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TO YOUR HEALTH

Some of the rules of exercising need a serious update

Let Go of These Seven Exercise Myths

BY ANTONIA RODRIGUEZ

THE GOAL IS SIMPLE: Exercise regularly to stay healthy. The US government's Physical Activity Guidelines state, "When adults do the equivalent of 150 minutes of moderate-intensity aerobic activity each week, the benefits are substantial. These benefits include lower risk of premature death, coronary heart disease, stroke, hypertension, type 2 diabetes, and depression."

The guidelines note that more health benefits accrue with additional minutes per week of exercise.

But those guidelines give rise to a lot of unanswered questions. As personal trainers have proliferated and the business of exercise has ballooned over the last 20 years (yoga or CrossFit? jogging or sprint cycles?), finding the best exercise for you can be confusing.

A good place to start is to clear away the debris of some exercise myths. Along with the multitude of new forms of exercise has come a rash of claims, not all of them true. Below are seven common exercise myths.

As a physical activity program should be individualized based on a person's age, weight, family health history, and a host of other factors, make sure to talk to your doctor before launching into a new exercise regimen.

Myth #1 "No pain, no gain"

We have Jane Fonda to thank for this exercise myth that, thankfully, has begun to run its course. Back in the day (in this case 1982), Fonda would use this catchphrase in her aerobic workout videos. Soon, shoe companies, personal trainers, and others in the field joined the pushing-past-your-pain-threshold bandwagon.

When it comes to no pain, no gain—just don't do it.

Though a solid, sweaty workout that leaves you short of breath is generally a good thing, pushing yourself to the limits of your endurance and past the pain threshold is not. Muscle soreness after a workout is fine. It means you are increasing strength in that area, especially if you are new to exercising. But muscle pain during or after a workout generally means you are injured or on the way.

Instead, the goal is to make sure your workouts are challenging and that you slowly increase the intensity—but always stop before you reach the point of pain and discomfort.

Not only can pushing beyond your limits be painful, but it can also be discouraging. What fun is pain? It could lead you to stop exercising. Talk about no gain.



Myth #2

You need to exercise for at least 45 to 60 minutes for a productive workout

Forget that New Year's resolution. It's cold and dark outside, and you don't have time to go to the gym for an hour before heading to work.

But what if you need only 20 minutes at the gym? And to seal the deal, only exert yourself for half that time?

Now, if your goal is to lose weight (or train for a marathon), exercising for as long as you can at a high intensity may be the right path for you. But many of us just want to get in better shape and make sure we are heart healthy.

Recent research has shown that short, high-intensity workouts could achieve this goal as well or even better than longer sessions. Instead of exercising moderately for 60 minutes, you can push yourself harder for 20 minutes and achieve the same benefits. A 2012 Arizona State University study indicated that frequent bursts of energy output may even be better for lowering blood pressure than one longer session.

A variation of this is interval training. It looks like this: you push yourself as hard as you can for a short period, such as one or two minutes, and then rest for a few minutes before doing it again, for a few more rounds.

"A short, high-intensity workout can be very effective," says Pete McCall, adjunct faculty in exercise science at Mesa

Community College in San Diego. "However, it causes a high stress load on the body, so it should only be done twice a week. The other days, do other, less intense workouts."

Be sure to start slowly and talk to your doctor before launching into a high-intensity exercise regimen.

Myth #3

Stretching before exercise will prevent injury

Do you keep your legs straight, touch your toes, and hold for 30 seconds before working out?

It may not matter. For years, this sort of static stretching was de rigueur prior to exercise. Studies now dispute its value. For example, a 2011 study by the American Academy of Orthopaedic Surgeons, found that static stretching neither prevents—nor causes—injury before exercising.

The momentum has shifted to dynamic stretching, which mimics, gently, the movements you will make in your activity. For example, a basketball player may swing her arms and do walking lunges and high knee jogs.

Static stretching does have its place—after your workout. Dynamic stretching activates the muscles you will use in a workout and increases your range of motion. During a workout you contract your muscles, so elongating them by stretching afterward resets them in their natural position.

"Static stretching after a workout relaxes the muscles," says McCall, who is also a personal trainer and teaches for both the American Council on Exercise and the National Academy of Sports Medicine. "So it will help your nervous system calm down and turn those contracting muscles off."

Myth #4

You don't need to exercise because diet is the best way to lose weight

A number of recent studies have shown that the most effective way to lose weight is by dieting. After all, for most of us, it is easier to cut 300 calories out of a daily 2,500 calorie diet than to burn off 300 calories at the gym—the equivalent of 30 minutes of intense effort on a treadmill.

That said, combining diet and exercise will help you shed those pounds more quickly. Plus, to rely solely on diet to lose weight can tempt some people to reduce their exercise regimen—even though exercise has many benefits beyond weight loss.

Aerobic exercise decreases your risk for heart attack or stroke by lowering blood pressure and cholesterol levels. It keeps your muscles toned. It maintains bone strength. It relieves stress and can help combat anxiety and depression.

For overall cardiovascular health, the American Heart Association (AHA) recommends at least 30 minutes of moderate-intensity aerobic activity at least five days per week, totaling a minimum of 150 minutes; or at least 25 minutes of vigorous



aerobic activity at least three days per week for a total 75 minutes; or a combination of moderate and vigorous-intensity aerobic activity. In addition, the AHA recommends moderate to high-intensity muscle-strengthening activity at least two days per week, for additional health benefits.

If your goal is both to lose weight and to maintain overall health, working out combined with dieting is your best bet.

Myth #5 If you're not working up a sweat, you're not working hard enough

You've just spent 30 minutes pounding away on the exercise bike, but you're barely sweating. You think, "Did I just waste half an hour of my life?"

Absolutely not. Sweating is the body's way of cooling itself. As your core body temperature increases, you'll start sweating. But a number of factors, other than how hard you're working, go into how much you sweat. First, some people are more prone to sweat than others. Then there's the physical environment. For example, you'll sweat less in 40°F weather than in 80°F weather, even if you're doing the exact same thing. You'll sweat more the higher the humidity as well. Enter hot yoga.

To best gauge the intensity of a workout, listen to your body. Are you breathing hard? Do your muscles feel as if you have exerted them? Does your body feel tired? The answer very well may be yes to

all these questions, even if you never had to wipe sweat off your forehead.

Myth #6 You can focus on losing fat from certain body parts

Did Suzanne Somers ever talk you into buying a ThighMaster? In the 1990s, the ThighMaster infomercial, featuring the popular actress, convinced many women that the device could help firm up flabby thighs.

Unfortunately, the research has shown that spot reduction—the attempt to remove subcutaneous body fat stored in specific areas of the body by performing exercises that target those areas—doesn't work. These exercises may strengthen the muscles in those areas, but they will not impact the amount of stored fat. Only activities that attack overall body fat, combined with diet, can lead over time to fat reduction in specific areas, or overall.

Crunches in particular seem to be falling out of favor. Not only do they fail to burn enough calories to help you lose weight, but they can be bad for you, as they strain the back by bending the spine. Instead, fitness experts recommend planks, in which your spine remains lengthened and you engage your shoulders and butt as well as your abs.

"Most of us already have problems with flexion in the spine because we sit so much at work, so it is better to do exercises that extend the spine rather than round the spine," says McCall.

Myth #7 You don't have time to work out

Well, this one is not actually a myth—it is generally a fact for most of us!

But given the importance of exercise, here are a few hints on how to debunk this myth or, shall we say, offset this excuse.

What if you were told that walking across the office to talk to someone instead of calling them counts as exercise?

Recent studies have shown that any exercise helps. So if you can't make it to the gym three times a week or take a 20-mile bike ride on weekends, rest assured that there are other ways to burn calories. The key? Keep moving.

The worst thing you can do is sit for long periods of time. Several studies, including a 2016 study conducted by the *American Journal of Physiology—Endocrinology and Metabolism*, found that vigorous exercise, even several times a week, may not be enough to combat the effects of prolonged sitting on heart health.

"If you can't take 10,000 steps a day, then take 5,000," says McCall. "Climb the stairs instead of riding the elevator. Park far away from your destination so you have to walk more. You can burn as much as 300 calories per day with these small changes. They add up." **DW**

Antonia Rodriguez is a freelance writer based in Dallas.

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MONEY MATTERS

The Savings Challenge

Saving money is hard. Here are 10 strategies for building your savings.



BY SHERYL NANCE-NASH

FEW WOULD ARGUE ABOUT the need to save, be it for emergencies, retirement, a house, your child's college education, or a bucket list vacation. But knowing and doing are two different things. The choice is yours to make every day—save or spend?

Mostly people say yes to spending. A recent Bankrate.com survey found that 66 million Americans have no emergency savings. The stats are just as gloomy when it comes to long-term savings. According to a survey from GOBanking Rates.com, one in three Americans has nothing saved for retirement, and 56 percent have less than \$10,000 saved.

The \$64 million question: How do you boost your savings? The answer: You need a strategy.

1 Track expenses and free up cash
“If you don't know how much you spend each month on the necessities, you can't plan accordingly,” says Andrea

Woroch, a consumer saving expert. “Track your spending for one to three months [use an app like Mint for help] to determine how much money goes toward essentials like mortgage or rent, insurance, food, transportation, and utilities.”

You'll also be able to see where money is being spent on nonessentials, such as dinners out, concerts, and elsewhere. You can cut out, or reduce, spending in those areas and save that money instead. Look for ways to slash even everyday expenses. “Carpool or take public transportation to cut down on fuel costs,” Woroch suggests. “Prep meals on week-ends and freeze them so you don't order takeout during the week. Budget hack—reduce your fixed expenses by calling providers and requesting discounts or reduced payments on things like car insurance, mobile plans, and cable TV.”

2 Set goals
It will be easier to stay motivated if you are clear about what you're saving for. Be specific. You want to save a

certain amount for a particular reason by a certain date. For example, you want to build an emergency fund of at least three to six months of living expenses within two years, or whatever goal you set.

3 Start small
Saving doesn't have to be daunting. “Take baby steps—a little can go a long way over time,” says Thuong Thien, a senior financial advisor with Hewins Financial. “If you can set aside even 5 to 10 percent of each paycheck, you are not likely to notice a difference in your take-home pay, but you will have that cushion when an unexpected cost comes along.” Increase the amount when you can. What's important is to get in the habit of saving.

4 Treat your emergency fund as a bill
When you're saving for an emergency fund, the goal may be hard to stick to without looming due dates, interest rates, or late fees forcing you to pay up.

Since there's no immediate or obvious repercussion for missing your savings goal each month, it's important to treat it like a bill, says Woroch.

5 Fight temptation

Automate your saving. Check with HR about splitting your direct deposit to divert a portion directly into your savings account. Alternatively, set up a recurring transaction to move a set amount from your checking account to your savings account at the same time you get paid. Because it's happening automatically, you never really "see" the money—it's like saving money you didn't know you had, compared to looking at your account balance and making a conscious decision to move money into savings, points out Kerri Moriarty, head of company development for Cinch Financial.

It won't hurt either to set up a savings account at a different bank than your checking account. "Since there are two banks, you won't see your savings account balance when you check your checking account balance, making it less tempting to pull from savings into checking—which is harder to avoid when both accounts are conveniently in the same place," she says.

6 Avoid lifestyle creep

If you get a bonus or raise, ignore the impulse to reward yourself with a buying spree or upgrade to a more expensive apartment or car. If you do that, you lose out on an opportunity to save money that you won't even miss. Similarly, try not to view loans or debt as temporary expenses. "If you're used to living without the money that you put toward debt, and don't view it as a temporary expense, it will be easy to transition over to saving that money once you've paid off your debt," says Rianka Dorsainvil, president of Your Greatest Contribution, a financial planning firm.



7 Chip away at debt

For sure, many people are saddled with debt, and for them saving seems impossible. Come up with a plan to get that debt under control. Tackle the card with the highest interest rate first. Pay as much as you can, but not at the expense of other bills. Next, concentrate on the card with the second-highest rate and so on, until your debt disappears. Be fastidious about paying your bills on time. Late fees are a huge waste of money and really add up over time, not to mention the negative impact on your credit score.

For many people, the inability to systematically pay down debt is more a psychological issue than a financial one. Those who tend to max out their credit cards are at high risk to do the same once debts are repaid. It takes a shift in how you view debt to break the cycle of poor spending habits. "You'll hear many success stories from individuals paying off large amounts of debt, often using different strategies," says Thomas Walsh, certified financial planner, client service and portfolio manager, Palisades Hudson Financial Group. "It is important you look within and face your debt fears so you can begin to understand what caused you to fall behind and what will get you back on track. What may seem like the most effective strategy on paper may be unsuccessful in practice if psychological limitations keep you from sticking with a plan. Find the strategy that you can live with both financially and psychologically, then stick to it."

8 Look for creative ways to save

Set up a side gig and direct all earnings to savings. Tutor or do yard work. "Uber isn't the only side hustle out there," says Moriarty. "If you earn money for anything, like consigning clothes on Poshmark or Tradesy or running an Etsy shop, direct all the money you earn directly into your savings account."

Redeem credit card rewards. Check your credit card statement to see how many reward points you have. Then visit the rewards website to find out if you can convert the rewards into cash or gift cards. "Some credit cards even double the value of rewards at specific retailers," says Kevin Gallegos, vice president of Phoenix operations for Freedom Financial Network.

Don't stop to applaud yourself for being a pro at coupon clipping. Go one step further: take the savings and add them to your stash. By all means, don't spend the savings on something frivolous.

9 Spend with cash to save cash

Cash is still king. Use it. Research shows that people who do not use debit or credit cards are less likely to throw that extra item into the shopping cart or make an extra purchase and typically spend 15 to 20 percent less than when using a credit or debit card.

10 Qualify for your company 401(k) match

If your company offers a 401(k) with a match, do your best to contribute the maximum amount the company will match. Consider it free money and an easy way to increase the amount you put away for retirement each year. "If your company matches up to 5 percent, try to contribute 5 percent from each paycheck," advises Moriarty. "If it matches up to \$3,000, try to contribute the full \$3,000. Anything less leaves that money on the table—and you lose the time that lump sum amount has to grow!"

Remember, sacrifices today will yield rewards tomorrow. Says Gallegos, "The whole idea of budgeting, saving, and managing your money is to be able to achieve your life goals. Saving allows you to have the option to pursue more of what you want, when you want." **DW**

Sheryl Nance-Nash is a freelance writer specializing in personal finance, small business, and general business.

POWER TRIP

Ditch Your Comfort Zone

Traveling to a destination with a new mind-set can lead to the most rewarding vacation of your life

BY ERIKA MAILMAN

WE NEVER REGRET TRAVEL. Clothing and expensive dinners come and go, but the memories and insights gained on a trip remain with a traveler forever. This can be especially true when you go outside your comfort zone and gather new experiences.

Staying at a resort for seven days straight may sound good, but stretching a little can yield huge rewards. “We try to go off the beaten path and find places that allow people to talk with local people and see things they wouldn’t usually see,” says Mary Dell Lucas, president of Far Horizons travel in San Anselmo, California. For 35 years, her company has led historical and archaeological tours throughout the world, headed by prominent scholars.

Lucas urges people to ignore travel warnings based on politics rather than facts. “People allow headlines to dissuade them from traveling at times when they should be, because personal contact is a way to help with understanding. I don’t recommend going into a war zone, but there’s an attitude of fear that isn’t based in reality.” She points to her company’s upcoming trip to Iran, where American visas were in question as a countermove against President Trump’s immigration ban. Luckily, she says, the visas were approved because the Iranian government recognizes that it’s only through meeting each other that we form connections. “The older I get,” says Lucas, “the more I realize the similarities between us are much, much greater than the differences.”

Here are 10 tips to smooth your path and make your journey more meaningful.

1 Sit
Get a cup of coffee and sit in a public cafe. Travel isn’t always about how much ground you can cover; it’s about witnessing life in another country. Take a tip from the French and people watch. Focus on your breath and soak in the colors and flavors of a world you wouldn’t be seeing otherwise. Strike up a conversation with the stranger at the table next to you. You may think, “I didn’t spend all this money to just sit here in a coffeehouse,” but actually you did. You wanted to relax and be stimulated.

2 Walk
Instead of hunting down the local gym, get your exercise by experiencing the city firsthand. You can check with the front desk or your host to ensure you don’t wander into unsafe areas. Even better, join a walking tour. It’s a great way to meet other tourists as you chat during the walk between sites. In Paris, for instance, you can choose from an incredible array of daily walking tours led by a knowledgeable English speaker, covering history and architecture. Paris Walks tours last two hours and cost 15 euros. Similar tours in more than a dozen other cities are linked on the website paris-walks.com, including some in North America.

3 Meet Locals
It is no longer enough to know a few phrases in another language: hello, please, thank you, and good-bye. These polite expressions open many doors and show your willingness to learn a bit of the language, but for a more immersive experience, spend a few months (or at least hours) learning more.

Mary Dell Lucas says you can communicate in other ways: “When you come across a woman with a baby, talk to the baby. If you are a photographer, you can connect with other photographers. Or if you are in a restaurant when something

happens and everyone starts laughing, and you join in, it feels good because humor exists no matter what culture you're in."

She points out that local people are curious about us, too. "They think, 'Who are these Americans who just walked in the door?' Then you find that conversation may arise."

There are many apps for learning some basics in another language. Google Translate is useful in countries that have a different alphabet, as it translates words in that alphabet to show to the person you are trying to converse with. Use the Memrise app to memorize foreign words and phrases with the help of mnemonic tricks.

If you can afford to treat yourself, consider using a site like EatWith.com that lets you choose a dining experience in the home of a local chef with several other visitors. For instance, in Tel Aviv you can join up to 20 others for a buffet-style Shabbat dinner for \$42. Cooks in cities all over the world participate.

4 Try Journaling

A travel journal may end up being your favorite souvenir. Writing helps you sort through what you experience and will remind you of details years later. A beautiful, lightweight journal that fits in your day bag makes writing a pleasure. One example is JournalandCo's \$8 handmade "Adventure Awaits" with acid-free paper. Find many other beautiful journals on Etsy.

5 Cover Yourself

Keep cash stowed in several different places in case your wallet or purse is stolen. A few sneaky hiding spots: rolled up in a clean but fastened diaper or in an empty shampoo bottle—or even, if tightly rolled, in the casing of a pen.

Experts warn that you should never put cash in your checked luggage. Keep your money and passport on your body at all times. A money belt or leg wallet are good options. Once you get to your destination, leave a "dummy wallet" with expired cards visible in your baggage so a rushed thief might grab that and run.



Strike up a conversation with the stranger at the table next to you.

Remember to photocopy your passport and credit cards so you can easily call to report them stolen if need be. Keep these photocopies separate from the originals at all times.

6 Act Like You Live There

Hotels are wonderful, but stepping outside their protectiveness can lead to wonderful situations. Booking a space through Airbnb lets you dictate how you stay: Do you want a room in a household with your host (and the possible friendly interactions that can arise)? Or do you want your own apartment, or an entire house? The Airbnb rating system lets you select a vetted site. You may adore the neighborhood where you find yourself, and the rental relieves you of eating every meal in a restaurant.

7 Use Travel Apps

There are as many travel apps as there are destinations. Here are a few good ones.

Hopper: This app lets you see the cheapest airfare within a month-view calendar and will notify you when to buy.

Hotel Tonight: If your housing falls through at the last minute, this app collates last-minute deals on unsold hotel rooms; book in under 10 seconds.

Citymapper: This public transportation app assists with subways, bus and train lines, even ride sharing. If you can barely hear transit announcements (especially in another language), the app tells you when to disembark.

XE Currency Converter: This app provides live exchange rates for every currency, and you can also store them offline.

Flashlight: If your phone doesn't have this function, this app turns it into a flashlight for use in hotel rooms when you can't find the light switch.

BringFido: A handy app that helps you locate dog-friendly restaurants, hotels, and the ever-necessary park.

Tip: Download apps before leaving home to avoid a potentially nasty fee.

8 Truly See

Sometimes travelers are so bent on freezing a moment with a camera that they never see what's happening. Or they capture so many photos that they are overwhelmed going through several hundred (or thousand?) when they get home. Here's a radical retro suggestion: pretend you're back in the days of 35mm film and you only get 24 exposures on a roll. Decide in advance how many "rolls" you'll take on your trip and stick to it. You will then be forced to evaluate the best way to document something, rather than taking a dozen shots. You also may find yourself choosing not to take a picture and instead observing with greater focus. Another out-there suggestion: make a pledge not to take selfies.

9 Choose a Wild Destination

Consider broadening your destination list this year. Find the quirky, outside-your-comfort-zone places that will expand your understanding. For instance, try Vietnam for its culture, food, and beaches. Or, closer to home, off-the-beaten-track Dominica, instead of one of the many Caribbean islands that are cruise ship destinations. You don't have to go overseas to have an amazing experience; many places in the United States will push your limits.

10 Travel Safe

The vast majority of foreign countries are safe for American travelers—but some are not. This list can change at any time, so before planning a trip, check the State Department Alerts and Warnings for up-to-date information. **DW**

Erika Mailman has written for Art & Antiques, Arts & Crafts Homes, Via, and other publications, and is a published historical novelist (erikamailman.com).

STEPPING OUT



Milwaukee

BY KYANA MOGHADAM

LOCATED ON THE EDGE of Lake Michigan and surrounded by rivers, Milwaukee was shaped by its nearby bodies of water—one reason it became the beer capital of the United States.

To get to the heart of the city, look no farther than the Milwaukee River. A walk along its bank will take you through three historic neighborhoods: the Beerline B, Old World Third, and Third Ward. The Beerline Trail—a route once used to transport beer into the city—winds down the east side of the river and past historic Brewers Hill. Today it is a running and biking trail. Naturally, there's no shortage of terrific breweries in this area. For a unique twist on the city's brew culture, sign up for a bicycle pub crawl with Pedal Tavern.

Many of Milwaukee's early settlers were German. Venture south through the Old World Third neighborhood for all things German. Here you'll find the culture alive and well in the form of cheese, beer (try the Old German Beer Hall), and sausage brats. End your walk in the Third Ward. The industrial neighborhood-turned-art-and-cultural-center is the place to check out a gallery, shop your way through charming boutiques and name-brand

shops, or simply get lost in the Milwaukee Public Market, a mecca for local produce and comestibles.

Head to Marcus Center for Performing Arts for the symphony, opera, ballet, or a Broadway show. The center houses a number of musical, dance, and theatrical companies, including the Hansberry-Sands Theatre—the oldest African American theater company in Wisconsin. If you visit in the summer, you'll understand why Milwaukee is dubbed the "City of Festivals." A typical season includes a celebration of African American, Mexican, Polish, Italian, Irish, and Indian heritages, to name several—plus the world's largest music festival, Summerfest.

The Milwaukee Art Museum is a must-see. The permanent collection is recognized for its abundance of German Expressionist, Haitian, folk, and post-1960 American art. Among the museum's 30,000 pieces, you'll spot work by Pablo

Picasso, Andy Warhol, and Wisconsin native Georgia O'Keeffe. Perhaps the most popular work of art is the Quadracci Pavilion, opened in 2001. Designed by Spanish architect Santiago Calatrava, the dramatic, soaring, postmodern building is considered a feat of engineering, architecture, and sculpture.

Ready to dine? For a local experience, head to Braise, a farm-to-table restaurant and cooking school. The menu changes daily, and you can count on homemade bread and locally sourced ingredients. Go to Café Hollander, on the city's upper east side, for regional American food—and order the Scconnie Burger for a true Wisconsin experience: Cheddar, fried pickles, and bacon on a pretzel bun, topped with cheese curds. Other great options are Palomino Bar and HoneyPie in the Bay View neighborhood. The sibling restaurants are known for their baked goods and belly-warming brunch menus.

Milwaukee, though famous for its beer, has kept up with the fancy cocktail trend. Check out Bryant's Cocktail Lounge, where you order by flavor, color, strength, and texture, working with a skilled bartender. For old-school traditional, try the signature Bloody Mary at Sobelman's Pub & Grill. In the mood to dance? Set aside a night to party at Hot Water & Wherehouse in Harbor View. **DW**

Milwaukee RiverWalk (above); Marcus Center for Performing Arts (right).



Target
target.com

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

(from left to right)

AMANDA VELA
Group VP, Stores

I value leaders who are authentic, build teams of diverse thought, have a fearless drive for success, and do it all while having fun. Authenticity and diversity bring different strategies; drive leads to great results and builds a team people want to stay on.

IRENE QUARSHIE
VP, Quality & Compliance, Target Sourcing Services

I value integrity, ingenuity, and risktaking. Integrity is a nonnegotiable and is the foundation for earning trust. My proudest achievements have come from tackling uncharted waters, so I get a lot of energy from those who seek out and embrace change.

YU-PING KAO
SVP, Pay & Benefits

The leadership attributes I value most are curiosity and heart. Curiosity is what fuels understanding and connection. Great leaders seek to discover the possibilities and help others do the same. And great leaders lead with heart, making the hard choices and celebrating the wins.





DAWN BLOCK

SVP, Merchandising, Beauty & Essentials

I value curiosity in myself and those leading around me. I strive to be a student and learn every day. When we ask questions and seek to understand different points of view, our own world grows.

ALEXIS KANTOR

VP, Product Design & Development

It starts by showing up human and real. I value vulnerable, honest, and courageous leaders who embrace their own humanity and the beautiful humanity of others. Leaders who bring their whole selves to work help teams thrive and build trust. I am awed by leaders who inspire us to show up, think bigger, and create opportunities and possibilities for everyone.

CONVERSATIONS WITH CATALYST

Can We Learn from Hollywood?

Who are the “hidden figures” in your organization?



Women of color still tend to have their talents overlooked by managers and leaders.

ABOUT CATALYST

Founded in 1962, Catalyst is the leading nonprofit organization accelerating progress for women through workplace inclusion. With operations in the United States, Canada, Europe, India, Australia, and Japan, and more than 800 supporting organizations, Catalyst is the trusted resource for research, information, and advice about women at work.

catalyst.org

IN SPITE OF THE growing diversity of the United States, people of color oftentimes have been portrayed negatively by the media and the entertainment industry. These negative stereotypes have an impact on how people of color are perceived in other arenas—not least of all, work settings.

For many years, Hollywood has presented especially negative stereotypes of women of color. According to a study by *Essence* magazine, black women who were surveyed felt that their imagery in media was consistently negative, with stereotypic categories such as “Baby Mamas,” “Uneducated Sisters,” and “Angry Black Women” often depicted. In fact, negative imagery of black women appeared twice as often as positive portrayals.

And it’s not just black women. According to a recent study by the Media, Diversity and Social Change Initiative at the USC Annenberg School for Communication and Journalism, Latina characters are the most sexualized minority group on camera. Latinas were more likely than women from all other races/ethnicities to be shown partially or fully unclothed on screen. Further, fewer than 38 percent of actresses portraying Latina characters are themselves Latina.

However, progress is being made. An increasing number of substantive roles have been created for women of color characters. Recent examples of Latinas include major roles on the hit TV series *Orange Is the New Black*, *Brooklyn Nine-Nine*, and *Suits*. Black women are also getting an opportunity to play leading roles on other popular series, such as *Scandal* and *How to Get Away with Murder*.

The big screen has been a more challenging medium for women of color characters, but a recent film stands as an inspiration: *Hidden Figures*. It is all the more powerful for being based on the true story of three extremely talented black women mathematicians—Katherine Johnson, Mary Jackson,

Katherine Giscombe, PhD

and Dorothy Vaughan—who played key roles in NASA’s success in the global race into space. In spite of being relegated to a segregated area of the Langley Research Center, the women made contributions that enabled the successful launch of the *Friendship 7* in 1962—allowing John Glenn Jr. to become the first American to orbit Earth.

Hidden Figures mainly focuses on Johnson’s struggles to have her talents recognized. Key to her success were the attention and support of a white male senior manager. He invited her to attend and participate in key meetings, and she was thus able to achieve visibility and build confidence in her work. As depicted in the film—and in real life—astronaut Glenn asked that Johnson hand-check the intricate, computer-produced trajectory calculations before launching the *Friendship 7*.

Hidden Figures serves as a cautionary tale to those in power in workplaces. Although the overtly biased, segregationist era of the early 1960s is over, bias still exists, albeit in a subtler form. Women of color still tend to have their talents overlooked by managers and leaders. They often do not get the breaks they deserve and the high-profile assignments that would give them a chance to shatter their “concrete ceiling.” And far too often women of color have had to bear an “emotional tax” due to the toll of exclusionary work climates, which ultimately have detrimental effects on their overall health and well-being and their ability to thrive at work.

A couple of questions to ask yourself: Who are the hidden figures in your organization? And what are you going to do to help them gain the respect, visibility, and success that they deserve? **DW**

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



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