

Episode 16: Executive Edition: Sponsoring an APM Program with Heather Conklin and Aubry Gavin

Elizabeth

Heather and Aubry, welcome to the Women in Product Podcast. It's great to have you both here today. I thought maybe we could start today, Heather, you could start by telling me about the APM program at Salesforce and how your sponsorship of it started.

Heather

The program started back in 2018 and at the time at Salesforce, I was a VP of product, just looking around the organization, seeing how things were working. And at the time, I really felt like there was an opportunity for us to build products in a better way together. Salesforce had grown a lot, there were many different products and teams. And if you looked across the various teams, people were doing things pretty differently, team by team. And that kind of environment really, I just saw a lot of opportunities for improvement and in ways that we could probably develop products better.

So anyway, all that led me to when Brett Taylor became the chief product officer at Salesforce, and so it was roughly the end of 2017, early 2018. I decided I was going to use my 30 minutes with him to just pitch him on this idea that we could do things I think a little more rigorously.

So just pitched him on that. And he said, all right, well, if you ever want to, I've been thinking about creating an associate product manager program here that I think could really help with a lot of these things. And he had started his career as an associate product manager at Google, under Marisa Mayer when she was leading the program there. And so he just said he wanted to start one at Salesforce and asked if I would want to help. And I very flippantly said, "Yeah, if you do that, let me know. I'd love to help you." And I think it was less than a week later that I got an email from him that was like, all right, we're going to do this. We're going to start the program now. So yeah, it was born out of just an opportunity that I saw for us to make some changes and feeling passionate enough to pitch that idea.

Elizabeth

That's a great story. I think it cracks me up when you say, I look back and I think where did I have the nerve to do that? And I think it's great that you did. I'm hoping that this podcast will encourage other people to speak up and volunteer to do those kinds of things. So in talking about the program, what did the first phase of it look like? How quickly were you guys able to launch it and what did that first iteration of it look like?

Heather

Yeah, it was a really crazy time. From when he sent that email, he had a few other people copied on the email, we're going to do this now. And so we had a small team of like six or seven people from a bunch of different functions. I was the product person. We had a program management person. We had recruited just a bunch of different functions brought together and none of us had ever been in an APM program before. We had never created an APM program before so we really didn't know what we were doing, but we were all excited about trying to figure it out. So we wrote a vision of what we were

wanting to get out of the program and really just started doing a lot of research because like I said, we had no clue what we were doing.

Heather

So we talked to a lot of other companies who do have successful APM programs and got to do a little bit of picking and choosing from what do we want to bring into our program versus maybe go our own way. And as part of that research, I mentioned that Brett was in APM under Marisa Mayer, and so he had offered to try to get her to come in and talk to us about the Google APM program. And at the time, I definitely was like, how much can she possibly remember? It was a long time ago, but I was excited about getting to meet her and he brought her in and I remember it so well that day. And she sat and she has an incredible memory and is obviously such an amazing leader. And so just like getting that opportunity to sit in, hearing from her was incredible.

But one of the big things that she talked about was that in order to make a program like this successful, you really need a champion. So you need someone in the organization who is a product manager to really lead that program. And so we left and I thought about that night and I was like, gosh, I really want to be that person. And I didn't know if I was senior enough or qualified enough, or if I was the kind of person that Brett would've had in mind to lead the program, but I really wanted to do it. So that night, I wrote this email to him about how I want to do this and I sent it the next morning and he took the whole day to reply. And at the end of the day-

Elizabeth

Kept you waiting.

Heather

Yeah, exactly. Driving me crazy. And of course, all day I was like, this is the stupidest idea ever. Why did I do that? But by the end of the day, he replied and just said that he would love for me to run the program. And so that's how I got the more, I guess, official role of leading the program and it just moved so fast. All the day I met with him one-on-one was probably like the second week of January. And by the end of March, we had 30 candidates on site interviewing for the internship program. So we moved super fast. We decided let's start with an internship program because then at least the scope is much smaller. It was a good MVP for us to do some interns for 12 weeks instead of trying to hire full-time people for multiple years.

So we did the interviews in March and then by May, they were here. We had 12 interns in the organization. And that first summer was so hard because it had moved so fast. A lot of things were being built and used at the exact same time. We were kind of flying the plane and building it all at the same time. And I always say that first class of APMS, they just took a big leap of faith. Luckily Brett's name added some cache to the program, but it was definitely not something that was fully baked. And so we were trying to just figure it out, I always say I was flying by the seat of my pants, just trying to figure out how do we give them enough of a great experience in these 12 weeks so that they would want to come back the next year? And luckily, I think we did a great job at that and we got a really amazing class of people that summer, many of whom returned for the full-time program. But that's how the early days went. It was crazy.

Elizabeth

Yeah. Now, Aubry, you were part of that first group. Am I correct? Were you part of the summer intern program or did you just come in the first cohort of the full on APM program?

Aubry

Yeah, I joined actually in the first cohort of the full time program because the previous summer, that first summer that Heather was leading the program at Salesforce, I was doing a PM internship at a different company. And I enjoyed it, but I really felt like I was missing a lot of mentorship and a little bit of the community. I was one of the only PM interns at that company at that time that was an MBA student or like everyone was all scattered throughout the company and there was really no cohesiveness. So when I started to think about where I wanted to go after my senior year and where I wanted to go full time, I saw the listing. So luckily that I saw it, I think it was only available for a few weeks on LinkedIn.

And I remember in the job description, it very much emphasized basically the two things that I said that I was looking for. I really wanted a strong mentor especially being a woman and a minority. I was really focused on mentorship and having people that were going to be just as invested as me as I was going to be in the program really in my corner. And then also like the cohort, small community class size when there were only going to be 12, that's a very small number, so it can be very high touch and it's also was all San Francisco based at the time. This was before the pandemic and the thought of that really excited me, the thought of having 11 new friends to navigate not only our first full-time job, but also moving to a new city and all the things that come with your first role after college. And so luckily, Heather interviewed me actually and luckily she liked me even though I totally blacked out during all of it. I don't remember but I was so thankful that I got the opportunity to be part of that first class.

Elizabeth

That's fantastic.

It's funny how in retrospect, something is so stressful for you and then further down the road you think, why exactly was I quite so stressed out over that, because I didn't necessarily need to be. So Aubry, you were really the beneficiary of all of that flying by the seat of their pants, that one summer and stepped into the full on APM program. So talk a little bit about what you experienced being a part of that program. What was it like?

Aubry

We had eight full months of the program before going virtual and I thought that it was just one of the best eight months of my life. I think, like I said, traveling to a new city. I was previously in Boston. I'm an east coast girl. This is my first time in California, first apartment, first roommate, first all of that. And I think bringing together the community of APMs, not only in a professional setting, but also in a personal setting was really, really amazing. And I think one of my favorite parts that really, really stuck out to me at the beginning of the program was how much emphasis Heather and the rest of the team were putting on, bringing your whole self to work and really being vulnerable and forging those connections between us as a class.

I remember we did an exercise, one of the first APM Thursdays. Once a month, we would get together in

a room and talk about all things PM and there was an exercise Heather made us do that was, everyone go around and tell a story of what exemplifies you as a leader. And I remember I told my story about how we're all getting thousands or hundreds of LinkedIn messages a year. And I really do my best to respond to all of them in every single way that I can, especially for those that I feel like have not broken into the PM or tech space and are just as deserving of an opportunity to do that as those who've gone to a big school or a tech school. So I told that story and then some other people told stories about they as a leader. They really try to assemble a team around them that has different strengths and they love to pull on those different strengths of people.

And I just thought it was such a great and vulnerable exercise and really questions like that, I think it was our first time all meeting together and talking for an extended period of time. And Heather was like, let's dig in, let's start to get to know each other, let's be vulnerable and let's form these personal connections that are going to last the rest of your life either professionally or personally. And I think that's one thing that really stuck out to me at the beginning and just continued to develop over the course of the program. We spend a lot of time being introspective and self-aware. There's an APM journal that we do and we also have a newsletter that goes out monthly where an APM will reflect and tell learnings. And yeah, I think just the vulnerability and the closeness that we were able to cultivate over the two year course of the program is just amazing.

Elizabeth

Well, before we go further, Heather, it would be really great if you and Aubry jump in, if you have something to add, would describe the program and how it's structured. I mean, I'm assuming that each of the APMs were assigned within some group and then you came together as an APM group periodically or maybe you can share that structure a little bit.

Heather

Yeah, sure. So every year, at this point now is like a fully mature program. We have interns every summer and then we have a two year full time program. And so during those two years, you end up rotating onto three different product teams within the product organization. And so they're three eight month long rotations and we go through a whole matching process of how do we decide who's going to go to what team. And then you go and join your team for that eight months and you operate just like every other PM on the team. The only difference is that these are just very high caliber fresh talent, and then they're going to rotate off again in eight months. So, yeah, it is rotational.

And then outside of the rotations, as Aubry was talking about, we do things like, we call it APM Thursday and we do a lot of programming, I'll call it, for the APMs because they are new to their career and products so we need to teach them how to do product the Salesforce way. Brett's idea was that this was basically an MBA in how we develop products at Salesforce so they need to learn about the products themselves and the different processes and all the different functions that they're interacting with. And so we do a lot around a real curriculum for teaching them how to be product managers. And when we started the program back to that first one-on-one with Brett, that's what I thought the whole program was going to be about was all of that, like we're going to teach them how to be great product managers.

But as Aubry was talking about with that vulnerability exercise that we did, somewhere in that timeline, I

actually also had my second daughter. So my second daughter was born at the beginning of 2019. And so I was actually on maternity leave at the time when Aubry and the rest of her cohort started the full time program, which was terrifying, because I always call the APM program my non-human baby. I have my own real babies at home but this has definitely been a baby of mine. And so to not be there when they all started was killing me. But when I did come back in September, so I think they started at the end of July, I came back in September and I just realized that they were all really struggling to be honest. It was hard. It was so much change for them at the same time. You heard Aubry, she would move to a new city. She was doing her first full time job. A lot of newness there.

Plus they were joining a big company with a lot of different people and players and they were trying to get up to speed quickly on their teams, which comes with a lot of like, do I know enough? All the same fears that I had when I was talking about creating the program, that's what they were living. And I had done a lot of my own personal coaching and introspection and stuff throughout that time since creating the program. And so when I came back from maternity leave, I was like, oh gosh, I know what they're going through and I've been there. I've been through this all myself. I still go through it myself today. And so I just realized that it needed to be equal parts about teaching them to be great product managers as well as to help them build their own grounded confidence in who they were so that they could show up in the best way day to day with the teams.

And so we really needed to dig into just helping them understand that we all, as human beings, we all feel these ways all the time and there's nothing wrong with you, but getting aware of it and mindful of it and then deciding how are you going to make choices on how you interact with those fears and things on a day to day basis was really important and that's become such a big part of the program, just teaching them how to be great, self-aware people at work that interact really well than with other people because you have to have your own solid foundation in order to have empathy and all the courage and the communication, all the things that we know make great PMs, like we need you to feel solid in who you are in order to show up in the best way with other team members and peers and leaders and things. So that's become a really big part of the program.

Elizabeth

I think it's so interesting that you really started to realize that some of the factors for success for these people were things that were outside of the walls of the organization. Moving to a new city, starting to know other people, finding your way around a corporate organization, I think those are things that are rarely thought about when people are hired. Even if they're right out of college, a lot of times people just get thrown into situations and they make it work or they don't. And I always think that there's a lot of people that are very, very qualified but nobody ever helped them a little bit, showed them the ropes and took the time to give them that courage that they were okay.

Heather

Yeah. I think it makes all the difference. Aubry talked about that very first exercise that we did where we shared stories and in that, I tried to do my best to model, being brave and sharing your whole self authentically and courageously. And I've joked with you before, I'm the number one Brene Brown fan, but she always talks about how courage is contagious. And we really believe that and have instilled that in the APM program as a whole. And we do a lot of different things to share stories and share who are

you as a whole person, not just who are you on your resume. And the amazing sense of belonging that comes from doing that, it's profound. Honestly, it has made an incredible difference to have that support network of people who really know you more deeply, who are there to support you.

APMs have shared with us that through the things that we've done on that front, they feel more comfortable in their skin. They feel like they can be their whole selves that they've found a sense of belonging in the program around that they've never had in other groups and things that they've been a part of in the past. And I can never understate, I guess, the power of really sharing your stories and making space for that human to human connection. And that's what we talked about before with community is like, that's what it's all about. Then you see the real other human on the other side and you want to help them, you feel that connection. And it's just that being a part of something bigger than just yourself.

Elizabeth

So Aubry, are there parts of that experience of stepping into the APM program that you use today when you work with other people, I mean, are there side effects from that you have continued to use or continue to lean on in ways?

Aubry

Definitely. Yeah. I think Heather touched on this a little bit before, but the sense of belonging and imposter syndrome that you also feel when you start at this role, you've been identified as a high potential candidate coming in as an APM to a big company, but there's always that imposter syndrome. Heather interviewed me and she thought I was good but it's because I was hiding all this other stuff about me or she had no idea that I'm actually not going to get to do a good job. So I think confidence is something I really, really struggled with at the beginning of my PM career.

I remember specifically when we were getting matched to our second rotation, there was a project that was available where the APM in that case would be filling in for a director level PM that was going on maternity leave. And our rotation was eight months. Her maternity leave was going to be eight months. It was a really nice match made in heaven for an APM to be able to take on some higher scope and to have some greater responsibility. And I remember when I saw that project and it was time for me to rank and decide which ones I wanted, I was like, there's no way I can do that. It's not that I didn't want a challenge, but I legitimately thought that if I chose it, I would be setting myself up for failure. And I was just like, there's no way I could do that.

And I remember once the matchings had been done, I actually got matched the project and I asked one of the APM leaders. I was like, "Hey, I'm really concerned. What happened? I don't think I can do this." And she was like, no, we gave you this project because we specifically think that you are the one that can do it. And that, I think is just one of those intangible, invaluable things that you don't get to hear every day that someone from this program really believes and has confidence in you and there's someone really in your corner.

And I think that helped me leaps and bounds throughout that rotation. And then now moving on and moving up in the organization, just the confidence that I built from that and hearing that from her and

being able to realize from her that a lot of the skills that I have as a young woman that are sometimes looked at as not so professional or not what is professional in a corporate world can actually be assets. Energy and attitude and socialism and collaboration, those are actually skills that I realize through this program are really big PM skills because we sit at the intersection of technology and people. So we can't just learn the technology skills. We also have to learn the people skills. So yeah, I think just having that confidence and helping me realize what my strengths were and identifying those in me before I had even identified them in myself, it's just invaluable.

Elizabeth

It's interesting because there's this little microcosm, if you will, in this APM program where people like Heather who are more senior in the organization are working directly with you guys. So they're in essence assessing who's where, what they're capable of. And in a way, functioning as sponsors for you. Somebody was a sponsor for you and said, no, she's perfectly... she's the right person. She can do that. We have confidence. And when you have somebody in the organization that's more senior than you that is saying that as opposed to you going to them and saying, I think I'm ready sort of, kind of. I'm not really sure because... But for them to give you that affirmation back, like, yeah, you. I know you can do it. Come on. You can do it.

Aubry

Yeah. It speaks volumes. And especially if you were not at the place where you were ready to say, yeah, I'm ready. I can do it.

Elizabeth

Yeah.

Heather

And she absolutely knocked that rotation out of the park. Everybody was singing her praises and again, whether it's that kind of example or some of the places where I had the same fears and doubts about myself, this is what we talk about a lot with APMs, is like, of course there's a lot of risk in raising your hand for things or taking that shot, but there's so much more risk of not doing it. And if she didn't go for that role, we have great APM, so someone else would've taken the role but still she wouldn't have had that opportunity and that growth and that moment to shine in that way. And so it's so hard when you're in those moments of swirling self doubt to decide to go for it, but for anybody listening who maybe is dealing with some of that in your own life right now, just take the shot. Even if you don't get it, at least you know you tried and I think in best case, you're the exact right person for the role and you're going to do an incredible job.

Elizabeth

Yeah. And I think there's a couple of big things there. Number one is even if you don't get it, people are now aware that you're interested in something more. That'll work in your favor for the next time something comes up. And I think that sometimes people think that when people go for those roles, that they're 100% confident that they can do them and that they're not nervous about it or a little tentative

and uncertain, and they usually are. If you wait until it's a slam dunk and you know that you can do it, then it's not actually stretching you. You're probably not going to learn as much.

So it's good to have a little bit of that nervous tension.

Heather

Yeah, totally. And I think that's why we now have a team of people who run the APM program and so many other people who are involved in the program in different ways. And one of the big things that we try to focus on with everybody is just the authenticity of just being a human. Like, yes, we are all nervous. We're all just trying to figure it out. We're all flawed. We're all doing our best every single day. And all of that is normal and it's okay.

I think especially for a group of really high achievers like the APMs are, you can get this thing in your head where you have to get the A plus on the test and you have to achieve the next thing and you need to know what your career path looks like. And we're like, no, it's okay. People who've been working for a long time, we're all figuring it out every day just like you. And I think that's probably equal parts, scary and comforting, but I think it has helped them to see that in so many people that they interact with. And again, that's been a big part of what we're doing.

Elizabeth

So Heather, one of the things that you talked about previously was that the APM program impacted how you guys deliver products as a company, that it really changed a bunch of different things. Do you want to talk about that? And Aubry, if you have something to add in, feel free to jump in because you've been in the midst of that, I think so.

Heather

Yeah. I think some of the big things there is that because the APMs are rotating throughout the organization, it's this cool grassroots way of creating real best practices and sharing them. So when Aubry went from her first rotation to that second one, she was able to bring good things from that first team into the second team. And so instead of having any sort of, we're all going to standardize in this way, the APMs are just naturally bringing goodness to the various teams that they're working on. And that really just helps all both rise but by having that.

The other big thing is just that because of a lot of this, again, this work that we do about put yourself out there and courageously communicate and share your thoughts and ideas, they're all fresh eyes on these teams and they're able to look at the... when you stare at a problem for too long, you become blinded by a ton of things. And so they're able to go into those teams and ask sometimes even just basic questions that make the teams really rethink the way that they're doing something. And because they're asking the questions and the teams have to reflect enough to answer them, it's enough of an interruption in the patterns of the teams where they're able to actually think about it differently.

And again, because they see how other teams are doing things, they can connect the dots between

different teams of like, oh, did know this other team is doing X and that's really related to what we're trying to do here. We should talk to them. Maybe we should leverage some of what they're doing. And that connective tissue between the organizations, I think has helped us to just think about how we're developing products a little bit differently and hopefully is again, in that grassroots way is starting to accelerate different innovations because of that connective tissue between the teams.

Elizabeth

That's really interesting. I mean there's so much research about bringing together diverse teams and diverse ways of thinking and that it really helps with innovation. And that's essentially what you're saying here. I know that what you had told me previously was that when you started this program, you really wanted to make sure that you were bringing in diverse candidates and stuff. So it's nice to see that sort of anecdotal data on the front line that is actually true.

Heather

Yeah. And it's been a big focus of ours to hire the diverse talent and really make our PM population look more like the population of the rest of the world and that has been a big focus. So we do that both with the APMs themselves, with the managers, with the rotation leaders, try really to bring in as many different backgrounds and perspectives as we can.

Elizabeth

Yeah. Now Aubry, are you all the way through the two years? Is that where you are? Are you in the tail bit now?

Aubry

I am. I finished the two years in August. We had a mini graduation celebration. It was very, very cute. So yeah. I'm well into my way of the rest of my career.

Elizabeth

Now you're in just a regular PM role or how has that role changed?

Aubry

Yeah. So I'm in a PM role actually on Heather's team. And I think one of the amazing things is my role actually hasn't changed all that much. I think how I was mentioning on my second rotation, I was taking over for a PM that was one or two levels above my level at the time. And really in the rotations, you're just thrown in. You're part of the team, you're treated as a senior level PM, you're in the PM weeklys, you often own scrum teams as we're developing the programming and stuff during the weekly APM meetings, that doesn't mean that in your day to day job, they're like guiding you slowly. You're like in there with it. And of course you have all of the mentors and managers that we have. I think there's like five or six different people that are dedicated to you and your career growth to bounce ideas off of.

But yeah, my role as a PM hadn't really changed that much going from a rotation to being a full time one because all of the stuff that I got to work on as APM was just as, if not even more impactful than the work of PMs across the company.

Elizabeth

And what do you want to do in the future? I mean, where do you want to go? What's your aspiration?

Aubry

Yeah, I think one of the things I'm really just most excited about is giving back to the APM program in any way that I can. I think that while Heather and the rest of the team and all of the managers and mentors and VP advocates spend so much time and effort growing us, I feel like they also get to grow. Like my manager, when I first came in, it was his first time being a manager and many APM managers, it's their first time that they're getting that opportunity to do the flip side. So they get to grow and they get to advance and they get to succeed in the organization. And I feel like it's just a really cool domino effect of the APM community. It's not just us 12, it's the 12 below us, the 12 above us and then it's all of the mentors and managers that are on that web in that network.

So I'm really excited. I've spent the last year or two being mentors to two APMs that are in the class below me and the class below that. And I'm just really excited to see how I can keep contributing and giving back to this program that gave me so much.

Elizabeth

That's great. That's great to hear that. So Heather, tell me a little bit about the impact on you. Like you started this program, you've run this program, you had a baby in the middle of that, where is all of this for you now?

Heather

Oh gosh. Running the APM program has just impacted me in so many ways that I just never could have seen coming thinking back to those early days. Again, I just thought I was going to teach people how to write user stories and deliver some products and here we are. And it really has shaped how I think about my role as a leader of people and organizations. I just have realized that it really is not just about the work that we're getting done. Prior to running the APM program, I was an execution machine and I still am happy to say that I can execute the heck out of anything that is given to me but that was where my value, I guess, was prior to the program.

And now this has just opened my eyes to just a much bigger sense of purpose and a lot more fulfillment to know that it's not about me and my individual success or what I'm able to deliver, but really being able to say, how am I impacting all of these people both in the program, and as Aubry was saying, the broader community of people that are involved in the APM program, feel the effects of what we're doing here too.

And just this idea that we've talked about before around human leadership is just so important to me now. The idea of being able to be an authentic caring human being of teams and watching what that unlocks for other people, it's really amazing. And just hearing again, those same stories that I had

mentioned earlier around the impacts that it's had on APMs and how they relate to themselves and how they view themselves in the world. We've had APMs say that their family has commented on the changes that they can see and how they interact with them. It's just really that sense of real true human connection and belonging is so important to me now in a way that, again, I don't don't think I could have seen coming.

Elizabeth

I think there's so many important and relevant things to what you're saying. Number one, the one thing that's immediately obvious is the time that we're in right now and how many people are struggling in the jobs that they're in, how many people are looking to change jobs because they feel like they have to after having come through all of this, et cetera. And I think it's really this moment in time where there's an opportunity for organizations to really think about how they lead people, how they manage people, how they grow people, how valuable their staff is and what the costs are of losing people. And also, what is really productive versus just appearing, just performatively productive. And so I think what you guys have created here is really an interesting model that speaks to that at a really core level.

And the other thing is just even your own story about execution machine and then stepping back and doing this thing that's extremely different from that, I have for a long time, had this idea around we all love checking off boxes and getting things done, but getting things done is one thing, and having an impact may be a completely different thing. And so being able to step back and see that broader impact that whether you knew it at the beginning or not, that retrospectively, you see the ripples of that impact on each of those individual people involved as both the APMs themselves, but also their advisors, also the groups that they moved into the organization broadly, it's a huge impact. And I think what we got started in our conversation with you around this idea of encouraging executive level women to consider starting different types of programs and extending what they're doing beyond necessarily their day to day job type things. And I think this is just a great example of how doing something like that can change everything in a way for everyone.

Heather

Absolutely. And what Aubry talked about, where she now wants to pay that forward to other people and that's what we talk so much about. And I know you see all the time leading the Women in Product community, but it's just this idea of, it doesn't stop with my own success. You might have achieved a lot of great things but when you can really get that humanly connection, then you feel just honestly compelled to pay it forward and to help other people feel the benefits that you have felt. And that just, you called it the ripple effect of that and just how far reaching that kind of an impact can have. It's better than any need to-do list that you could possibly check it off.

Elizabeth

It is. So I wanted to ask you both one last question, which is, I always end the show with, what's one piece of advice that you would give to our listeners? Could be about sponsoring an APM program or how to work with APMs or whatever comes up for each of you. And Aubry, maybe you'd like to start. One piece of advice that you would share based on your experience in being part of the program.

Aubry

Yeah. I think one of the exercises that I found the most valuable that we did during the program was figuring out your strengths and your values. There are so many random website quizzes out there that you can do that just show you what you really care about and what you're really good at. And I think that was just so valuable for me to understand how I wanted to approach not only product management, but my life and how I wanted to show up how I wanted people to perceive me and how I wanted to be perceived by others. So that would be my advice doing a little bit of introspection and reflection on your values and your strengths.

Elizabeth

That's awesome. Heather?

Heather

I would say some of the themes that we've already talked about here, but I think you all as women who are operating in your various roles and the different organizations that you work in, you see so much and you know so much and you really, I would say place a lot of value in what you know about your organization. And don't be afraid to point out those problems maybe that you see or opportunities for improvement maybe. Don't be afraid to point those out because if not you, then who else is going to do it. And so I would just say really lean into the courage there to be a truth teller and to point out what ways that you all can improve, because again, you can impact so many more people that way. And I guarantee that everybody listening has a million different ideas of things you could do or passion projects that you'd love to run. And I would just say take the risk and see where it takes you because the results can be so far beyond what you could possibly even know.

Elizabeth

Yeah. I think those are both good pieces of advice. And I really appreciate both of you taking the time to talk to me. I mean, I think this is such an amazing story of what you guys have built and created and it's wonderful. It's really, really wonderful.

Heather

Thank you so much for having us and thank you because hopefully our story can, like we said, pay it forward and inspire some others to try this out. So thank you for having us.

Elizabeth

I hope so as well. Thank you both very, very much. And I hope to hear lots of stories about how this influenced other women because I think it will.

Heather

Yes. Thank you.

Aubry

Thank you.