



Episode 52: Carmen Palmer, Chief Product Officer, Women In Product

Elizabeth ([00:17:13](#)):

I wanted to start by briefly, Carmen Palmer, who just recently about a month ago, joined Women in product and she is our chief product officer. So I really want to start with a big welcome to Carmen. It has been fantastic having her on board. I think we're very, very excited. At least I can say I'm personally very excited about her having joined the organization and think we're going to do a lot of great and interesting things. I know that there are some people out there that are chief product officer. What is a chief product officer going to be doing at a nonprofit organization that produces events, hosts, community, and creates programs for the women and non-binary folks in our community. So I think my first question for you, Carmen, is how do you envision your role going forward and what things are you going to be focusing on that the community might start to see and be interested in?

Carmen ([00:19:03](#)):

Yeah, that's a really big question and a great question first before I jump into that, I'm just really happy to be here. I think that I'm 30 days in, just like with any new role where you jump in. It's been a lot of listening and learning and standing and just I'm so thrilled to be here. So jumping into the question. So yeah, it is a little bit unusual, and I do get that question a lot of what does A CPO do at a nonprofit and what is your product? What are you going to be doing? And I think that for me, the role is not too different from being a CPO at a for-profit. I'll jump into the things that are definitely different, but when I think about what are our products, I think ultimately our products are our members and our community, but we build enabling types of products or programs and events.

Carmen ([00:20:00](#)):

So we launch programs and events, maybe it's networking opportunities, and we host our community in order to drive enablement and empowering women within the product management community. So in the same way that in past roles where people ask me those questions as well, when I was a matching product manager, a matching technology product manager, well, what's your product? Well, my product is working on the algorithm to make sure that the ads that we show sponsored listings are the best added at the best time for that user. But I'm working on an algorithm, so what is that product? So a lot of that thinking in terms of what is it? Yeah, it's a different medium, but all of the approaches and the things that you do as a chief product officer really resonate. I think that that speaks to building the strategy, being really customer focused.

Carmen ([00:20:57](#)):

What do our members really want and need to be able to thrive in their roles at all levels? Just like how you need to prioritize what you launch and build. We need to do the same types of things internally. We're a very small organization that serves a community of 30,000 plus and growing women, and we get to leverage our



community, but we have to look at our resources. How do we best do our job so that we can scale what we get to do a lot of In terms of envisioning what the role is, I think that women and product is in a really interesting and important time because I think that there's already, and I think you guys agree just from the community, the feedback that we get and what we're doing is that we do have a product market fit. We have this need of a community for women and non-binary people to come in and to share experiences and to feel a belonging while forwarding themselves in their career, getting educated, understanding what the path is when things are unknown, and again, sharing experiences with other folks in the community.

Carmen ([00:22:13](#)):

So I think that that product market fit, I want to scale that. How can we do a better job where we need to do a better job? How can we offer more and get really intentional about our mission and how do we do that through our offerings? How do we do that by enabling the community? How do we do that by maybe internally, how can we do more with what we have? So a lot of those things are really, really similar and aligned. So let me pause there and see if you have a follow up on that, but could go on.

Elizabeth ([00:22:51](#)):

I mean, this is a great conversation and there's probably some things in the background that we can share with people broadly, which is as a group, as an organization that focuses on women in product management, one of the things that we really thought about was like we can take that skillset and apply it to the things that we are doing and find better ways to serve our community. And serving the community has a number of aspects to it. And Carmen, you and I talked about this in the process of getting to know one another and since you've joined the organization, but how do we serve women in our community? We do that by connecting them to community. We do that by connecting them to opportunities. We do that by helping them develop skills. We do that by helping them understand what it takes to advance and to plan for where they're going. There's all kinds of things along those lines, and I think that bringing Carmen's skillset to bear in terms of thinking about them from that toolkit of product management is going to help us do a way better job of doing that for you guys. So Carmen, you might want to also talk a little bit about your perspective on the field overall and how that exists today, how women fit in that field today, how it's changing

Carmen ([00:24:40](#)):

Water. I mean, there's a lot there. I mean, I think we know in general that in terms of representation, there's still a lot of challenges in representation at mid and senior level roles for women in product. I do see that slowly changing. I think there are different pockets where, for example, I met someone on the plane last week and I asked him, he runs a large product organization at a large tech company, and I said, Hey, how many women do you have in your leadership positions? And he said, we're about 40%. And I'm like, okay, that's pretty good. What are you doing? What is it that enables your teams to have a little bit more representation than the norm, which is



really 30% or even below that? And I think a lot of it is that there is a community within the organization, and we know that as we get more women and non-binary folks into these roles, it makes it more attainable when you can see it, it's almost like when you can see it, you can do it.

Carmen ([00:25:51](#)):

So in the industry today, first of all, I think that product is really important and critical, and I think that it's definitely growing. I think that there's a traditional sort of tech companies that where we grew up, where product management started and where it evolved and continues to evolve. And I'll come back to that, but I think that there are other industries and organizations that really see the value of a product-led approach to create repeatability and sustainability of what they're building and the ability to be very customer focused because everyone has to be really efficient with resources. And there's a lot of big bets that companies have to make, right? Because there's a lot of unknowns, there's a lot of unknowns with ai, a lot of companies that are working through digital transformation and transformation has been happening forever. But I think that companies are trying to figure out how do we operate in this new world?

Carmen ([00:26:49](#)):

So the role of the product manager, I think that there is that evolution of what does the product manager have to do, what are the skill sets? And then in general, how it's a great time because as women, we can come in and sort learn these skill sets and get ahead of them because everybody's learning. It's a great time to bring our point of view and the way we approach bring more of that listening and that empathy and sort of that different type of thinking that is really, I think, critical for this new world of AI and this world of trying to drive efficiency within our organizations. I'm not sure if I'm getting to what you're asking, but I do. No,

Elizabeth ([00:27:34](#)):

You absolutely are. I mean, I think that you touched on so many things there that are really important, and some of them are, I think people kind of feel them intuitively, but it's hard to find the data. For example, when you talk about representation, when you talk to this person and they have pretty good representation in the firm that they're in, I mean, one of the things that we see is that representation very much varies from firm to firm, but that when you look across the profession, what you see is really parody at the entry level right now in terms of based on gender. But the representation really drops off when you get to mid-career senior and executive levels. And so those are areas that we're focused on because we want to drive up the representation in those areas to bridge that gap.

Elizabeth ([00:28:35](#)):

But as you and I have talked about quite a bit, just bridging that gap is not enough. We want women to step into those roles feeling highly competent. We want them to know what to expect and to help them to navigate those waters so that they can really thrive in those positions. And we can't always change the way industry



operates, but we can help people be prepared to step into those roles in ways that give them a leg up in terms of managing either their work-life balance or their career expectations or just their general wellbeing in terms of being able to perform. Right,

Carmen ([00:29:25](#)):

Absolutely. I think that that's one of the things that is, that we can talk about and we should be talking about more, which is a lot of the holistic part of ourselves. Yes, there are skill sets that we need to have. There's a lot of capacity of being driven and having perseverance to be successful at product management. But I think the really important part, it's one of the things that if I were to tell my younger self or my previous self to, if I had known sooner to, for example, a lot of mindfulness components like things where I have a lot of self-doubt, it's like how can I work through being more bold? How can I work through when I have to juggle lots of different things? How can I feel confident in creating my own boundaries? Because ultimately when I'm my whole self, that's what I'm going to be the best at my job.

Carmen ([00:30:20](#)):

And I think that a lot of those things that, and this is a big topic I think to drill into if we want, but I think that the parts of us in order to be successful and to have sort of a long career, I think in product management and to your point, are goal being that women are able to thrive and sustain and feel happy and proud to be in the field, I think is a lot of what we're trying to work through. Because I will definitely say in my career, and I saw this question come up in the registrations was like, how did some of these things affect the way that I went through my career? And I made a lot of choices because I had to make choices because it was good for my family, or if it was good for myself and I was able to, and I had to be patient, I sometimes had to wait for the right opportunity that would give me sort of that holistic balance.

Carmen ([00:31:27](#)):

Some personal stuff. My husband is a teacher, I have two right now. They're teenage boys. I have elderly parents. And so a lot of, very early in my career, I did a lot of traveling. I wasn't at home very much because that was the way that my husband is a teacher who said, Hey, you do your career. I love it. I'm going to do my career. I love it. So it was a very win-win for us. I think sometimes that's unique, but it works for us. I did a lot of traveling when I was at Yahoo. I was the only executive leader out of Los Angeles in order to make sure I had a seat at the table and had that face time because building those relationships and being able to sit there with the rest of the team was really critical. So I did a turnaround Southwest flight from Burbank to San Jose every week.

Carmen ([00:32:22](#)):

I was sort of the Alister with lots of drink tickets and all of that stuff. But at that time, that was important for me because it was important to establish myself in that role and to build those relationships. I also made decisions to leave a startup because I loved what I was doing. I loved being on sort of the cusp of building something brand new and working really closely with engineering and building out



marketplaces. But you know what, I was getting phone calls from school that my kindergartner needed to get picked up, and that was a one hour commute from the beach to where I live. So I ended up leaving that job after a year. And a lot of, I was very lucky because I didn't just leave it. Someone had called me based on my past experiences and said, Hey, I need someone to run marketplace operations.

Carmen ([00:33:22](#)):

I know it's not a product role. I know that you left Yahoo because you wanted to take another product role, but come and do this. And I made that choice. And it was actually a little bit uncomfortable because it's not a role that it wasn't a product role, it was a marketplace operations role. It was about network quality. It was about measuring the quality of supply to bring into our network. But I took it because it was a new skill and it was great for what I wanted to do. It gave me that balance in my life.

Elizabeth ([00:34:04](#)):

It's such a great story because I think what you're really touching on is that what people need changes over the course of their career. And sometimes you take these detours, but sometimes the detours have benefits that may not be apparent when you take them. So my guess is that when you stepped into that role, you gained some other skills and perspective that in the long run benefited you in terms of other opportunities that came along. And earlier this year when we recorded the podcast path to CPO, I heard a lot of that from the women who landed in CPO roles, that they actually took a lot of different paths and that they found that those paths were important in terms of them getting, I guess more empathy across the entire organization and also expanding their skillsets in ways that they hadn't necessarily thought of and weren't necessarily apparent that would benefit them in the long run, but did pan out that way for 'em.

Elizabeth ([00:35:20](#)):

So I think that's an interesting item and something for us to think about. I also think that it kind of circles back to what I was talking about earlier in terms of having a product approach. If we really want to serve the community, we have to be able to serve women at every stage of their career and every stage of that.

Elizabeth ([00:39:52](#)):

In talking to you about your path. One of the things that really strikes me, there are so many paths into and through product and when it's not like you can say, here's the map, just follow the map. And I think that collectively, we create the collective map by sharing our stories. And I think that helps give each of us confidence that we can move forward, that we're not off the path, the want approved path. So I think it will be really interesting to see how you and your team are able to really tap into that as we build out opportunities and information and tools and all of those things for the members of our community to use, right?

Carmen ([00:41:37](#)):



Absolutely. I mean, I think that that's always the, as product people, we always want to iterate and make it better. How can you make it, you can always make it better, but how do we make it impactful? I think one of the things I didn't circle back to on the CPO piece and how is it different at Women in Product is there are a lot of things that are different about it. Because first of all, every day my North Star is the mission. The North Star is not, we didn't make numbers today. How are we going to make that up? Or Hey, what do we need? Basically we look at the mission and that's what I focus on every day. At the same time, we also tap into our community. We have a volunteer community. So if you think about what you would normally do, you would try to tap into the resources in your organization.

Carmen ([00:42:33](#)):

If you don't have enough resources, what do you prioritize something out? You scope things out or scope things out, or if you need to bring in third party, you don't have the skillset With us. Yes, we have our internal teams and that's what we built, but we also rely on the community. So that's a really, I think, unique and interesting part of this role is to how do we harness that? What are the tools? How do we bring it together? Because I think that there's, and if we think, go back to value proposition, I think that we have this amazing community. I attended the kickoff for the AI series yesterday, and I was so energized by it. A lot of the things, the speakers were so passionate, not just about what they do in product, but wanting to help and wanting to share those experiences and be really real about what's hard and what everyone can do, or here's how you get comfortable with this. Go try this out. Yes, it feels hard, but go and do it. Just that one session, and we have many of these types of sessions, it's amazing to just see that energy coming from the community. If we can harness that in everyone, this is where I get super excited is all of that effort, that energy and the desire that the power of the masses is so powerful.

Carmen ([00:44:45](#)):

Yeah. So I know that there is a lot of, I feel the excitement and almost the impatience of what's next and what are we doing next? And we will keep communicating. I'm 30 days in, I just finished the listening tour and really getting to know the business. And so a lot of this too is there's going to be a lot of ideas and there's going to be so many things with how are we going to leverage AI internally? And I know we're recording and don't quote me because I don't like to commit to things when I've spoken to my team.

Carmen ([00:47:18](#)):

Yeah, I mean, I think that a lot of this is the how do we do that? How do we get there? Clearly it's about what are the things that are going to be the most impactful, but then it's like how do we reach our members and our community? What are those amazing experiences that make it easy to access and to leverage community to help us to iterate and make it better? So when we talk about how is it going to be the same, I think the mission is very much the same. It's just what's different is maybe I would love to infuse some changes in how do we get there? And like I said before, so that we can scale and that we can actually, we can continue to offer even more. I



think the team has done such an amazing job with the size of the organization, and I did attend the conference before all of this had happened, but I attended the conference and I was really impressed by the leveraging of the platform that enables you to do speed networking. And for a virtual conference where I got to meet, I think, I don't know, 15 other women who I'm connected with, I was able to join as a mentor for Kimon Academy. Elany reached out. It was just a really great experience. And to be able to do things like that, how do we really enhance the experiences and the design with everything we have at our hands? I think that that will hopefully make our community even more sticky and even more impactful.

Elizabeth ([00:49:00](#)):

And I think the other thing is that I have discovered is we have a bunch of new things that we've been rolling out. So for example, we're rolling out, I think as we speak, a new program called PM Cooperative, which is small peer coaching groups that will have effectively senior and executive level women from the community who will be moderating and kind of coaching them through this. They tend to be focused in particular areas and delving into helping people tackle problems that they face or think about their future. I think that's a really great new program, and I hope people will consider that. You talked about the AI event yesterday. We have a workshop series coming up on ai. I think there's going to be a lot more of that kind of stuff where people can partake and really trying to offer things all year round that people can join in and hone their skillset, explore something new, connect with others so that they have that support in what they're doing.

Carmen ([00:50:31](#)):

I think you touched upon one thing that we haven't also talked about is within the community and the things that our events and our programs, it also gives the opportunity for the community to exercise their skillsets if you want to be a speaker or if you want to facilitate a discussion. I think sometimes these are things that we want to hone these skills more, and it's a great way to do it while sort of growing yourself and then also pushing forward for the community. So I think that's actually a really great benefit of getting involved as well.

Elizabeth ([00:51:15](#)):

So one of the other questions

Elizabeth ([00:51:23](#)):

Ellie asked, what are the biggest unknown unknowns you've learned in your journey to chief product officer?

Carmen ([00:51:32](#)):

Yeah, that's a good one. So I would say that a lot of the, I guess I would say one of the biggest unknowns was that when I got to be a chief product officer, I was really confident going in in terms of my product skillset and generally have been successful at building relationships and negotiating and things like that. But it was really different because as the steward of the business, and really I think I realized I



really had to emphasize things like understanding the financials really well, understanding the different drivers of each of the different executive teams because you need to work with these folks. And in a way it's about empathy. And in the role that I was in, I was driving a lot of transformation. I was in the CPO role. And I think if folks go to sort of a mid-size company that is in digital transformation and to do a CPO role, the product pieces, but oftentimes you're going to have to drive the product led thinking and get people to understand what it means to be product led.

Carmen ([00:52:55](#)):

And so there's a discipline and a, you have to know where you need to get support and where you have to drive advocacy for what you're doing because you're trying to run your team, you're trying to launch products, but at the same time, you also need to be able to manage across because you need all of the different parts to be successful. I tell my teams this all the time at all levels, you can build the most amazing product that's going to meet the needs, but if you're not coordinated with your marketing comms to get the word out, if you don't have your customer support team that's ready to answer the questions when maybe something falls over, you need to have all of those parts to really make for a successful launch. So I'd say that unknown piece is really leaning in on the business components.

Carmen ([00:53:46](#)):

I think probably I'll add one more in terms of the soft skill parts, and maybe some people are really good at this, they're naturally good at it. For me, I think that was more of a skillset to learn, but to be really prepared in meetings, to understand people's work styles and people's negotiating styles and people's understanding how they think and work so that you can either adapt or you can sort of, I don't want to say push your agenda, but get done what you need to get done. And I think I took some of that for granted because I generally don't have problems speaking with people and getting along with people. But at the same time, when you need to get things done, there is an important skillset in being able to look across the table and say, this person is really, this is what they need to optimize for and this is how they operate. Let me operate with them so we can have those spirited discussions and get things done.

Elizabeth ([00:54:51](#)):

Yeah, I think you bring up a couple of points that really came up in the podcast series, which is that when you step into a C-level role, you can't just think about product, actually, your focus has to be on your peers on the C-suite and figuring out how you influence them in terms of being in alignment with whatever the agreement is on products or the future or the goals, et cetera. And the other thing that you really touched on there is this idea that companies are by their size and structure, but different, they have different goals, they have different ways of working, but they can also have different mindsets depending on where they are in that spectrum. Seed level startups, they're just looking for product market fit and nothing else matters. But when you get into a company that is maybe owned through private equity, they may have different goals. And so you are trying to infuse



that product mindset, but you have to think about how you do that in the light of those goals. And that requires some complexity in how you break those things down.

Carmen ([00:56:18](#)):

Yeah, I think that that vision and goal setting component is really critical because it's always your north star to check in on if you're actually working on the right things. And you're right, you have to look at your stakeholders and understand what do those stakeholders need and want? Because for example, if you're trying to drive a higher valuation and a higher valuation means that you are a lot more infused with technology, then you need to do that. And how do you measure that? Your measurements might be different from say, something that is driving bottom line revenue. So I think that you really have to understand what those drivers are. And then also I would say for folks who are working for leaders who have to make those decisions, oftentimes those decisions aren't what you expect them to be and you disagree with them. But there are a lot of things that the product leader is really trying to juggle all of the stakeholder commitments as well as your customer focus. So juggling stakeholder commitments, customer focus, your employees, all of that coming together is a lot. And that's why these structures and these sort of frameworks are I think, really important a lot have to take in.

Carmen ([00:58:15](#)):

One of the ones that I keep seeing, and I get asked this all the time, is how did you get to a nonprofit from for-profit? And what did that journey look like? I wasn't looking for this role, if I'm being fully honest, I was looking for another CPO role, maybe something in ed tech or in data, because I really love product management. I love what I do. It's hard, but I love what I do. And I was introduced to Elizabeth through another mutual connection, so I had a chat with Elizabeth

Carmen ([00:59:18](#)):

And she said, invited me to the conference. And after the conference, I called Bente back and said, put my name in the hat. I really, the mission and what we're doing here is really, I think I would be amiss to not explore it. Now from there, I think that there was a lot in terms of, again, coming back to being open and being open to different opportunities and different experiences.

Carmen ([01:00:14](#)):

I definitely went through the, some of you, if you heard my talk with Bill Terry, I never search alone that whether you do it through there or your own process, it was just being really introspective of what I wanted to do next, what my strengths are. And I did put in the what is going to bring me joy, what is going to bring me joy and my team of my personal board and advisors. And this is why I think things like coaching circles are really important because people who know you, they may not know you that well, they'll ask you hard questions. They'll ask you like, Hey, if you had this women in product role, and I was looking at other roles as well in this role, and it didn't matter what the nature of it was, which one would you take if you could just do what you wanted to do?



Carmen ([01:01:07](#)):

And so this role really checked a lot of the boxes of what I wanted to do. I wanted to scale products. I wanted to build teams. I wanted to be mission driven. I get the added benefit of interacting with this community. And the goal is to make an impact and help everyone out. So I think it's in a way, in my mind, I'm still like, I'm open because I know that this is going to unlock a lot of things for me, and I'm learning, there's a lot of new stuff that I'm learning being here and sort of being open and vulnerable, that's new for me. This is not, I am a bit of the behind the scenes execution, product strategy person who's delivering product. So thank you for being here guys.

Elizabeth ([01:01:58](#)):

So along those lines, there's other questions up above, but lazy put in a thing here that she joined today. She is on the job hunt, and she just wanted to know what would be your biggest advice for someone that is out there looking for a job in this market that's challenging?

Carmen ([01:02:23](#)):

Yeah. So my advice, and I'm a little bit biased, is I really got a lot out of a community like never search alone. And the reason why and whether you do it there or you do it in another way, is that it is really lonely and discouraging to be looking for a role. We are accomplished women and non-binary folks who have done good jobs in our previous roles. But sometimes you start to question that when you're applying for roles that you seemingly are qualified for and you're getting rejections or you're not even getting responses back. So I think that first of all, having community that you don't have to do it alone with, and you can bounce ideas off of is one. I think the other parts are, again, there's something about really knowing yourself and being really crisp about what you want so that you can be intentional about the roles that you're looking for.

Carmen ([01:03:24](#)):

And then there's all the other things like ensuring that your resume is on point and you've got your LinkedIn there. But the last one I'll say is your network networking. That's another unknown as well known unknown, Ellie, is your network is so important and so critical to how, first of all, in the job hunt, but in general in your career, these relationships that you make are going to help you when you have a question about something or if you need support. I will say that in that experience, in that process, part of that process is you have to reach out to, I don't know, 15 or 30 people in your network. And for me, it wasn't that hard because I keep my network pretty well, and the Yahoo network is amazing. If anyone on the call is from Yahoo, that the network is just really amazing. But people will help you and people will make introductions. And I think that you sometimes think that people won't because they're too busy or they don't remember you or they don't have enough to say. But generally I would say I got callbacks from everybody and everybody was like, how can I help? Let me connect you with this person.



Elizabeth ([01:04:44](#)):

It's really what Phil has done with never search alone. I just feel like it is such a great match for us because it's all based on community. And when you have a community like that, you start to build that virtuous cycle. People are happy to help other people because they've benefited from it, even if there's somewhat loose connections, even just being part of the Facebook group that we have and going in there and asking people questions or for help or getting to know other people through that, the power of that is really kind of astonishing. And I think also, especially in this job market, it's incredibly helpful to have people who will hold you up, give you support, and say, I've had friends who've been in this situation and they'll send something to me to read. And I'm like, why are you underselling yourself? You're acting like you haven't accomplished anything. You've done a ton. And so then I'm able to say to them, you've done this and you've done that and you've done that. Own it, man. You're good.

Elizabeth ([01:07:09](#)):

But how have you found sponsors? People always ask this question, and so go ahead and answer. And then Susan Davis, Ali, I might call on you to talk about sponsorship for a second, because Susan, who's I know is on this, has a lot of expertise in this area as well.

Carmen ([01:07:51](#)):

Love it. Yeah, I'll be brief. So I would say that maybe my sponsorship in my career, you might say is passive. But at the same time, the reason why it was I say that is because I went to go work for people who I really respected and I knew I could learn from. That's always part of the decision making process is who am I going to go to? And so in some cases, I had a lot of advocacy and sponsorship from my leaders, and that was easy. But later I would say that sometimes you have to ask. So you have to have the courage to say, Hey, this is what I want to do. This is what I think I can learn from you. Would you be a mentor? Would you be a sponsor for me? And see what they say. I mean, the worst they can say is no, but we have to, in a way advocate for ourselves and ask as

Elizabeth ([01:08:54](#)):

Well. And that was another thing that I heard all the time from the CPOs that we interviewed for the podcast, is that they would constantly raise their hand for things.

Elizabeth ([01:09:54](#)):

So Susan, I mentioned to you, do you want to say something about sponsorship?

Susan ([01:10:41](#)):

Yeah. So anyone who's really, really, really wants to dig into that, I thought it was on my shelf right here, but there's a book by Sylvia Hewlett called Forget a Mentor. Find a Sponsor. And I'm sure there's brief versions you can look up to read about, but I would say that the formula is exactly what you said. It's first of all, I have to be a top



performer. No one wants to sponsor someone who's not a top performer. So absolutely, positively excel at what you do, but then it's visibility. The biggest myth that hold is if I work hard, people notice and I'll be rewarded. And that just doesn't happen. So you have to be highly visible. So here's my 32nd strategy on Friday. Every week I want you to write a statement that I did X and the impact was Y.

Susan ([01:11:27](#)):

And if you can only name one, that's okay, but what did I do for the week? You can't just say I answered all my emails, but it's really not. Sometimes it feels like that's all I did all week. So I want you to think about writing. I did X and the impact was Y. And think about the things that the your company cares about. I did something faster, I did something great for a client. What are the things your company cares about? That's the Y. I did X and the impact was Y. And then every month you'll have four and you're going to do a little audit and you can decide what are those top two or whatever. And then you need to be good about spreading that word around audit yourself. If I were an external consultant, what did I do this month? That's valuable and it's hard to think about that.

Susan ([01:12:05](#)):

But if you just every week take five minutes and write that and then share with your manager, be like, Hey, here are the four things that I did this month. What do you think was most valuable? It's important to understand what your organization values. If we do it all heads down talking in our own head, we make a lot of bad assumptions. So that's how you start to a sponsor, let people know the impact you're making. And then people will be like, Hey, I want to get to know you better and maybe be your sponsor.

Elizabeth ([01:12:29](#)):

Yes, yes. That thing about what your company values is so important. So it's important to understand that kind of stuff. So I want to circle back around, Ellie, you had a question in here about what does success look like for you? And Susan also asked, I think, related, what do you see as your biggest challenge or the rate limited factors in reaching the goals that you want to reach?

Carmen ([01:13:35](#)):

Yeah, great. Those are really great, and I'll try to do that in one minute. So first of all, I think the success piece, I still think that that relates back to moving the needle on more women progressing in their career. So we'll have to work through how we measure that and understand that so that we know that we're driving impact. I would say the other part in terms of what are the challenges, I think with any other product role challenges we have resources, we have time, we have scope. How do we figure out what we're going to do that's going to drive the most impact and ensure that we can sustain all of our programs in our events. So I think that the challenge part is actually, I think the fun part for me, which is how do we really harness what we have and make more out of it? How can we really put things together and drive more, better, longer term sponsorships? I think all of those things are part of the



puzzle. And so some of these things I have to get up to speed on being in the nonprofit world and how things operate. So for my own self, I think that there's a lot of learning to do and still a lot of listening. So very brief. But I would say that in a nutshell, that's what I would say.

Elizabeth ([01:14:53](#)):

I think we're at the end of our time for today. Just zipped by for me. I hope it did for all of you. Same. Well, it was great to talk to you, Carmen. I'm blessed.

Carmen ([01:15:04](#)):

Thank You, Elizabeth.