

# Bold(her)

## Past, Present and Future of Women in Business • Part 2

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### **Lisa Bragg:**

Welcome to Bold(h)er, helping women make their next bold move. Brought to you by BMO for Women. I'm Lisa Bragg. On today's show, we have two guests. Zuly Matallana is an entrepreneur with big dreams. She owns TIARA, a business creating positive change, that started with a sustainable shower cap. And here to help us all get to the next level, Jill Proud. A coach to leaders and her business is called Vital Visionary. Jill, you've coached many, many successful entrepreneurs. What's the thing that gets most of us stuck? And I can list off a whole bunch of things that got me stuck.

### **Jill Proud:**

What comes to mind for me is really about mindset. And I think there's two main things around mindset. I think one of them is that, especially as women entrepreneurs, the research shows we tend to be externally focused. And so when it comes to meeting the needs of other people, making sure everybody else around us is taken care of, it's very much an external focus. And so a lot of our drive and energy is going towards that. And the second part of what happens externally is that we also get into self-judgment about, what will other people think. And then we head down this path, which I think is really challenging for a lot of women, around rumination. We start to have regrets about that look we gave. Or we're in a loans meeting and we didn't say the right thing. Or whatever it might be. Sally Helgesen, who's done a bunch of research on this with Marshall Goldsmith, what they found was two things. One is men tend to, with rumination, they tend to actually externally focus it. In other words, it's the environment, it's the people, it's the system. Something's wrong externally. For women, we tend to internalize it. We make it about us. Something's wrong with us that we're in this place. And so I think around mindset, it's really important to notice that so that we can reality check ourselves. And really understand that actually what we're thinking, in the moment, is a default that may or may not be serving us.

### **Lisa Bragg:**

Zuly, did any of that resonate with you as an entrepreneur? Is that you? Because that's me. Oh yes, that's me. The rumination, and what did I do wrong? And what do I think? What will they think?

### **Zuly Matallana:**

For me as an immigrant, I really need help. In my case, I don't have any other choice. I have to reach out. Because I don't know how it works, and I need help to get every step of the way. I'm learning as I go. And then people are actually realizing that I'm trying to do something, so they actually are reaching out and help me. So in my case, yes, I understand the concept where we blame ourselves and where we actually are afraid of what other people think. But in my case, I don't have any other choice. I went on TV, I spoke, I expose myself in the biggest... English is not my first language. At that point I didn't have my English properly. I see all the mistakes I made, but I didn't care. I was like, "Okay, it's me. For sure it's me." But I need to get help.

**Lisa Bragg:**

Now Zuly, did you have that coming from Columbia? Were you that in Columbia? Or is that something that you've learned while being in Canada?

**Zuly Matallana:**

I have it in me I think. In Colombia I was doing community programs and I was helping communities. So in the end, my mission is shining no matter what. I was helping their communities and I was very successful at doing that. And then it happens that I was going to be kidnapped and I have to leave. And then I have to start a new life in Canada. But before that, I think it's the fact that I almost died, that actually helped me understand my mission. Like, the importance of life. So in the end, when I was in a bed and was not able to walk or even taste food, that helped me understand that whatever is important is what you do every day. So probably is that, right? The fact that you almost died. Every day for me, it's a miracle.

**Lisa Bragg:**

What a story that you definitely have. And that's extreme though for many, many entrepreneurs to have that kind of story. And to have that break to say, "Here's how I'm using and living my life." So totally different ends of the spectrum here with the rumination and, "No, no, no. No, rumination. I don't care. I'm just going for it." Jill, did you have any reaction to that?

**Jill Proud:**

First of all, Zuly thank you for sharing that. And obviously that is a literally life-changing experience. And a life-affirming experience. And so what I love is that you've taken that and for some people they may not have come through it the same way. People have different reactions to those big life events. And what you've done is taken it and embraced it. And used it as a tool to bust through some of the stuff that would keep many other people holding back, playing small, questioning themselves. And so you are using it for a tool. So I just want to affirm that is amazing. And that's one of the tools we can use, is to look for those places in our world where we've actually have done things that are hard. We busted through at levels we never expected to. We did something that we had no idea how we were going to do it, and yet here we are. Those are our reference experiences that we can absolutely use. And you obviously have a very powerful one.

**Lisa Bragg:**

See, Jill is such a coach. Doesn't everyone not feel so much better now after we hear Zuly's story and we're inspired, and now we hear Jill give us some good words. And it's like now we feel like really affirmed and rearing to go into this podcast even deeper. So you both are so exceptional. Zuly, so you have this "go get it" attitude, but you've had to ask for loans and ask for help along the way for being an entrepreneur. What barriers did you face? We have a language barrier for sure. A cultural barrier. What other barriers did you face when you were trying to grow your business?

**Zuly Matallana:**

Well, in reality, I have been investing the money of my savings. I have been bootstrapping my business. I haven't been able to access any grant so far. I was part of Ella, which was an accelerator that actually helped me a lot. And it's from the federal government. But I'm now looking for help. I'm only a one person business. With everything I do is me. I hire people, I subcontract people but is only me.

**Lisa Bragg:**

So many of us are taught and told to bootstrap it, and not ask for money. And then, so the process does become this really arduous, scary place because we are not shown the way and told the way. And the system's not exactly built for us. It's a lot of paperwork. And when you are a solopreneur and you have so many things to do, it makes it another challenge. But bootstrapping does tend to keep us smaller in our businesses because we don't have that extra money to do it. We're putting it all on our own loans and credit cards and things like that. Jill, there's a mindset piece too about asking for help. And then also asking additional questions, which we sometimes need to do, because we don't know what we don't know. How can you help us through that mindset of asking for help? And then also saying, "Well, I need even more help." Because I think we have a barrier with that.

**Jill Proud:**

Yeah, I love that. Because the thing about it is, is that asking for help, I think we've grown up particularly as women in an age where we're supposed to have this... I mean we are in a society that's all about rugged individualism. And so we're supposed to be strong, and know it all, and have the answers. And there's this whole illusion that we're under that is actually, not only exhausting, it doesn't get us where we need to go. And so I think it does go back to the whole mindset piece from the perspective of the confidence to take the action. And people think confidence has to come first. And the reality is what you're doing when you're doing your first ask. And Zuly, maybe you had this when you're trying to figure out who to pick up the phone and call. And what you're going to say. And how you're going to sound like an owner that knows what's going on, and you've got it figured out. We don't have the confidence often before we do new things. And so we kind of have it backwards often. We think we're supposed to feel a certain way in order to go do what we need to do. And then the reality is, is that we're actually building confidence and competence together. We're learning new skills around asking for help. We're learning how to navigate the systems. That's all a learning curve. And so we're actually building the confidence as we go. So I would say pay attention to a couple of things. One is, what are the big emotions that come up? Because sometimes those can stop us. We just feel like, "I don't have enough. I don't know enough. I'm only me." We say all of these things that actually aren't very helpful for getting us moving in the direction of making asks that are going to get us connected.

So we have to watch our language, how we're seeing ourselves. I think the other thing, to Zuly's point, is you've got this sort of tenacity Zuly around where can we dig deep and say, "I'm going to go ask even when it's uncomfortable. Even when I feel like I may be asking stupid, as we say, questions. Or questions that show I don't know." Because the reality is, it's vulnerable, right? It's hard to go and say, "Well, I haven't ever done a business plan in this way." Or, "Actually, I'm not selling in Canada. It's mostly the US, but I'm here. This is where I am, how can you help me?" So I think part of it is the confidence piece in recognizing how we're talking to ourselves, how we're visualizing our success. There's a whole piece on that. The other piece around the tenacity and sort of digging deep and asking is also, people mostly want to help us in some way.

They may not exactly know how. So I think when we ask an initial question, be willing to ask the second and third question. So not just, "How can you help?" And they might have some ideas. Get more specific. "I specifically need help getting into these kinds of markets with these kinds of customers, with this kind of decision-maker. Who do you know?" And I think sometimes we're afraid to do that. We don't just get very specific in asking for what we need. And so I think, to your point, I think asking the next level down questions and being prepared to ask those, don't expect people to know. They don't have that same picture in their head. And if they're not the person that can help us,

who can you connect me to? The whole do it on my own/hire somebody, Zuly that's like the million-dollar question for us often.

And because we're not used to necessarily risking in that way or we're just looking at the bottom line. If you really look at the energy and time it's taking you to do those things, and maybe being successful, maybe not. We got to do the full cost accounting of, what would it take to hire somebody even though it's going to be X dollars amount? Maybe there's some guarantee they can get you something. Right now you've got a model for somebody who's actually done it. Now you have a whole application model that you can maybe use. There's lots of benefits that we may not be thinking about as we go to part with those dollars and take a deep breath.

**Lisa Bragg:**

Yeah, it's so hard when you want to scale, what comes first? It really is one of those chicken and egg kind of questions. Do I invest in human resources and more team? Or where do I get more money from? It's all those questions that, what comes first? And it's that leap of faith sometimes and all about timing. Zuly, what do you think about that? Is that whole timing for you, has it been something that you've really struggled with?

**Zuly Matallana:**

For me, I believe that I would like to start working with interns. I think I see the value in their work. And for me, motivates me to create new leaders. So I can't wait to have people around me and talk about how I do it so they learn. And then they can actually copy my path. And believe, right? I think, that's my motivation in life. In the end, what I'm doing is something that actually everybody can do. But probably if they see how I do it, they will learn. And then they can actually believe in themselves and do it. So yeah, I would like to work with interns. I have been asking, but the processes are so difficult. And again, I have been applying and in reality nothing has come true. I need to put more time into this. It definitely, that's something that I put in my goals. But now I'm launching the new product, I need to focus on sales.

As you know, it's been busy. But I think with time, with the orders coming and everything else coming, I will be able to have an intern. Where I work with her or him and just develop new business. And also I need an intern for marketing, so I don't have to do all the postings. So it's more like I am seeing the path of getting now. Before I didn't see it. I said, "No, I can do it myself." I can do it myself. And in reality I was able to do it. But now my time is getting limited. So now I know, "Okay, I can give somebody a job. I know this person can do this." And I'm actually subcontracting companies, but it will be more efficient if I actually have people working in my company for those type of jobs.

**Lisa Bragg:**

I love helping people learn. The challenge is, it's another task when it's your business and you're trying to get things done. And what I've found after having lots of interns at different levels and from different experience backgrounds, that they were maybe in my field or in associated fields. Or had come from somewhere else where they were working in the field and came to me as an intern. And so often the expectations didn't align for what I needed as a scrappy, fast-growing business, to what they were able to do. And so I ended up spending a majority of my time training people, first of all in how to do business. And then also in how to do the job that I needed, and then reinforcing that. So in the end for me, I had to really watch the intern level. And make sure that it was really only once in a while that I brought somebody in. And at a limited capacity because of how much work they take in the need for their learning.

Because really what an intern is, is a small amount of work and a huge amount of learning. Where I think employers think that it's a small amount of learning and a huge amount of work. On their end, that they'll give you a huge amount of work back when it's actually the opposite. You really have to give 75% learning and training to them and they give you 25% back. And when we expect it to be the opposite, that it's going to be something that's going to save us. So that's been my experience where I have loved having interns, but especially enjoyed having them when I had staff to help give them the much more fulsome experience of training and learning in my business. And not expecting a lot out of them in return. So it's really when I got to the stage that I could give back, that it was valuable. And not so much when I could extract from them. So that was my experience. Jill, what's your experience?

**Jill Proud:**

I think what you just said is bang on. When I went to, when you were talking Zuly, is what's the strategy? What's the need you're actually trying to meet? What's the goal? And how are you then staffing around it? And so I think one of the places entrepreneurs hit is that place of what you said, Lisa, is when I started hiring interns, when I had staff to help lead and manage them. And they could play with them while I was off doing what I really needed to be doing, is you had people. And so I guess my question was really around, what's the strategy for how you're staffing your company? Do you make a hire that's a hire that's going to stay with you? That you're building somebody inside the culture and the growth of the organization? Or is it somebody coming in short-term for a particular project or for a particular reason? And both can work, to your point, Lisa. I think when you've got somebody who's there growing with you, the investment feels like a gulp moment when you have your first hire. And then ideally with the right staffing up, and the right onboarding, and the right fit, you've got somebody who's going to stay with you. And the time and energy on the learning curve is well-invested.

**Lisa Bragg:**

Yeah, because it's awesome to see people grow.

**Zuly Matallana:**

I had one intern that I actually paid and trained and I really enjoy her work. I think she brought a lot of deep knowledge of the way that she wanted to develop my business. And it's good to bring new talent, because sometimes you don't have ideas. And for me, I'm very open. I always welcome ideas. Because I mean that's why we create every day. We're creating our path as we go. So yeah, either an employee, I'm open for that as well. I understand the time and the investment that it will require, but that's the future and that cannot be changed. So I'm just putting my time to make the sales to bring those. And the grants as well. So with that, we will bring new stuff and TIARA will be growing I suspect.

**Lisa Bragg:**

Because you've been growing and growing and doing so many amazing things. And I see, and I'd love you to tell us a little bit about your new product lines.

**Zuly Matallana:**

My company's offering a voice where people can actually learn more about what is happening in the world. So with the shower caps was sustainability, right? I couldn't find a shower cap that actually was fitting all my hair and was something that didn't mark my forehead. And as a Colombian, I care about beauty. And it's important to look good. So then my aunt and my grandma... And in the video that I'm going to be launching, I only talk about my aunt. Because of course she died at a very young age. She died in her 30s. And she thought she was old by then. Can you imagine? She was super young

when she died. And it changed my life. And then I learn about natural products and I learn about how bad the products that we're put in our body are. And then I continue my search as well as with the shower cap.

At the same time I was doing the same search. So the logical step for me when I was launching the shower caps, I said, "What is next?" So I said, "Okay, a natural deodorant." And things align. I mean, as I always say, the universe always collide with me in order to introduce me to the right people to develop the formulation. And a small fish working with a huge company, I was so lucky that a person that I followed and I met in a show, moved to this company. Because she believed in natural products. And she was the lead for me.

Like I said, "Okay, this lady is doing this because she cares about this company. And this company should be good." And then I started the conversation, she opened the path for me in that lab. And then we were able to create this amazing natural deodorant that actually is everything I expected. I have been using it for three years. The women in my family are using it. I feel safe now. And I want women to feel safe when they use it as well. I want to bring that confidence in the products they're using. Because I'm bringing quality and I'm bringing knowledge.

**Lisa Bragg:**

I want to point this out to our listeners. Because so often women entrepreneurs, they don't just have one business or one line. They have a second business, or a second something going else. And a third one, and a fourth. And several streams of income coming in. And they might be at different stages, but we often just look, "Oh, well, what's the one product in front of us? No, no, no, no. And then I don't want her business." But then meanwhile, there's a whole show going on beyond that you haven't seen yet. So make sure you have some curiosity and you ask people, especially like Zuly, like "What else is beyond that?" There's so many more layers. And I bet if we had this conversation for a little while longer we'd hear all the other ventures she has, but also what else she's cooking up in the future. Jill, what is it about us though? We don't just have one thing. We do like to have multiple things going on. Anything about our mindset?

**Jill Proud:**

I think potentially with particularly women entrepreneurs, one of the things that we necessarily haven't grown up with is an environment that fosters our curiosity. That calls us strategic. That says, "Man, you are creative and innovative." We don't get that language. And so I think the other side is the place we have to pay attention to. Which is, both giving ourselves permission. And then I think really importantly, and Zuly, you've pointed this out several times, what you're really masterful at is making connections. Finding somebody who can be that path leader for you and open doors. So you surround yourself with people who believe. And I think that's critical. That's why we have peer groups, that's why we have organizations we're part of and associations, is because we need people around us who can hold the dream with us. Who can hold the vision, who will be the people.

Because we know family and friends, we love them. And let's face it, how many times have you said to them, "Well, I've got this idea." And they're like, "Well, who's going to buy that? And what's that going to look like? You don't do that? That's not you." And they're all afraid. And bless them that they want to keep us safe. Really that's what their goal is, because they don't feel safe. But it's not really about us. And so I just think we need those places. And Zuly, as I said, you're really great at finding those people and putting the trust in them. And allowing them to open doors. And be part of places that will hold this place of belonging. And you're supposed to be here and let's dream big with you. And I think we need a lot more in that in the world right now.

**Lisa Bragg:**

So Zuly, can you coach us a little bit on that? We run into those obstructors all the time, but you seem to find those magic people that are facilitators. What's some advice for us to find those people that will open the doors and be vulnerable with us? Any advice?

**Zuly Matallana:**

Yes. The funny thing is that those people are out there right now. So I invite you to open your eyes. It's just as simple as that. Sometimes we just don't have that mindset in order to connect the dots. This person is connected to this person. So for me, LinkedIn has been a great tool to learn what somebody does. And I have this power. I'm a business developer since I was a baby. I was selling my toys at age of three when my parents were moving from Colombia to Ecuador. I was selling brownies in university. People were waiting for me when I was finishing my test to get my brownies. So for me, it's kind of easy to see, "Okay, who sells this? And I can sell this and do it. And why not try?" So what I do, and sometimes it works and sometimes it doesn't. But it's good to ask the questions. And if it doesn't work, then next move. But perseverance.

I think that's kind of what it makes sense for an entrepreneur. Because we face a lot of challenges. And I remember when I was, I mean, you were saying a shower cap. Everybody was telling me, "What, a shower cap? But I buy them at the dollar store for \$1. What are you doing?" And I'm like, "No, this is a sustainable shower cap. This is going to last for more than five years." And now people see it. Now they have been using it and they see it in their bathrooms for more than three years. So now they believe. But it takes time and it takes people to understand what is a concept of sustainability. Or of creating better things. And now with the deodorants, I can only say, "It's made with the best ingredients." And I can only say, "It will work." But now I need to actually help them convert. And understand that it's not only that my deodorant is the best, it's also the path of learning about your journey.

I'm learning about the journey of so many women that haven't get the chance to even think about converting into a natural deodorant. Which bothers me. They haven't ever thought about it. It's just the deodorant they buy in the shelves, whatever they find because they don't have time to read. So I have been talking to women that, for instance, in Vancouver, I met a woman who was pregnant and had cancer. And she didn't think about using a natural deodorant. And she start crying when I ask her the question. So I believe that I have the power. I think for some reason the universe is giving me the power to be the leader and talk about it. Because my grandma and my aunt die. And it's so close to my heart that it's hard. It's hard to see people die.

So in the end, you just try to put out there something that they buy, and it's good for them. But I cannot prove you, you're going to have cancer. Until you have it. So the problem is that, right? How can you prove to people you're going to get sick if you use the wrong ingredients? But I'm creating awareness talking about the ingredients. And little by little people are starting to believe. I think Covid was a great time for us to learn about sustainability, about good products. I think Covid changes. So my products are coming at the right time. And I think they're going to be successful.

**Lisa Bragg:**

Oh, they're going to be successful. You have the passion and the power. And I don't know if you can hear it, for our listeners, but Zuly you were getting emotional there. And emotion, knowing you a little bit, emotion is part of who you are. And you're empathetic and you do let your emotions shine through. And sometimes that means crying. Jill, what does it mean when people cry? And we have

that old leadership way still of, no crying and no emotion. And we still have some of that. People haven't moved from their head to their heart and into intuition. Sometimes people will cry when they're asking for help. It's just a release. What's your take on that? How do we not be thrown by it when people cry in front of us? And how do we help support people who are telling us about their passions and get emotional about it? Because that's natural, and human, and not robotic. Any thoughts on that?

**Jill Proud:**

Yeah, it is. It's both. It's natural, human. We couldn't function without them. It's why things happen in the world. And so when we get sad about something or angry about something, those are two emotions that have fueled some of the biggest movements in the world. Because people get angry and sad about something and say, "I want to make a change." And so for some reason in the workplace, years ago, we decided that that emotion didn't belong. And so I always say in my Vital Visionary work, you come to me as a human. And so we work with you as a human you happen to lead, right? You happen to be an entrepreneur, an exec, whatever you are. And so I think using emotion as a pivot point, or a tool, is really important. So when somebody tears up, rather than looking at it... So for example, the research shows that men tend to get angry.

Well, they have more permission to be angry. When women get angry, what do we get called? Bossy, cold, mean. All of those things. Men get called strategic. Tell it like it is. They're a leader. And so we tend to get sad. That's an emotion that gets validated in the world. And so what comes with sadness? Often tears. So A, don't be surprised by it, just normalize it. Go, "Hey, I've kind of acculturated this way. This is who I am. I'm willing to be human." So I think part of it is self-permission to be human. And if you're leading others and you're an entrepreneur leading a company, whether you're scaling, growing, if you've got hundreds of employees, whatever it is. Expect it. And so when we expect it and it happens, then we go, we got options about how we deal with it. And I think a couple of things often happen that are common.

One is, "Shut it down, stop that. I'm not sure how to deal with this, so I'm going to shut it down." And what that does is you lose trust with that person and they don't feel a sense of belonging. And now they don't feel safe. So on Maslow's hierarchy, we've just blown it all up. And so now you put that person in, not good place. The other thing we do is maybe sympathy. And we go in it with them. And we're in it and we're there with them. And we're down the rabbit hole. And we're not actually helping them to come up. It's not helpful. So I think empathy is an awesome tool. And people will say, "Oh, that's the soft side. Oh, like that's soft skill." I'm like, "No, it's a strategic tool, because it works." And what it works is when somebody tears up and I was to say, "Hey Zuly, this sounds like it was hard to talk about that." Or, "Man, this sounds like your passion comes from a super deep place. You have lived experience of people dying. And you are now committed to a product that is going to help with that." I've just helped reframe her understanding even or maybe a validation. And that's all I've done. It's just truth. It's not making it up. I don't have to hallucinate it. It's just a truth of maybe what she's feeling is that's what's happening. And she says, "Yeah, that's exactly it. That's how I feel." And now we're just at a place of, "Great. Do you need a minute? Do you need to go for a walk? Do you want to take a drink? You ready to move on? What do you need?"

So I think if we expect it and we're willing. And I think we have to be as leaders and entrepreneurs willing to hold the space for it, we can often move quite quickly through it. And it actually builds a massive amount of trust. They feel like they belong, and that builds confidence. So when you look at Maslow's hierarchy, you're taking them all the way up a hierarchy in one conversation. And now they're feeling super committed to maybe you, the organization, their role, whatever it is. And so I just



always say, I think it's a strategic tool. And so, expect it. And learn how to get your own comfort level with dealing with it, without making it bigger than it needs to be.

**Lisa Bragg:**

And I think what both of you are actually saying in a lot of words is that, let's stop making things transactional. And that's where it's that transactional of, "Nope, can't have that emotion." Or "No, things have to be disposable." Where it's really about, how do we make things transformational? And also that experiential. We're having experiences with each other and hopefully transforming each other's lives for the better, and for the good. So that's what I took away from both of your comments so far.

**Zuly Matallana:**

I totally think that it's important to share our emotions. In a world where everything is kind of plain, if we don't share what we feel and how we feel about things, it's not going to help anyone. We should actually raise our voices and talk about what we feel, and how we feel about things. Because we're used to just follow people. We're used to just, if this person doesn't talk, I shouldn't talk. And that doesn't help anyone. We need to create change by believing in what we think is right. If we don't do that, we will never be able to create something better.

**Lisa Bragg:**

I do think so many people are so afraid. They're afraid of being canceled. They're afraid of saying things that aren't with what the groupthink is right now. I think there's a lot of fear with people saying and stepping out of line.

**Zuly Matallana:**

I totally agree. I actually was one of those who, I was working in a bank. And I remember I raised my hand in a meeting and I said, "I think you guys should talk." And that was the worst mistake I could ever done. I was called into an office and they said, "Why are you saying that?" I said, "Well, these two leaders are not communicating." And I came from Colombia where I was the head of the whole project. And I came to Canada and I have to be a manager where I was quiet. I have to be quiet. And that's the problem. I couldn't be quiet because I have this vision and I have a different view. So I wasn't a good fit for the bank. First of all, I didn't speak English properly, so it was very hard for me to see all these things. And I couldn't really communicate properly, but I was thankful to have a job. So lots of things going on that I experienced. But now that I'm able to speak. And for me, it's a great gift to be here today, speaking to you and being able to share my vision and what I feel. Right? What a gift. So yeah, I really believe that we need to... And again, when I was getting married, we had this session with the priest. He was telling us what to do, and I totally disagree. So poor priest, right? And then I raise my hand and everybody start raising their hand. So I think your hand needs to be raised, because you will create the change. If you don't raise your hand and say, "I don't think it's right." Then you're going to let your kids experience the same thing as you're experiencing.

You need to change the world for them and create something better. So I have a lot of things cooking because I believe that there is more. I believe that it could be changed at the retail level. It could be changed, like substantial change, but little by little, this is. And I need help and I need support and I need all these things. I need the right network, the right investments, etc, etc. But yeah, there is a lot to do in the world. There is a lot to do.

**Jill Proud:**

The highest form of great leadership is being willing to go first with the hard stuff. And so I think I would just say to anybody listening about, really looking inside to say when I'm at a meeting, so way to go. Like that, you were brave sitting in that banking meeting, putting your hand up saying, "I don't think you two leaders are on the same page and there needs to be a deeper discussion about this." And they clearly probably didn't really want to hear that. Because people don't know how to handle that. What I would say is, if you look at the work of Patrick Lencioni in Five Dysfunctions of a Team, which could apply to relationships, the first thing is trust. If you don't have trust, then you don't have a good relationship that you can actually, then the second thing is mining for conflict.

So I think that is one of the things that we can see in the whole world right now, is that we have not learned to do conflict well. And so if we could actually teach people, kids, us, in the current world, to actually embrace and look for conflicts so that we can have those difficult conversations. So we can say, "I don't exactly agree, but this is how we can move around that." Or "Hey, we can find..." Innovation happens at conflict. It happens at the place where we say, "We don't know what the answer is. We don't have an answer." True collaboration is win, win, win. And that means we got to look at a lot of different perspectives. It takes time and energy, but the results we get, the innovation we get is exceptional. And it wouldn't happen unless there was some form of conflict, disagreement/these things don't mesh.

How are we going to make these things mesh? And I think we just don't embrace that. And what I would say is it's our job individually to speak that truth. Which you did, Zuly. It's to speak the truth and say, "Wait a minute, I think we need a deeper conversation. I don't actually feel like really confident in what we're talking about." Or, "I'm actually not even sure what we're talking about anymore." And I think that's one of the bravest things you can say at a table is, "What are we actually solving for here? Where are we moving with this conversation? Because it's a lot of people talking and not a whole lot of actual resolution on something that matters." Because we don't want to go to the hard stuff.

**Lisa Bragg:**

I think that's one of the calls that we can ask our listeners too, is leaning into that curiosity of each other. And the curiosity of the entrepreneurs and the women in front of them and asking the different questions and deeper questions. So, let's move into signals of success. Because so often the signals that women give of being successful are different than what men give off. What are some of the signals, Jill? Do you find there's a difference? I do. That we give off signals that are different than men. Tell us a little bit about your thinking about signals of success.

**Jill Proud:**

One of the sort of biases I see more in women, which is really good, is that they tend to more look at each other and say, "Hey, how can I help? What do you need?" And I think one of the signals of success I see for great leaders and entrepreneurs is, they are very generous. And they have this sort of lens of being able to say, "Hey, I've gotten to where I've gotten wherever that is." And the ability to look outward and say, "How can I now support? Who else could I introduce you to?" And I think that is the way forward. We're working in an environments where we need lots of interdependence, we need lots of collaboration, especially to solve the big world issues which lots of businesses are focusing on usually. And so I think that's one of the things I see. I think there's definitely a more collaborative approach.

And catalysts will certainly, in their research found the same thing many, many moons ago. I think the other thing that you find with women is an ability to actually listen to answers that they may or may

not want to hear. And so my experience has been that there is more awareness of when they're not listening. And then the ability to shift and say, "Okay, well let me really hear what's being said here." Because what we know is when you're leading a company, the bottom line is people are talking. And at you and on things. They may not be articulating it in a way that they really even understand what the issue is so you can help them. They're talking at you on a million different things for your ability to actually listen and stop, and be able to reflect back to them in a way that says, "Hey, is this what you're saying? Is this the idea you're trying to bring forward? Is this the thing you want to advocate for?" I think those are two things I notice a lot in women leaders that I think just is more of a healthy bias.

**Zuly Matallana:**

I actually would like to connect to those leaders who are willing to give back. And I don't know how to access those leaders, because you have to make \$10 million in order to be part of that group. So how do I access those leaders that are willing to give back? I have been writing to Sarah lately. She's not getting back to me. I believe. And when I speak I tell the women, write your Instagram messages to the people that you want to connect with. And sometimes they come back to you. I actually got the invitation to the biggest Latin America TV show in the Spirit America, just by writing to one of the journalist who went to my university. So I wrote her and she said, "Oh, I have in my mind, I am with Covid now, but as soon as I get better, I will interview you." So I was like, "Wow, the power of LinkedIn, the power of Instagram." Use those things. Use to connect.

But also I'm part of a group called Founders Helping Founders, that Suzie Yorke, the owner of Love Good Fats started. She started that group. And she is committed to help founders with information. And she has been a great support for me. I cannot believe the amount of information I needed. And in one meeting, it didn't take a lot of time. In reality, it was one meeting, coffee. That she gave me five points, and she connected me to the right person. So we created the whole marketing plan. And everything went off. And so I really believe that I was looking for that, and I found her, yes. But at the same time, how many Suzie's can it be for me in my life? How easy could it be to find many Suzie's? So how can we create a program? Or how we can connect with those women who are willing to give? Because there are other women that are not willing to give. And I have that clear too. You have them as friends, you network with them.

But they're not willing to give back. And we need to be open and understanding about that. Is their choice. And I have to give kudos to Sheri Griffiths from BMO. She has been a great supporter of my company. I mean, she cares. And Laura also. I don't know how to pronounce her name now, Laura.

**Jill Proud:**

Laura Reynolds?

**Zuly Matallana:**

You know, yeah.

**Jill Proud:**

Yeah. Okay.

**Zuly Matallana:**

They have been really great supporters because at the beginning I really needed some type of recognition. You start building your company. But if you don't have any recognition, it's very difficult to

actually be invited, or be part of this. And Lisa, you and I, we met in a meeting where Sheri invited us. So she took the time to invite women to connect and to help each other.

**Lisa Bragg:**

But there is a true thing though, it's that long-term relationship building does come back. And I think that Jill mentioned it near the beginning. That if you are setting the seeds now so that we feel good about a company because they've connected us. And they've done something, they invested early in our success, then there's long-term play for everyone involved. Where you're going to feel that building of trust to that company and then it plays on. So when you do invest in a small company and you invest early, at an early stage, there's a long-term game that you are playing. But that relationship could pay off in untold amount of opportunities and in money. Jill, do you want to add anything to this as we wrap up our conversation?

**Jill Proud:**

Yeah, I just wanted to say one of the things that popped in my head, I love this whole conversation. Because I think also about people like at BMO, people who have the power to access all kinds of things. Whether it's money, connections to people. How to scale and how to go global, etc. That if we can have that lens and be conscious as lenders and as people that work in these organizations. Or if I'm an entrepreneur that's really successful and I can help Zuly in some way, that we can have that lens of looking at that person and saying, "What are their strengths? What are they maybe not seeing that they need to be seeing?" And really just get that bias of, "They've got growth and development to do, I can help them. And they may or may not be seeing it."

And I think when we shift from what can I get or saying, "Oh, they're not at my level." Or they're not to that whole, what both of you said, is, "Man, this is, even if it's a longer term investment, I get to be part of this growth of this amazing message and this voice." But I think we have to open our minds. Especially in institutions that have so much capacity to potentially help. To saying, "How can we see the strengths? How can we create wiggle room for exceptions here and there?" There's just, I think, a lot of opportunity when we can look through that lens.

**Lisa Bragg:**

Jill, we started our conversation with things that were getting us stuck. What's one more area you want to address?

**Jill Proud:**

I think there's also that self-recognition, which you know a lot about, Lisa, having just written a book on it. Is one of the things, the research in Helgesen's research found too is that when they identified what their women leaders were doing really well, was really about the quality of work. They go above and beyond. That was a no-brainer. What they were worst at, was actually recognizing and bringing their successes forward. And I think something you're doing Zuly, is that. And you're willing to do it. So you're a great model for everyone around you around that. And so I would just say to everybody, be willing to step in owning your brilliance. And we need that. The world needs it right now. So keep owning that and practicing owning it.

**Lisa Bragg:**

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