**Project Name/Number:**  WIRe - 2021 Annual Webinar Series

**Project Type:**  Meeting

**SPEAKER 4**: Hello. Everyone who is coming in and getting

**SPEAKER 3**: settled. I'm

**SPEAKER 4**: going to give you just a couple of seconds to get set up there. We kick off today

**SPEAKER 3**: and go

**SPEAKER 4**: ahead and say hello in the chat

**SPEAKER 1**: box. Let us know

**SPEAKER 4**: where you're dialing in from. Awesome. So hello and welcome to today's webinar on the up and up tactics for a holistic growth strategy. I am Jessica siege. I'm the marketing director here at wire and I'm going to go through just a couple of slides while we wait for everyone to come in. Hello, Kathy, Hello alexia. So first I quickly want to thank wires. Corporate donors. Are corporate donors? Make wire programming possible on an operational level. A big thank you to facebook momentum Verizon center, confirm it, Denita Fieldwork innovate M. R. Insights. Now. Cantar clinton material protegee, snap to luna and Unilever for your continued support. I also want to briefly think our association and media partners for helping to spread the word about today's event. If this is your first time attending a wire event, we are a global nonprofit on a mission to arm women and diverse communities in the market research industry with the tools they need to step into leadership to fill their career goals and stay connected and inspired As an organization. We've been around for over 13 years. We host events in 30 plus cities globally and we have over 12,000 community members worldwide comprised of professionals, both in an adjacent to the market research industry. Mhm of course. Many of a big thank you to fuel and focus room for supporting this year's annual webinar series. This is the final session of our three part annual webinar series are events in programming are made possible. Thanks to the generous support of companies like today's sponsors. If you missed the june or july webinar sessions don't fret. They will live in perpetuity on our website. Women and research dot org. So be sure to check those out after today's session. And finally we are using Doom webinar today. Please use that Q and a box to ask questions of our speakers at any time during the session. They'll be answering those questions at the end of the discussion. You can also use the chat box. I see lots of people over there letting us know how they're doing. You can tell me if you have any technical issues and you can share your linkedin profile if you want to connect with everyone else.

**SPEAKER 3**: Um If you have to leave a little

**SPEAKER 4**: early, no worries. We will send an email to your inbox tomorrow morning with the session recording that is all for me. I'm going to hand things over to kristen. Look

**SPEAKER 1**: perfect. Thanks Jeff. So I am going to kick off our our conversation today. We're gonna be covering three different types of growth strategies. Um the first one being business strategy. Then we're gonna move on. Tiffany's gonna talk some about her, her career growth strategy and then we're really fortunate to have a cocktail with us today. Who is going to be talking about personal growth strategy, which is near injured my heart because I struggled greatly with any kind of work life balance as most folks know about me, but I'll kick things off about business strategy if you're after taking or you're going through the wire accelerate program. Um, right now you may have seen some of this, I've taken some slides directly from the business strategy presentation that I did for accelerate. Um, but I, I want to talk about building the best business strategy because strategy is just, it's just so, so important in terms of whether you have a high performing business or team or, or low performing one and I have launched businesses with no business strategy and ones with really really dialed in business strategies. And I can tell you that having a strategy and a road map for achieving those business goals have made all the difference in terms of my company performance. So obviously having the strategy, as I just mentioned gives you a higher chance of success and I have some stats of course, because Researchers to share with you uh, in 2019 alone, the failure rate of startups was around 90 um, research than uh, since then, to show that 21 a half percent of startups fail in the first year, 30% in the second year, 50% in the fifth year, in 70% in their 10th year. So as your business goes along, you actually have a higher chance of failure over time. Um and a lot of that happens because um uh you know, we start out with a good idea of business idea of business strategy, but maybe only one or two clients or through four clients and then one of those clients leads and we don't replace them or we don't have a strategy for replacing them. And eventually you get to a point where you don't really have a business anymore, which is why that failure rate for startups is so high. Uh even with good planning, according to inc magazine, 67% of business strategies fail uh 67% that's a lot of business strategies. So I am um going to be talking this morning about why business strategy is is so important. Um It obviously helps you maintain focus um you know, as somebody who has been both a business owner and an executive in companies, we just constantly get inundated with new ideas, products, services, partnership opportunities and your strategy really serves as like the focal point or the north star for your business to help you really state your course now, you know, strategies can be iterative. Sometimes a big opportunity comes your way that you want to take advantage of. Um but they also, you know, a strategy also gives you a really clear direction for when you should stay the course versus when you should pivot and go a different direction and that that's why having a business strategy is so important. So, Because I'm keeping this to 10 minutes or less this morning I'm just gonna cover 5, 5 different parts I think of business strategy, that is super important to keep in mind. So the first is determining the strategy term. Um, the second is studying financial goals and I'm going to talk briefly about all of these so don't worry. Um, the third is setting okay. Rs which our objectives and key results um, and tom a handsome jewelry actually did a great accelerate session on okay. Rs if you haven't seen that, I would suggest checking those out. Um, if you're not familiar with the okay are setting the force is to get tactical implementation, buy in and commitment from your team. Uh and then lastly is determining measurement kings and recording. And um, one of the most interesting things I think about market research firms is that we are literally the worst at measuring our own performance ironically. So I'm going to spend just a few minutes talking about that. So step one, the term. Um, I think companies often confuse vision with strategy. So your vision guides your strategy. Uh if your vision is to be a $20 million dollar company in five years, then your strategies is the roadmap to get you there. So you want to map your strategy on a year to year basis and ideally using data to guide your objectives and key results. Uh Again, I think uh ironically, for some reason, market research firms are literally the worst at using data to tune their own business performance. Um but you know, really understanding that the term of your strategy and um the steps that you need to take to achieve your desired vision is super important. I also put a little note down here, if you you know, if you're running a business where you might take on funding from other sources, investors often want to see a three and or a five year financial projection. So, be aware when you're creating your strategy, if that's going to be used internally externally or both, Step two of a strategy is obviously to set financial goals. Um And financial goals and projections can really be the most challenging part of your strategy creation. Um And here's what can help. The first is to understand how to create a P. And L. And ensure that you're creating a really detailed annual budget. Uh A lot of the companies that I work with, and I'm sure many of the people on this call that are running their own businesses probably do not do an annual budget year to year, which you should be um creating a detailed annual budget really helps you understand what used to be spending and when so that you don't overspend or understand spend or get into cash flow issues. The second is to ensure that your products or services and your pricing models can support your revenue goals. Uh And I would always encourage folks to focus on recurring revenue to reduce sort of volatility in terms of clients for types of projects that you're getting in. I think there's a misnomer that uh services companies can't have recurring revenue and actually wrote a blog post about that if you're if you're interested, but recurring revenue, um it's super important to to reduce volatility um and businesses and then, you know, lastly, you know, when you're setting your financial goals, do you know, you want to make sure that your business has the financial resources to meet those goals. Uh And that means you're either, you know, you're either have a profitable business and so you can finance um some of your growth activities or you might have a line of credit or an investor. Um That is helping you meet those goals. Step three is setting okay. Rs And again, um you know, if you see module seven and the accelerate program, uh Mama gives a great example of how to set objectives and key results. Uh there's three, I guess four keys to good. Okay. Rs. The first is aggressive but achievable um that and they ladder up to revenue um and opportunity goals. Uh The second is to have clear ownership, so who owns the objective or at least the key result. Um that ladders up to that. The third is they really need to be measurable. So either time based revenue based some percentage growth, a super important uh and lastly, time based, you know, for okay are as you want to have a specific time period that you're trying to complete those objectives with ends of that, you're really keeping on pace and moving um moving forward with the grocery company. I do have a note down here that some firms prefer what's called the E O S system. It's called the entrepreneurial operating system. It's not my favorite system but lots of firms uh like it. And so I've provided a link down there for reference except for tactical implementation and commitments. Obviously uh tactical implementation is the key to any successful strategy uh and ensuring your implementation team is or somewhat involved in the strategic planning process is super important that they are aligned with the okay rs and believe that they can achieve them. That they see a clear path to success and they understand how their success will be measured. These are all important components of making sure your tactics support the strategy and then lastly, uh measure what matters. Uh as I mentioned before, you know, uh we are measurement experts, you know, we're Margaret researchers and measuring business performance to come really, really easy to us but that's generally not the case. And so some keys to measurement success, you know, the first is to use the right measurement platforms and there's lots of different technology platforms that you can use to measure business performance dashboard and automate as much as possible when it comes to business performance um and measure what matters. I think a lot of people get what I call analysis paralysis which is like your measuring so many things that you're getting nervous and then you don't make any decisions and um someone very wisely told me one time that um not making a decision is is also a decision. So you want to make sure that things keep moving forward and then you're not analyzing and kind of micro analyzing things so much um that you can't move your strategy forward and then you know, I would also say that transparency breeds trust and I think that in some cases or in some companies ceoS or executive teams have a tendency not to share data and particularly financial data and I think that's a mistake. I think the more buying that you can get from your team about how your strategy is performing, how the company is performing, the more you really have everyone sort of pulling um for the same goals and um and really all working together to make sure that you that you need those those key objectives. So some final tips before I pass things over to Tiffany uh you know, start your planning process approximately, you know at least one quarter before the start of your fiscal year. Um some people run on a calendar year and some people run on a different type of fiscal year. The second is, you know, don't over engineer it a strategic plan should be just that should be strategic, so keep it light on text and easy for stakeholders and tactical implementer is to understand uh and use your strategic plan to eliminate distraction, but iterate if needed. Uh you know, a strategic plan does help keep you on course, but you know, plans were made for iteration, so if you need to iterate then then don't feel like you you can't. Uh and then I wanted to just leave you with a few takeaway tools and tips some books. I'm an really avid reader and great pointer one time gave me a piece of advice and said don't tell people to read books because nobody reads books anymore, but I'm an avid book reader. And so um these are four of um some of my favorite strategy books um that I think are worth a read double double by Cameron Herold, um blitz scaling by Reid Hoffman, who was one of the founders of linkedin, um I love Tiffany Bova, she's the head of Growth strategy at Salesforce and she wrote this great book called Growth I. Q. And then Chris Bird Grave actually key noted at SmR Congress and Edinburgh two years ago. Um and uh he has a book called marketing his finances business, it's a slightly drier read, but he has a great statement in there which is um to think like a CFO and present like a CMO. And I think that's good advice for everyone in market research. So with that I'm going to close this out on business strategy. I know I've covered a lot in a very short period of time. We're going to have a Q. And a session here um after Tiffany and co to uh present. And so now I am going to stop sharing and turn things over to the incomparable Tiffany Hayes,

**SPEAKER 3**: hang on one second guys, let me get

**SPEAKER 1**: on

**SPEAKER 3**: my screen up, let's see, did that work? We could, can everybody hear me? Yes,

**SPEAKER 1**: okay, you're good to me. Um Okay

**SPEAKER 3**: guys, so I kind of feel like this is uh we're deconstructing careers here. Um Kristen kind of started at the top with ownership of businesses, most of us here, actually all of us in this panel or business owners. Um but I I realized that there will definitely be some people watching this who

**SPEAKER 2**: are not business owners

**SPEAKER 3**: and that's not your goal and that's totally okay. Um there it still takes planning to get the career that you want. Um I try to make sure that anyone that I'm mentoring does not call their career a job, it really should be a career, you should be tactical around how you build it. Um And I think that first starts with defining your your personal values, which I have no doubt that copy is probably going to touch on when, uh, when it comes to turn and the lifestyle that you desire. Um, it's easier for me to use my own move up in the industry, I guess as an example to help like other people potentially understand like where I was at this age. If I could go back to my twenties, Oh, that'd be great. But I could go back to my twenties, I would tell my 20 something year old self to ask people in their thirties, forties, fifties, sixties, How different they were like every 7-10 years. I feel like we go through so many changes. Um, as as adults, like we have these life cycles that we go through and getting the career you want. It's definitely one of them. Um, so for me, the starting point was to define the life that I desired. I knew what I knew about myself was I did not want to go into an office every day. Um, I knew that by the time I was 28 years old after being a road warrior, helping build several 2020 research offices. I used to be a 2020 research. Um, but I knew I wanted to be an entrepreneur and I knew that I did not want to go into an office every day. Um, those were two key points that I really had to pay attention to. Uh, I don't really even, I consider myself an entrepreneur more than a researcher. So for me it really was about, okay, I know I want to be an entrepreneur, I know that I want to have a lifestyle where I'm not in an office every day um and that's what I started working towards. So part two here, lean in and take chances. Um I was watching Obama's documentary the other day, there is a three part documentary on HBO, that's really good, that just came out a few weeks ago. Um one of the things that I saw him to consistently throughout this documentary was lean in and take chances, There were things

**SPEAKER 1**: presented to him that

**SPEAKER 3**: he didn't know why they were in front of him, but he was willing to take a risk and give it a shot. Um I certainly felt that way, building my career. I, there were things that would happen to me that I couldn't explain, but I knew that it was the right thing to do and that it was going to at some point in time, even though I couldn't define it at that moment, it was going to shape my career. Um leaning into that, to trust your gut. There have also been opportunities that I took, that I should not have taken partnerships that I should not have gotten into um and really my gut was spot on every single time and when I don't listen to it is when I get myself in trouble, So gut health is not just about integrative medicine, gut health is definitely something that you should do in your business is to um learning to lead. This was a big one for me because I do think that I was I was I don't want to pat myself on the back because thanks mom and dad. Um I think of when I was a natural born leader, you know, throughout school, that was just always a title that I was given. So I always knew I was a natural born leader, but I also know that it's not natural for everybody and I do think in order to advance in your career, you have to learn to lead. Um be it getting a mentor or a therapist or whatever it may be that helps you along in your journey. Um You need to learn to lead, reality is in working in an organization. If you're not a leader, no one is going to I don't like the word follow, but no one's going, no one's going to listen to you. No one's going to latch onto you. No one's gonna follow you, you can't really progress in your career without learning how to lead. All right, let's go to the next slide. Make it till you make it. Um when I started at 2020, I was 23 years old and I had never had a job that was computer based. Um I didn't let them know that I acted like I knew exactly what I was doing and then I would literally go home every single night and practice um itself, formulas, I had all of the Microsoft for dummies books, you name it. I would, I like, I did not want them to know that I had no freaking clue what I was doing, but the reality is, I had no freaking clue what I was doing. Um Hey, I still think that some days now but it's worked out well. Um but I do think that you have too often times in moving along in your career talk bigger than you actually are. Um be it as the owner of a company or speaking of yourself, it doesn't really matter, but you will eventually get there if you know that that's what your journey is and that you're, that you're shooting towards that goal in that direction. Um be authentic. You know, I was talking to a very well known cell strategist in our industry the other day and he always uses the phrase be authentic. So I finally said, what does that mean to you? Because I do think that this is a buzzword that has a different meaning for a lot of people. Um and he said a really simple definition that I had heard before, but I felt like it's worth repeating and that would be the same person at home, that you are at work, be it on the phone, on zoom calls. It doesn't matter because we're obviously not going into office as much these days. Um even even sitting at home, it probably helps us a bit more to be ourselves now but but just be yourself and make sure that you work somewhere where you can be authentic and you can be the same person sitting in your office chair that you are at work uh strategically plan your career. I actually noted for myself here, get a good therapist mentor coach. Um you really need at least, I definitely have needed someone to help me be strategic in how I move forward in my career. I'm sure Katia will be speaking to that momentarily. You should plan your personal life just like you do your professional life. Both all of these strategies that Kristen mentioned can be used in both your personal and professional life. Um you always need to be learning, I think that that is something that helps with your strategy, is making sure that you're always bringing something new to the table um and that you're making self growth of focus. Um I think that that's it. Again, I'm sure he is going to touch base on quite a bit of this too as she goes through personal strategy and we'll just continue to uh to deconstruct careers

**SPEAKER 2**: after you, Katia. Beautiful, thank you so much, both of you and I just want to take a moment, There is a lot of amazing information and let's just take a moment, take a deep breath or two together to integrate it to ground ourselves before we move into the next round of personal growth and the populistic growth and the Q and A. So take a moment perhaps press your feet into the ground really ground yourself because we spend a lot of times in our heads but we have a body to right and then just take a deep breath in and inside the arrow and just let it go do this another time. Take a deep grass in. Yeah. And let the air out and just notice how just a brief break like that makes a difference, feeling a bit more grounded, feeling a bit more present, especially when we're taking a lot of information. I'm doing this for a reason because I'm going to talk about the body a little bit more because that's a big part of strategy and we don't touch on it enough I think, especially in this industry. Right? But let me start by and I only have a few slides. So right now I'm just not going to share my screen. Let me start by saying that we really actually can't separate professional and personal. Like Tiffany and Kristen have already touched on what we do in our professional life, what we do in our personal life impacts the other realm and we very often, especially those of us and I would assume that everybody here on this call, certainly the panelists who are ambitious a lot of our priority goes into the professional, Right? And that's okay, right, christian mentioned work life balance and you mentioned values Tiffany. It really is a matter of choice and determining, Alright, what are my goals? What am I willing to do and what does that mean for other areas of my life? Right. If my company, my work is my baby, that is okay. There is no judgment and really as women,

**SPEAKER 3**: we shouldn't judge

**SPEAKER 2**: this. Uh um, but that also means that there might be less time that we can spend on personal endeavors, right? We should have a little bit of a balance, but that's just a value and the goal that we're pursuing and that's okay, So let's take the judgment out of that and just realizing, okay, that's where I am. Those are my goals. So starting a business or advancing in your career is going to have an impact on your personal life and vice versa personal life events, whether they're pleasant or unpleasant, anything from having a child to getting divorced to let's say having an aging or ailing parents or death in the family. All of that is also going to impact your professional life. And so we need to understand that that's, we can't really separate that what we're good at compartmentalizing most of us, but we bring one of the other into the other realm and what these these changes really call for is to expand our window of tolerance. Okay, what does that mean? I'm going to explain this because I want to give you a concept that you can then utilize as you think about your personal strategy or your growth strategy in general. So let me just share my screen here for a second and bear with me, there's gonna be a little bit of explanation. But I think this is a really helpful concept to understand and then I'll talk a little bit about strategies and I should keep an eye on time. I did not when I started talking. So okay, I'm gonna put my timer up here. All right, window of tolerance. So this is a concept that integrates both our cognitive processes which we need to work on our beliefs when we work on personal growth, but we all have limiting beliefs and we have empowering beliefs and it integrates our body. So stress how our body responds to new situations to perhaps, okay, we're starting a business. I always remember Kristen telling her story when she started her business and was cleaning her office is on the weekend, right? That is also a stressor on the body and of course true commitment. Right? So the window of tolerance and I apologize. I realized today that the the um the picture is not quite clear. But so what we see here is when we're in our window of tolerance. Were grounded, we're flexible will open, we're curious, we feel alive, We're able to manage the stress and the difficulty that comes our way because then whenever you were growing there is discomfort, right? I mean that's part and parcel of growing. There is going to be discomfort. There's might be fear, there might be unpleasant emotions that are difficult to deal with. They might be setbacks, disappointments, challenges and so on. So if we have a good window of tolerance, we can, like the name says, tolerate that and it's we can stay grounded and present. We feel the emotion, we notice it and we can manage it outside of our window of tolerance is really where this is a nervous system response and there is stress. So if we look at hyper arousal, anxiety, anger overwhelmed stress, fight flight, chaotic. Um uh an imbalance that usually leads to agitation. And it often comes with beliefs as well. So when we're in fight flight literally our perspective changes and suddenly we perceive things as more hostile as more difficult. So people with presentation anxiety often experience that, that suddenly they think everybody's looking angry or bored or annoyed, right? But it's really a change that happens on the nervous system. And this also comes with beliefs that it could be anything from everyone is out to get me. I can't get this. So beliefs that are often putting you sort of in a fight flight in a fear based um situation below is hypo arousal. So the sense of shutting down the beliefs here uh it's never going to work. I can't figure this out. I'm not good enough. Uh depression, shame, withdrawal, shutting down, feeling defeated. So when we grow, when we move into a new territory, we need to expand our window of tolerance because most likely we're going to deal with emotions or situations or circumstances that are new or that are difficult, starting a business or a new job, we're dealing with a personal stressor. So in the window of tolerance, I'm gonna stop sharing. What that really means is that we work on body and mind because as I said, this is a nervous system response so we don't want to neglect our body. So as we grow as we expand, we're having different thoughts and changes and thoughts but also changes in our nervous system response in our in our stress stress response. So how do we do that? What do we do to deal with that? So there's two ways of dealing with that top down, working with our thoughts and bottom up working with our body. So what I just did at the beginning of this is using our breathing, taking a small break. So to bring our nervous system back online too to really ground ourselves and calm ourselves so that we can think clearly. Top down. So working with our thoughts basically means that we start to become aware of that. And there is two principles that I used when I work with clients. I'll share this again. Um so that I can show this to you awareness and compassion. So a bird with two wings right? We want to observe our thoughts become mindful of them so that we can work with them but without judgment. So the analogy I give here is that a lot of us on the call, I would assume a qualitative researchers, perhaps ethnographers. Right? So when you do qualitative research or ethnography, you listen with an open mind and sometimes perhaps even with compassion to the participant, you're not going to say to the participant. Well that's a shitty thought. That sucks. Why are you doing this? Why are you thinking this? Uh but we do this to ourselves. Right. So we often have this self talk especially as we encounter it negative or difficult experiences where we say to ourselves, okay I shouldn't feel this way, I shouldn't think this way. This isn't Okay, so we wanna observe with a lot of compassion what is coming up as I'm growing, what's happening as I'm growing? How am I being challenged? What negative or believe limiting beliefs are coming up? And then the second point is asking better questions. So a lot of the time we ask ourselves why is this the case? What's wrong with me? Why can't I do this better or any variation thereof. Or maybe even it's in the in framed as it should, what I should have more work life balance or should be better at this? Um and the answers to those questions are usually not very empowering. So when we face a limiting belief and let's say we were dealing with a personal stressor or there is uh you know we're growing in our business or in our career these beliefs can come up, I'm not good enough or not sure if I can do this or this person doesn't like mirrors out to get me whatever it might be and then to use a four question approach, is it true? It's a very simple question which seems a little strange encounter, intuitive but really what we're looking for here is data Kristen talked about data that as market research companies, we don't focus a lot on data and get a lot of data about our own companies well. And the same is often true for our own personal beliefs and thoughts, right? We believe our thoughts. It feels true but really the mindset to take here is do you have data that would convince even the toughest client let's say you're working with a finance client? So when you ask, when you challenge a belief like am I good enough, do you have actual data for that? And what you're doing with that is switching on your prefrontal cortex, your rational mind, your reasoning mind and you're able to think differently about this challenge, Can you be really sure that this is true as a follow up question. Can you be absolutely sure? And the next question to ask yourself is what happens when I believe that thought and that's when we get back into the body and the window of tolerance, because usually once you start paying attention, these limiting thoughts about ourselves lead to a physiological response, feeling depressed, feeling defeated or feeling in fight flight mode, but perhaps not in a healthy way. And the way that stressful for the system. And then the last question is who would I be without that thought? And that really goes back to something Tiffany was talking about, okay, what are my values? How am I defining myself and the life that I desire? So here you really get a chance to focus on that and bring your attention back to who you want to be, who you are without that thought and then from that you can act in a much more empowered way and I think that's really, really key when we're growing because again we need to be able to be uncomfortable and to be able to face these limiting beliefs that that will invariably come up in some shape or form. So the other thing that we can do when we're growing and Tiffany already touched on that, so I'm only gonna briefly speak about it is our first line of defense when we face any challenge is social connection, our our network, so to get support when we're in a stressed state or in a shutdown state. The most powerful first line of defense to get out of that and move back into an empowered state is to have support, whether that's professional support, mentors, coaches, therapists, or whether it's a forum like this where you are seeing other people pop up in the chat, people are commenting, you may be here, that one thing that's going to help you or that's going to shift your opinion or your mind a little bit of help you focus on your goals or take your business or your career to the next level. Whether it's our informal networks and someone, a colleague, a co worker, a friend, you can reach out to you that can help you kind of reflect on what's limiting you and then bring you back to your goal orientation and the focus on on your values, your goals, what you're good at and a little bit more of a balanced mindset about yourself. So quick recap, we can't separate separate professional and personal as we grow. We are going to face challenging emotions and beliefs. We need to expand our window of tolerance to as to not go into stress or shutting down. We do this by becoming aware of our beliefs with compassion by challenging them and coming back to a more empowered belief system and also by down regulating a little bit whether it's through taking a pause, connecting with someone, getting some support from a person who believes in you and who can help you. So that's it from my end. Thank you so

**SPEAKER 1**: much. All right, we are moving into Q and A. If you have a question there is a little Q and a box right next to the chat box that I'll be monitoring. Um, and we've had a few questions come in already. Um the first question uh is what are some tangible ways that researchers can start to consider or act on a personal growth strategy at the beginning of their careers and Tiffany, maybe you want to kick off with that one, although I'm happy to chime in as well. Yeah,

**SPEAKER 3**: go ahead with that person. I mean I think that the big thing for me was I really, it wasn't as much research as it was wanting to be an entrepreneur, it just happened to be that it was in the research field. Um so you may be able to speak more directly to the actual researchers along that line. Go ahead.

**SPEAKER 1**: Yeah, I mean, I don't know about that, you know, I think many of us kind of fell into market research, you know, I I majored in journalism at university and um I just happened to get a job at a social science research firm, I had to work my way to pay my way through college and um and then, so then you know, if that was the skill set that I had and when I decided I wanted to move to Los Angeles, I, this was back in olden times when you had to apply for a job for the newspaper I bought a Los Angeles Times and I circled every job I thought I was qualified for and I ended up working at Lieberman um, what I will say is that I think the thing that has served me really well throughout my career and helped me define what my, what my, you know, sort of personal career growth strategy has been is that, you know, as I sort of mentioned at the end of my talk, I read a lot, I pay attention to the things that I'm really interested in and then I feel very passionate about because, uh, you know, if I, if I feel really interested in something, then I'm gonna put my full sort of weight and energy behind it. Um you know, I, I tend to shy away from taking on um businesses or projects or clients where I don't really feel that excited about the product or the service, like for me, I really defining point in my career was when research started to go online and I was really excited about that and I remember being at Lieberman and I marched into Dave Stockman's office and was like, this whole industry is heading online and that's what I want to do and he, he kind of smirked at me a little bit Dave and I are friends and we laugh about this to this day, but he was like we're not going online anytime soon, you know? And I, you know, I left and I went to to Nielsen and much like you Tiffany, I sort of bullshit in my way into a job that I was grossly unqualified for. Um I spent a lot of time reading at night, desperately trying to figure out how I was going to get my job done that I knew nothing about.

**SPEAKER 3**: Yeah, and I think that that's um I think that's a lot of people in this industry, they didn't mean to be in this industry, we hear that over and over again. Uh it is kind of a, I also studied journalism um had no idea market research even existed until I was hired in college and the woman Roberta Cunningham immediately made me the manager, so I was juggling college and being the manager of a marketing research firm at 20, like 20 years old. Crazy. Uh but it certainly has like, I was exactly like you, once I got into this industry, I fell in love with it and knew that I wasn't gonna leave it. So I started choosing my path from there.

**SPEAKER 1**: Right, right, we have another question um kata, any tips for achieving greater work life balance, understanding that there is little divide between life and work these days and the two are intertwined now that I'm working from home? I feel like I am working all the time in capital letters, Where is the off switch? And how can I set reasonable limits?

**SPEAKER 2**: Yeah, great question. So, um, again, it goes back to really prioritizing it, right? So to understand what stands in the way of not prioritizing self care or a greater work life balance, if it is a choice, great, okay, let's just see that you can take care of your body as much as you can. But if it's not a choice or if it feels that it's not a choice to really realize, okay, what's standing in the way is it externals? My boss has unrealistic demands. So that might call for a strategy of learning to set boundaries, be assertive or ultimately perhaps look for a different environment that is more supportive. But most of the time I find it's actually internal barriers that stand in the way. So for a lot of people, guilt comes up, I shouldn't, there's so much to do, right? I

**SPEAKER 1**: I really, I'm

**SPEAKER 2**: letting other people down and disappointing them or there is a belief that we have to work a lot and it's a little bit of a us centric belief, right? We think about europe and the six weeks of vacation paid that a lot of companies get there. The mindset is a little bit different. Uh, so understand before you even move into strategies because most of, you know, technically what to do for self care is understand what's actually internally blocking you and then look at all right, How do I challenge that belief or create systems in my life that helped me kind of trick my brain into not working so much whether it's an artificial, like this was it five o'clock. My computer is just, let's say seven, let's be realistic here, my computer gets shut off and I do my, you know, do my thing and get a buddy, get an accountability buddy. So someone who, even if you can't do it in person, okay, You work on, you work out together at the same time and you book ended with each other or you hold each other accountable, you meditate together or you join a group where you have to show up. So you kind of have to trick your mind into saying it's okay And you deserve this versus everybody else comes first and then right, I get to take my break and by then it's like 10:00, right? There's no time for that.

**SPEAKER 1**: Um,

**SPEAKER 3**: Chris and I have a question for Katia, that's okay.

**SPEAKER 1**: Yeah.

**SPEAKER 3**: So I've seen you speak about imposter syndrome quite a bit. Um, I do think that that is probably more of an issue in our industry. I mean it's not like where doctors and scientists where we had to go to school and get the law degree or whatever to practice what we're airports practicing. Um, so I do think that it's a very common thing in our industry and it would be great to hear a bit more about that patio, like how do you suggest people get over the impossible for syndrome? Um, I think the first time I've ever heard that discussed was over win for years and years ago and I felt somebody as powerful as her. This has to be something that's very common amongst others.

**SPEAKER 2**: It's super common, right? And I mean I work in my practice with physicians and lawyers and business executives and let me tell you everybody has it, wow. Um, everybody has it and funnily it actually really relates to overworking and poor work life balance or can because one of the driving beliefs or two of the driving beliefs an impostor syndrome is, I don't belong and I'm not good enough weight if people really find out who I am right, I've been faking it and, but if they really know, oh boy. And that those beliefs of course lead to overworking right. If I'm not good enough if I don't belong, I really constantly have to prove myself. So here's when, if you struggle with work life balance and it's not a choice to pay attention to. And so with imposter syndrome, uh, there are two things that are important. One is the sense of not belonging and that can actually be real, right? So when you, let's say you're the first person in your family to go to college or the first entrepreneur or you're a person of color in an environment that's very, very white or your woman in a male dominated environment or man in a female dominated environment, there is a sense of not belonging and chain society, you were on occasion given that impression sometimes more or less directly. Uh, so that's something that we have to acknowledge and for the person experiencing that to realize that's just, that's not just in your head that's real. And then to get support around it, whether you join with other like minded individuals, whether you get a really great mentor who helps you get a sense of belonging or feel the sense of belonging. Some of the things you have also touched on the two of you are getting that support, getting that guidance. The second thing is that, um, so the belief not enough wait until people find out which you know impacts a lot of us, right? Is to realize, okay, somewhere along the line, we acquired that belief. It doesn't matter where or how and to realize that with people with imposter syndrome, it is never true. Somebody who worries about not being enough typically is the exact opposite. They overworked. They worked really hard. So it really isn't true. It is a belief and here's where questioning the beliefs comes in really, really, um, handily and it's really important to practice that and it is a practice, There's no magic pill for imposter syndrome be great if you could just you know, get a prescription from your psychiatrist. Although then I might be out of a job but but it is really okay. Is it true that I'm not enough? What does that mean? How is that impacting me? What is counter evidence for that and expand your frame? So and I'll end on that with imposter syndrome. Our frame becomes really narrow and we focus on that one thing we did wrong that one presentation where I flubbed a little bit or that one client that I lost or the project I messed up right. And this becomes like whoa this is all we see versus expanding the frame and then realizing okay blip on the horizon. Or there are all these other things. Yeah I messed up that presentation. But you know what? I did amazing job here. An amazing term there. And this client loved me. So that's a practice. And again having someone who supports you a mentor really, really important. Mm

**SPEAKER 1**: Yeah. I would I would also add onto that catchy and say that you know it's like when you make those those little mistakes like they seem huge to you in a moment but usually like nobody else even notices them but we have a tendency to like hyper focus on them to to a point uh that they become really destructive. You know because you know you are giving yourself a really hard time um in a situation where uh nobody, nobody else even noticed what what it is that you that you did wrong. Yeah. Uh we have another question, um, Tiffany and Kristen, how did you get over the fear of taking the risk to start your own business? I feel like I have no idea how to even get started, like what is step one?

**SPEAKER 3**: Um the choice, I really, that's that for me, it was just once I knew that that's what I wanted to do, there was no turning back. Um I can say that I I think that what I had given to the company that I was working for at the time, 2020 research um made me comfortable in approaching what I saw as a need in the industry. Um and speaking to the owner of that operation, she knew at the time was Jim ricin it's since been acquired by Slazenger. Um but he was completely supportive of me going out on my own and starting what I still have today, which is crazy how long ago that was, but I, I mean, I think that most of us at least are still in small enough businesses, a lot of us um to where you, you know, approaching the owner isn't that unheard of, but for me, it was really just making that initial choice that this is what I'm going to do, seeing a need in the industry, had I not seen the need in the industry, it would have been really difficult for me. Um but I just kept seeing this hole that needed to be filled. Um and there was no one filling it, so that's where my motivation came from. It was more about helping, it was more about serving something that wasn't being served yet making sure that we were able to offer something nobody else in the U. S. At least was offering at the time.

**SPEAKER 1**: Yeah, I think for me, you know, much like Tiffany, you know, I saw I saw a business opportunity and I you know, I started that business opportunity at Nielsen, you know, was hired by Nielsen to build their first online research platform and you know, I was at Nielsen for Maybe two years and realized that you know, you really cannot create a startup within a huge entity like Nielsen, it was just impossible. Um And you know, I really believed in the vision for the business and and so you know, my business partner and I decided to leave and start slipping on our own. And to be honest with you, like Very naively, I think I was 20, maybe 29 at the time. Like it never occurred to me that it wouldn't work, but just, you know, like incredibly stupid. Um Because of course it could have failed a million different times. I was young at the time, you know, I certainly could have had another career gotten another job easily, but it really really never occurred to me that it wouldn't it wouldn't work. Um And

**SPEAKER 3**: I would say that I was the opposite, like I had to wake up every morning, walk to the mirror and literally like I take lipstick and be like, failure is not an option, failure is not an option, like I just put it everywhere, failure is not an option and I would still get dressed like I was going to the office, I literally would get up and put on the same clothes that I would wear to work every day and act like that's exactly what I was doing that day.

**SPEAKER 1**: Yeah,

**SPEAKER 3**: so yeah, for me, I realized it was an option, Christina just didn't allow it, like it was not allowed,

**SPEAKER 1**: I think I had more of that feeling on my second business. Um And I every time that I would get that feeling, I would give myself a pep talk and I would say like, you know, I'm pretty smart and look at all the idiots that have started businesses and done just so like people, people that I thought like I thought would be smarter than that person and they're thinking at work so I can make it work, like that was my maybe that's not a healthy pep talk, but that was like, you know, that was kind of my thinking at the time, which was um you know, which was really, you know that that person can do it of course I can do it, you know like seeing other people do it at that, you know at that point in my career there weren't a whole, you know there were women that had started very small businesses um but nobody that you know really know women that were working in tech or in the tech field or in the text sector and that was really something that was really new to market research. So I didn't really have a whole lot of role models for people to look up to. Yeah, I just saw my friend Janet stand and just posted something in a chat. Um Janet said I think that is the key, both christian and Tiffany spotted a need and a gap in the industry and made the choice to leap in and fill it and had to drive energy and smarts to make sure it survived, not just yet another version of something that exists with nothing new to offer me to still need a point of difference to survive. And yes jan I would absolutely second that and you know uh this ends up being an incredible part of my consulting practice actually which is there are so many companies that launched that have no political differentiation, you know they launch and they've got you know, again maybe it's a traditional research firm, they've got three or four big clients, they launched their like every other research firm. And then you know they are struggling to stay in business for five years in because they lost one or two clients and everyone's a researcher and there's nobody that can bring in business. You know it's kind of the same old story over and over again and so you know having an understanding of what makes you different special I think is super important and I

**SPEAKER 3**: think in the technology world that's been always the big question um amongst especially on the qualitative side of things, qualitative platforms, even survey software. You know everyone wants to know what makes you different.

**SPEAKER 1**: Yeah. I think even

**SPEAKER 2**: in the personal growth realm right, what makes you different and special is powerful antidote to imposter syndrome and also important for growth and confidence in how you're growing in your career.

**SPEAKER 1**: Yeah, so we probably only have time for one more question. There's um there's one here, what are some of your favorite books um Kristen shared a few at the beginning for. Um thank you. But what are your favorite books for inspiration and growth or powerful podcasts to listen to?

**SPEAKER 3**: I love you. I'm very interested in what you to say on this.

**SPEAKER 1**: I'm a

**SPEAKER 2**: huge podcast listener

**SPEAKER 1**: because I do a lot of hiking with my four dogs and so I spent a lot of time out in the woods listening to podcast and again I read a lot um and I can just tell you the ones that I listened to the most I listened to work life with Adam Grant. Um he was a uh sort of like a work psychologist but I like a lot um I listen to Freakonomics radio because it's uh it's got great ideas uh you know like about topics that really make you think deeply about business. I listened to Hidden Brain um that's another one of my favorite Radical Candor is another one that I live and that's another great book to. If you've never read Radical candor and your manager, I would strongly suggest reading that. And then of course I read, you know I listen to masters of scale and how I built this because I love stories of entrepreneurism and how people built companies. Uh huh.

**SPEAKER 2**: Yeah, so for books I also posted this in the in the Q. And A um loving what is by Byron Katie is great to get to a better belief system. So this this outline of the different questions to counter limiting beliefs comes from her work. So it's really great. I'm also a huge fan of crucial conversations because feeling confident in our communication centering boundaries and so on, really important and a lot of us need additional skills in that area. And then here's a different one, you belong by Sabine E Selassie for a mindfulness based approach to not belonging imposter syndrome and some of those things and then as for podcasts, I love Renee Brown's podcast and then also Dave Asprey, the bulletproof guy, has some really, really neat guests and just a very diverse um suite of guests that touch on interesting topics that helps you grow in various areas.

**SPEAKER 3**: Yeah, and I um, I actually listen to some of what both of you listen to. Um, I've been into birthday Brown's lately without a doubt. I do think when it comes to leadership in the way that I like to lead, I'm more art than I am science, if that makes sense. I'm working via and I am like, let's look at formulas and numbers even though I do enjoy financial significantly in my business. Um it's a very fun thing to me. Um, but yeah, all of those were great. Like I, there's some christian that you mentioned that I did not know about, so thank you.

**SPEAKER 1**: My pleasure. Um jess, we only have one minute left so I'm gonna turn it back over to you. I don't know if you need to do anything to close us out here.

**SPEAKER 4**: I think we're going to go thank you everyone for attending. Be sure to check your inbox tomorrow morning for our post event survey and for recording of today's session and thank you speakers and fuel and focusing for making today's session possible.

**SPEAKER 3**: These guys have a good day,

**SPEAKER 1**: everyone.

**SPEAKER 2**: Thank you, bye