

Interviewee: Angela Bovill
Interviewers: Christina DeSario, Amy Williamson
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Abstract: Angela Bovill tells about her life as a President and CEO of Lutheran Social Services of New England, mother, and wife. Lutheran Social Services serves refugees from Iraq, Bhutan, Nepal, Somalia, Liberia, Uganda, and Lithuania. She explains how her self-image changed over time as her confidence grew, and how that gave her the power to be herself in a career which severely lacks women, especially those with school-aged children. It took many years to get to the place where she now finds herself: a confident woman with a lot of belief in her own abilities as a leader. Her husband, a stay-at-home dad, gives her the freedom to focus her energy on her work instead of having to force herself to be both the intensely involved mother and the tireless worker.

Amy Williamson: OK, it's starting.

Christina DeSario: So, is it OK if we record all this?

Angela Bovill: Yes.

CD: OK. What is your full maiden name, if applicable, and your married name?

AB: My full name- maiden name is Angela Beth Minard, actually, and my married name is Angela Beth Bovill.

CD: OK. When were you born?

AB: May, 1973.

CD: OK.

AW: And I know before you were talking about how you had children? And how many did you say you had?

AB: We have a blended family, so I have... well, technically I have three kids of my own and I have three step kids on top of that.

AW: OK.

AB: So I have six, total.

AW: Big family! [laughs]

AB: It is a big family! And I love it, but it is atypic – well, no, I suppose it's more typical these days, isn't it, because the whole, intact, original families don't seem to last like they used to. But, yeah, no, it's good.

AW: And you spoke about being the breadwinner in your family?

AB: I am.

AW: With you being a working parent, do you feel you made a lot of sacrifices with your kids?

A B: [laughs] You know, I made a comment to a coworker today because my daughter was gone to a camp most of the week this week. She had a – in Massachusetts they do this thing where kids go to Nature's Classroom, I think is what it's called, and she left on Monday and came back yesterday, and another friend of mine, who also works here, she's the Chief Financial Officer here, her daughter also went, but to a different location this week, and she, she emailed me today and she said, "Oh, you know, aren't you so excited, your daughter's coming home today, and don't you miss her?" and this and that, and I laughed and I wrote back to her and I said – I said, "I suppose this makes me a bad parent..." but I've been travelling for decades, for almost 20 years now I've been on the road for some length of time or another, from – I worked in Massachusetts and lived in Maine for four years before I moved down here, and so I was gone three to four days a week, and in my last job I was in Europe every month, or Asia somewhere or something, and so I'm very used to being away, but unfortunately what it means is, you don't get to – you don't get to participate in everything. You don't, you know, you're not there for every parent-teacher conference, you're not, you're that mom that walks in, you know, two seconds before the start of the whatever event or the band concert, and you're click click click click, and all the other, you know, crunchy moms are looking at you like, oh, you're one of them, you know, one of those moms that doesn't, you know, I didn't bake the cookies for the – for the fair. I can bake, but I don't have time, you know? I didn't do the respond when they said it's Valentine's Day and you're supposed to whatever. You know, you don't have time for stuff like

that, and so, you know. Do I think the kids have suffered through it? No, I don't. But it is hard because society expects you to be one way, and in reality, if you're going to do a job like this one, there's no way to do both. Not well. You can try, and I've tried for years to manage how to do both, but in, in reality, the sacrifices are very high.

AW: I never really thought of that before. So, you, you spoke about, like, other mothers. Do you think that they, kind of like, view you differently for being a working mother, instead of like a domestic one?

AB: You know, it's interesting. I think it's split between women who are jealous of the freedom and independence and lack of reliance that I have on anybody else, so I think there's some segment of the female population that looks at me and has told me many times, God, I don't know how you do it, and what an amazing life you get to have, and you get to travel, and you, you know, they think it's exotic and they think it's all these things. You know, so there's some – I would say there's, there's part of the population that's jealous of that, you know, that I've broken through the ceiling and managed to be in a space where almost no women are, and so there's a lot of women who, who would like to be more than they are, but don't want to tell anybody. So there's that.

And then there's the other part of the population I think where the women have made a choice to be at home, and they – they're either very happy with their choice, or they – I'm a reminder that, that choice is very hard for them, and so – because that choice has lots of sacrifices, too, and is an admirable choice. It's as admirable as working, it's just a different choice, and so I think for them, some would either be uncomfortable, or maybe look down on me like I'm not, you know. I have a neighbor, for example, we moved – when we moved to Massachusetts, my neighbor's a stay-at-home mom, and she [laughs], she and I have – she, she babies her kids and I don't. I expect a lot out of my kids, I expect them to be very independent, I don't rifle through their bags looking for homework and telling them that, oh, you know, and I don't get up with them in the morning and say, did you forget your backpack, and did you do this, and did you do that? I've taught them from the word "go" that you need to do that yourself. You know, if you don't brush your teeth, your teeth will rot out of your head, and you will look stupid and I won't, or if you don't do your homework, then you're going to fail in school, and you'll get a poor job and you'll be poor, but I already have a good job, it's not, you know, so trying to show them that what – their choices in life are their choices that affect them, not me, and I think what happens is, like, for my neighbor, she – her identity is based on her children, not on herself, and so, she does everything for them, and that's where she creates value. I've seen that with lots of women, 'cause lots of women unfortunately are, I would argue, codependent, which, you know, you're

getting into the – now you're into your sociology degree. But what it means is that, you know, you don't find your worth, your self-worth.

I think we are created, unfortunately, our society creates us to believe that we get our worth from doing things for other people, and for enabling, you know, or doing whatever we're doing to men in our life or children in our life. I remember a counselor asked me years ago, he said, "You know," he said, "who are you, Angela?" And I said, "What do you mean? I am, you know, I'm a mother of so many kids, and I'm employed at such-and-so place, and, you know, I'm the wife of whatever," and he looked at me and he said, "Angela, those are roles. That's not who you are, it's – that's what you do, but that's not who you are, they're different." And it took me years to unwind that and figure out that he was right.

So I think the roles that we choose to play, whether it's being an at-home mom, or being in—working in an organization like this one or wherever you choose to be, you have to separate the self-worth that you get, you know, by being a person of worth just because you're alive, not because of the job you do. Unfortunately I think a lot of women haven't sorted that out. So it really depends on where the woman is at in her own growth as to how she looks at me, whether I'm, you know, representative of something she would like to be, or something she's angry about, or [laughs] or something else, I'm not sure. But thankfully I like people a lot, so I find them fascinating, so usually it's just interesting. Yeah.

AW: Wow.

AB: So, that's a long answer to your question!

AW: No, that's a great answer. Very great. So, you talked a lot about self-worth. Do you feel like, what made you get into this field? Was it – does it have to do with your personal experiences?

AB: Yes. So there are two sides of the answer to that question. One of them is, I mentioned before you turned on the tape that, that not to get married young, because I think when I was young, eighteen years old as a matter of fact, I went to college. I had a scholarship for the ROTC at University of San Francisco and I went to school and discovered soon after I got there that this was not what I was called to do. Now, if you have no faith background, you may not understand what I mean by "called to do," but there's something to do with what your life purpose is supposed to be, and I knew that early on, and I knew that's not where I was supposed to be, although I wasn't sure where that was. I just knew it wasn't there, and so I gave up my scholarship, which sounds really ridiculous in retrospect, but it turned out well.

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I gave it up and went home, and met a person who became my husband not long after that; in the fall after my senior year after I graduated from high school, and I was pregnant by the end of that year. Also not the recommended path. And he already had a son, so at eighteen years old, I found myself pregnant with and becoming a mom to an already – well, he was one at the time – child. And so, I was supposed to be that kid that, you know, the most likely to succeed, you know, the one that was going to go on to college, and change the world, and do all these things, and here you find yourself at eighteen going [gasp] OK! We're going to plan B! [laughs]. And plan B was not welfare, and it was not, you know, all the social programs that were out there to try to make somebody like me survive. It was figure it out, do it anyway, and defy all the odds that happened to be stacked in front of you, and, and figure out how to make a life for your kids and family. So, in some sense, I know what it means to overcome a lot. I ended up going to college when my daughter was – my third child, so, including my stepson, so it would have been our third in line. My oldest is my stepson and the next two in line were my daughters. When my, when my second daughter was born in 1996, so I would have been twenty-three but I had already been working. I got a job when I was eighteen that turned out really good and I worked really hard, so I got moved up very quickly. And so I ended up going to college at night, and on the weekends, and wherever I could jam it in on top of being a mother and on top of working full time, and ended up getting my degree in economics and political science back then. So I think in retrospect you look at it and you say, I was working and working and working and working, and I went back for my MBA at Boston University after that. Thankfully my employer paid for all that, so, as long as you can survive the, you know, how do you have a job that travels all the time that, you know, and you're in school all the time and you're a full-time mom of three kids at the time, four by the time I took my MBA. It – you figure out how to survive, and so I think by the time I had gotten pretty high up on my career at my last company which was all for-profit, so I was in for-profit for about seventeen years, traveling around the world.

I did mergers and acquisitions. I worked in Europe for about a week a month for about a year. I worked in the Far East for a while, so I've been all over the place. I've had some interesting opportunities, but you wake up kind of at some point in life and you say, hm. You know, there must be a reason why I'm on this planet and it's not necessarily to make this company a lot of money. You know, there's, there's people like me who have lots and lots of potential, who have stuff that gets in the way, you know, in our life, for one reason or another. Whether you're, you know, disabled, or whether you have, you have a family of origin that wasn't particularly awesome, or maybe, you know, you had something else go wrong, or maybe you're a refugee from your country, or whatever it is that challenges you, I find that so many people have so much potential, but they're not able to realize it because of something that gets in the way, and if we could only figure out how to use my own life—that was my call at the time—to unlock the

potential in other people, and allow other people to see that no matter where you start from you can go anywhere you want to go, that was what I was called to do. And so when I left IDEXX, which was my last company, I left to try to go and figure out how to make a difference, and ended up here as chief financial officer in 2008. And then, through a series of changes, I ended up as the CEO this year, so... so, yeah.

AW: What-what was IDEXX? What exactly did you do?

AB: IDEXX is an animal diagnostics and food and water quality testing company, and they are a multi-national firm that, at the time when I started was fairly small. I started there because it was a job [laughs], not because I particularly was enamored with the company. It was small at the time but growing very, very quickly. And so I did lots of different things for them. I worked in, I worked in finance, I worked in operations, and purchasing, and I was general managing one of their businesses by the time I left, so they did lots of things. Mostly, if you have a pet and take them to the vet, you probably paid my salary a few times, because all the tests, if you test them for heart murmur, you need to know if, you know, they have chemistry or hematology tests that need to be run to find out what's wrong with them, or they're going to have surgery or what have you, they are likely to have used tests from IDEXX.

AW: Ok.

AB: So. It's an animal diagnostics company.

AW: Ok.

AB: Very different from human services, I'll tell you that.

AW: Yeah, because I didn't know if there was any connection with that, because I've never heard of IDEXX, so...

AB: You know, there isn't. And a lot of people have been very surprised. I suppose I'm – well, I guess I can tell you with certainty I'm not the norm in this sector. Most people in the non-profit sector have grown up here. They started here as a social worker, or they had some sort of a, you know, something they wanted to do early on and they stayed there for a really long period of time; that's something that I've come to learn. The CEOs in this sector are not my gender. They—most of them look like my dad. And I'm not trying to be flip about that, but I was just at a CEO conference... a week or two ago, and I walked in the room and I thought, oh, good heavens, where am I? You know, that I stick out like a sore thumb and no matter where you see

me in any of the conferences, I stick out like a sore thumb. I'm generally the wrong gender, I'm way younger than everybody else, you know, I have way too much hair, it's the wrong color, you know, it's just [laughs] it's, it's been an interesting experience. There are lots of women who work in non-profits, but typically they do more of the direct service work, or human, you know, you know, human resources or the other, quote typical female-type jobs. You don't see them at the top of the organizations all that frequently. In this sector, or any other sector for that matter [laughs]. That's changing, but probably not fast enough.

AW: Do you feel like you get treated differently because of that?

AB: Yes. I've learned how to make that an advantage, but it definitely happens. Women are, you know, I taught a class – part of a class at Harvard a couple of years ago, and it was a fluke. It was – I was at a class, I was at a program for about a week, and I told folks that I had been in a class about executive presence, this concept of, of executive presence and how it happened. And it was a group of women, and I said, I said, “women have an advantage because—in some sense—because men, whether they like it or not...” I think it's a biological imperative of some reason or another, and I suppose it's why we have – that's why we have a population, because if it was left to us women, [laughs] I suppose we would have killed off our civilization a long time ago because we're not as focused on things as men are. I've come to accept that over the course of time, but men are distracted by your gender, especially if you're younger, and, you know, the, the women who tend to see, in this job, if you see them at all, are quite a bit older than me, and not necessarily particularly this – I know this is going to get recorded, that's awesome, but [laughs] if I was – if I was much older, you know, add twenty-five years to me, and, and make my hair gray and a whole bunch of wrinkles and, and that – it would probably be easier, because my gender difference wouldn't be so obvious. It becomes more problematic, in some sense, because most of the people that I end up associating with and have for many moons are much either significantly older than me, or a fair chunk older than me. And so they look down on me as if I am either their daughter, or a potential target. One of the two, neither of which is acceptable to me, so you sort of have to – you have, you have to accept that coming into it, that they discount you automatically.

When I came into the room of CEOs last week, I remember looking around the room, and I had not met any of them, and the look I got from several was, oh, who is she? You know, some looked at me like oh, who is she? You know, like, you know, she must be either the admin, she works in marketing, or, you know, was she here to bring us coffee? Except I was dressed a little too nice for that, so maybe it wasn't that. And then they figured out as I walked towards my seat, and there's a name card at my seat, they figured out I was the presenter, which, now I get analyzed at a whole different level, right? Because they're looking at me first as if who, who is

this? Now you figure out that I'm supposed to be in the room, and I'm, I'm a CEO just like you are, and, as a matter of fact, my organization is more complicated and larger than most any of them in the room. And if they knew that, which some of them did, then now they're really looking at me like, ok, now you're – the assumption, the starting assumption is that I don't know anything and that I got my job from some fluke, either because – either because of my gender, or because I was lucky, or because whatever, but it couldn't be because I was smart enough to deserve it. And I think that's the, that's the most frustrating part, is that there's not an assumption that you're smart to begin with. There's an assumption you're female to begin with, and maybe they like that and maybe they don't, depending on their own spot.

So I think what I found, like that with that group, when I got up to do the presentation that I was working on, there was skeptics, there were people who kind of looked at me like I couldn't have enough experience to possibly add anything to them. There were people who looked at me as if, you know, they were ready to discount me, weren't necessarily wanting to listen, but after a few minutes they're surprised. And so I think what I meant earlier by you can use that as an advantage, is that element of surprise. If you go back into the old Chinese, you know, whatever it is about the art of war, right? It's, you know, never underestimate your opponent, and so I would tell you that in retrospect I've been doing negotiations for years, and years, and years now, and the fact that I get underestimated almost every single time works to my advantage. Because I know more than they do, I'm better prepared than they are, I know their game, I can, I can read their motivation, I can figure out what they're doing and not doing, I can use my own emotions to work in my favor; they expect you to be emotional and upset. I'm not, and so it disarms them, you know, if they expect you to be upset or overly responsive to something and you're not, they're not quite sure what to do with that, so they're left, sort of, sitting back on their heels. Meanwhile, you've leaped far in front of them in terms of negotiation, so, for you both, you can keep that in the back of your head. Remember your gender can work in your favor! You just have to know – you have to accept that it's going to happen, and maybe someday it won't and that will be great, but for now, it does. Don't let it bother you, don't let it annoy you or irritate you, just decide that that's going to be an advantage, and you'll just use it to your favor.

AW: Do you feel like that makes you more confident? Like the more you can... like, out-show people, or, like, show them that you are more than just, like a...

A B: It can. It has for me over the course of time because I, I would tell you I had to work or I have worked probably three times harder than anybody else. I can, this sounds self-serving, I don't mean it this way, but I can work circles around almost anybody. I work faster, I work harder, and I work longer than almost anyone else I know. And so, part of that happened because I knew I was climbing a hill. I knew that I had to be better than everybody else, significantly

better, I had to stick out better in order to be even looked at as an equal. And so, because of that I developed habits that are very useful to any leader, male or female, you know, wouldn't make any difference, but because they're, they're ingrained in the way that I already work, it's an advantage short of coming into it that I know, because I work harder at it, that I'm probably better at it than most people are. Not because I'm inherently smarter than anybody else, but because I want it more than anybody else. And so, you get confidence from that over time when you start realizing that your results are good and that you have a track record of being able to deliver whatever you said you were going to deliver. That may be because you're working 'till midnight to do it, but if you can manage to have confidence, which I think is where women tend to falter—they are really good, they are really smart, they do work really hard, but they're really crappy at putting it out there and taking risks.

I think where I have overcome that in the past, probably when I went to BU [Boston University] for my MBA. I would tell you was a turning point from when I used to dress very differently, I remember, my hair was short—cut above my ears, always, and the- I didn't wear very much make-up. I had – I wore plaid, sort of, typical sport jackets, you know, plain slacks, turtlenecks, and flat shoes. Or, you know, like, chunky-heeled—not clicky—chunky-heeled shoes. I, you know, I look back and I think, good God I was trying to be a man or something. I wanted to not be seen as female, quote unquote. I wanted to be seen as equal, so I didn't want my gender to be relevant at all. So I figured if I just wash out everything that makes me female, that would, that would level the playing field, and then we could just – now we could just work, because you're not going to look at me as some sort of dish that you're going to eat next week, you know what I mean. I was somebody that was worth talking to, but I also know that I wouldn't put myself out there, I wasn't somebody who would take a huge risk, I wasn't going to – I remember when I first went to BU, my class had forty-four people in it. Of those forty-four, there were only seven women. Of the seven women, I was the only one who was married with children. And, so, talk about the odds being stacked. I've got a room full of mostly men who are married to wives who are at home more often than not, they're making more than I am—almost all of them—and so I thought, whoa, I'm not sticking myself out there! [laughs] You know, and so the debates would happen in class, and, I don't know, I'd be sitting in class like, I know the answer to that... I know the answer to that, too, and the people that would sit right next to me, I came to learn that I did this—I would mutter the answer, I would be like, actually it's really this, and they're like, why don't you ever say anything? I'm like, I'm not saying that! What if I look stupid? I could be wrong, I'm like, I'd look like a, a jerk in front of everybody. And like, and one of my professors called me on it about halfway through the program. He said, "Angela, why do you hardly ever say anything?" I'm like, well, first of all, I don't want to be one of those people that always has something to say—I hate that. But I also don't want to be wrong. And he said, "You've got your position all wrong, Angela. You need to switch that." He said, "People need to hear from you,

you need to be more courageous, you need to be out there, because when you go, other people will go too, so you'll encourage other people." I thought, Ok.

I never really saw my role that way, but if I could help somebody else, that would be good. I would do it for that. And so I started being more, a little more bold, and a little more bold. Now, if you ask my staff, they would tell you I'm radically bold. I don't care. I have nothing to lose. I love Steve Job's quote about, you know, when you realize you're going to die anyway, you know, what do you have to lose? You know, so what if somebody thinks I'm stupid? I really don't care. But that's taken almost forty years to figure that out, and I think some people never do – mostly women never do. You know, they don't – you're already – the odds are already stacked, you're already in a room where if you look really stupid, you know, they're either going to discount you more than you already were. That's not what you want, so you end up being too quiet, and so I think a lot of women don't see their full potential because of that, but I've gotten over that. I've gotten over that because the benefits are enormous!

If you can figure out – if women – one of the things I love about women is that they often are thinking about other people, you're thinking about the emotion of somebody else, you're thinking about what they're wanting and how to make win- win negotiations out of things. Not all men, some men are fabulous negotiators, and, and I love working with men, so don't, don't misunderstand, it's not a male-bashing thing. I'm not about that, but I think that understanding that sometimes the way men are programmed just like women are, to negotiate is I'm going to win, and you're going to lose. Like there's got to be this, this we're going to negotiate and at the end of the day, haha! I've won, I've got my, you know, I'm going to run up the hill, and I've got my flag, and I'm going to – women don't necessarily default think like that.

You know, I think, I would like to walk away having both people feel like [sigh] that felt good. We both win, we have a great relationship, and next time I come back to you, you're going to want to work with me. And so, I have found anyway, that my relationships are stronger, and the degree to which people will go to get what we need to get done, done, whether they're employees, or whether they're partners, or whoever they are – it's more that it would be if it was a win-lose negotiation style. I think it can really work for you, but you've got to be strong enough and bold enough to be able to be out there and take risks, and, and that's, and that's scary. You know, and you can tell now. My hair's longer, I don't, you know, I don't mind that I'm female now, but I certainly did for most of my career.

AW: Was that a conscious thing for you, or did you do it just... because you were so used to people always judging you, like..?

AB: You know, it's funny you ask that because in the middle of my MBA I was, and unfortunately, I found a little bit of it now, which is really annoying, but I was probably about twenty-five pounds more than I am now. And I had – I ended up losing probably sixty pounds, so, suffice it to say some of it has found its way back to me recently, but that's a different issue [laughs]. Annoying feature. But I think, for me, anyway, I used weight as a cover. Another way to make me less obviously female. I don't think I knew that at the time; it was more of a defense mechanism. It was like, hm. When you look back, you can see more than you could see when you're in it. But, during my MBA, I had a lot of encouragement from some of my friends in school, and I decided that I would take some of my weight off. And in doing so, I got so much feedback. First it was from women, and then women went really silent, which is really interesting, psychologically speaking, [laughs] because they were my biggest cheerleaders at the beginning, and then they just went radio silent because suddenly I became competitive. I didn't see it that way, but other women seemed to see it that way, and men became my biggest fans, like, oh my God!, you know, whatever. And, so I decided as that was happening, and as I was changing anyway, that I'm like, you know, why do I – why am I so afraid of, you know, wearing nicer clothes, or, you know, or more feminine clothes, maybe that's the right way to put it. You know, what – why does that bother me? Why can't I just be who I am? Why can't I just – what if I did grow my hair out a little bit? So I did, during school. And I remember the response! People were like, wow! That's really cool! You know, so I got a lot of response, I think, and women, too—not about the weight, like I said. As I got thinner, people looked at me as competitive, which I think we women need to figure out how to support each other, not to compete with each other, but that's a different issue.

AW: [laughs] Yeah.

AB: But I think in the end it gave me some confidence to say, you know what? Why not? You know, why can't I, you know, grow my hair out a little bit, or oh, wow, it's even highlighted right now. And back in the day, not a chance! I – not a chance would I have done that! I was so conservative. I wouldn't color it, I wouldn't highlight it, I wouldn't do anything to it, I wouldn't, I wouldn't do anything that would make me stick out. [Talking about clothing] You know, bright purple... that's a loud—it's one of my favorite colors—but it's a little loud. Now it's bright purple, you know, red, you know, I don't care. You know, I'll do whatever I want, and I refuse to, to go along with the norms of business clothes, too. You know, all the, you know, kind of stuffy, formal whatever, I've decided I'm breaking those rules because I don't like them. And so, besides currently they don't fit, but we don't have to go into that [laughs]. But yeah, but I think, you know, it comes with time. You know, remember what I said earlier that women don't figure out who they are until very much later in life. You know, if you can figure out how to do that

earlier, I highly recommend it. But as you become a little bolder, and a little more courageous, you figure out that you can become who you are and not be sorry about it.

CD: Do you think that with becoming more feminine you took on more feminine roles, like housecleaning or, like, housework at all?

AB: Not a chance. I don't do any of the housework, and that's come with time, too. So, interestingly enough, it's exactly opposite of what you think. As I've become – as I've come to accept who I am and what my role is, I think for the longest time I thought I can be everything to everybody. I can be supermom and I can work 'till my, you know, 'till my fingers fall apart, and I can – and I have – I was in a particularly crummy marriage for a long time, and I think I thought that was my lot in life, you know? You're just supposed to work, work, work, work, work, work, work, work all the time. I worked at work, I worked at home; I walked through the door and I was doing laundry, and I would do dishes, and I was chasing kids around, and cleaning out backpacks and doing all the things you would imagine. You know, running from work to some kind of school event, trying to appear – maybe to myself, maybe to everybody else, I'm not sure, that I could be everything. I could be absolutely everything. I wasn't going to let anything go. And I think over the course of time you start to figure out, wait a minute. Wait a minute. My job – and, and it's interesting because if you look at my career, from the point where mid MBA, I started gaining more and more and more confidence. There's an interesting correlation, and my salary's more than doubled in that amount of time, so in the last ten years—less than ten years. My job has gotten enormous. So I was managing three or four people, and now we have 1,500 people on our staff, and another thousand volunteers. So, there's a direct correlation between gaining confidence and feeling solid about who you are, and letting go of these predisposed notions that you have to be everything to everybody.

My husband, like I mentioned earlier, before I think the tape was on, that my husband's a stay-at-home dad, my – and he's my new husband. I got confident enough to let go of a really crappy marriage, and faced the fact that, that was going to be a big risk, but it wasn't a big risk. You know, my kids are awesome, and they're doing fabulously and my husband now is phenomenal and he's a stay-at-home dad, and I haven't done anything at the house for a really long time, unless I feel like it. And it's not because it's, it's below me – it's not. I actually like to clean, but I don't have time for it. By the time I get home from work it's seven-thirty or eight o'clock at night, and we eat, and I run around and do whatever I need to do, and I go to bed and I get up and I do it again, and by the time we get to the weekends, if I do all that, that means I don't hang out with the kids at all. So I've accepted that I don't go to parent teacher conferences a lot of the times, my husband does it. He brings them to all their doctors' appointments and eyeglasses appointments or dentist appointments or whatever it is that has to be done, he does that. I used to

try to do both. I used to try to manage all that, I don't. He does all the grocery shopping. I haven't done it. I haven't been to the grocery store other than to run in, you know, like a last minute thing in probably a year. It was – it's probably the best thing I've ever done is, you know, getting to the point where you understand that I have a role to play right? And my role is I'm supposed to provide for my whole family. There's – I have multiple kids, several which are in college at the same time, so I need to be able to pay for tuition, I need to be able to manage a complicated organization that spans across five states and has, you know, like I said fifteen hundred employees that need to be taken care of. We, we are called to serve more than twenty thousand people a year who need me to be on my game. You know if I'm not thinking about what I'm trying to do here, and I'm distracted with – you know, I need to leave here and I need to go to a doctor's appointment and all these things, I'm gonna fail to deliver what this organization needs. So somehow I let go. When I go to work, I let go. If he needs something, he sends me a message and I certainly respond if there's something critical I would certainly go, obviously. But when I work, I work. And I think that's, that's a male trait. I think that's something that men figured out many, many, many moons ago. You cannot be everything to everybody at the same time. And if you're gonna be amazing especially if you're gonna do a complicated job like this one or like anything like this you're never gonna succeed at it. You'll be suboptimal and gonna live out exactly what people say about women which is, "Well they're supposed to be moms, they're too distracted, they're too emotional and they can't do these jobs." YES you can, but you have to be willing to accept that NO you can't be a stay at home mom and be a CEO of an organization, ain't happenin'. You know, not in the, not and do both well. What it really means is you'll do both really crummy and you'll end up really tired and having nothing left by the end of it. So, but it's the opposite interestingly enough.

CD: So I guess we can get into politics, maybe?

AW: Yeah, we could do that.

CD to AW: Did you have a question you wanted to ask?

AW: Well I just wanted to ask because I was just kinda interested, but you said your new husband is a stay at home father. Did he have a job before?

AB: He did. Yup, he worked for the police department interestingly enough. He was a dispatcher for the police department. But the hours when we met – my job is, like I said my job is a little bit nutty. And there's no way that he was – he used to work overnight shifts which there is no way we could bring up a family and have him working overnights and me traveling. Like last week I was in Cleveland, and next week I have to be in Minneapolis, and who's gonna be home with the

kids, and how the heck are we ever gonna do that if he can't be home. So, we didn't plan it that way. He shifted back to part time when we first got together, when we first started living together and when we moved to Massachusetts we let it go completely for a while. So he, he was a stay at home dad. It will probably stay that way until our oldest goes to college. Then they'll be two left, and one will be a senior and the other will be in seventh grade and it may work then. So he may return to work, but I doubt he'll return to police work so it was a family decision about there's no way that that jives with raising a family, and I think that when you really look at it I don't care who plays the role, but the kids definitely need somebody who is really easy to access who's gonna show up if they are, you know, sick that day at school, or like we got a call the other day saying that my daughter was on a field trip and was missing her shoes – some sneakers or boots she was supposed to have and there's no way I can leave work and drive home get a pair of boots and drive them out over to where the heck she is. Nah, it's not happening. And so we just made a decision as a family that – we also economically made that decision interestingly enough, because I can make more. So it was a quick question of earning capacity as much as anything else. There was no way he could, he would, he WOULD work and support our family, but we'd have a very different lifestyle. We couldn't afford to have what we have so it was an economic decision as much as anything. We looked at the earning power of him versus me. I also think I'd make a lousy stay at home mom. I do, my kids would go out of their ever-loving mind if I was there at home. [AW laughs] Right? I'd be at the PTA, I'd be in their classrooms I'd be like, oh my god I'd probably run the town. I'd be on the town council, I'd be – I'd drive them absolutely out of their mind. And I'm picky. You know, like I want everything done [pounds table]. And I want everything organized. I like the house clean, in order to function at a high speed you have to have everything in check. My husband's much more laid back than I am, he knows when needs to get done, and he gets it done. But he's not as wired about it as I would be. I'm not now because I can't be. But, if I was home? I probably would be. My kids would probably kill me [everyone laughs]. So it's probably best that I'm not a stay at home mom [continues to laugh]. But yes, yes, he did work up until we got married.

AW: Yeah, I just, I just wanted to know because I thought that was kind of interesting. To talk about your first husband. Did you want

AB: My first husband did work a long time until he got hurt.

AW: Mmmm hmm.

AB: ... and ended up out of work for probably the last ten years we were married, I was married for almost eighteen years. But it did not work. Like I said earlier, before the tape was rolling I think there are only some men right now – I think it's changing – but there are only some men

right now that can handle being married to a wife who outearns them by a long shot ,but anyway, might probably be smarter than them. You know might even, you know be more ambitious than them, or might be whatever, might challenge them brain wise I think that some, some men like my husband now, love it. But not, not everybody is wired to be able to handle that. At least not yet, maybe they'll get lucky.

AW: Do you feel like he had too much pride in that – your first husband?

AB: I think it was a combination, I think he could've handled the split in wages which was getting higher and higher anyway.

[Knock on door]

AB: Yeah?

Secretary: [Enters] Sorry, I need to interrupt just one moment letting you know the time. It's three.

AB: [to secretary] Can you let Jeff know I'll be a little bit behind?

Secretary: Sure.

AB: He should- I don't think he's got anything after this.

[Secretary closes door]

AB: I would say he – when he got injured at work and wasn't working anymore it became a huge issue of, of pride and self-esteem. He couldn't work for a little while, than never did go back. I think it was a blow to his self-esteem to not be working to such a large degree that he couldn't overcome it. And I think that he – that comes from the self-esteem you're built with to begin with. Boys and girls both had that problem. I mean people assume that men are just, "Oh, I've got this." No, they don't got this, they're just as scared as we are—they're not allowed to say it. And so I think with my first husband, I think the, his own issue is with himself and you know emotional issues and other issues were just too big and then the gap between our wages and life achievements. He used to tell me frequently that, you know, "I have life by the proverbial whatevers." And I'm thinking, what are you talking about? We're in the same – we live in the same house, we're, we're, we have the same children, we're in the same situation. Why is it that you perceive anyway that I have it all figured out and you don't? And that comes back to attitude

and faith and other things that, that I believe everything in the end does work out. I believe that we're, you know, all put here for a reason and so when days are hard I don't get down, I don't get plowed over by the stuff that's in the way, and he did. So part of it was, was a different way of looking at the world. You know that the world is out to get you and you're gonna suffer as a result of it or the world is your oyster and you're, you know, huntin' for the pearls. Some days you'll hit it, some days you won't, but in the end you will, and that's just a different way of looking at the world. So I think it's both.

AW: So at first, you said you got pregnant young and then you were going through being a young mother and going through school. Did he support you through that? Until you became successful?

AB: Theoretically, but I say that theoretically because he didn't support me financially through that. I still was the primary breadwinner, even back then.

AW: Oh wow...

AB: I got a job when I was eighteen, I actually worked two jobs when I was pregnant, and then when my job at IDEXX, which I had gotten when I was eighteen, got bigger and bigger and bigger and bigger and I was working overtime and whatever. So I got the second job and still worked that one. So I worked all the time throughout. I'd never not worked. I started working when I was probably ten or eleven in some capacity babysitting, or something and then by fifteen I was working for grocery stores and you know all the typical things.

AB: You know by the time I got to eighteen I got a job at IDEXX. I didn't leave IDEXX for almost seventeen years. So I just went from job to job, so I've never been supported by anyone.

AW: So you've always been kind of independent?

AB: Always. As a matter of fact you'll get a kick out of this, but when I got married, the first time I got married on July fourth and it was not an accident because it was Independence Day.

AW: Did you do that on purpose [laughing]

AB: Mmmm Hmmm.

AW: [laughs] That's good.

AB: I knew, I knew and I will tell you and anyone else who happens to listen to this ever in time, that your gut will tell you a lot about what you should and shouldn't do. And though I was pregnant I absolutely knew I should not get married, and this was a stupid idea. But I always felt a great deal of responsibility for this child that was yet to be born and my soon to be stepson who I had been quasi-raising since I met him, and I knew that there was a tremendous responsibility, and I take that very seriously. So, I just ignored all the red lights that were going off saying that [laughing] "This is a stupid idea." And said, "I made my bed, and I will lay in it. I will, I will make the best, I will make lemonade here in this pile of lemons, I didn't plan this but so be it." So I think some of that is when I went to school, I knew that if I was gonna grow my career I had to have a degree. But I didn't do it with the old traditional way, I tested out a lot of stuff, and so I just studied and took the tests to get out of taking the class completely. So I did as much as I could that way I did I worked-

CD: I have to take a call, I'm sorry [leaves the room].

AB: No problem. I worked and I, you know, it was, I was doing my papers at eleven o'clock at night after I put the kids to bed, after I did all the chores I was supposed to do. So it wasn't – when I say he quasi-supported me, he didn't support me financially, I did. My work paid for my education, thank God. They were amazingly generous with me. And I took care of my kids, and my house, and my job. So there wasn't – I was married and he was theoretically supportive, but through my MBA it was the same way. I remember reading case studies, don't tell anybody this but I remember reading case studies on the highway between Maine and Boston University at four-thirty in the morning, driving down the highway, going to school. Because I had to be at school by eight o'clock. And so Maine is a fair haul, so I would get up and I would leave at 4:30 or 5 o'clock in the morning because I'd hit Boston traffic if I wasn't careful

AW: Mmm Hmm.

AB: And I hadn't read the case studies yet so I'm reading case studies [laughing] so I'm reading case studies on the highway on the side of the steering wheel, trying to scan and drive. Thankfully not that many people on the road that hour in the morning. But that's how I got through it.

AW: So, you commuted?

AB: I did.

AW: Wow. And how many hours was it?

AB: It's about – from my house at the time, it was about two and a half hours, but what with the way the class worked – the program I was in meant that I went every other weekend, Friday and Saturday all day...

CD: [Enters] Sorry.

AB: ...and then in the off weeks our teams would get together in New Hampshire somewhere. I was the only Maine student they had, and then we did four full time weeks throughout and our capstone project was in Europe, so that's like nine or ten days in Europe on top of like full weeks. So he, he did watch the kids while I was gone, you know, when I was actually at school or whether I was traveling for my job, 'cause I had a job that was on the road at the time. So I think that there was, there was a lot there, he – I'd loved to say he was like my husband now, who would go to the end of the earth and back. When I get home from work now, there's, you know, dinner on the table every single day, the house is clean, the kids' homework is done, we had a water leak in our heating system yesterday. It's been fixed. All the laundry is done, all the beds are back – made again, it's all put back together when I get home he won't be able to tell it happened. That's what it should've looked like and if it had, [laughs] it'd be a whole lot easier than it was. But it didn't look like that.

AW: Wow, that's good of him that he can do his- pick up that role without- you now, 'cause we like talk about that in our class, a lot about how some men feel like they're pressured so much in society that they can't be domestic and care for their children. A different professor I had, he was telling us how he took his baby girl to the store and people were talking to him kind of like he was dumb, like he didn't know what he was doing. [AB laughs] He was saying how gender roles have changed so much.

AB: They really have. I think at times, he would tell you that it – he would love to be able to provide for all of us and be able to let me do something else, although I don't think he has any illusions of it being awesome as a stay at home mom. I, I love being a mom...but I think I'd be bored. I don't know that it would be enough to feed my brain. But in any case, I think had we done this years ago, had we even married from the start we probably wouldn't have worked. But the fact that life teaches you all kinds of hard lessons along the way and you figure out that you're blessed to have what you have, you become more accepting of whatever roles you are in. Him too. So I think we both, it wouldn't work if we both didn't accept and appreciate the other person's role. So, I think the reason it works is I don't try to do his job and my job, like you were asking me earlier. Do I do even more of what's classically feminine now? No, I don't. But partly because that's his role. And if I'm stepping on his toes all the time, what exactly am I saying to

him, how much confidence that I have in that he's capable of doing it? He doesn't need me to be on him all the time, or picking him apart because he didn't do it exactly the way I would've done it. There's a lot of acceptance from me, and from him. You know, that I'm gonna work, he, he you know, he tells me I'm the worst executive walking because I work all the time. You know, "Hey how come you can't like, aren't you supposed to leave at three to golf or something?" and I laugh. He kids around, and he knows that I will probably never retire. That he has married to a lifetime of work until I drop because I won't be able to stop. And he would probably love to retire at sixty something; he's much more laid back than I am. So I think there's acceptance on his part that this is his job, he takes it very seriously. He gets, he gets really wound up with the kids if they leave a big mess when I get home, because he knows that I hate it. And so, you know he, he understands that in order for me to do this job, he has to do his job. And so I appreciate what he does and I tell him that all the time and I don't pick him apart for, like I said, whatever he could do in a different way if it were my job. He doesn't pick on me for how I do my job. He doesn't complain when I show up at seven thirty, eight o'clock at night, and it makes a world of difference. It makes you want to go home, you know now I'm not annoyed because good God I worked all day and now you're complaining or the classic, "Uh, I'm done, they're yours now."

AW: Mmm Hmm.

AB: You know, that would be just awful for them and for me. So I think that men would do better in those jobs and women learn to both appreciate what they were doing and to accept what their roles are and are not. So I think women are contributing as much as men are as to why the gender [flicks?] not working the way that it could. But, being married a long time and getting divorced and figuring out how not to do it is a great way to figure that out [says laughing].

AW: [laughing] you realized how not to do it..

AB: [laughing] Right, Right, Right. You're like OK this is how not to do it, excellent.

CD: [to Amy] Do you want to get into these questions now?

AW: [to Christina] Yeah, you can.

CD: I don't know I was, I missed a little bit but, but I guess do you consider yourself politically active?

AB: Politically interested absolutely. Part of my job requires advocacy and requires me to understand what's going on because we are in the human services sector. Everything that

happens politically impacts us in one way or another. Whether its people's opinion or policies around immigration or refugees or what have you; considering that's one of the lines of business that we're in. If they change the rules around SNAP or TANF or any of those, that's going to impact all the people we serve. So, so I would say that I have two minds about politics. One of them is I have to be aware of everything that's going on because of its impact, eventually as we get more and more sophisticated as an organization we will probably take a more active advocacy role, pushing for certain policies and trying to influence policy one way or another.

I will also tell you that I am [pauses to think] – I, I have a particular side of opinions about what I think America should be and what a community should look like and how it should function only to be aware of how malfunctioning it currently is. I don't have to tell you that given that, our government is currently shut down! Because of its lovely malfunction. So I'm politically interested, on top of just having to know. I wouldn't necessarily say that this job, other than what my job requires of me, there's not a lot left over in time to be what I considered to be politically active. Politically active would mean I was out stumping for something, or active in a campaign or that I was working on something specific or that I had time to really understand all the issues, all the players being elected. I wish I could tell you that I did, I don't have the capacity for that right now. Matter of fact, you may find it interesting that I haven't watched TV, except in a hotel, since probably the late eighties. We don't have TV at my house, and never have. Don't have cable, don't care. I find it generally a big fat waste of time. My kids used to complain when they were younger that, "Oh, but everybody else has TV." Now everybody else's kids are at my house because my house is a lot more fun. So I wouldn't say that I, I find myself, if I spend too much time in the thinking or worried about the political environment, you lose sight of what you are actually trying to do. So I'm all about doing something. I'm all about changing the world as it is and making it into what it should be, which is why I'm in the human services sector now. So rather than getting all wound up about what somebody, who's arguing over what, I'm on the ground actually doing it, changing it, making it what I think it should be. Changing the ways our communities are set up, changing the way that we serve people so that they are able to take care of themselves in the long run. Changing how people are, you know the government can't continue to fund the way that it's funded. We can't continue to create an entitlement mindset, because it's actually destructive in terms of self esteem and the way people view themselves. We're actually creating this giant mess that you're not going to be able to fix. So rather than engaging in the political romp that goes on, you know that changes every four years depending on who's in office, I've decided that my political interests are better served by actually changing what I don't like. Which is how things – whether we do social enterprise and we're funding our own work, or whether we're changing the way we support people in workforce development, or whether we're changing, you know, the way we treat folks with disabilities or the way we reintegrate refugees into this country so that they have a fighting chance to see what America is

supposed to be. If we're supposed to be the land of opportunity, then all people should have opportunity, regardless of disability or disadvantage or whatever they're starting from, which gets back to what I was said earlier about my core beliefs and where they come from. If I'm doing my job well and I truly believe that anybody can go anywhere from anywhere, then it's my job to actually live that out here. So I understand that there's a lot of political mallow going on and I have to hear to some degree so that I understand how it impacts the work that we do. But I try to sort of transcend all of that, and be active not for a political reason, but for a community and American reason. That if I do it really, really well, then I can actually change it, will actually change the way people see themselves and that way they'll be able to succeed like the way America is supposed to be. That's not a political party, it's a view of how America should be. Does that answer your question?

CD: Yeah, that's, that's fine. I guess, this question kind of doesn't really need to be asked but what role does religion play in your life?

AB: That's a great question. If, if I – it's funny people don't, these days people don't classify themselves as quote unquote "religious." I would even argue that people will say, you know, more people are spiritual, or faithful now than they are quote on quote religious, and most people would say that the religion, religious institutions as a matter of fact are seeing people leave them in droves because of lack of trust, or frustration or what have you. But more and more people find themselves to be faithful, what I think is interesting about that is I was raised Protestant Christian, and I went to church and I did all the things that we're supposed to do. There was a period of time after my parents divorced that we didn't go to church for quite a long time. I would have still called myself faithful, even during that time, but maybe not active. Then later in life when you're in your thirties you figure out that there's gotta be something bigger at work here otherwise it's hard to stay motivated for long periods of time. It's hard to believe that when you're, at a dearth of bad times which happens, you know, whether it's a tough marriage or something going wrong with your kids, or your job's particularly difficult or you don't like it or whatever happens to be going on, suffering an illness. If you don't have a fundamental belief that there's something else at work, or that there's another reason to do it beyond the here and the today and myself, that's a pretty empty, short road that you're living. So, in my mid-thirties I'd say I reconnected to more it's nondenominational in its source but more spirituality than I had in the previous few years. Which had been, ha! I could say it's been a godsend (chuckling) that's kind of funny. But I would tell you it's why I've been able to overcome a lot of stuff. It's why my attitude stays the way that it is all the time, it's why I can see tremendous difficulties and not be crushed by them. It has also allowed me to get to the point where in this organization, where this is a faith based organization. And because its faith based, doesn't necessarily mean that everybody that works here is religious quote unquote. They're not all Lutherans, we don't serve

all Lutherans, you know not all Lutherans are on our board, and I'm not Lutheran either. But I will tell you that I'm the first non-Lutheran CEO in the history of the agency which is one hundred and forty one years old.

AW and CD: [at the same time] Oh wow.

AB: And so not only am I the youngest, and you know all kinds of other things but I also broke the rules in the religious category. I think that it's an advantage though because I see the world as different and then, then I think sort of the old school religious does tell you that religion is four walls, a steeple and a pastor. I don't believe that. I believe, I believe religion or spirituality is what you do. It's what you're called to do. And so I think I'm called to make a difference in the world. I think I'm called to my life purpose is to unlock potential in other people. And I get the privilege of doing that in a job where not only is it my job to do that, but I can incorporate my faith into my work and get away with it. Because unlike in the secular society, because I work for a faith based organization that I can actually get it integrated into my work. So I find myself lucky that I can have that be a public open statement about what I believe in and not have it be "Oh you can't talk about that here, this is work." I think with, I think America was built as a faith based country, and we've gotten so far away from that we keep trying to drive that out of schools, drive that out of everything that we are, that we've become believers of nothing. And you become self-centered and the more self-centered people get about seeing their world as a function of what they do and get, the more doomed we really are. So, you know, getting people out of themselves and getting them in to seeing the world in their communities and that other people are more important than themselves, if you can get to that by whatever name you assign it...How old are you? No pun intended.

CD: I think we should bring it to the interview conclusion since we're getting to the end of the hour.

AW: Ok.

CD: Now that we're working to tell a fuller story of the history of women that has been recorded in the past, what should we be sure to include? So is there anything else about you that you want to talk about...or anything that we – you think we've left out?

AB: I would just say that I think it's a really, it's an interesting challenging time to be a female right now. Especially, because the rules are changing, but they haven't actually changed. So the expectations are still from women too, so it's not just that I think that people would love to think that well it's just men oppressing women; that is so not the case. It's just not. Nobody knows

how to play by the rules, men don't either. But neither do other women. I think women are struggling with identity of themselves as much as men are struggling with how they are to respond to that. For many years the rules for society were such that it was clear that it was obvious that you're supposed to be maternal and you're supposed to raise your kids and you're supposed to do all these things and dad's supposed to play this role. And as, as strange as that sounds, that was a lot easier. You know it was a lot easier because when your roles are really well defined that you can play them well and that you know what the boundaries are and you know you can tell if you've been successful or not. When the rules changed, and they're radically changing now or that in the middle of that no one know how to engage, no one knows how to know if you're successful. Like if I'm, if I do a really great job right and this organization is wildly successful, but I failed at raising my kids, than I failed. Right? I have to be able to do both, I have to be able to figure out how to make it so that my kids are doing really, really well and that I still have some identity as a maternal female, because I am a mom, and I also have to figure out how to play the game in the world where people are twice my age and the opposite gender and I have to be able to communicate and work in that world and be successful in that world too. So I think, I think I would say that other women aren't necessarily great about telling, telling other women how to succeed, because they view it as singularly competitive. I am trying to break through this glass ceiling over my head and I'm going to do what I have to do to get there, but when I get there I'm not going to turn around and make sure you come too. And so I think women, if we're serious about making these changes, not only do women have to figure out how to help each other through that, we also have to figure out how to help men through that. And I'm serious about that, that it's not up to them to just go "Holy Cow, the rules all just changed and I have no idea how to behave and I don't know what you want and I don't know how to behave anymore because what I was brought up to think was ok is no longer is ok. Women are getting divorced by the droves because they're unhappy with this arrangement, but we just as much as anybody created this same arrangement. So if you want to change that, that's ok. But you need to change it and you need to change it with the people we're working with. You know it's a, it's a "both" not a "well those darn men are oppressing women", I don't think so. I think the "darn men" if you call them that are confused and frustrated, they don't know what the rules are, they don't know how to behave, they don't know how to engage either. And they want to stay married, but they don't know what the rules of marriage are anymore and neither do women. So, now we have these women, this interesting switch where we're gonna have to figure this out. We're gonna have to take an attitude that says it's not "us" against "them". There's no, I don't believe in a quote "feminist movement." I believe women can do ANYTHING they set their minds to. And hopefully that I'm living proof of that, but I think that they can also be successfully married and have successful kids too. But you have to come to accept that the rules have changed and that your rules have shifted and that it's ok to let go. It's ok to be grateful; it's ok to need somebody else for a different reason. You don't have to be

everything, and you're husband whoever he happens to be or the person you're working with, you're – my rule if it's my chief operating officer is a phenomenal guy, absolutely phenomenal great balance you know and we get along famously, he's just amazing and so you can make it work. But it's not up to everybody else to make that happen.

So I don't think it's a sit back, wait and hope that the world just figures this all out. I think that it's the biggest lesson in all of this is if we really want it to change, it's really not about reading the paper and getting annoyed, it's not about complaining, it's not about telling someone how your husband is a complete pain in the neck 'cause he can't figure it out. It's not about complaining to your best friend that you're not getting this raise at work or you didn't get, you know, didn't get an opportunity for a job because frankly you never tried for it or you didn't have the courage to, you know stick your head out and take the same risk that somebody else did. You know it's about doing something if you want it to change, that means you're going to have to do something, probably going to mean that you're going to be uncomfortable for a long period of time. And you have to believe, hence my faith beliefs, that it's worth it in the end and it will actually work if it takes years for you to figure it out. But, being on the other side of it, I can tell you it's absolutely phenomenal, if you can figure out how to be courageous, be strong be and be yourself and be authentic you can make an absolute amazing leader out of a woman or a man. You can have a fabulous marriage if the woman is at home or if she is at work. But it's going to take a lot of patience and a lot of communication to make that so. That will be my comment.

CD: So we've finished the hour, so I guess we can just thank you.

AB: You're welcome.

AW: Thank you so much for your time.

AB: You're most welcome thank you for deciding I was your target for whatever reason you decided that, that fine.