

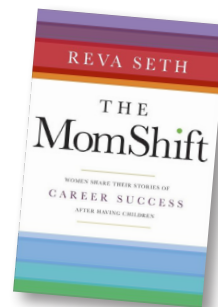
MOM'S THE WORD:

How Organizations Can Change the Impact of Motherhood on Long-Term Career Success



Authored by

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EXECUTIVE BACKGROUND

Over a five-year span (2009-2013), lawyer and author Reva Seth conducted more than 500 interviews and 75 focus groups with professional working mothers across North America, all of whom achieved greater success in their career only after starting their families.

These women defied the conventional cultural belief that children are inherently a barrier to achieving either organizational or corporate career success. Their stories, lessons and insights formed the basis for Seth's bestselling book, *The MomShift: Women Share Stories of Career Success After Children* released in February 2014.

While the book is targeted to women and helping them achieve success after becoming mothers, Seth's research also created a call to action on the part of organizations to reassess their diversity philosophy and initiatives. When it comes to supporting mothers in the workplace, programs that generally support women and diversity do not go far enough. In order for women to reach their potential and generate success not just for themselves but for business as a whole, organizational culture needs to change. In particular, organizations need to specifically target the needs and challenges of working mothers.

The MomShift recommendations for organizations are vital to the achievement of this goal. Not only are they the product of so many working mothers' direct experience but they also address the challenges women face in the work world. By setting out to achieve these goals, organizations will be better able to retain and capitalize on their female talent.

The recommendations include:

- 1 Seeing Your Culture Through Mom's Eyes
- 2 Creating a Culture that Celebrates Motherhood
- 3 Creating the Archetype of Mom as Leader
- 4 Choosing Your Own Adventure: Multiple Career Models For Moms
- 5 Giving Moms Real Role Models
- 6 Planning Beyond Maternity Leave - Still A Mom
- 7 Understanding Honesty is the Best Policy - Job Realities
- 8 Moving the Mom to the Business Agenda
- 9 Addressing Unconscious Bias: Mom Misconceptions
- 10 Committing to Developing Mom

It is clear that *The MomShift* recommendations are prompting a corporate conversation that is both unique and long overdue.

While most organizations recognize female promotion and make talent retention a priority, **the specific challenges that motherhood presents in the work world are rarely addressed separately and specifically – and yet this is where the opportunity for real change exists.** As a result, current investments and initiatives with regard to the retention and advancement of working women have yet to achieve the predicted and anticipated outcomes.

In order to truly change the way mothers and organizations work together, it is time to pronounce the “**M**” word loudly and clearly and initiate this very specific dialogue.

The MomShift & The Mattam Group

In 2012, Reva Seth, author of *The MomShift* partnered with The Mattam Group, one of the Canada’s leading firms in Diversity and the Advancement of Women.

Since its inception in 2006, under the leadership of Founder and Managing Principal Lisa Mattam, The Mattam Group has expanded its client roster to include companies across the globe, from Canada to the US, Latin America and Dubai. Among its most well-known clients are Walmart, Export Development Canada, PepsiCo and KPMG.

The Mattam Group is known for bringing focused change to organizations that are ready to address issues of diversity in order to grow their talent opportunities. As a result of the company’s success, its head, Lisa Mattam, has become a well-regarded media spokesperson for Diversity and the Advancement of Women. Her expert comments on both issues have been featured in many publications and journals, including The Globe & Mail, The Montreal Gazette, The Calgary Herald, and The Vancouver Sun.

The partnership between Reva Seth and Lisa Mattam was as inevitable as it is important. Ultimately, it is the result of a shared desire to provide employers with the insight and understanding that will lead to tangible and systemic improvements for working mothers.

Seth and Mattam are not just the authors of this report. They also live the reality of its challenges and recommendations on a daily basis. Moms of young children themselves, they own businesses, raise children, and are examples of the fact that mothers can fulfill their potential while raising a family. They are also the first ones to tell you that the balancing act isn’t easy.

From *The MomShift*, Seth and Mattam recognized that there is a currently a call to action for this report. The mom interviews contained in the book make it clear that what our corporate culture needs most, in order to best optimize talent, is to open the mom dialogue then focus on channeling it towards achieving the shared goals of organizations and individual women.

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WELCOME TO THE MOMSHIFT: A NEW PERSPECTIVE ON CAREERS & MOTHERHOOD

“It’s time to stop fooling ourselves...the women who have managed to be both mothers and top professionals are superhuman, rich or self-employed when it comes to cultivating both a family and a successful career.”

– Anne Marie Slaughter, *The Atlantic*, June 13, 2012

“Several factors hold women back at work. Too few study science, engineering, computing or math. Too few push hard for promotions. Some old fashioned sexism persists, even in hip, liberal industries. But the biggest obstacle (at least in most rich countries) is children.”

– *The Economist*, August 25, 2012

“I’ve yet to be on a campus where most women weren’t worrying about some aspect of combining marriage, children, and a career. I’ve yet to find one where many men were worrying about the same thing.”

– Gloria Steinem

Corporations are no strangers to the so-called “working mom” debate that seems to continue to rage on, and on, and on.

While as a gender, women have made significant strides within universities and professional schools, and a growing number are breaking glass ceilings, the reality is that the vast majority of working women struggle “to have it all” when it comes to both a successful career and a family.

But why?

There is no doubt that organizations, governments and investors are highly aware of the business benefits associated with diverse senior leadership. Still, the majority of professional and educated

women feel that they need to choose between their career and their children.

At present, the larger cultural conversation about the struggle focuses on the opposite ends of the ambition/career spectrum – either on stories of mothers “opting out” of the workforce or on rare “success stories”. The problem is that both angles are not relatable or helpful to the majority of working moms.

In contrast, the purpose of *The MomShift* was to:

1. Showcase the stories of women who are more relevant to a greater majority of women. Although they may not (yet) be household names, these women are pushing boundaries for working mothers and achieving professional success within leading organizations across North America.
2. Share a broader range of career templates. There are many ways to structure a successful professional life, and *The MomShift* shows women how.
3. Validate the belief that career and children are not inherently in opposition to each other. Both are possible and attainable.

Research Overview

Over a five-year period, more than 500 interviews and 75 national focus groups were conducted to help us to understand how women achieve post-baby career success and to learn from their experiences.

To help us home in on corporate recommendations, we also studied the interviews of recruiters and senior executives. They revealed candid insight into what is working versus what is still lacking in the areas of diversity, employee engagement, talent retention and female leadership initiatives.

Political Climate Change: Higher Expectations

The business case for higher representation of women in the corporate environment is well proven. At the same time, however, the number of women in senior leadership ranks remains far too low. The good news is that government and regulatory bodies have started to advocate for more proactive requirements to promote women. As a result, a seismic shift is underway with regard to how companies measure the ability to recruit and promote women to senior leadership roles.

Consider that in recent months:

- The Province of Ontario has begun working with the Ontario Securities Commission on ways to compel companies to set goals for boosting the number of women sitting on corporate boards.¹ These recommendations were released in early 2014 and if approved, they will have national implications.
- More than nine countries have some form of quotas for women on boards and many others have disclosure and reporting rules.
- The UK government recently threatened to impose sanctions after companies failed to sustain growth with a voluntary target of 25 percent of women on boards.
- One of the world's largest institutional investors, The Ontario Teachers' Pension Plan, has called for companies listed on the Toronto Stock Exchange to have at least three women on their board of directors by 2020 or face a severe and controversial sanction: delisting from the exchange.

Stalled Progress: The Story In Numbers

Although women form the majority in the workforce as well as in academic, professional and graduate institutions, they remain grossly underrepresented at the top of almost every profession.

Consider these statistics:

- Of all the people who are in Parliament around the world, only 12 percent are women²
- In the corporate sector, women in top C-level jobs (CEO, COO, etc) and on corporate boards max out at 15 to 16 percent³
- In the nonprofit world (considered a female stronghold), only 20 percent of the top jobs are held by women⁴
- More than two-thirds of married male senior managers have children, but only one-third of their female counterparts do
- According to the National Center for Education Statistics (NCES), between 1999 and 2009, female college enrollment climbed by 40 percent⁵
- By 2013, women will comprise 57 percent of university undergraduates and yet statistics on women in senior leadership roles have barely budged since 2002⁶
- In 2013, The World Health Organization reported that Canadian women still earn only 74.25 cents of every dollar earned by a man and American women earned 73.92 cents of every dollar earned by their male counterparts

In 2013, Canadian women earned 74.25 cents of every dollar earned by a man

Moving Past the Forbidden M word – to Mother: Opening the Dialogue

The 500+ women studied by *The MomShift* achieved success after children in a variety of ways. However, the majority of corporate women agree that their success was very much contingent on the organizational tools and support they received.

What can organizations do to support female corporate success?

In particular, they need to eliminate the systemic and unconscious bias against working moms that exists within their walls. Further they must acknowledge that “Mom” works for them and that her unique needs require systems and programs that allow her to excel at work while simultaneously supporting her role within the family.

“MomShifters” require solutions that reflect both a mother’s ambition as well as her life stage. Their interviews articulate the specific and focused changes that organizations can make in order to create an environment where both working mothers and the organization profit.

What is most remarkable about the interview-based recommendations is that they align with many known effective management practices. Unfortunately, however, these practices are not implemented properly or often enough in the corporate world. What is missing, most of all, from the work done to date is the voice of the very people that benefit most from them – the working mothers themselves. Moms need to drive the discussion about how the organizations they work for can best serve their interests and ultimately, their success.

Here are their recommendations:

1 | Seeing Your Culture Through Mom’s Eyes

The data shows that despite efforts on the part of some (although not nearly enough) organizations to advocate for women, organizational culture is the true determinant of motherhood success.

Imagine for a moment what it would be like to walk in Mom’s shoes through the hallways of your organization. As a working mother, you may ask the following questions: *Does the weekly VP meeting start at 7:30am? Does every team meeting involve golf? At a cultural level, do leadership and management show their support of women in both words and action?*

A general understanding of the challenges women face in the work world is a helpful starting point. However, it does not go far enough to improve either individual or corporate success.

Do you know how it feels to be a mom in your organization?

The interviews serve to drive that point home. Throughout them, women specifically referenced the availability of initiatives designed to support them during and on their return from maternity leave. And yet, that progress was subverted by what were often subconscious internal cultural cues from colleagues and/or managers. As a result, working mothers were unable to fully access or use the existing resources to their potential.

Organizations must engage in a cultural audit to better assess the climate for mothers within the organization. This audit should form the basis for programming, policy change and cultural transformation that supports the working mother. The good news is that once organizations identify the existence of a cultural gap such as this, there are many creative ways to address it.

2 | Creating a Culture that Celebrates Motherhood

There is no question that children are a life changer. Yet somehow, in the name of professionalism, organizations have become a place where talking about kids or the identity shift that motherhood creates has become taboo. In fact, conversations about the challenges of parenting are considered tantamount to career suicide.

For instance, one MomShift participant described a situation where a female executive told her she would have a better shot at success if she removed the photos of her children from her desk.

Organizations need to create a climate where women can comfortably discuss motherhood in the same way that organizations have socialized individuals to talk about sports. The parenting conversation must become normal parlance without the judgment that is too often attached to it.

As Jon Katzenbach, a leading researcher in employee engagement, points out: When employers connect with what makes employees feel pride, they can in turn enjoy the fruits of a fully engaged worker. Accordingly, organizations need to cultivate an environment where children are not perceived as a burden, but as an enjoyable part of a successful life.⁷

3 | Creating the Archetype of Mom as Leader

The MomShift interviews exposed the tension that women feel when they can't be their authentic selves at work. They also revealed that there is something important that is lacking in contemporary work environments: the traditional archetype of The Mom as Leader.

It is an unfortunate reality that for too long, women have felt the need to mimic men in order

to be successful in today's job market. To see the problem in action, just read the business section of most leading newspapers. There, the images of leader are still homogeneous and predominantly male-driven. Further, the words, language and business culture continually reinforce the notion that leadership is not associated with mothers.

All organizations have a responsibility to redefine the word leader to include the leader as mother. It is only by evaluating internal policies, systems and materials and by creating a new language associated with leadership that corporate culture can change, allowing more moms to feel included and to advance.

4 | Choosing Your Own Adventure: Multiple Career Models For Moms

The fact is, today's mothers need more than just a flexible schedule. They want the ability to choose their own unique career paths. Their paths may or may not be a constant climb.

For women, the road to success often includes periods with on and off ramping, contract or consultant work, or sometimes just pauses - where they may excel at a role but choose not to advance.

Data from the Center for Work Life Policy (CWLP) indicates that 37% of highly qualified women off ramp for a period, usually for 1-2 years after their second child.⁸ Meanwhile, 89% of off-rampers plan to resume their careers, but only 40% are able to find full-time employment after having kids.

Of this sobering reality, Sylvia Ann Hewlett, economist and founding president of the CWLP says: "The punishment doesn't fit the crime." A two-year break in a woman's 40-year-long career costs her a lifetime in earning power and viability.

Even more sobering are these statistics. Women who return to full-time work face a lower job title, a decrease in management and overall responsibilities and a striking financial penalty. In a recent study, it was shown that women who off-ramped for two years faced a 14% salary gap. The penalty tripled to 46% for those who left their jobs for three or more years.⁹

The MomShift interviews revealed that many women who faced this challenge chose to head in the direction of entrepreneurship instead. Others described being overlooked later in their careers for deciding to pause or making a temporary less traditional choice.

Those in senior roles in organizations tend to view these actions as a mother issue, when in fact, they should be seen as a larger talent issue. Companies can no longer afford to devalue the worth of working mothers who do not follow the typical path to leadership – or they risk losing them.

Case Study: Unilever

Some organizations in the private sector are already reacting to the widespread problem of loss of female talent in the mom years. In fact, companies are putting strategies in place that redefine success in ways other than just a relentless race up the corporate ladder. For example, the consumer goods manufacturer Unilever actively encourages women (and men) to make career choices they feel comfortable with, rather than those they feel pressured to want or accept.

According to Alison Leung, a mother of two and Director of Marketing, Foods, at Unilever Canada (a position she reached after starting her own family), women in marketing no longer feel the same pressure to “to move up or out.” Instead, she says, her company is now adopting a more

flexible approach, which lets talented women move at their own pace, making it acceptable to pause or plateau at a certain level.¹⁰

Shortly after Unilever announced this new policy, Leung received a call from a fellow employee who expressed her relief at its implementation. She had been offered a promotion that she felt she couldn't take for personal reasons and had felt so stressed about letting her mentors and manager down that she considered quitting.

In order to retain talent, organizations need to find a way to keep and value their mom employees. By revisiting flexibility programs, and engaging in inclusive and effective succession planning and talent management, they can start to redefine success and potential for moms. When that happens, organizations will be able to retain working mother talent and women can safely chose their own path without fear of damaging their careers as a result.

5 | Making Sure Moms Have Real Role Models

“There's a perception among young women that there are few role models for them—they don't see women successfully managing their careers and their lives [whom] they feel they can relate to,” says Jane Allen, Partner and Chief Diversity Officer at Deloitte Canada, and Global Renewable Energy Leader.¹¹

The MomShift research suggests that when it comes to role models and leadership examples, women are interested in hearing less from the C-Suite and more from other women closer to their own professional and personal life stage.

Understandably, this ‘mentor peer group’ is comprised of a far richer resource of ideas, suggestions and tips that women can use to address challenges and achieve goals - both at the office and at home.

As well, high talent women need attainable role models to relate to and learn from. Without seeing these examples in practice, women often lose focus. Their own vision and ambition can become curtailed by self-limiting beliefs about what is possible for them within their current institution or career choice.

As Tuula Jalasjaa, Managing Director and Head at Dundee Wealth Retail Advisory Network at Scotia Bank Global Wealth Management puts it: “In order to want to work toward the next opportunity, you need to believe that it’s actually attainable for you.”¹²

Simply put, organizations need to assess their current intentional and unintentional choices for role models and create forums to share stories and templates for success. However, to truly inspire leadership and capability, **organizations must move past generic mentoring programs.** While these programs are an important start, mentorship must be tailored, have accountability procedures built in, and must include the aspiration and sponsorship required for working mothers to excel.

6 | **Going Beyond Maternity Leave - Still A Mom**

Until now, organizations have focused almost entirely on how to support women before and after maternity leave. However, as *The MomShift* participants revealed, the parenting pull exists throughout a child’s life, not just at the early stage. For instance, the working mother may not need to stay home with her sick toddler often but may need time to carpool her teen to hockey games or help with math homework.

Working mothers themselves are often unprepared for the various ways they are called upon to balance work and home demands. One mother put the challenge this way: “I had no idea until I had children what working moms really faced and now

that I reflect back to conversations I would overhear in our open concept office where my female VP would be on the phone with her son’s school in between meetings, I also realize that the pull and challenge I feel right now will only continue.”

Because motherhood doesn’t end, there is a misconception that maternity leave marks the beginning and end of the working woman’s challenge. In fact, the exclusive focus on the new mother is part of the problem. It actually disenfranchises the working mother – whose familial demands inevitably only grow along with her children.

The other often overlooked reality is that the modern family is ever- changing. It includes Dad, the single mom, the blended family, adoption, IVF, multi-generational families, and same-sex couples, among others. Accordingly, in order to include and engage all workers, the workplace conversation needs to expand to reflect this ever-changing family landscape.

7 | **Understanding Honesty is the Best Policy - Job Realities**

It is understood that in order for the working mother to be successful in the long term, business cannot be sacrificed. It is a fact that in certain industries and roles, job requirements include long work hours, meeting client deadlines and travel on short notice.

These requirements, however, need not be in opposition to motherhood demands. Tension in the workplace arises when organizations – in the name of talent recruitment – underplay the genuine job expectations. When that happens, women end up surprised by what is truly required for advancement. At the same time, employers end up disappointed and lose out on the investment they made in that female talent.

The MomShift interviewees said that if they had been given a more realistic picture of what was actually required in order to advance, they would have been better prepared, both mentally and practically, to succeed.

The MomShift interviewees said that if they had a more realistic understanding of what was actually required to advance, they could have been better prepared mentally and practically to succeed.

Organizations need to be transparent in their recruitment and retention messages and strategies. If they are clear about what is best for business, working mothers will show interest and can set themselves up for the task. By creating forums where successful senior women share what it takes to succeed, including their at-home support and personal outsourcing, companies will arm women with the knowledge and skills they need to navigate the realities of high demand roles and home life.

8 | Addressing Unconscious Bias: Mom Misconceptions

Until recently, a commonly held misconception was that prejudice was the result of individuals who need to have their views corrected or eliminated. However, evidence from Harvard University, reveals that we all inadvertently make assumptions and decisions that impact some groups more adversely than others.

The MomShift had its genesis in debunking the myth that children are the obstacle to female career success. The research demonstrates that it is actually within the workplace that bias against

Parenthood is associated with higher wages for men but lower wages for women.

mothers exists. This bias is a form of prejudice that holds women back and prevents companies from allowing their talent to maximize potential.

Perception Matters: A Case Study

Consider the award-winning 2008 Cornell study *Getting a Job: Is There A Motherhood Penalty?* in which researchers sent out fake resumes for both a childless woman and a mom. The women were equally qualified for the job. The only difference? Under the heading Other Relevant Activities, the mom's resume listed Parent-Teacher Association Coordinator.

This discreet way of informing employers that the applicant was a parent had a profound effect. Mothers were viewed less favourably and were less likely to be hired. Even more disturbing, mothers were offered an average of \$11,000 a year less in compensation than the childless job candidate with the same qualifications.

Interestingly, the men in the research sample were not penalized for being fathers and actually benefited from their parenthood status by being considered more committed to their jobs. As a result, fathers on average were offered \$6,000 more than non-fathers.

Organizations can and must address this bias against working mothers in order to remove it from corporate consciousness and the time to do so is now, according to *The MomShift* research.

MomShifters described hearing ‘mom bias statements’ on the job. Examples included:

- My wife wanted to stay home with our kids so we knew that they were getting the care they needed.
- You can’t tell me that the new moms on the team work as hard as the rest of us. They are still focused on their kids.

In addition, many mothers reported the inability of their leaders to tap into their needs as mothers, to support them when faced with issues of bias and to facilitate a path to success.

The good news is that organizations can change mom bias by uncovering latent beliefs through training, courageous conversations and leadership accountability. As a result of such intervention, working mothers will no longer feel stifled in an environment that erects walls around their success.

9 | Committing To Developing Mom

Studies show that women often unintentionally hold themselves back, and *The MomShift* research reinforces this fact. This self-limiting behavior manifests in a variety of ways. For instance, women wait longer than men before raising their hand for advancement, are more reluctant to leave their professional comfort zone and invest less in informal networks. Women also struggle with imposter syndrome, where despite external successes, they feel as though they don’t deserve the role they are in and that someone will ‘figure them out’.

Too many women are so focused on juggling their respective roles at work and at home that they can’t invest sufficient thought and time in their

personal progress and the networks that could support their success.

One MomShift participant put the challenge this way:

“After taking a Women’s Leadership Program, I have to admit that I needed it - not because I wasn’t working hard or committed to being a leader but because I didn’t think of how much I needed to invest in my brand and my network and with the busyness of life, kids and a director’s job, I had no idea how to do it.”

Best practice organizations have begun to implement creative initiatives that support women on the rise. For example, women’s development programs that include a focus on personal branding, networking, career self-management and leadership essentials can bridge the gap that too many mothers face when advancing within organizations. These initiatives also create valuable networks that they can tap into for advice, guidance and sponsorship throughout their careers.

10 | Moving Mom to the Bottom Line

In order for any strategy addressing working mothers to be successful, it must be integrated into the core business. Far too often, programs for mothers are positioned under the umbrella of Diversity Initiatives and are seen as ancillary to business rather than part of its foundation. As a result, these programs often do not align with the business goals and are easy for leaders to dismiss.

Rather than giving lip service to lofty ideals that seem politically correct, organizations must focus on the fact that these goals are central to better business and better talent. Initiatives that help working mothers succeed serve everyone by boosting both the personal and corporate bottom lines.

Case Study: Deloitte Canada

In most other companies, Jane Allen's dual roles as Chief Diversity Officer, Deloitte Canada and Partner & Practice Group Head, Global Renewable Energy Leader would be divided between two people. But combining the functions has a strategic business advantage.

The culture in professional services firms, whether strategy consulting, law or banking, reflects a business model built on billing.

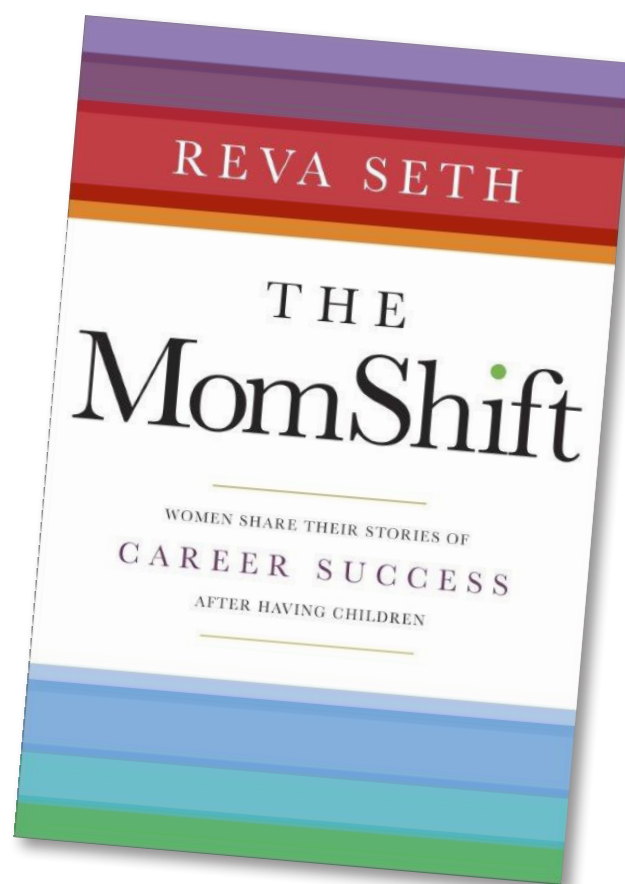
Says Allen: "When the firm established this position, it recognized the need to have an experienced partner in the [diversity] role to provide credibility when speaking with different practice groups about how diversity and talent retention matters to their business practice. The reality is that I wouldn't be listened to the same way if I was just speaking from a diversity perspective. This way, they appreciate that I understand our business and that I face the same challenges of meeting annual bottom line targets."

A Focus for Change

Reva Seth's groundbreaking book *The MomShift* clearly debunks the myth that children are a barrier to professional success and proves that women can in fact be empowered by motherhood. The authors of this report, Reva Seth and Lisa Mattam, live this reality every day. Their children inspire them to set career goals, to push boundaries and to strive for professional accomplishment while

still investing time and energy in their equally important role as mothers.

In order for the vision set out in this report to become a more accessible reality, organizations can and must make actionable changes. By putting a premium on understanding and supporting working mothers and their challenges, they will serve to motivate and engage many more workers and reap the dual rewards of talent retention and business success. As the political and corporate climate shifts and the fight for talent and equity rises, there is no more time to waste. The time to act is now.



BIOS



Reva Seth

Reva Seth is a journalist, author and entrepreneur known for taking an unexpected look at social trends and cultural norms.

She is the founder of *The MomShift*, an online and media campaign that showcases and shares the stories of women from a variety of professional and personal backgrounds who all achieved greater career success after starting their families.

Her second non-fiction book, *The MomShift: Women Share Their Stories of Career Success After Having Children* was released by Random House on February 11, 2014. It will be released globally later this year.

Reva has written for or been featured in: ABC's 20/20, CBS Sunday Morning, CBC, The Steven & Chris Show, Canada AM, The Atlantic, The Globe & Mail, The Toronto Star, Canadian Business, The Huffington Post & The Mark.

Her first book, *First Comes Marriage: Modern Relationship Advice From the Wisdom of Arranged Marriages* (Simon & Schuster, June 2008), examines what the centuries-old tradition of arranged marriages can teach modern women about dating, love and relationship happiness.

Reva began her career as a lawyer at a national Bay Street firm in Toronto before spending more than a decade working in strategic and corporate communications in the UK and Canada.

Reva holds an LL.B. from the University of Western Ontario and a Master of Laws (LL.M.) from Osgoode Hall. She also attended the University of British Columbia.

Reva serves on the board of the Trudeau Center for Peace and Conflict Studies, the Munk School of Global Affairs at the University of Toronto.

She lives in Toronto with her husband and three sons, Seth, Avery and Devan.



Lisa Mattam

Lisa Mattam, Founder and Managing Principal of The Mattam Group, a boutique consulting firm specializing in Leadership, Talent Management and Diversity, is an inspiring speaker, talented leader and visionary entrepreneur. Known as a long-time advocate for women, Lisa is dedicated to the advancement of women at work and in all areas of life.

With Lisa at its helm, The Mattam Group has grown to become a global thought leader in the area of Diversity. It engages clients worldwide - in Canada, the USA, Latin America and Dubai.

Lisa is a well-known media spokesperson for Diversity and the Advancement of Women and is frequently quoted in journals and publications such as The Globe & Mail, The Montreal Gazette, The Calgary Herald, and The Vancouver Sun and has been featured on a variety of newscasts.

Due to her firm's outstanding success, in 2009, Profit Magazine ranked Lisa on the *Ones to Watch List*, identifying her as one of the Top 10 Women Emerging Entrepreneurs in Canada. In 2011, the Indo-Canada Chamber of Commerce named her Female Entrepreneur of the Year.

Prior to starting the Mattam Group, Lisa spent almost a decade in the pharmaceutical industry in sales, marketing and strategy roles in Canada and the United States.

In addition to her MBA from McMaster University where she graduated as Valedictorian and Graduate of Honour, Lisa holds a Diploma in European Business from ESC Rouen, Rouen, France. She is an instructor with The Shulich School of Business Executive Education Centre and sits on the board of the Rouge Valley Health System.

Lisa lives in Toronto, with her husband, Allan, her daughter, Julia, and her son, Joshua.

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