

WCOOC: Career Forum Summary

A panel session exploring the factors that influence career choices and how to identify and navigate the barriers related to the career advancement of female bankers



ARMSTRONG WOLFE™
Women in the COO Community

Managing your career effectively requires a combination of self-belief, networking, mentorship, and a willingness to take risks.

Online Zoom Forum with:



Fatema Bookwala
Managing Director &
COO Markets and
Securities Services
HSBC



Andrew Murfin
Former Head of Global
Wealth Management &
EMEA Operations
Armstrong Wolfe Advisor



Gordon Grant
Head of Asia Markets
Operations, Citi
Armstrong Wolfe Advisor



Helen Hughes Green
Managing Director, ICG
Head of Conduct Risk &
Client Protection Risk
Citi

Here are some key points to consider:

Self-belief and Speaking Out:

- » It's important to believe in your capabilities and speak out about the jobs you want. Clearly communicate your career goals and aspirations to move forward.
- » Loyalty to people or a team should not always be the primary factor in staying with an organisation. Conduct due diligence to ensure the organization aligns with your career goals.
- » Avoid staying in a role simply because you're comfortable with the team. Be open to new opportunities and don't hesitate to move forward if you feel it's the right decision for your career growth.

Balancing Financial Stability and Risk-Taking:

- » Financial stability can be a significant factor, especially for parents. However, try to nurture a desire for growth and avoid settling solely for stability.
- » Younger and older executives, particularly post-parental, may be more willing to take risks and seize advantageous offers.
- » Assess how you can adapt and advance your skillset to improve yourself. Consider how you can leverage your current experience and nurture a mindset of growth.

Networks, Role Models, and Learning:

- » Cultivate relationships with senior professionals who can act as sponsors and mentors throughout your career.
- » Look for role models who exhibit qualities you admire and allow their behaviour to shape your own career path.
- » Actively seek out opportunities for learning, both through formal training and on-the-job experiences. Always ask yourself how you can improve and what steps you can take to get there.
- » Embrace a proactive approach to learning and continuously seek ways to expand your skillset.
- » Manage your networks actively: you can even go so far as to keep a written record of the people in your network to ensure you keep track of each relationship and prevent that network from breaking down.

Mentors and Their Roles:

- » Mentors can provide guidance based on their experience and play different roles in your career journey.
- » Seek out mentors outside your direct work stream and consider external mentors as well. Their different perspectives can be valuable.
- » Having a coach, mentor, and sponsor can provide a comprehensive support system. Coaches can help during transition periods, mentors can guide your overall development, and sponsors can introduce you to new networks.

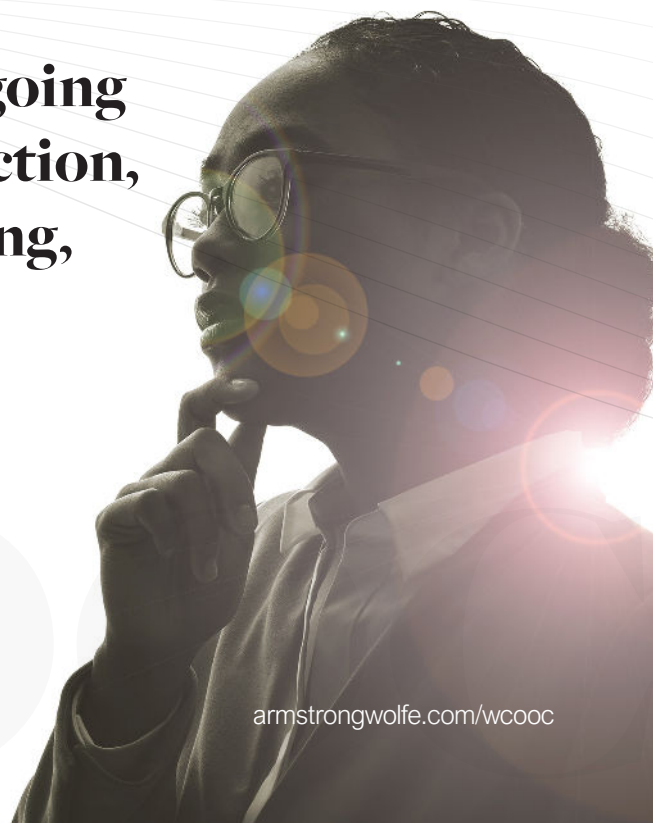
Building a Career Focused on Growth:

- » Look beyond your job description and find opportunities to expand your role within your organization. This allows for natural networking and relationship-building.
- » Progress in your career by seeking new experiences and actively pursuing growth.
- » Have confidence in your abilities, build a strong network, and document your relationships to maintain and leverage them effectively.
- » Be conscious of your goals and make deliberate choices to align your career with your aspirations.

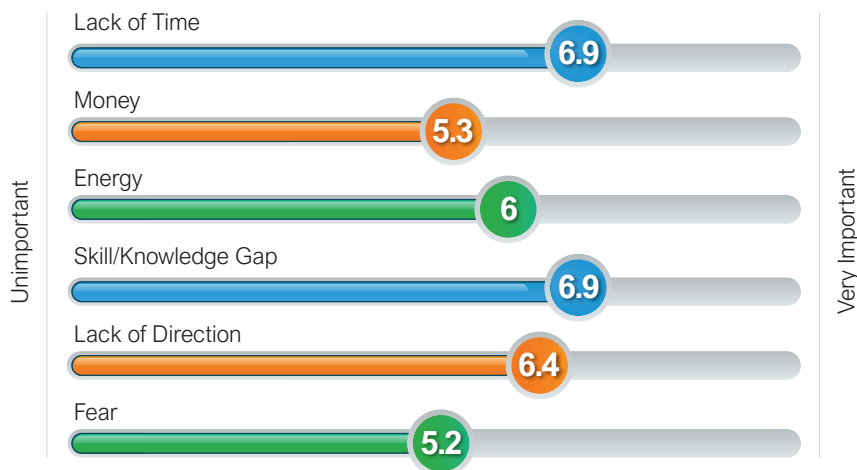
Managing Your Career and Taking Risks:

- » Stand out by going above and beyond your core responsibilities. Get involved in initiatives like diversity, equity, and inclusion, even if they are not directly related to your job role.
- » Continually assess your job and question if you are simply following blindly. Look for opportunities to contribute value and make a difference.
- » Have the confidence to speak out with suggestions and ideas. Organizations should create a safe and inclusive environment that encourages employees to share their perspectives.
- » Take risks for the right reasons, such as pursuing new experiences or cultures. However, consider the long-term view and make conscious choices about why you want to make a change.

Managing your career is an ongoing process that requires self-reflection, networking, continuous learning, and the courage to take calculated risks.



Please rate these common barriers to career progression in terms of how they impact your own advancement



1. Lack of time:

"I'm too busy" really translates to "this isn't a priority". Use common time management hacks like automation and delegation (at work)

2. Money:

The golden handcuffs - when you feel comfortable enough with your salary and worry that you will lose your financial stability. Plan or spe

3. Energy:

Your current job is sucking the life out of you, and you don't have the energy to make a change. Work on setting boundaries that make sense

4. Skill/Knowledge Gap:

You don't have the skills to do the job you want. Do research, take a course, job shadow

5. Lack of Direction:

You're paralyzed by choice. Undertake self-discovery to find out what you really want: interests, skills, values, motivation, PR

6. Fear Of the unknown:

Of failure; imposter syndrome. All very real feelings and all conquerable with courage and support. What's keeping you stuck?

Contact

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