

at this time, let's begin today's webinar Women in real estate. It is my pleasure to introduce your moderator for today, Christine Chandler, chief credit officer and chief operating officer, MNT Realty Capital Corporation with that hand the floor over to you, Christine.

Thank you so much, Jessica. Good morning everybody and thank you for joining our panel today. We have five women joining me this morning who have developed their careers in commercial real estate. Um I'm proud to say that there are peers and friends of mine and I'm glad that they're joining us today for our discussion. Um the first thing I'd like to do is introduce everyone and I'm going to ask them to share something about their career progression and what brought them to this point in their career now and I'll kick it off myself. Um I started in the industry, I've been with the bank now 30 years and my first position at M&T at the time it was first national was as a floating receptionist, floating temp, doing whatever I could do to get my foot in the door. And 30 years later here I am as the Ceo and um chief credit officer for the organization. So, um, I just wanted to share that. You have lots of options and your opportunities are limitless. Um, so Sandy DiFelice, Let's hear a little bit about yourself. Good morning everyone. And thank you chris my name is Sandy Police and I have been with M and T.

R. C. C. For over 20 years

now. I started as a loan processor and I learned um after loan processing, I learned how to underwrite loans and I started from small loans for Fannie Mae and moved the F. H. A. World and became the deputy deputy fhe underwriter um in which I have underwritten over two billion in health care in multi family loans. After pursuing underwriting, I moved into a relationship manager mode, which I have been a senior originator for about five years and I'm one of the top producers for M and T R.

C. C. So my advice to everyone is do what you love and take chances because there's opportunities for us out there. Thanks chris. Thanks Sandy.

And how about you? Andrea Yeah, Thanks Chris, it's a pleasure to be here with everyone today.

I like Sandy started my career at M&T 14 years ago and I actually spent eight years in our retail bank. And I think what might be, you know, oversimplified in many of our bios is maybe some of the lateral moves or the moves were made to entry positions Uh really to to gain credibility and build knowledge to kind of then progress us forward and do our careers in real estate. So I switched over in 2015 to be an analyst in New York City's commercial real estate group, um and eventually grew into a relationship management role um where I'm a senior relationship manager there today, working with all asset classes of investment real estate. It's a pleasure to be

here. Thank you. Thanks Andrea and I'll move over to mira, Mira Sing with Fanny, you want to introduce yourself? Yeah. Thanks chris Hi everyone, I'm mira Sing and I'm an advisor here with Fannie Mae. Um I started off as an asset analyst um at GE Capital and then that kind of, that role kind of evolved into underwriting and into um uh into like a corporate governance role. But, you know, I really did kind of step outside of my box when I wanted to learn underwriting. So I did, you know what? I wanted to expand my skill set and everything. So, um, you know, I think it's always important to kind of follow what you really want to learn and continue to grow in your skill set. Mm hmm. And that's really all I have. Okay, great. And Catherine Stokes. Welcome. Thanks Grace. Thank you. Um, captain strokes with for America and my, I think my career path spend a little more zigzag once I finally figured out what I want to do. Now grew up in Pakistan for the housing development after school. I um, work for the federal government and the city of I fund and through that process, I thought it was really important to get more of a local experience so I can understand the folks that I was funding, went on to work at new york city housing preservation involvement for several years. And similarly thought it was really important to get the other perspective and

select for the past dozen or two years for profit and nonprofit housing, but all the time really focused on providing quality affordable housing and thank you Catherine.

Uh and Joni Wilson, thank you Chris um well,

I have to say that my background is in accounting

and it probably was not my goal originally to land

in commercial real estate. That being said, I

don't think I knew that that was an option at

the time and um you know, at the time

that I was probably more focused on my kids and

family and we had just moved to Texas with my

husband's job, I was a few years in,

I was afforded an opportunity to join a company more

in an administrative role with like a loan processor.

Um Again, I did not didn't really know what

commercial real estate was or where there was a place,

but once I started, what I found was it

was nice to kind of have a, you know,

something that was for me, it was an opportunity

to learn. Um and so I just took advantage

of every opportunity to ask questions and learn and try

new things and I quickly moved up and on and

got to try things. I became an underwriter,

became a deputy chief, um moved over to M

and T. Continued that role on the deputy chief

and then the chief role somewhere along the way,

I looked into getting to try out some affordable housing

business um at my Prior Prior shop and I really

liked it. I really enjoyed it. It was challenging. It gave me an opportunity to kind of um I guess was it seemed a little more complex in ways not the same every day and I really enjoyed it. And so that's brought me to where I am here. And I would say that if I kind of look back when I try to describe my career profession to people, I say it was a really a combination of being in the right place at the right time, combined with hard work, you just can't miss the hard work part. So just the dedication and hard work affords you the opportunity sometimes when you're just in the right place at the right time. So that would be my advice is when given opportunities to take advantage of them. Thank you journey. That that is wonderful advice for sure. So um what I what we're going to do today is have a discussion um with this group of fine ladies um to talk about our experiences over our careers. Um So the first thing um topic I want to talk about is um I'm gonna ask this of Sandy de felice. Um Sandy, if you think about your career, your background, what how would you describe your personal brand and what you bring to the table? Well, describe my personal brand as and this goes back to when I was underwriting haN huh? Financing coordinator. And it is my goal to get the deal done and stop it not enough to get the deal done. Uh I was a logistics major

in college. So I specialized eyes and um get from Point A to POINT B and working in the finance tree. They are getting things sign up, sign up to close or sign up to closing to construction. And I specialize in making sure that everything is done in an efficient manner. It can be challenging, but its so rewarding. So my personal brand is I'm a coordinator. Great. Thanks Sandy.

How about you? Andrea what do you think of when you think of your personal brand? So I have to admit that I have traditionally found the concept of personal brands and mantras um a little bit hokey, But what I will say is that I definitely believe in self awareness and self reflection and not necessarily the kind that you do um during yoga or looking out over the ocean, but um you know the kind you do every day when you're driving or you're running or what have you. But I think that when you're thinking about your personal brand, a way to get there is to think about maybe your last 3-5 successful transactions or deals or interactions and think about what you brought to the table that made that particularly successful.

Um you know, and when I think that way you know I come up with the idea that it's it's I'm absolutely passionate about making the customer experience excellent and the ease of the transaction for the client and also that I never back away from an opportunity to learn something hard. Um When you think through those

things it helps you uh you know have something first that you can actually use as a value proposition or marketing to a potential client or those that might work for you, but it also helps you understand how you can build repeated success. Um So although it might be um you know a little cliché to build a personal brand, there's definitely value in doing it. I think for those reasons. Right? Yeah I mean I kind of agree with what Sandy and Andrea have said. I mean I think for me my personal brand has always also been trying to keep an open mind and be flexible and you know, that doesn't, you know, especially in the front end rolls here. That doesn't mean you always have to say yes, but I think listening to the other person's viewpoint and understanding where they're coming from really does go a long way in building relationships and so understanding um what they're trying to get to because in the end we're all trying to get to make it a, get a loan closed, you know? And um, so to me, it's always like, you know, I may not like it initially, but I do, I want to listen to what you have to say and hear you out before we come to a final decision. Okay, thanks. Thanks mira. Okay, we're going to shift a little bit. Um, and Joni I'm gonna ask this of you, um, what are some pivotal, pivotal moments in your life that have helped you to build your confidence? Yeah,

that's a good that's a good, good question,
and I will say that Mhm. I'm trying to
think of a pivotal moment, I don't know that
I can think of a moment, but what I
can say is I gained confidence based on experience and
knowledge, so a lot of times I feel like
I have to be pushed kind of out of my
comfort zone and internally, I kind of feel like,
oh my goodness, this is how is this going
to go? And then it usually goes well and
those build my, that builds my confidence and so
it's it's from experience, but I will say that
I don't typically just want to step out there on
my own um and chris you and I have had
this conversation on many of times, just as we've
gotten to know each other over the years are over
the last year especially. Um But I would say
that in general it's just experience and knowledge and um
I would say it's something that I've probably been working
on is trying to step outside that comfort zone so
that I can um you know, more opportunities to
become confident in the things that we're doing, definitely
that feeling of being uncomfortable is something that I strive
for. You know, the more uncomfortable I become,
the more I learn and I think it helps us
grow. Um Katherine, Do you have any thoughts
to add on that? Yeah, I was just
going to echo that. I think the more you

put yourself out there and just practice and really what I've learned is it takes being prepared for, the more you prepare yourself, what are you going to do and the more you can bring really yourself, what that's in confidence because you realize that if you do put in that preparation Mhm. Some of us and I just, another thing I think in terms of building confidence, I think I've got a series of really um wonderful bosses and along the way who really took an interest in me only and pushed me to be, oh yeah, taking that next step, we're doing that. Yeah, thank you, definitely.

Having people advocating for you and helping to encourage your growth um certainly helps all of us. Um Andrea what is the best advice anyone has ever given to you? Well, like many others have said, I've had a lot of great leaders in my life, so I feel like I've received a lot of great advice that I keep in mind every day, but but one piece of advice I heard recently was really from Joanne machinery, the chief operating officer of our XR. And one thing she said is that in decision is the worst thing, and if you make a decision, you and it's the wrong one, you can fix it, you can recover if you don't make any decision. You know, you're you're no closer to your goal. And I think that that um, certainly builds on the idea of confidence and experience that joanie was talking about. Um,

and, you know, can be hard for us
um, in the workplace, sometimes, you know,
as women or really when you're young in your career,
um, you know, but I think that's something
I'm certainly trying to keep in mind. Um,
you know, and any experiences you have, you'll
certainly grow from. Thanks. Thanks Andrea Andy,
how about you? The best piece of advice is
don't be to say saying as well as women please
use used to take care of everything. Uh islander
american career career that had the ability to take to
take much on. And then they went down as
as I are disturbed in my career, I've learned
to say no to certain opportunities because in the long
run it would have been a greater detriment me because
I would have just overwhelmed the well myself. So
you know, it's difficult to say no but people
will understand if you have a good reason for it.
Thanks chris. Yeah, I hear you there and
I agree. 100%. Um mira how about you?
Any any what's the best advice you've been given?
You know, I think for me it's always been
like especially kind of being on that underwriting and the
transactional, you know, I've always had people tell
me to be prepared and know do your homework especially
when you're presenting as you know chris with senior loan
committee and stuff. The questions kind of come with
all from all different areas and with different perspectives.

So really understanding what you're presenting and doing that extra homework to make sure you know the nuances of everything I think is always helpful because you know, you don't want to get caught in um you know just kind of a deer in headlights because you know everybody has a different point of view point when you're looking at a transaction so you want to make sure you're not gonna be able to answer all of the questions all the time. But I do think as long as you can portray that, you know what you're talking about and are very, you know, I really um uh worked on your the details of your deal and stuff. It's really helpful. Yes, that's that's very true. Um now I'm going to ask Catherine, there's a question from the um, we got a couple of questions in advance of today's session and one of them I'm going to read, it says um how do you help with qualifying for that first development loan and tips on building the savvy that you need to structure financing a deal? Um maybe not exactly in your, in your wheelhouse, but as a developer you might be able to help for. Um, so I think, I think a lot of it is partnerships. I think what I've seen is younger organizations or individuals who are starting out in this business really need to partner and that's how comes to America got Our start to the day. I think about 60% of our deals are partnerships these days where the bigger partner and helping out the younger

group that makes you know, that maybe isn't as focused on development, but I think you know about partnership, it's all about networking is about putting yourself out there and making the connections and you know and finding out what resources. Mhm Thank you. Yeah, networking is definitely a huge part of it and um I agree with you. There is a difference between networking and partnership and and also sponsorship and finding those people who can help to advocate for you and learn from the other folks that might be in the industry. Having done that before. Um we have another question and that was what is one challenge you faced that shaped the professional woman you are today. So um joanie any thoughts on that? Yes, I would say that the wind challenge, especially in the in the role that I am today is the time in my life that I started that, you know, I mentioned earlier that it wasn't really my intention partly because I did not know that it was an option to go into commercial real estate. And so too, I did not, I started a little bit later in life, not that much, but my kids were in school um, at the time that I started in commercial real estate and so sorry about that, I wasn't sure if that was me or not. So, um, but I would say the challenges is the time that I started. Um, and then kind of the learning curve that I needed to

kind of get through at the beginning to get to where I am today. Um, again, I think it goes back to hard work, um, putting in a ton of time and asking lots of questions. Um, but I would say that's where, that's probably the biggest, the biggest challenge of getting to where I am today was just that learning curve at the beginning side. Um Yeah, that's it.

Okay, thanks. Uh 100%. And, and Joni and I have um developed over the past year that we feel like we're sort of soul sisters because and you connect with people, especially women, um you have similar career paths or you have something similar and it's great when you can make those connections Andrea do you have any thoughts on um you know what challenge you faced that has shocked help to shape your career today? Yeah, I think it was actually somewhat similar to joanie and that I, when I switched careers um really from from being kind of a branch manager in the retail bank to starting as an analyst and real estate. Um I think you have to have a humility to learn. Um and you know, as john mentioned, you know, the commitment to work hard and you have to show others around you that you're willing to do that. Um and that you're willing to take on art projects and you're willing to also, you know, maybe use skills that you brought in from your prior life to help kind of forward the current group. Um you

know, and that while you, while you're certainly looking maybe for a personal change, you know, you're willing to use some of the strengths that, you know, they might have brought you over to you. So I think that healthy kind of humility to learn will help you through those challenges, um and and it will help you throughout your career, and it's good to step back again and kind of look at where you're learning and when you're uncomfortable and probably means you're growing. So those challenges are certainly okay. Yeah, thanks. So sort of what I'm hearing between Andrew's response and also um, Joni's and then thinking back to something that that Sandy said and and that ability and that right to say no. Is that it's sort of a seesaw. Um you have to kind of balance when is the best time to continue to push yourself and keep taking on challenges and balance that with all right, I'm taking on the challenges, but at some point I have to say no because I'm going to get over my skis or I'm gonna get myself just spread so thin that I'm not going to be successful. So that's certainly something that I think all of us, um probably at some point in our careers struggle with or maybe still do sometimes right now, but um it is a, I'll just say that it's a balance um that we all learn Katherine. Do you have any thoughts on that? I think you, I think

you covered it there. Um Yeah, I think it was kind of going back to school, Sandy said earlier, but I um no is a complete sentence, something I've heard everything. That's awesome, I've not heard that and I love that, I'm gonna use that in my, in my mind going forward. Okay, so um mira, um what can you share some strategies um that can help other women achieve success and prominence in that their industry or in their career? What what strategies can you think of that you would like to share with others?

You know, I think we've touched on a lot here, I think, you know, somebody talked about having a mentorship or sponsorship, you know from other, you know, it's always great to find other women think chris you were mentioning this, you and Joni have that connection. I think it's great if you can find somebody that you respect and want to kind of, you know, want to understand how their career path, how they got, where they to find that person that you, you know and talk to them and get that connection there.

And I think also for me was um when I was starting out, I did raise my hand on doing a lot of projects that other people didn't really want to do just to kind of get my name out there um that I was willing to, you know, not always do the sexy kind of tasks that were required sometimes. So I think getting your

name out there by pushing yourself on. Things like that really does help um gain recognition and that you are willing to um learn and um and so forth.

Okay, here's, here's something I want to throw out for you to comment or just anyone to comment on. And that is, I'm hearing a lot about we are taking on the roles that maybe others don't want to do or we're rolling up our sleeves and doing what's thrown at us. How do you work at making sure that you're not being tasked with those administrative positions are those administrative things and the more exciting or those opportunities with more exposure aren't going to the male colleagues that you have. So I see that sometimes that happens. So Sandy, um you want to take a stab at that. We're having some technical issues. So while Sandy is working on her audio Andrea how about you? You want to have some feedback on that one? Sure. I think, like you mentioned, chris I think it's a transition you take in your career. I'm a big believer in early on, you know, be a Yes girl, say yes a lot learn.

You know, that's the way you're going to make a network, You're going to, you know, see opportunities through special projects, you're going to meet you people, um, and they're not always going to be, you know, the fancy Esther or sexiest projects, they're going to be, you know,

sometimes hard and sometimes things that you don't really necessarily love doing, but if you're ultimately going to learn something, and then I think definitely the transition does happen, you know, as Sandy was mentioning earlier, where you have to start being a little more purposeful about what you take on. And I think the best way to do it is to ask, ask for what you'd like to do, make sure it's known by, you know, your leaders and um you know, colleagues, you know, kind of what projects you're interested in doing and what kind of work you'd like to do. Um so you know, if you want to write, you know, the next white paper on on a trend in the market, tell them, you know, that's the kind of work you'd like to do if you um you know, find yourself being called on to make the, you know, lunch reservations and you know, and you don't want to do that, you know, call them out to I think that's okay. I think that, you know, sometimes we fall into those rules because we're good at them and you know, people around us don't realize that, you know, they're tasking the women in the group with with those types of soft skills. Um, so I think it's about being vocal and just mentioning, um, you know, making sure it's known what you'd like to do. Okay, great. I 100% agree, sandy, or do we have your connection now?

And do you want to add to that door chris
I mean, I agree with Andrea you know,
he directs, be purposeful, you know, don't,
you know, as a woman, you know,
we have a tendency sometimes to back down and then
we have time to be a little too forceful,
but its signing that balance and you know, um,
you know, just be yourself and be direct,
definitely. That is useful information to everyone. Thanks
Thanks Sandy. How about how about you, Mira?
Any thoughts on that? No, I think that's
absolutely right. I mean, you know, I
think after a certain point you have to definitely stand
up for what you want to do and you know
you have to kind of take your career in your
own hands and you kind of lead that by you
know so um yeah I definitely think being um direct
is really important. Okay Thanks. And I'd like
to remind folks listening today that if you have questions
feel free to put those into the chat box into
the Q. And A. Um and we will
address those. Some of the questions that I'm going
over here are things that we did receive in advance.
Um But if you have any questions you'd like to
have responded to, please go ahead and put those
in the Q. And A. Um the next
thing I want to ask about is as women,
how do you juggle being a mom or being a

caregiver for an elderly relative or just that um that whole nurturing part of who we are. How how do you juggle that um with the demands of your professional career? So um Katherine, Do you want to, you want to start with that? I know that you've got a couple of Children. Sure. Um and I think my immediate reaction is this is during the pandemic. You're in the normal world because the dancers are a little different, but normally in a normal world world I think that it's you know, a lot of it's about you know planning and preparation and having a good team whether that's you know family friends um you know caregivers to make sure you have all the bases covered at home, but also at work and then really carving out what's the most important, you know, there's certain things that you do every day on the home front, that are the most important thing and you have to make sure those um and the same thing on the work, on the work side, there's I think, you know, which one of the most important pieces, both your home and professional life and they need to protect and you know, just doing the best you can. And yeah, if you want to talk about how the pandemic that requires wine and all right, thank thanks Catherine. Um How about you joanie? Any thoughts on dealing with family? And I remember you saying that you really kick started your career in commercial real estate after you raised your your daughter's. Um

but um dealing with still having now adult daughters and dealing with family, you know, I think it's interesting um in general, I think women have just uncanny ability to multitask we just in almost everything that we do. And I think back to whenever I did initially start my career in the commercial real estate world and I had young kids, very young elementary kids kinder first grade. Um well maybe they were middle to, late middle or elementary school, but one of my, one of my daughters had a had a chronic illness that take a lot of time away from work. And so I think planning and knowing for it. And the other thing that has served me well with trying to incorporate raising my kids with work and then now caring for elderly parents and balancing work is communication, just be upfront and communicate what is going on in your life uh personally that that you need to take care of. And I think, you know, I keep going back to this, this tune of being hard working and if you do that those things and then you incorporating layer in your personal life with those with your kids or whether it's caregiving those things, just typically kind of work themselves out. Um at least that has been my experience all along, but I would just say it's prioritizing and it's making the most of the time that you have when you have it, so when you can focus on work and you're fully focused

on work, when you need to focus on your kids or your family, just focus on your kids and family. And I think it's just, it's natural for for, I would say it's natural general for women to be able to multitask. So I think it's probably one that has served as well with being able to concentrate on our families and our our career path. Thanks to Johnny. How about Sandy? How about you, with your boys? Thanks correct. Uh if I'm not at work for at an airport, I'm on a baseball field and my boys are very active. Um It's taken me a long time to find the balance between work and life. A few he knows in currencies in my life have helped shape how I schedule. Um worked in life function a few years ago we had a major house fire and I had to learn how to balance getting the house back together, keeping my work responsibilities afloat and managing the emotional well being of our Children. And it was difficult. It was really difficult. And Joni what Johnny said, the gift of being able to multi task is invaluable and we as women are excellent multi taskers. So I was able to work through issues while, you know, keeping deals and work responsibilities float and you know, talking to my husband and communicating that I needed help. That's the other items that we tend to forget. As women we want to take everything on well. If we don't communicate that we're taking everything on, then we begin

to suffer. So it's, you know, to balance work and life at first it seems daunting. But as long as we can multitask and communicate, we can pretty much work through anything. Yeah. Sandy, I remember that time in your life when you have the fire and it really took people helping and you had to lean on others and I know it's hard to lean on others and that's what the network is for. You know, that's why we have our net. Um, and I think it's important as women for us to realize that we like to take care of our work. We like to take care of our families. We like to take care of our friends, but oftentimes we forget about taking care of ourselves and um taking time out to make sure that we are okay because if we're not okay, then we're not good for the others around us. And there have been times in my working career with Sandy when she said to me, chris you need to take out some time for yourself, so it's good to have people looking out for you and um working with you. So I think that's very, very powerful all around. So, um then the next thing that we got from folks, um, one of the questions is how do you avoid being complacent in your role? So, mira, any thoughts on that? Um how do you keep current? How do you keep from being complacent?

Um, I think in, you know, especially in my current role, I'm always looking for the, you know, more challenging things to do, you know? I do. So I think it's always about trying to see what, you know, um because, you know, being on the front end, you know, it's just really transactional driven, right? So we see lots of deals. So I do try to raise my hand to work on some of the more complicated deals just to kind of because, you know, sometimes you do the same thing, it gets really easy and you kind of just do it like second nature. So for me, it is kind of saying, you know what, I want to work on something that has a little bit more hair on it. Um and try to understand what's going on there or looking at, you know, um Fanny's kind of divided by region. So trying to go maybe do something outside of where we kind of primarily focus on and looking at some other markets or stuff. So trying to really just broaden my horizon that way kind of keeps me from getting bored. So stretching yourself and trying to put yourself out there. Um How about you? Andrea how do you keep from being complacent? Well I really agree with what merits that. I think challenging yourself is really important. I think you can go an extra step and you're really really stand out when you can do something that's not really being asked of you to do or you

can go kind of think of a new structure for your client rather than just really you know solving the problem at hand or so I think there are opportunities to challenge yourself and also add that you know think of the things in your day because sometimes you know it's been especially hard I think during the pandemic and you know when maybe you don't see that next promotion right in front of you. You know if that's kind of what motivates you and you really kind of just you know working through your role on a day to day basis. Find things in your day that you really love to do. That energize you.

Um You know for me it's talking to clients so I know what I'm having a day where I am just kind of not so energized. You know I have to pick up the phone and I have to talk to one of them. Um and you know that typically re engages me for the day and you know, so I think of it in a little bit smaller the scale but but I think you know finding the things about your work that you really enjoy and making time to do them is kind of the best way to avoid complacency. Thanks. Anyone else have any stop putting, if you'd like to add to that? How do you keep from being complacent? I think, I think another thing is just, you know, finding the time for self reflection so that you can kind of step back and think about

whether you are being challenged and what opportunities might be out there. I think at least on the development side, um you know, things are always changing, so there's always something to be learning and um there's a there's a whole range of industry groups who are constantly putting out information and training. Yeah. Taking advantage of those opportunities. Yeah. You constantly be training yourself and learning new things. Thanks Catherine. Um How about how about we're all at different levels of our, you know, in our organization.

Um, and we've talked about having a sponsor.

We've talked about having someone to help to um, be like your ambassador helping to make sure that you're recognized. What if you don't feel like you're being recognized? How do you manage up and and how do you um, make sure that your name is the one that someone's going to consider when they're talking about a new opportunity in the organization. Has that been something that this group has had to think about or have an experience with? I'm curious Sandy.

Any ideas from you? Yes. Because when I started with M. N. P. R.

C. C. I started as a long processor and then I, you know, went to the chief underwriter and said, I'd like to learn underwriting. Would you teach me how to underweight? And so she taught me how to underwrite. And I worked with some season underwriters to learn the basics and then I I spoke with another person in the office who

handles FH and I said, I really like construction.

My dad's a contractor. Would you teach me the construction part of underwriting? And she said, sure.

And that's how I got into the Fannie Mae,

I mean the the F. H. A.

Underwriting. And during that time I was watching the originators go out and um knock on doors and structure

deals. And so I spoke internally and said,

would I be able at some point in time to

do that? Because right after college, this is

a fun fact. Isil copier story door knocked on

offices while building the building. And I actually told

some copier. So I said, well if they

can do that with warm openings, then surely I

could sell some loans. So I just kept underwriting

and working really hard and just communicating and developing relationships

within the company. So eventually I moved into the,

into the world that I am right now, which

is a senior managing director. But the bulk of

it is communicating and just saying hi to people,

you know, maybe if you want to get a

cup of coffee, tell me a little bit about

yourself, Tell me a little bit about what you

do, it can be intimidating, but it's so

worthwhile. Yeah, thanks. I 100% agree with

the, it doesn't hurt to ask because you're typically

not going to get a no, but you're going

to get any, well, this is what you

need to do. And once someone knows that you're interested, it helps them make recommendations for someone else to um help bring you up the learning curve and get you prepared for that next position. How about you joanie? Well, as I said and listen to that. I kind of wondered um in starting at the beginning, what did I do to get myself noticed to kind of move up the chain. And I've had many conversations, I'm thinking back to a coworker that I used to work with and we would have I kind of back and forth conversations about, you know what we were doing in the office, what other people are doing in the office. And it kept coming back to um in difficult circumstances. I would remind myself that of the simple statement just cream rises, just do your best and do good work. And people will see that they I mean I'm not saying don't let it be known, let it be known that you want to move ahead and then be professional and do your work and do good work and maybe not right away. Sometimes my experience has been right away most of the time, but even when it's not cream does rise. People see good things. So just keep your, keep your focus, keep your eye on the ball, let it be known that you want to move ahead and then just do good work. Thanks johnny um Catherine and any thoughts from you on that? I think they think they captured it. I think it just

gets to putting yourselves out there and putting yourself out there and raising your hand. Yeah. Yeah.

Okay. Um another thing I was thinking about is um you know, I mentioned this to the ladies this morning, I had a check in this morning with one of my girl scouts. I'm a girl's former Girl Scout leader. And um we had a group of girls that from elementary school through high school, 18 of them that stayed together and we went to Switzerland together. We did some really wonderful things and created some really wonderful networking bonds. And we had a catch up this morning and while we were talking I mentioned that I was going to be doing this moderation and I said you know, in my career I have always worked for women, I've always had a female boss, um but right now in my career I have my first male boss, so um and and it is different. Um so I'm curious from the Panelist, um how is a female boss may be different than a male boss or is there any difference? Um mira, what are your thoughts on that? You know, I've really always had male bosses until I came here to Fannie and really I've really had positive experiences with them, you know, I think they were all very encouraging and um you know they did let me express myself and I mean you know nobody really hold me back. Um So for me I don't really see any sort of difference

because they I think they were great of promoting me
um you know what I needed to be promoted and
making sure that you know, I was engaged.

So for me, you know, I don't really
see a difference within my male and female. Um
And I know that's probably not the experience for everybody,
but I've generally had a great experience with both,
okay, and I'm not saying my experience is bad,
it's just it's different. Um How about you?

Andrea well like I I think early in my career
I had female bosses and I guess my first um
boston commercial real estate was a woman as well.

Um and uh those two were night and day.

And so I think you can have, you know,
you can have really positive role models and you know,
less positive role models of both genders. Um you
know, I I currently work for a male boss
and, and um it is amazing in a lot
of ways and I agree with mirin that they will
really advocate for you. Um, and they,
you know, it gives you an opportunity to get
exposure. Maybe two men in your office, if
you if you happen to be the minority, um,
you know, women in your office, you know,
it definitely gives you another level of exposure. You
know, they see the work you do and 100%
agree with joanie, you know, the idea is
working hard and delivering results. Um, so you
know, I think that, you know, the

important part to look for, you know, and those, you wouldn't work for it really just, um, you know, those that are positive, those that speak highly their people and you know, that that will act as advocates to be in that role to your point earlier that that's incredibly important.

So, um, so I, I agree here.

I don't, I don't think it makes a big difference about that necessarily the gender who your report to.

Okay, thanks Andrea and Sandy your thoughts, I've probably had 60% female bosses and 40% male bosses and I find they've all been excellent. But my female also tend to have more emotional like you then the male bosses and I think that's just how women and men are wired. My nail boss says have been wonderful. I've had incredible mentors, one of my greatest mentors with my father in law and you know, he didn't have the greatest emotional like you, but he really taught me the business and I find that men will advocate if the journey says the cream will right to the top, but when it comes to other factors in women's lives, female bosses are more understanding of that because they've lived through the experiences that we tend to live through, you know, with Children with caretaking and caretaking of relatives, so it really does bounce out. But I do think there is an emotional intelligence, like the difference between men and women. Okay, Thanks Sandy. Um and

you know, the whole topic today is commercial real estate, women in commercial real estate. So I'm going to go around um to each person and ask you, you know, if you could think of one commercial real estate type trait um or something that you can encourage people to get into the business, what would it be that you think would be something to differentiate someone so that they could be successful in our career and mirror. I'm going to start with you. If you could think of something to say to someone who might be considering a position in commercial real estate, what would you, what would you tell them? Um, just be willing to learn?

I mean, you know, I think that's always the key. I think that's kind of what we've always, we've been saying throughout this thing. I think you just, you know, especially if you're starting at the very beginning, you know, as in the beginning of your career there's a lot to learn and this is really a dynamic um kind of changing kind of landscape, especially in the past year we've seen with Covid and stuff. So I think you just have to really show that you're willing to learn and embrace it and kind of the change.

Always. Thanks mira. How about you, Sandy?

Oh boy. Um Be patient. It's difficult to be patient. These transactions are complex and we have to be able to work through difficult situations to being patient and thinking things through really will help you in

your career. Okay. Thanks Sandy. Um how about Andrea I think people will in general focus where you tell them to, so don't focus on perceived obstacles. You know, don't focus on, you know, if you're a woman or your minority, don't focus on being the best woman or minority in the room. I think, you know, focus on being the best developer, the best broker, the best lender. Um and that perseverance and and calling folks attention to your ability to work hard and your ability to deliver results. Um you know, I think is the most important. There are a lot of dynamic personalities in our world. Um, you know, and I think that's certainly a trader commercial real estate. Um, you know, but I think you're absolutely be, can be successful when you focus on the right things. Yeah. It's kind of like don't look at the trees, look at the overall for it because you'll find your way through the forest. Right? How about joanie? What are your thoughts? Well, I guess what I would say is if somebody is considering, uh, if we're talking about females, are they considering going into commercial real estate? I would encourage them. Yes. If you listen to all the panelists, I'm here, especially Sandy and even chris and and Andrea as well. They started out at the beginning and they work their way up, they switched lines

or they switched kind of teams within, so there's a ton of opportunities within this. Um and then the advice that I would give if somebody is going to be successful and it is just um ask questions, don't sit there and think that it's just going to come to you a magically ask questions and be proactive if you want to know more about something, ask someone most people and I would say all of us on this panel had been in that spot, that we've been the question Nascar's and now we are, we're getting an opportunity to answer the questions. So whenever I'm looking for potential candidates are are looking to have people that are working with me, I'm just looking for someone who is willing to be proactive and who's willing to ask questions. So that that would be my advice. Thank you. And how about you, Catherine? Um, I would say, um, the first person on your team has to you and then you have from there, you have to kind of recruit wells you want to have on your team and also to think about your energy and energy you bring into the room and also have a large impact and how you do and whether you are considered for that next the meetings as well or whatever, whatever the impact. Okay. Thank you. Um, and uh, if anyone in the audience has questions, we haven't received any Q and A. Um, if you want to refresh your browser, you could do that. And um, it might allow us

to see more Q and A. But um,
uh, right now we um, I guess I'd
like to close it with a, with a comment
and it kind of goes back to um, what
others said and it's taking risks. Um I can
say that I built a career here at M and
T. Initially I was a commercial real estate um
loan officer. Well, first I was in um
loan administration and then I was a commercial real estate
lender. Um Then I got into the agency underwriting.
Um And from there I went into um F.
H. A. And I became the chief underwriter
and I was I was solid in that. I
mean, I I had developed a career in that.
Um and then someone came to me and said,
we want you to take this new challenge. Um
We would like for you to um really become the
ceo of the company. And I said, well,
you know, how could I do that? Because
I've really gotten myself to this point in my career,
why would I leave it all behind? And the
response was because you need to grow and in order
to grow sometimes you have to leave something behind.
So, um that's my closing and that is don't
be afraid to say no. Um, and put
yourself out there and be vulnerable. Um that's how
we get ahead. Um there is a question here,
um where do you want to be or ultimately hope

to achieve in commercial real estate? I'm starting to see some questions come in. Does anyone want to answer that one? Where do you want to be any changes and where you want to be? This is Sandy. I love what I do, I love structuring the deals. I love working with clients. I'm actually building a team. So it's right now, I'm in a position where I have great flexibility, I have challenges and I have people who can depend on me and that I can help lead and guide in their careers and that's what works for right now, five years from now, I may want a different challenge. But what's been great about m and T is that the organization has supported me and other women to do what we love and move forward. Thank you. Anyone else want to add on to that?

Okay. Um, we have time for one more question. Um, someone asked, um, I would like to know what advice you have for someone who has been primarily a stay at home mom for 20 years and now starting a career in real estate and making that transition for myself and my family joanie.

I guess you're, you might be closest to that.

So you sort of came back. Yeah, I would say go for it. No, I absolutely would. Um, that's pretty much Maybe maybe I wasn't a stay at home mom for 20 years, but I was to stay at home mom when I when I got into this uh, into this career

field, and so what I would say is go for it, and then um do just want to ask questions, be proactive, let it be known that you want to do things. Um if something comes up and probably this was a catalyst early on in my career, um you know, something new came along that we didn't really have, um have the staff that knew exactly how to take it, and I said, well, if nobody else knows, I don't know either, but I'll do it and I'll figure it out, um be willing to do that and take a chance. I mean, if nobody knows you're really not going to fail, right? Um so I would just say, take a chance, get out there and do it and again, just ask questions, ask questions. There's a ton of stuff that we don't know. I remember sitting in a meeting early on and not knowing some of the acronyms that we use, but being a little bit intimidated to ask the question, and so commonly I would sit with a pen in my hand, usually your hands under the desk, and I would write on the inside of the palm of my hand when I did not know a word or something that was being said. And then I would go back to my desk, google it, look it up, and then I would just start asking questions. What do you do about this? And where did this

come from? And it has served me well.

It served me well. I still do it today.

If opportunity doesn't present itself at the time to ask the question, I will still write it down.

So please don't ask to see the inside of my hand right here. I did not encourage you.

I know uh um we have another question and I know we're running short on time, but let's let's try and see if we can get to this one.

Um, someone asked, I have found in my career that as someone who is direct and a woman, it's often seen as extremely negative. My male bosses want me to portray a more feminine in their opinion, characteristic, for example, soft spoken, more willing to be doing administrative tasks. How might you overcome this? And the person I'm going to ask this to is someone who I know of is being very direct and that's Sandy. What would you give as advice for this? Somebody that has that uh, put at them. I've dealt with this in my career because I can be incredibly direct and quite frankly, when I was younger it could be off putting and that sounds strange, but I started recording myself having conversations to understand my tones to make sure I understood how I'm coming off to other people. Um, and once I realized that, and I didn't realize I was coming off so a brow and there's a difference between abrupt and confidence and you have, if you have a point in your confidence, people will,

you know, there are certain people that just don't have the emotional, like you to understand that, especially in this industry, but understanding how I communicate and my communicating style and my mindset to, um, a challenge and activity that helped me mature in my communication style at work. And it really has benefited me. Um, you know, I can be incredibly direct, there's no doubt about it, but now I've learned to sort of take a step back and monitor my tone. And it's really helped um It's really helped a lot and taking me taking me very far, but I have not lost myself either.

Um You know, I want I like to make sure that people understand my point, but I also want them to understand I'm not trying to pull those their opinion either, right? But you know, if a man spoke that way they probably would never even question it. So I think that's sort of the sort of the point in today, I'm glad that you're not going to change who you are because who you are makes you and we're very very thankful to have you. So Andrea you said you would china and what do you have to add to that?

Sure. So I would just say that you remember that leaders in general kind of hate to be challenged of course. Um and so um you know, they might not necessarily always be reacting out of a male versus female thought and I think that's something that's

certainly evolving in our industry in general, is that, you know, people were used to seeing women and their families in much more traditional ways. Um and I do think for the better that's evolving a bit, but I would also um you know, tell you, you know, don't don't change who you are, you need to be who you are um and look around you for folks to add to your team.

I love that, you know, as Catherine mentioned earlier to have different ways that they go about your business. Um You know, they don't always all play golf, they don't always all go to all the networking events. People have a lot of different ways to succeed in this industry. So make sure you add folks that have different talents um to your team because you know, I think you'll look around and notice that you're not the only one, you know, that that might be direct in your environment and I think it's great. I mean and Andrew, I did a little tough because in our industry, I mean it's so male dominated and You know, I may be in a meeting with 20 minutes and I'm the only female and you know, some of them are older, some of them have different opinions, some of them have, you know, certain biases that they just can't help. And it's been an interesting, you know, way to work through a career and navigate all those personalities. I mean it's but we find our way, which I think is

it's great. Absolutely right. I also think there's all of this go ahead Catherine. No, I was just going to say it's a fine line between aggressive and assertive and part of it is just thinking about that energy, your body language, your, you know, making sure you're listening more than talking and saying thanks for the smile, Well thank you and I'm certain that this group of women is going to be supportive of future women in the industry. Um and if anyone has um in the audience might have additional questions, I'm sorry, we couldn't get to them, we just got questions. Just all came at once, but we are sort of at our time, so feel free to reach out to any of us and um I'm gonna turn it over to Jessica to close this out. But thank you again to everybody, this has been um really a wonderful panel and I appreciate everyone's input. Great! Thank you so much Christie and thanks everybody for joining us for today's Webinar Women in Real Estate. We will have a survey that will pop up on your screen here in just a moment and we do value your feedback. If you could just take a moment to fill that out before you disconnect today. Thank you so much and have a great rest of your day.