



One question I always ask myself with each of the roles I have played at Hbc is "what can I learn from this?" No matter where I have worked all through my career, the chance to learn and grow has always been there for me. Every day I learn something and often it comes from the team I am part of. As a leader, I know that you gain respect from others when you acknowledge their expertise, and don't pretend you know something when you don't. You are only as successful as the team you are part of, and my role is to support and challenge the team to be the best they can be. Individuals don't succeed long term here, teams succeed.

In particular, my early store operations roles have given me a great understanding and appreciation for the need to focus on the customer. That grounding has helped me throughout my career – this is a people business, and it is all about taking care of our customers. I also have learned about the need to have a broader perspective as you make decisions and move into higher levels in the company. Don't just think about your specific area. I have had some great mentors in my career that have helped provide me with that broader perspective which is very important in such a large organization.

