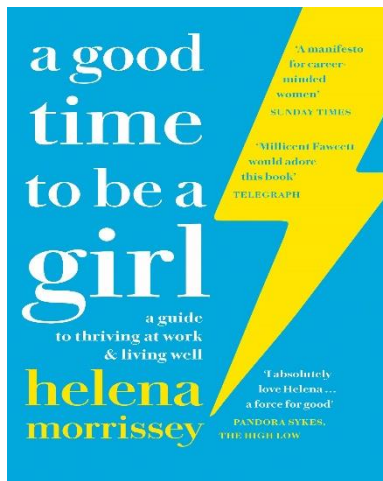# Dame Helena Morrissey

Founder of the 30% club, a global movement that campaigns for gender balance on corporate boards, Dame Morrissey was named the 2017 Financial Times business leader of the year. She is the Head of Personal Investing at Legal & General Investment Management, which has £894 billion of assets under management. Her recent book, *A Good Time to be a Girl: Don't Lean in, Change the System,* brought her to Toronto to speak about her personal journey and provide inspiration for women to pave their own paths to success. Let's keep up the momentum. It's our time!

Women lead differently. Dame Helena spoke from her own experience, particularly about her role as CEO of her firm, where she made the conscious decision to lead like a woman, not like a man. Women have empathy. We like to be liked. We need to earn trust. We cannot earn the right to lead by just having a title. What we bring to the table as women, the qualities and insights which are desperately needed in all aspects of business and life, only emerge when we fearlessly bring our whole selves. We are not pseudo-men.

Key Takeaways

- Why does Dame Helena advocate the the 30% Club? 3 out of 10 provides a critical mass for feeling safe and empowered, and is a start on the path to diverse and equal teams, which lead to better results.

- In the bigger picture, let's focus less on women on boards, and more on the pipeline of women coming up through the ranks. Mentoring these women outside of their organizations can be more powerful.

- Living in a digital world has changed our lives, personally and professionally. Smart businesses are now transitioning to agile working, especially as the next generation places more value on work-life balance.

- To create change, men must support women by leaning away from a patriarchal system that doesn't serve anybody well. Hence her message: "don't lean in, change the system!"

- Don't be too anxious and have confidence! People have confidence in confident people, and if need be, "fake it 'till you make it!"