

Stan Sorensen:

Hi, and welcome to Altabanking, a business podcast for everyone interested in elevating their financial future. I'm Stan Sorensen, and together we're going to hear interviews, information, and insights for making great financial decisions. It's Women in Business month this month and today it is my great pleasure to welcome one of Utah's most innovative and influential leaders, and someone that I have the pleasure of working with as a member of the Altabank Board of Directors, Deborah Bayle. Deborah, welcome.

Deborah Bayle:

Thank you, it's great to be here, Stan.

Stan Sorensen:

Yeah, we love having you here. Deborah and I are going to talk about all things women in business. Well, maybe not all things, but quite a few things, and it's going to be very interesting. We have a lot of fun information that we want to be sharing with you. We're going to be talking about the importance of women-run businesses. We're going to spend some time on the gender pay gap, and we're going to talk about how we can increase the number of women in C-Suite positions, and help women grow in the work force. All very important topics.

Stan Sorensen:

Deborah I could go and I could give your bio, but it's not going to be anywhere near as much fun as having you do it yourself, so why don't you go ahead and take a couple of minutes and introduce yourself to the folks out there?

Deborah Bayle:

Okay. As Stan said, I'm Deborah Bayle. I spent the majority of my professional career in the non-profit sector. I was a professional in the non-profit sector for over 40 years, and 20 of those years I spent in the CEO position, and just really briefly I had three jobs. The first, I was with the Salt Lake Chamber for 20 years. Started there when I was 24 years old. When I left there, I was the Chief Operating Officer. I left the Chamber to take the position as CEO of the Utah Chapter of the American Red Cross.

Deborah Bayle:

Stayed there for a pretty short time. I was only there for about three years, and left when I was recruited away from the Red Cross to take over the CEO position at United Way of Salt Lake. I spent 16 years there in that position, and I hate to use the word retire, because I'm not retired ...

Stan Sorensen:

No, you're not retired. No.

Deborah Bayle:

... but I left, I retired from United Way in 2015, and I actually took early retirement because my daughter, who is a professional woman, needed my help with my grandchildren. My mom had helped me the whole time that my kids were growing up, and so I felt that it was my turn, and that I wanted to pay it forward and help my daughter.

Stan Sorensen:

Sort of second career in a way.

Deborah Bayle:

Yeah, in a way, and it still is. When I left United Way, I had thought about it for a couple of years prior to that, and decided that what I really liked the best about being a CEO was the administrative side, which most people would say, "Are you crazy?" I love the administrative and the governance side of the business, and so I decided that when I retired, I wanted to look at getting on corporate boards.

Deborah Bayle:

The Altabank, which was Bank of American Fork at the time, approached me when I was still working, still CEO, and I had bank presidents and top-level bankers from all the major banks in the community on my executive committee, and I had to ask them if it was okay because this would have taken me away from my duties as CEO. Every one of them said, "This is a super opportunity for you. It's a great bank. It's something that you would be really good at, so go for it."

Deborah Bayle:

I joined the board of the Bank of American Fork in January 2014, and as I said, I retired in August 2015, so there was some overlap there. I have really enjoyed that. They took a chance on me because I didn't have a lot of banking experience. I had been on the board of the Federal Reserve Bank here, the Salt Lake Branch of the Federal Reserve, and so I had done that for six years. That really isn't banking. It's more economy.

Stan Sorensen:

Yeah, right. Yeah.

Deborah Bayle:

As I said, they took a chance on me, and I'm really glad they did. It's been a tremendous learning experience for me, and I've enjoyed almost every minute of it.

Stan Sorensen:

I think we're certainly the better for it as well.

Deborah Bayle:

Well, thank you.

Stan Sorensen:

I'm glad you made that decision when you did.

Deborah Bayle:

Well, thank you.

Stan Sorensen:

Yeah.

Deborah Bayle:

I also, I don't want to toot my own horn too much, but I also, I serve on about five other boards right now. Most of them non-profit, and am Chair of one, and chair elective of another. That keeps me busy. I also do some consulting work. I have my own consulting company but I don't really have a lot of time for that because of my other jobs, and I still tend my grandkids a little bit, so that's me in a nut shell.

Stan Sorensen:

Yeah, that's a lot. I mean there's a lot there, and very busy, and the temptation is to talk about your grandkids, for me, is very high, but ...

Deborah Bayle:

We won't do that.

Stan Sorensen:

Yeah.

Deborah Bayle:

I could go on for hours. I have many photos, just so you know.

Stan Sorensen:

Which we can share. I'm perfectly happy with that. All right. Thank you again for that. Let's dive in .

Deborah Bayle:

Okay, let's do it.

Stan Sorensen:

Let's sort of see where we go here. We have an entire month that we celebrate women in business, and women in business leaders, founders, business owners, etc. Let's just start with the level set. Why is that important?

Deborah Bayle:

Well, first of all, in Utah, 60% of women work. People don't realize that. Our numbers of working women are actually higher than the national average. Just to put it in perspective, 72% of men work, so it's not that much different.

Stan Sorensen:

Right.

Deborah Bayle:

44% of our work force is made up of women, and that's the reason I think it's so important because women play such a critical role in the success of our businesses, and yet they're not recognized and in many ways they're marginalized. I think by having this month where we're recognizing women, and showing that it's important for women to be in business, and that they bring a lot to the businesses they serve is very important. I'm glad that we're doing it.

Stan Sorensen:

Yeah. Yeah, I will say though that it feels like we shouldn't just have to take a month ...

Deborah Bayle:

No.

Stan Sorensen:

... to be recognized. It should just be ...

Deborah Bayle:

It should be part of ...

Stan Sorensen:

It would be a conversation.

Deborah Bayle:

Exactly. Exactly. Yeah.

Stan Sorensen:

Yeah. The fact that we have 60% of our work force in the state women, and that that is so much larger than the national average, what do you think contributes to that?

Deborah Bayle:

Well, we have larger families, as I think everybody knows here, and in most cases, it takes two incomes to support a family anymore. We have a lot of women in our state who are the only bread winner. About 25% of working women, they are the only bread winner, whether they're single parents, or single mothers, or whatever. They are the only bread winner, and so I think that both of those things play into the reason that we have a high percentage.

Deborah Bayle:

Plus, we have a higher percentage of part-time workers who are women than the national average, so I think that's one of the reasons is because in many cases you might have two people serving in part-time positions to fill a full-time position.

Stan Sorensen:

Do the part-time positions include the seasonal positions that are attached to some of the tourism and things?

Deborah Bayle:

Yes. Yes they do.

Stan Sorensen:

Okay. The fact that you've got 25% of the women in the workforce being the sole bread winner, it feels like then it's sort of a disconnect when we begin to talk about the wage gap.

Deborah Bayle:

Not really.

Stan Sorensen:

I guess it feels more inequitable to me if you put it into that perspective where you've got, here I am, and I'm a working woman. I'm the sole bread winner for my family, but on average I'm making 30% less than my male counterparts.

Deborah Bayle:

Many of the women who are sole bread winners are in low wage jobs. Many, many single moms here in our state live in poverty, they and their children live in poverty because these low-wage jobs are not seen as valuable as the jobs that maybe men perform. What we have seen is that when there are jobs that are dominated by women, the wages don't go up, but if those same jobs are then started to be dominated by men, you do see the wages increase. That's just another area that we really need to take a close look at.

Stan Sorensen:

Yeah. I'm going to circle back to that in just a second. The comment that I wanted to make as we talk about many of these jobs being lower wage jobs, it's interesting though that, if I'm not mistaken, a number of those jobs were deemed as critical during the pandemic, and so we were asking these folks to go to work, and put themselves ...

Deborah Bayle:

Put themselves at risk, yes.

Stan Sorensen:

... risk their health etc, as the sole bread winner, and you just get this perpetual ...

Deborah Bayle:

That's true.

Stan Sorensen:

... cycle of risk that's in there.

Deborah Bayle:

That's true and many of those women are women of color, and so as we know, they have a much higher percentage of people who contracted the coronavirus, and I think that's part of the reason is because they were exposed a lot more than maybe you and I would have been because we weren't in those kinds of jobs that required us to go out and be in front of people every day.

Stan Sorensen:

Yeah.

Deborah Bayle:

That's a difficult time.

Stan Sorensen:

Yeah. The wage gap, to bring that back around, the wage gap question, and the temptation, of course, is to say, "Okay, so how do we fix it?" If there was an easy answer to that, the question I'd like to ...

Deborah Bayle:

Right?

Stan Sorensen:

... exactly. You and I were talking about this before we started rolling, about the Utah State Women in Leadership Project, and the study that we both looked at, and one of the things that caught my eye, the very first paragraph talks about it could take anywhere between 40 years to 130 years to get parity, in terms of compensation. Obviously, we're not going to get it fixed today, but maybe we could bounce around a few ideas, some of the things that might help.

Deborah Bayle:

Mm-hmm (affirmative). It's a really complex issue. I think the easy thing to say would be, "Well, it's because women are discriminated against, and there are biases against women." That's true to a certain degree, but that's not the only reason that we have this wage gap.

Deborah Bayle:

I think that there's a cultural norm and attitudes here in Utah, and probably not just Utah, but other places as well where women are expected to stay at home, or they're expected to be the primary caregiver, and they're not given the supports that they need to get out of those low-wage jobs, and they're not given the educational opportunities. They're sort of put in boxes that I think are very unfortunate.

Stan Sorensen:

Yeah.

Deborah Bayle:

I think that that's another reason that we have this gap, plus we have, as I said before, we have larger families. People have more kids, and so women often will take breaks from their careers to raise their kids, and so they lose a tremendous amount of earning power during those years because when and if they come back, they often don't have the skill set that they had when they left, and so again, they get into these low-wage jobs, so sort of a vicious cycle.

Stan Sorensen:

Right. That employment gap question is something I wanted to be sure that we touched on. I know that the governor's one Utah plan has a couple of statements in it where he'd like to be able to address re-skilling, if you will, or skilling up, anybody who takes a gap in employment, but it seems to me that there's a bit of a hesitancy on there on the part of some women, to kind of jump back into the education pool, which then, of course, allows them to jump back in to employment.

Deborah Bayle:

Well, and many times it's because they don't have the support they need at home, and I don't want to man-bash because I love men, but in most homes, the woman is still expected to carry almost the entire load of running the household, and taking care of the kids. So often women will put their husband's educational needs first. Make sure the husband gets through school, and then they'll go back. Well, nine times out of ten, they don't go back because if they do that, it requires a lot of time away, and so they might just throw up their hands and say, "I just can't do it. I don't have the time and I don't have the support."

Stan Sorensen:

Mm-hmm (affirmative). Yeah. I think about that same ... There's that same discussion that takes place, I know, within families about going back to work period.

Deborah Bayle:

Right.

Stan Sorensen:

The statement is, "Well, I don't want to take that much time away from my family. I don't want to take ..." etc. Do you think that there may become a trend or that there's starting to be a trend, both on the education side, and on the employment side, to provide greater flexibility of hours, or greater flexibility of work locations and things like that?

Deborah Bayle:

Yes I do, and I think that's a bright spot. I think that that's one of the benefits that we've seen from the pandemic is that we have seen that we can do school online, we can work online, and we don't have to actually be there to be productive. I think we're going to see that continue. I also think that we need to take a close look at child care in this state because one of the other reasons that women don't go back to work, or don't work in the first place, is because childcare is so expensive.

Stan Sorensen:

Mm-hmm (affirmative).

Deborah Bayle:

They need to sort of weigh is it going to be worth my while? Am I going to get enough of a paycheck to make it worth my while to work, or is the childcare just going to suck up everything that I make? Also, there's a lot of areas in our state where childcare isn't even available.

Stan Sorensen:

I was just ... That's one of the things I highlighted in this.

Deborah Bayle:

Yeah. Yeah.

Stan Sorensen:

Yeah, we've got this big lag for the rest of the nation with respect to accessibility.

Deborah Bayle:

Right, and not only that, but the quality of child care. You don't want to take your child to somewhere you don't feel comfortable ...

Stan Sorensen:

Exactly.

Deborah Bayle:

... or that you don't feel that your child will be safe. I think that that is another big issue for many women.

Stan Sorensen:

Yeah. Yeah. It is one that I think is imminently fixable.

Deborah Bayle:

It is, but we need the policy makers at the state level to put more parameters in place for what childcare facilities look like, and how many kids they can have per trained caregiver, and so on. There are lots of things that could happen at the state level.

Stan Sorensen:

Mm-hmm (affirmative). Yeah. Trained is the operative word.

Deborah Bayle:

Trained is the operative word. Yeah, you can't just stick anybody in there.

Stan Sorensen:

Correct. Yeah, which again becomes another educational opportunity.

Deborah Bayle:

Unfortunately, background checks are absolutely critical as well.

Stan Sorensen:

Oh yeah.

Deborah Bayle:

Need to make sure that, again, our kids are safe.

Stan Sorensen:

Mm-hmm (affirmative). Yeah. You say that, and I remember ... I coach little league baseball for a number of years, and was involved in the YMCA with my sons, and I had to undergo a state-controlled background check every single year.

Deborah Bayle:

I think that's wise. I really do.

Stan Sorensen:

Yeah. It was sort of surprising to me that you'd hear about places where you don't have to do that, or you do it just once.

Deborah Bayle:

Yeah.

Stan Sorensen:

It's a little inconsistent there. The other element that jumped out at me, we touched on sort of re-skilling a little bit, but it's also was interesting to me in this study to read about the lag in girls and women who continue to pursue STEM-oriented areas of study, one, or two that don't go on to get advanced degrees or advanced certification after graduating from college or community college.

Stan Sorensen:

Obviously, the family pieces of that that we've been discussing is part of that, but it seems like that's only part of the cause to me.

Deborah Bayle:

Well, I do think that women and girls often are taught from a very young age that you can be this, this, and this, but you can't be this, that, or the other. I think that needs to change. I think it needs to change not only with parents, but with school counselors, and with teachers, and with the media. If you look at, so many times the media portrays girls as nurses and boys as doctors, and there's nothing wrong with being a nurse at all. It's a very worth-while profession, but I think those stereotypes get ingrained in little girls very, very early.

Deborah Bayle:

I think we need to do whatever we can to change those that are ingrained in our girls, and boys. This is kind of an interesting story. I was at my grandson's baseball game the other day, and the other team had two girls on it. We were sitting behind our team's dugout area, and the coach pulled all of the kids aside. We only have boys on our team. He pulled all the kids aside, and he said, "I heard that one of you said to one of those girls on the other team, 'Girls don't play baseball.'"

Deborah Bayle:

He said, "First of all, that's not true. Girls can play baseball as well as boys can. If I hear any of you saying anything like that ever again, you will not play on my team because that is not how we treat other ball players." I was so proud of him.

Stan Sorensen:

Yeah, right on coach.

Deborah Bayle:

He did it right there during the game, right when it happened.

Stan Sorensen:

Yeah.

Deborah Bayle:

I thought that was a really great lesson for those little boys to learn.

Stan Sorensen:

Yeah. Yeah, I completely agree. That's fantastic. As you're telling that story, I just keep thinking every couple of years, the Little League World Series, you have team that are mixed boys and girls, and there's always a girl who is either a phenomenal pitcher, or a phenomenal hitter, or in many cases both. On the one hand, you love to see it. On the other hand, the fact that it gets this outstanding media attention because oh look, it's a girl that does that. It just kind of continues to reinforce some of those perceptions.

Deborah Bayle:

Exactly. You're right.

Stan Sorensen:

I used to hate that.

Deborah Bayle:

Again, it was like we were saying about having Women In Business Month, it should be the norm that it's not. Something different, that it's just part of growing up is to be on a baseball team with both boys and girls.

Stan Sorensen:

Yeah. Yeah, exactly. Exactly. We've talked about the wage differentiation. We've talked about education. Let's talk a little bit about starting businesses.

Deborah Bayle:

Okay.

Stan Sorensen:

Women starting businesses. I follow a number of women entrepreneurs from the tech industry in Seattle because that's where most of my career's been.

Deborah Bayle:

Right.

Stan Sorensen:

I see some really interesting comments from them about not being able to get particular pitches with venture capitalists, or having a hard time when they go into banks, and things like that. The thing that I

really like is it doesn't seem to dissuade them from really going after it, and really starting a business. I know there are a number of women entrepreneurs out there. I know there are a number of women listening that are interested in starting a business. If one of them were to come to you and say, "Deborah, what should I do? I've got this great idea. I've got a business plan. What do you suggest?" What would you tell them?

Deborah Bayle:

What I would tell them first of all is, "You go girl," because it takes a lot of courage to do that. There's a lot of risk involved in starting a business, and I think especially for women because they don't have some of the same access to funding that men might. What I would tell them is, "Find a mentor. Find a role model. Somebody that can help walk you through the process, and if you need money, go to a woman-owned VC firm."

Deborah Bayle:

I have a friend who lives in Texas half time, and in Deer Valley half time, and she owns her own VC firm. She only works with women.

Stan Sorensen:

How about that.

Deborah Bayle:

Isn't that great?

Stan Sorensen:

Yeah, I love it.

Deborah Bayle:

She's not the only one out there. There are other women-owned VC firms. They're out there. It's just doing networking. That word is so overused, but it's absolutely valuable to get to know people, tell them what you want to do, and people want to help, especially women want to help other women, I think.

Stan Sorensen:

Mm-hmm (affirmative).

Deborah Bayle:

There are lots of men who make great mentors too. Some of my best mentors when I was coming up in the world, were men, and they took me under their wing, and they helped me, and their help was absolutely invaluable to me. I think it's absolutely critical to have people who sort of support you, and build you up, and help you get through all of the necessary things. The Salt Lake Chamber has a group that is for women business owners, and they offer classes, and trainings, and things like that to help people start businesses as well. There are others besides that, so there's lots of ways that women can find the help that they need.

Stan Sorensen:

Yeah. Yeah. As you know, we're running our Women In Business Campaign for lack of a better phrase, and again we thank you for your help in that in terms of evaluating a lot of those short essays that have come in. One of the things that I found kind of interesting is the variety of different businesses that we're seeing. In some ways, I think if we had a great way to promote the fact that women-run or women-founded businesses run the gamut just like any other business.

Deborah Bayle:

Sure. They're not all scrap booking companies.

Stan Sorensen:

Right, exactly. Yeah.

Deborah Bayle:

I had a friend many years ago, in fact, who she owned a company that was in the oil and gas industry, so totally out of what you would think a woman-owned business would be, but she was a pioneer and still is to this day. You're right. They run the gamut, and you can't assume that you know what kind of a business a woman's going to want to start or want to run.

Stan Sorensen:

Exactly. I met somebody through YPO a few years ago who runs a railroad, a woman who runs a railroad, and it's super interesting to talk to her about the challenges of that industry.

Deborah Bayle:

I bet it is, yeah. I bet it is.

Stan Sorensen:

A lot of different levels.

Deborah Bayle:

Yes,

Stan Sorensen:

We won't go too deeply into that. I would also say that the mentor question applies for women who are working to advance their careers ...

Deborah Bayle:

No question.

Stan Sorensen:

... and getting into the C-Suite.

Deborah Bayle:

No question.

Stan Sorensen:

I think about this a lot, having worked for so many companies that have just an absence of women around the leadership table, even around the second level of leadership table. I know that there's a lot of talk about how do we fix this? I'd love to get some of your thoughts on that. What can and should businesses be doing?

Deborah Bayle:

What I think, first of all, women need to be given those opportunities. The people who are in leadership positions need to recognize that they should be putting women into some of those jobs that come available. If they say they don't know any, or they can't find any, it's because they haven't looked very hard.

Stan Sorensen:

Yeah.

Deborah Bayle:

I'll go back to mentors again. I think women who are in either mid-level management, or wherever they are in the company, need to find mentors and role models to help bring them along, and help them sort of break into the C-Suite, and it might take a few years, so patience is ... You have to be really good at what you do. You shouldn't be put into the C-Suite just because you're a woman.

Stan Sorensen:

Correct.

Deborah Bayle:

You have to be great at what you do.

Stan Sorensen:

Yeah.

Deborah Bayle:

I also think that women need to receive training. They need to be given the chance to go to conferences, and to receive certifications, and sometimes people in leadership don't do that. They give those opportunities to the men, but they don't to the women. I just think one of the things that I have seen so often is that women are not included in the social aspects of the management team. That is so wrong.

Deborah Bayle:

Women need to be invited to the lunches that the management team goes to. They need to be invited to participate in golf tournaments, or just a golf foursome, and if you think that women can't golf, believe me, they can. I have many friends who are excellent golfers. They shouldn't be excluded, even if you're going to a Jazz game together, invite the women. They shouldn't be excluded just because they're women.

Stan Sorensen:

Right. Right.

Deborah Bayle:

That happens so often. I think what that will show when people see the women as being partners and equals, is that they will start to change their perceptions of women being in those kinds of positions. It's subtle, but I think it's absolutely so important. I have a really good friend who she's a CPA, and when she first started out in her career, she was in California. She was hired as a CPA. She wasn't hired as an assistant or anything like that. The first couple of weeks she was there, she noticed that she was not included in any of these kinds of things.

Deborah Bayle:

In fact, she wasn't even given business cards. She's a feisty lady. She's also a really good golfer. They were inviting people to go to a golf tournament, and she said, "Well, what about me?" They're like, "Uh, uh, uh," and tried to back pedal, but she ended up going. She had to ask. She had to ask for business cards, and this was a long time ago. I don't think that would happen now, but the other parts of it still do every day.

Stan Sorensen:

Yeah. Yeah.

Deborah Bayle:

I think women need to speak up because so many times it's unconscious. Men don't wake up every day and say, "I think I'm going to discriminate against a woman today."

Stan Sorensen:

Right.

Deborah Bayle:

They just don't.

Stan Sorensen:

I hope not anyway.

Deborah Bayle:

Yeah, I hope not. It's unconscious, and this bias that they have, it's sort of the old boys club that women talk about all the time, and need to break into that old boy club, and do away with it, and have it the old people's club.

Stan Sorensen:

Yeah. Yeah.

Deborah Bayle:

That's a big part of it. One of the things that I think is so interesting is that studies show, and I don't know which studies, I can just say studies show that women will not even apply for a job unless they feel like they have 100% of the skills for that job. Is that in the ...

Stan Sorensen:

Yeah. Yeah. That's in the ...

Deborah Bayle:

Men will apply if they only have 60%. I think the reason for that is because we haven't given women permission to do that. We need to do that. They need to know, they need to have the confidence to know that they will be listened to, that they will be respected, and that they will not be dismissed.

Stan Sorensen:

Yeah. Yeah, and I would even add to that that they have every opportunity to learn more of what they need in order to really perform the job, just like anybody else does.

Deborah Bayle:

Absolutely, just like anybody else.

Stan Sorensen:

Yeah.

Deborah Bayle:

Yeah.

Stan Sorensen:

Not everybody comes in as a true expert.

Deborah Bayle:

That's true. That's true.

Stan Sorensen:

One of the things as we talk about the C-Suite, and we talk about looking for the idea that if you say, "Well, I don't know a woman who could be a CFO, or I don't know a woman who could be a president," you just haven't looked hard enough. One of the things I've noticed is some of that inherent bias that there are jobs that men do and jobs that women do. The C-Suite, well of course the woman's going to be the head of Human Resources.

Deborah Bayle:

Because they're nurturers.

Stan Sorensen:

Right, because they're nurturers and all, and I just think about that sometimes, and I shake my head and I think, "Amy Hood at Microsoft."

Deborah Bayle:

Yeah.

Stan Sorensen:

Amy is the CFO at Microsoft, and she's darned good at what she does. When I went to work for Expedia, the President of Expedia Corporate Travel, who hired me, was a woman who had a sales and marketing background. She was running that whole division of a couple of billion dollars worth of travel bookings every year, so it really bothers me when that stereotyping takes place, and I do see it still.

Deborah Bayle:

Oh, it happens all the time. It happens all the time. Like I said, it's unconscious, I think, but there are consultants out there who train executive to overcome their implicit biases, and I think that every company should take advantage of that today.

Stan Sorensen:

Yeah.

Deborah Bayle:

Diversity, equity, and inclusion has become a hot button topic, and it should be. It should be.

Stan Sorensen:

Yeah.

Deborah Bayle:

I've taken a course on implicit bias, and everybody has it.

Stan Sorensen:

Oh yeah.

Deborah Bayle:

Everybody does.

Stan Sorensen:

Yes.

Deborah Bayle:

Once you recognize it, you can start to do something about it. I took some quizzes that were put out by Harvard Business Review about implicit bias. There were many different ones. There were ones on youth, on older people. Older people are really discriminated against. I can tell you for fact. Being an older person, I can tell you that, but there was religious bias. There was political bias. There was racial bias obviously.

Deborah Bayle:

It was amazing to me my own biases, which I kind of knew I had. There are some biases that I've been trying to overcome living here in Utah, but once you recognize them, and then as you look at people or talk to people, or whatever, you can say, "Aha, I'm starting to judge that person," and you can roll yourself back.

Deborah Bayle:

It's very, very valuable I think. Like I said, I think every business should take advantage of those opportunities to train not just their executive level team, but really even down into their mid-management teams on implicit bias, because like I said, everybody has it.

Stan Sorensen:

Yeah, and it feels to me like anybody who manages people, or ...

Deborah Bayle:

At any level.

Stan Sorensen:

Yeah, or even anybody that spends a lot of time working with people. Imagine at the bank of all of our tellers went through that.

Deborah Bayle:

Yes. Yes.

Stan Sorensen:

That could be a really ...

Deborah Bayle:

Or your loan officers.

Stan Sorensen:

Yeah. Yeah. Very illuminating.

Deborah Bayle:

It would be. It would be.

Stan Sorensen:

One more question, actually two more questions on the topic, and then we're going to get to a couple of off-topic things that I know are going to be surprises, but will be fun, I promise.

Deborah Bayle:

Okay.

Stan Sorensen:

What gives you the most hope as we look at the opportunities that are out there for women in addressing some of these issues that we've been talking about?

Deborah Bayle:

First of all, the thing that gives me the most hope is that we're sitting here talking about this today. Five years ago that would not have been the case at all. As we've been talking about diversity, equity, and inclusion has become the hot button topic. I serve as the President of the Utah Chapter of the National Association of Corporate Directors which is a mouthful, but we serve the director community across the country.

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Deborah Bayle:

It's one of the top issues with boards of directors as well, and the fact that we're talking about it, and that people are willing to deal with it, and I think many people are willing to change their policies, and their attitudes, and their behaviors as a result of this. Sometimes they need to be hit over the head with it, but I do think that people are much more willing and interested in this than they were five years ago, and I see that as a huge hope for the future, not only for women, but for everybody who wants to serve business.

Stan Sorensen:

Yeah. Fantastic. All right. We decided when we sat down to sort of map out how we do this Altabanking podcast, that we would always veer way off topic and ask some completely unrelated questions, and they're always ...

Deborah Bayle:

Just to put me on the spot.

Stan Sorensen:

Just to put you on the spot, and none of them are ... You can't incriminate yourself on anything here, or anything like that, but some of these are questions that I ask when I interview people. Some are questions kind of meant to just show a little bit different side, and maybe your listeners learn something new and interesting as well. One of the questions I always ask in interviews when I interview candidates is what books are currently on your nightstand?

Deborah Bayle:

I have been ... One of my problems is that I can never remember the names of books.

Stan Sorensen:

You and me both. It's okay.

Deborah Bayle:

It's terrible. I'm the same way with movies. I'm like, "Okay, this was a really good movie, or this was a really good book, but I can't remember the name of it." I have been reading a book about OC Tanner.

Stan Sorensen:

Oh okay.

Deborah Bayle:

You know who OC Tanner is?

Stan Sorensen:

Yeah.

Deborah Bayle:

This was a book that was given to me by a fellow Altabank board member, Natalie Gochnour, because she serves on OC Tanner's board.

Stan Sorensen:

Right. That's right.

Deborah Bayle:

This is a book that was written by their long-time President, Don Ostler, and it just goes back through the whole history of OC Tanner and his life, but also his business. It's just fascinating. It's been fascinating, and because it's a local company, and it's one that I've been really familiar with, it's been really good reading.

Stan Sorensen:

Yeah. Do you find yourself drawn often to those stories of sort of how businesses were created and founders and things?

Deborah Bayle:

Yeah, I like those. I also like books that I think will help me in my career, and in the way that I do things. One of the books that we have read as a board for Altabank is Speed of Trust. That has been a real eye-opening experience as well. I remember the name of it. That has been a really good one because you really see how you're seen by other people, and maybe able to make some changes that will help you be more trusted and so on. It's really good.

Stan Sorensen:

Yeah. I remember when Satya Nadella took over Microsoft, and I sound like I'm name dropping. I worked a little bit with him. We shared a manager for a while and all of that, so I know him a little bit, but I remember he had every one of his senior leaders and the Microsoft board read Mindset by Carol Dweck, and it was very much for the same type of reason as what you just described. Get everybody sort of thinking ...

Deborah Bayle:

Along the same lines.

Stan Sorensen:

... in a particular way and things. Yeah. Very interesting. What about if someone were to say, "Look, I just need some escapist fare to read. So much heavy stuff out there in the world right now. I just need to kind of dive into something, and escape for a while, what would you recommend?"

Deborah Bayle:

I read murder mysteries.

Stan Sorensen:

Yeah.

Deborah Bayle:

I read James Patterson. Primarily his Alex Cross Series.

Stan Sorensen:

Yeah, that's a good one.

Deborah Bayle:

That's my deep, dark secret. I enjoy those a lot.

Stan Sorensen:

That's great. Those are good books. One of the things that we hear a lot about, and really took prominence, of course, in 2020 when people were locked up in their houses and all is binge watching television, and/or movies, and/or something.

Deborah Bayle:

I'm not even going to tell you what I binged watched. It's embarrassing.

Stan Sorensen:

No, no. Hey, believe me, you cannot embarrass yourself. We've had this conversation with a lot of people.

Deborah Bayle:

Okay, let me tell you what I binge watched. First of all I watched Bridgerton on Netflix. That is up until this week was the most highly watched series until I can't remember what the one is Squid something.

Stan Sorensen:

Squid Game.

Deborah Bayle:

Squid Game, which I don't want to watch.

Stan Sorensen:

I haven't watched, and I don't think I'm interested.

Deborah Bayle:

I watched from start to finish West Wing.

Stan Sorensen:

Mm-hmm (affirmative).

Deborah Bayle:

Do you remember West Wing?

Stan Sorensen:

Oh yeah, quite well. You get.

Deborah Bayle:

I watched that series, and I watched the whole thing from beginning to end during the pandemic. Then, this is the one I'm mostly embarrassed about. I watched all of Grey's Anatomy too.

Stan Sorensen:

Eh, no need to be embarrassed about that. You could have said, "I watched all of the Bachelor and the Bachelorette," like 24 seasons.

Deborah Bayle:

I don't go there. I don't go there, and I also don't watch any of the Real Housewives stuff either.

Stan Sorensen:

Yeah.

Deborah Bayle:

That's where I draw the line.

Stan Sorensen:

Yeah. I remember my oldest son and his buddies in college watched The Bachelor and The Bachelorette for all four years they were in school. Yeah, and then he gave it up, but yeah, no none of those are embarrassing.

Deborah Bayle:

Oh good.

Stan Sorensen:

Yeah, absolutely not. The interesting thing about that is, because I did very much the same thing where you go back and you find these shows that we watched ...

Deborah Bayle:

A long time ago.

Stan Sorensen:

... 10, 20 years ago. We went through and watched from start to finish Thirty Rock.

Deborah Bayle:

Okay.

Stan Sorensen:

That's one of the ones that we did, and it's like almost this comfort ...

Deborah Bayle:

Exactly.

Stan Sorensen:

... in shows that they have this familiarity.

Deborah Bayle:

You know what I found interesting about the West Wing is that even though it was in the '90s, it was so relevant to today's politics and everything that's happening now.

Stan Sorensen:

Oh yeah. Oh yeah.

Deborah Bayle:

It was like, "Oh my gosh, things never change even though you think they do, they don't."

Stan Sorensen:

Yeah. Another one that I'll quickly throw out, if you find yourself the time is The News Room.

Deborah Bayle:

Oh, I've watched that.

Stan Sorensen:

Yeah, which also ... Yeah.

Deborah Bayle:

I loved that.

Stan Sorensen:

Which also is relevant today.

Deborah Bayle:

Yes. Yes.

Stan Sorensen:

Even though it was 10 years ago or something.

Deborah Bayle:

That first scene where he says, "The United States is not the greatest country in the world ..."

Stan Sorensen:

Such an awesome monologue.

Deborah Bayle:

I loved that. Is it on again?

Stan Sorensen:

Yeah, I think you can find it on ... You might be able to find it on HBO if you have that.

Deborah Bayle:

Okay, because I watched it the first time through, and I would love to watch it again. It was so good.

Stan Sorensen:

Yeah, we went back and watched it probably about a year ago.

Deborah Bayle:

Okay. That's a great suggestion.

Stan Sorensen:

Yeah. What about any new hobbies that you might have picked up while we were all sequestered in our homes?

Deborah Bayle:

I wouldn't say it's a new hobby, but it's one that I picked up again that I hadn't done since I was in my 20s, and that is Crewel embroidery. I have started doing that again, and I enjoy it a lot. I don't know why I ever gave it up except that I had kids and a career, and everything else, but it's very relaxing and so I have picked that up again. It's been good.

Stan Sorensen:

That's great.

Deborah Bayle:

Yeah.

Stan Sorensen:

Fantastic. Before we go, any other thoughts that you'd like to share with the folks that are listening or watching?

Deborah Bayle:

As far as women in business?

Stan Sorensen:

Anything at all. Completely up to you.

Deborah Bayle:

What I would ... The last thing I would share is that I think it's a really good time for women, and even though it can be discouraging, and Utah is always called out as being the most sexist state, and the place where it's the most difficult for women to get ahead, I know so many fabulous women leaders, and there are lots of them in this state, and we have great, great people here. I would just encourage people, women especially, to follow their dreams and not be shy about it.

Deborah Bayle:

Women tend to put themselves in the corner, and I think for women to be successful, they need to be present, they need to speak up, they need to sit at the front of the room, and they need to make sure that they are seen and heard.

Stan Sorensen:

Yeah. Could not agree with you more. That's fantastic. All right, well Deborah thank you very much ...

Deborah Bayle:

Thank you for having me, Stan.

Stan Sorensen:

... for coming on.

Deborah Bayle:

This has been really great.

Stan Sorensen:

Yeah, really appreciate it. Very important topic. I would actually say a critical topic ...

Deborah Bayle:

Agreed.

Stan Sorensen:

... for us to discuss, and to be discussed, and I hope that everybody that's listening and/or watching continues to have the discussion, and certainly as I've said to people before, they're more than welcome to send me mail. You can send it directly to my marketing team at marketingteam@altabank.com. If you want to continue to have this discussion, if you have input that you want to share that we can share with our customers and with our employees, we'd love to have that.

Stan Sorensen:

With that, thank you everyone for listening to Altabanking. As always, very much appreciate it. Until next time, please be sure to subscribe to the show on Apple Podcast, Spotify, Stitcher, Pandora, or Google Podcast, and we'll talk to you again next time.

