

## **EPISODE: #16 Hosting Jennifer Treviño, Leadership Fort Worth**

### **Shannon Bryan (Host):**

Greetings and welcome to the 16<sup>th</sup> installment of our podcast series the work force let's drop to you by Tarrant County college in North Texas I am Shannon Bryant executive vice president for corporate solutions and economic development and I will be your host moderating strategic conversations with employers and economic developers on all things related to preparing growing the workforce today and future.

Today please help me welcome our guest Jennifer Treviño executive director at leadership Fort Worth welcome Jennifer and thank you for being here.

### **Jennifer Treviño:**

Thank you so much for having me today.

### **Shannon Bryan (Host):**

So excited to have you on the show today. So, let's get started let's talk about Jennifer Treviño tell us a little bit about your journey to become the executive director of leadership for.

### **Jennifer Treviño:**

Well, I often joke with our program participants and say you just never know what might happen because I'm of two thousand nine graduate of leadership class and a really that sparked a lot of my community interest civic engagement in on in addition the rollers he had at UT health Science Center is the chief of staff to the president and so it just really sparked from there on you know building upon my corporate background my retail store operations experience as well as other things are you doing in the community and that's what helped me make that jump from consulting after my city council campaign in twenty seventeen and then jumping full-fledged in the non-profit sector first with girls Inc of terror county and now with leadership force.

### **Shannon Bryan (Host):**

Very nice and I just want to note that I am a 2021 leadership prime alarm and we talk about what that means. So, let's talk about leadership Fort Worth what is leadership for wars and how did it come to be?

### **Jennifer Treviño:**

So, our mission of the organization is really to educate empower and connect diverse leaders service catalysts for a vibrant sustainable community so what that means is we came about in 1972 we were formed by five founding organizations. Who 50 years later are still involved in our work so that includes a four chamber the junior league of Fort Worth Texas Christian University Texas Wesleyan University and the university of Texas at Arlington So, Those organizations came together in seventy two to form there's a fourth and what sparked this we're not the first leadership programs are all across the country crossmatch plex and a lot of them are affiliated with the national organization called the association for leadership programs A. L. P. right but we took the model that Atlanta had forms the leadership at Lana forms back in I think it was sixty eight and unfortunately a tragedy but it was one of those things where they had a large contingent of community and civic leaders who are unfortunate plane crash that left a huge void as you can imagine in the city's leadership and so they want to be better prepared for a situation like that and also generating the spark and everything else I think that was going on in the country at the time also aligns with this that you know that model was then adopted across the country out you go to Leadership Dallas there's a Fort Worth leaders Boston please but Lana you know they're all different because they need to be focused on what the community needs so that's one of things as we're trying to do is make sure that we're providing the leaders a fourth needs now and hopefully for the next fifty years.

**Shannon Bryan (Host):**

So, leadership Fort Worth offers several development resources for the leaders including later prime that I mentioned.

**Jennifer Treviño:**

Yeah.

**Shannon Bryan (Host):**

What is the focus of the various programs can you talk about those and how does it benefit Tarrant County executives.

**Jennifer Treviño:**

Right so I'm gonna start with the class leadership classes the nine month program that I graduated from and that's a program that's designed to gather established leaders usually they're director level and up in their careers and they've already been involved with the community probably already been on a non-profit board or have that kind of experience but they're looking to get additional training and really fostering that that deep connection with understanding the challenges in our community and of course explaining their network one of the things that we hear from all of our programs as you know I'm well networked in the banking field or I'm well that worked in the engineering world but I would never have had the opportunity to meet somebody in health care K. through twelve education higher ed non-profit the broader community and you know that's one of things that we bring together so that's a 9th month program we are about to be announcing in the coming weeks our 50th class so well they actually think here it's very exciting I you know 1973 to 2023 you know we're fortunate you met. Former mayor Kenneth Barr was in the inaugural class we're gonna be reaching out to all of the members of the inaugural class to celebrate with us as well but then we've also added some other program so leading edge is a six month program and that's designed for emerging leaders typically are younger professionals are even in the work force but really looking to deepen their community understanding and so there's more focus on helping them build the capacity connections and understand what it means to be a community trustee.

**Shannon Bryan (Host):**

Is our mentorship program part with that?

**Jennifer Treviño:**

Not yet okay that that is something that we're talking about of how do we take the different programs especially from our alumni as a way maybe of engagement to have leader prime graduates help mentor leadership class members and class members mentor ads members and so on and so forth I me up all the.

**Shannon Bryan (Host):**

First all right.

**Jennifer Treviño:**

Good well and that's it was just us figure out how we set it up and get it going but I think that's definitely something on aren't the fries and especially as we get ready for an extra teachers plan leader kids isn't the next program and that's our youth program that I want to talk to about so it's designed for eighth graders and we partner with Fort Worth ISD and the tissues leadership center and they've been with us again you know for a long time and that program started back in the nineties as a part of an initiative under mayor Kay Granger at the time to make for that more child friendly city so the class took that project on and here it is today they've graduated over twelve hundred students through that permits you know selected 8<sup>th</sup> graders from about two dozen middle schools across 4<sup>th</sup> iced tea and they go through basically a similar program that we do for adults but in a more condensed fashion that starts usually in October and ends in April before that the T. C. mentors in our spring semester okay.

**Shannon Bryan (Host):**

So, it's funny that you mention eighth graders because a lot of time when I'm talking to employers in my role about learning development for their employees about retaining employees and recruiting employees is I always ask the question are you engaging With the K. through twelve sector. And typically, the answer is yes but what they say is they're engaging with you know. I was in high school. And so, I always make sure you engaging with the eighth grader right because the eighth grader that's kind of the influential stage right so was there any rationale behind the 8<sup>th</sup> grade level.

**Jennifer Treviño:**

Yeah, I think. So, and as that messes with my experience in the community and volunteerism as well eighth grade being such a pivotal transitions are so much you know just from social emotional standpoint for the students but that's also from just a dropout prevention standpoint that's a lot of things that happen in that period in that transition the ninth grade an online really paved the way do they do they graduate do they go on to careers or college or other certification programs so yeah there was that really was part of it and I think also leadership force recognition of the pipeline development we have to do theirs with the having the TCU student mentors involved one there's a relational standpoint I can hone it right of having a college student with eighth graders the other aspect of it we move it around the community just like we do with our other program so every program days a different site so the experiences being in different parts of the city of Fort Worth maybe they have never been out of that in their neighbourhood or school you know bubble. But also gives an example to other leaders and speakers and careers and thoughts and ideas about what they can do so you know many of his you know having that that I've you can see it you can be it. What is really important in that program.

**Shannon Bryan (Host):**

Right especially to when you see people like you who are already doing it right exactly and to be the best that you can be.

**Jennifer Treviño:**

Yeah sharing their stories and sharing their journey and then maybe I can do that too yeah.

**Shannon Bryan (Host):**

Exactly so those are those are wonderful programs any others you want to be.

**Jennifer Treviño:**

The last one is on your end so that was develop that was started the leader prime is our news program developed in twenty fifteen twenty sixteen and as a recognition of the change that force was going through of our community leaders or executives a lot of them are coming from other parts of the country the world and kind of wanting to get them out a crash course in the fourth culture not necessarily to hold onto maybe outdated things or whatnot but just to get them connected quickly so it's a three day intensive as soon you know and experience typically in the spring the dates shuffle around depending what's going on but two days back to back in the spring and then a month later the Thursday or Friday that we close that brings together about two dozen leaders we invite partners and spouses also joined with those selected invited leaders usually from companies that have just relocated leaders that have just been promoted so it's definitely for like the newer C. suite type executive in our community and one of the things I love. However, had a conversation in our last.

A court that just graduated 2022 and it was one of our leaders on the phone with the staff person who had recommended he pursued this opportunity and he was telling this person on the phone that I'm so glad you made me do this program there's no way I could have met all these people or made these so many connections it's such a short time it would take months if not years to do all this and really get plugged in and no people that I could pick up the phone and say Hey we are a leader prime together and that's the secret sauce for most of our programs for adults and all that.

**Shannon Bryan (Host):**

I'll be a commercial for you later prime was fundamental for me. Yes, I'm in love. Learning the foremost culture just learning. The people that are here. The different leaders in the community because you're right I would have never been engaged so quickly.

**Jennifer Treviño:**

Right.

**Shannon Bryan (Host):**

It's a great program so if you're listening later prime here executive here in the area or new to the area by all means.

**Jennifer Treviño:**

For sure.

**Shannon Bryan (Host):**

Reach out to Jennifer thanks so.

**Jennifer Treviño:**

Sure.

**Shannon Bryan (Host):**

Can we go back to the 9-month program can you talk a little bit about that format are you meeting once a month and you're engaging With. Like economic development one education the next and yeah that format looks like.

**Jennifer Treviño:**

Said that nine months will kick off in September of this year and they'll graduate in May and each month there's one month I think it's October this year that they'll have two dates we moved it. Are we doing this you know we did lose some learning things right you know from least to behave to the two days in February and as we all know the winners have been a little challenging lately so we're moving some things around but yes typically each program day is focused on a different topic Sir we start off by laying the foundation about commuter station like what does it really mean to be a comedian trustee that you're committing to making Fort Worth be a better place for everyone to live and work and that by making your decisions that you are Ideally enhancing the broad community but at least doing no harm to another segment of the community so we start with that then we talk about other program days include human names where we might talk about food security or insecurity housing and homelessness other days include arts and culture education we typically talk K. through 12 and higher education in the area all of our hired education partners including terracotta college and then fabulous partners for all of our programs you know this last year we were at city hall in the council chambers and at least half of the class had never been to city hall let alone in the council chambers where decisions are being made that affect their daily lives so that's really what we're doing even at an adult level of exposure and insight in helping them understand what impact of local elections how does that work but also exposing them to one of the things that are going on in the in the community the arts organizations the other non-profit organizations and so yes each month as a different focus on a different topic.

**Shannon Bryan (Host):**

Okay wonderful so I'm curious to know what are your hearing among sure. Guess of all the programs that you have what are some of the biggest challenges facing leaders in the Fort Worth community currently that you're hearing.

**Jennifer Treviño:**

I think one is it really fostering that pipeline so we have representation challenges right I think I have benefited from working with growing up with mentors and you know people that believe me and gave me opportunities growing up that many others didn't have so I think that's one of things is building that pipeline because for example our public school district for

they stayed in grand there's like a dozen school districts in Fort Worth proper let alone when you're expanded Tarrant County.

Beginning all of those students ready so college ready career ready in between as we've seen with the pandemic and people need to get re trying to go back to school and shift gears so I think that's what we're saying that with that talent retention because we're doing a lot to foster that growth. Within the youth and our students in K. to 12 but then making sure that they feel like they have a place to go here in Fort Worth and that they're not going off to Austin they're going off to another community that they feel more welcome to so I think that's one of the challenges but you know I think the other thing is like all of us have been doing changes happening so much faster you know just as I mentioned earlier support will be embarking on our new strategic plan. And you know the school of thought used to be you could have a five- or ten-year plan and more like. A rolling three years or maybe you know revisited every eighteen months so seeing that even go from the for profit sector into an organization like ours it's a non-profit I think that's again some of the same challenges that leaders are having when we talked about the great resignation at our breakfast event our leadership outlook breakfast event this past spring we had so many different leaders and HR childcare non-profit and at the end of the day that's it's really how do you keep folks there so many more options that have been presented during the pandemic and then we're also seeing all the generational shifts.

At Victor I'm a Gen X. or so I feel like I. Can kind of straddles some of the generations and can relate somewhat to the baby boomers but also to the millennials that are aren't that young anymore and now here comes to NZ and you figure all that out so I think that's the other shift that we're really seeing in folks trying to really understand what that means for how we work where we work when we work.

**Shannon Bryan (Host):**

That's a big topic I'm having conversations with everyday visiting CEOs and executives in the region every day and even across the country.

**Jennifer Treviño:**

Yeah.

**Shannon Bryan (Host):**

This is the first time in history we've had for five generations in the workforce.

**Jennifer Treviño:**

Yeah.

**Shannon Bryan (Host):**

And so, we have multi generations in the workforce and how do we communicate with each other and it's not that one is better or worse than the other right it's a different way of communication and so that is definitely an issue so I'm glad you're approaching that as it's much needed these days for sure.

**Jennifer Treviño:**

Yeah, and we're definitely talking about a lot even in there our conversations on the topics you see how the generational differences can come up.

**Shannon Bryan (Host):**

Yep, we certainly can so I'm curious to know from your role in the community here what is your view of the region's economic landscape because we were talking about you know companies coming here from other places companies are expanding and growing here that have been here for a long-time legacy companies. What's your view from your seat?

**Jennifer Treviño:**

I see it very dynamic and changing and some positive pressure you know so I have stuff I had to call you say you know pressure makes diamonds and so you know sometimes you're

forced to change maybe you're not ready to but it can really create great opportunities and things and I think that's the thing that I'm saying with the. Overall economic community and people are wanting different things from weather to chamber with transition like ours so adapting to the states so you know what we used to do even when I went through leadership class what flight with the class that we have now even that we just graduated in and they want more interaction more opportunity to gauge what's it's with each other even less talk at you know kind of thing so just little shifts even like that that make a difference in how we approach our programming speakers we invite you know not saying that all of our speakers or facilitators have to be you know show masters so to speak but you know having that right combination of delivery and content and the ability to engage adult learners it's really important to.

**Shannon Bryan (Host):**

Yeah that's a whole different whole different engagement so I'm curious to know what the the folks that you have coming through all of your leadership programs primarily at the adult level.

**Jennifer Treviño:**

Mmhm.

**Shannon Bryan (Host):**

Is there a certain percentage of your tracking that are actually coming here from somewhere else versus those that are already here.

**Jennifer Treviño:**

So, I would say the mix is definitely shifted so when I went through St 2009 majority folks were fourth natives are pretty close as we do just kind of a show of hands with class or even the executives that number gets smaller and smaller and so I think that's also why our work is important to help bring those people together that might not otherwise cross paths.

**Shannon Bryan (Host):**

And that's what one of the reasons I wanted to have you here today because working and my role in economic development here in the county you know there's so many new businesses coming here in part of the reason for this podcast in this existence is that most of my guests are typically CEOs and executives from companies in the region who just recently moved here.

**Jennifer Treviño:**

Yeah.

**Shannon Bryan (Host):**

And so we're talking to them about. You know. Why did you move here how are you finding the talent how are you finding the collaborative relationships and so promoting you know leadership for or to ski.

**Jennifer Treviño:**

We're trying to do more on that front to see how we can plug in more with companies that are coming said just as maybe not. You know the old school of the folder relocation packages in our matures their list of movers here's your list of realtors you know those kinds of things but the modern version of that so we're trying to figure out the best way to approach that so that we can be a resource for the noon news organizations that are coming here to.

**Shannon Bryan (Host):**

Write so I guess that was one of my questions what role is leadership Fort Worth Plano economic development and I guess the second question is are you going to add that as part of your vehicle and possibly so.

**Jennifer Treviño:**

Excuse me as I mentioned earlier the secret sauce of leadership for that really think is our ability to giving people that wouldn't otherwise cross paths to have discussions to work together to learn from each other and so because of that cross pollination and that awareness that we're fostering I feel like that's where we play the best because you get a lot of companies have training development department so we can go to. T. C. C. or other organizations that have you know executive education retraining that cutting but no word you're gonna have it for work organization like ours it's bringing together the cross section of the community that you have ends not only who is in the room at the covert but also then the exposures to the different organizations companies where we host the programs the speakers and whatnot that we bring in and that's even why we're trying from alumni standpoint to continue that ongoing exposure and networking opportunities between all the classes.

**Shannon Bryan (Host):**

So, working with all the employers and all the leaders that you are working with obviously big topic this study is work for skills gaps. What kind of education skill sets are you finding that I know you work across a lot of different industries but from a foundational general standpoint what kind of skill sets are you finding that your folks are looking for potential employees.

**Jennifer Treviño:**

I hear a lot about like having a good strong foundation of technical skills but also really high on the emotional intelligence you know being able to understand people read people read a situation read a room. That's something that continues to be a key skill it comes up a lot the other essays just willingness to learn or be trained in and so I had an early bus that's I give a lot of credit to his name is Tom Carter who is the unit director for H. E. B. grocery in Waxahachie Texas where I was right out of college but he explained the people unabashedly. You know no issue the program that I was then I was the first person in that store that had been placed for that program so. You know. People don't know what to make of me and he said I'm immensely work for her someday that's the best way he could set like season this development program that's going to be it's you and I think that's the other thing just leaders no matter what level you're at you can learn from all your employees you can learn from even sources you wouldn't expect you know so that's I think the other thing about hearing from higher ed but you're an engineer you're hearing from. You know folks in health care but you're in the non-profit sector and I think that's what we get out of our own you know four walls.

**Shannon Bryan (Host):**

Virtually or and I got to get outside of the comfort zone right?

**Jennifer Treviño:**

And that's where you got those new ideas can come in the different perspectives can come in so I think those are the kind of top three that I'd say That strong technical skills but good emotional intelligence willingness to learn and then the new ideas being open to new ideas and fresh perspectives.

**Shannon Bryan (Host):**

And that's what I always say when I'm talking to employers to all ask them the same question and always say make sure you're always. Not only for us because as leaders we always have to continue our lifelong learning right learning never stops if you want to continue to grow and prosper but even for our young folks for employers who are trying to hire new employees I always say higher for curiosity because curiosity is you know it's somebody who wants to learn they want to know they want to expand and those are the types of employees that you want do you want the ones who are curious because they're going to be willing to learn and grow and help you grow in the meantime yeah.

**Jennifer Treviño:**

It's that basic asking the why we do it this way and kind of busted through that. Well, that's just the way we've always done it. You know kind of thing and so I think. No more yes good gives you the idea of like well. Why do we do it that way.

**Shannon Bryan (Host):**

Yeah, exactly so I want to transition just a bit so I always the topic of diversity equity inclusion is a really important topic for me and the work that I do and in particular being employed by you know I've been employed by a couple of major community colleges here in the country and I often see. Minority students being the majority of students at the community college level but then I walked down the halls of the regional players allies don't always see the same reflection and you're a certified diversity professional and I'm curious to know tell us about that in the approach to diversity in recruiting for leadership four or C. programs right.

**Jennifer Treviño:**

So a couple things so I had the option of being one of the first cohorts of the national diversity council's diversity first program so that's where I got the certification and I did that because I wanted to have I wanted to know more not just to lean on my lived experience and growing up in background and training as my life as a leader is a female executive with the biracial background you know so being able to flex in different scenarios but also in wanting to understand more about it and build a support faculty staff and students at the time at you anti health Science Center so it was important to me to have that and not just laying on my experience in that sense because I know I don't have all the answers either and again recognized I have bias will advise.

**Shannon Bryan (Host):**

That we do.

**Jennifer Treviño:**

And we have to really recognize that or have people around us that will check us on those things so was really educational for me and even since I did that program in fifteen twenty fifteen to twenty sixteen thanks of off so much so it's a constant learning again I think that goes back to what we were talking about earlier how we're looking at it from a leadership former standpoint I'll be honest when I went through the program I don't know that our mission included basically provided fourth with a personalized leaders didn't realize that was a thing because honestly my class was not that diverse back then it's one way more diverse now when I say that that's not just. When I called to check the box diversity what you can see. Race gender is missing it is L. G. B. T. Q. make. Meaning it is from Fort Worth not from forward for. You know different parts of the country different backgrounds people have changed careers and then shifts like I did from I think this is my sixth field but I've been in now as I'm in the non-profit world. But I think we're looking at to to make sure and our program participants call aside it went through it with there's a panel and they feel like there's a perspective a voice that was missing we talk about it that's why there's an importance of the evaluations we read the feedback after each session say okay Mr both there and I think that's where one of the program directors I hired Sir fairly. Who? The Celtics at leadership class leading edge programs she's great about wanting feedback and it helps me to to say okay it's not like criticism per se but it's how we get better.

**Shannon Bryan (Host):**

Right exactly.

**Jennifer Treviño:**

So I think you know we still have a ways to go from that standpoint with diversity you know our board is more diverse but we're still not in line with gender you know so those are the areas I look at and we're even made a shift this last year of we don't have a lot of opportunities to do business with companies organizations but where we can to be intentional about that so catering for example or who we order swag from or even going to

organizations that support had been there were willing to host us like at our distilleries son or partnering with some of the new organizations in town that because I have a. Multi-generational team there on the pulse of knowing some of those things too.

**Shannon Bryan (Host):**

And that's important right the diversity of your team from all aspects so so here is the name of the employers that you're engaging in the members that you have are you hearing a lot from those individuals that are have employers are they implementing strategies on diversity equity inclusion?

**Jennifer Treviño:**

They are I think back to again when I was at it should be. I was twenty something years ago and I was on their inaugural diversity council so in some ways it's still then versus now is there still things that are relevant challenges I think in a post George Floyd era that we're in that loop we're living and I think that's one Fort Worth that kind of a tipping point for many people in Fort Worth that we talk about a lot more openly again because with the pandemic what's going on across the country from a social issue standpoint. I think employers can't ignore it anymore they can't separate it because our employees are demanding and expecting especially younger generations you know they want to feel good about the company that they work for.

**Shannon Bryan (Host):**

Right.

**Jennifer Treviño:**

They want to know that they're doing good things in the community that they have the opportunity get back how are they being good corporate citizens or speak so I'm seeing more recessions even like us that have more statements policies around recruiting. But not just even saying okay we have to have a diverse slate or we have to do outreach and diverse communities publications or what have you but also around family friendly which is interesting because you know wait with the great resignation you also heard about the great exodus of women in the workforce child care transportation only thing single parent families so I'm seeing that shift as well which I think will ultimately help. The broader population more diversity groups in the community also within organizations are more E. RG is again I think complete resource groups that kind of tailed off a little bit.

**Shannon Bryan (Host):**

Right.

**Jennifer Treviño:**

There are funding having, Executive sport support and sponsorship which I think is really important because. If the leadership side of honor doesn't make an important than the lower ranks or the broader employee base doesn't say by that because I think it's just check the box.

**Shannon Bryan (Host):**

You gotta have the top down.

**Jennifer Treviño:**

Yeah.

**Shannon Bryan (Host):**

Absolutely so would generate obviously on the topic of leadership. Any piece of advice you would give someone inspiring on the path towards a leadership role what would it be?

**Jennifer Treviño:**

This one two or three if you prefer okay amber in the rules a little bit. And this is something that these are the things that I I will continue work on myself and so it's not like I'm the

executive director of this organization I'm done you know and let it go but I say stay humble. Remembered that the best leaders really do surround themselves with people who are smarter with that than they are or have different experiences. Admit when you're wrong.

**Shannon Bryan (Host):**

That's an important one huh.

**Jennifer Treviño:**

And then or that even if you just didn't handle something as best you can you know I think that's important don't be afraid to have tough conversations. That you know there's certain I think it burning brown says something like you know you can be clear but kind and a lot of people would much rather weak we oftentimes in the get cut her name is feelings are. You know. Upset them. But not being clear makes it prolong gates you know tension challenges you know miscommunication if we just said look this is where we're at this is where we need to be cleared we just clear expectations and clear this is one say that think that I see I've been on the receiving end but also see it as resist the urge to micromanage I think when things are tense and you know the stakes are high people leaders can.

Get their own way and get their people's way to set those expectations be there as a resource you know encourage your folks to reach out to with questions and things but also set the goal and then let them get their help. They want to hear how they had to say it because it may be different from you but doesn't mean that they will end up in the same place.

**Shannon Bryan (Host):**

I think we're all guilty of that one right we all have to learn our lessons from that as we go through our journey of leadership yeah so well that's great.

I am want to give you an opportunity to promote leadership forward thinking so any of the programs that you mentioned today I again you've definitely got my stamp of approval loved the program love the stuff that you're doing there I think it's great I think it's very important to the future and the sustainability of this region how does someone reach you yeah.

**Jennifer Treviño:**

We have a great website of course you can do that but the best way is probably just send me a note at [jennifer.trevino@leadershipfortworth.org](mailto:jennifer.trevino@leadershipfortworth.org) all spelled out dot org it is my the longest email address I've ever had Orton caller text me on my mobile which I've had for the same number for years so I have no problem getting it out it's 8173195876 again if you Google leadership Fort Worth will come up it's leadership Fort Worth all spelled out dot org we're on all the social media on all.

**Jennifer Treviño:**

Facebook Instagram linked in and Twitter those are the platform somewhere on so hopefully one of those will. Beyond your years fears well.

**Shannon Bryan (Host):**

Very good in any last thoughts or words of inspiration in particular for our student base here at T C. C. or for our young folks here in the community.

**Jennifer Treviño:**

I think one of the things that I tell a lot of folks is your career path does not have to be a letter as I would say definitely mine hasn't been I describe or like a jungle gym because I've gone up down sideways different directions and it's best when you consider that working as a leader and in the non-profit sector like I said is that my six industry and I'm there's probably one more after this. Who knows but I think the important thing is figuring out what you like to do what you're good at how to transfer those skills and you know especially if you live within your means that gives you more flexibility to plan to make a career shift let's go back to school take a job that's maybe more meaningful but doesn't pay as well.

**Shannon Bryan (Host):**

Those difficult decisions yeah but you got to make them for yourself.

**Jennifer Treviño:**

Definitely a jungle gym is kind of the image.

**Shannon Bryan (Host):**

I love it I love it well Jennifer thank you so much for being here today we really appreciate learning more about leadership or worse and all the programs that you offer and very grateful your time here today. Hopefully we'll see you again soon

**Jennifer Treviño:**

Thanks so much and it was it was my pleasure

**Shannon Bryan (Host):**

so in for everyone out there is listening we look forward to seeing you on the next edition of the work force winds thank you.