

FT: Jacki Zehner, welcome to So Money, I'm really honored to have you on the show!

JZ: Thank you! It's lovely to be here with you.

FT: I feel really lucky to have you on the show, I know a lot of our listeners are eager to hear about your experience in the world of finance as really a pioneer, a trailblazer on Wall Street for women. I just wanna brag about you for a second. I mentioned in the introduction but it's worth repeating. You, in 1996, became the youngest woman and first female trader to be made partner at Goldman Sachs. And from there you have gone on to really pave the way for women in the world of finance and banking.

JZ: And really broadly, I would say, just women who wanna be leaders and make a difference. And speaking of making a difference, you are an active member of Women Moving Millions which is a nonprofit organization helping to mobilize unprecedented resources for girls and women, and you there are the Chief Engagement Officer. So I definitely wanna talk a little bit about that as well and share your experiences there with our listeners. But first, tell us about what it was like being a woman in what is still considered to be a man's world on Wall Street?

JZ: Gosh! I know, I'm feeling old at the moment. My kids remind me that the '80s was a very long time ago. [chuckle] So I started in 1988, which was great as an analyst on the trading floor. And frankly, I didn't have a lot of expectations. I mean when you think way back then, you just didn't have the media in the form that you did today, for me to even really have a real sense of what Wall Street was all about. And I grew up in a very small town in Canada. And I told my son yesterday, I'm like, "Matt, we had two channels and the one of them showed "Little House on the Prairie" most of the time." So coming from that, going through college, arriving on Wall Street, I just didn't really know what to expect. But it was actually really awesome. When I joined, women were really starting to come in in much higher numbers. I think my analyst class was probably 40% women back in the '80s. And it was within two years that I landed a job on the trading floor. One of very few women that were sitting with the headsets on in front of these rows and rows of computers. If you saw Wall Street, something like that.

JZ: But it was a really wonderful experience. I mean, super intense, frankly. And there were moments where I was like, "What the heck am I doing?" But I was really grateful to have an outstanding manager. If you ever read the book or thinking about wanting to read a Wall Street book called "Liar's Poker", he was prominently featured in that book. And he was really great. So I had someone who was really looking out for me. I had another great boss. So it was a challenge, for sure. Lots of stories to tell about inappropriate situations on one hand, but on the other hand, what an opportunity to be a trader, to be making decisions around how a firm allocated their capital. And it really just taught me a lot. It gave me a lot of confidence, forced me to be a decision maker which always wasn't easy. But I think it's fundamentally changed how I think about the world, how I think about myself and really feeling such an obligation in some ways to really try to open up the field of finance for women 'cause it really is an incredible career.

FT: What do you think differentiated you at the time so that you were able to become that leader? I think you said there was a great support system but still, women were a minority and still are in that world. And so how did you stand out? How did you... Did you sort of make a goal to do what you did? Or just kind of, it was circumstance? Talk about that journey, but specifically, why you? Why do you think you made it so far and others did not?

JZ: Oh gosh. That's a great question. I think it's a combination of a lot of things. Women always say, "Oh, I was so lucky." I don't wanna lead with that, and yet, look, I chose to lead with that, in some ways. But I think it's a combination of hard work, opportunity, and luck, which to me means

being at the right place at the right time. So, I think I brought all those to the table. I mean, being a trader in the mortgage-backed area in the 90's was a great place to be. It's an exploding market. I don't mean in the negative way that it exploded when all these financial instruments blew up in the 2000s.

JZ: It was... Securitization was huge, which was taking debt instruments and creating, repackaging them for different purposes. So, it was really a growth time so that the opportunity was there for me at Goldman and they gave me the seat to make the most of it. And I think how I made the most of it, was, of course, hard work. I mean, that's the key ingredient, I think, to anyone's success. I would hope. I really loved what I did and took not only sort of the idea of "How do I make money for the firm" very seriously, but it's in the context of really building a franchise and building great client relationships, and great relationships with our sales force.

JZ: So I think that was sort of key for me, being focused on the people side of the business, not just the make the money. 'Cause I thought, and Goldman's set of business principles hold up to that. They put that forward, that clients do come first. And I really believe that and practice that. And I think, at the end of the day, too, being made partner and promoted, it's because I cared so much, so deeply about the culture of the firm. I mean, I loved Goldman. It gave me incredible opportunities and I always was a "hand up" kind of person in terms of doing recruiting, or helping on leadership development, or hosting interns, you name it. So I think that really helps me stand out in addition to all those other things is what a culture-carrier I was. And I loved that part of my job.

FT: What do you think now of all the negative press firms, not just Goldman, but all of the Wall Street firms are getting? Is it heartbreaking a little bit? Because you were so...

JZ: Yes.

FT: Part of that culture at one point, and now to see it kind of, just be sort of looked at in such a negative light...

JZ: I know. No, it's very heartbreaking for me, 'cause I do think financial services and capital markets provide such a key role in our society. And I left Goldman in 2002, so it was a long time ago, versus where it is now. And I missed that whole meltdown, sort of, phase of it. But it's heartbreaking to me because efficient capital markets are really important, and they're based on integrity and they're based on trust. And there's a lot of reasons why trust should be broken in the financial services sector, not just because of the mortgage crisis, but the crisis around LIBOR and all sorts of securitization issues and Madoff, you name it. So those...

JZ: It's heartbreaking because the vast majority of people that I worked with had impeccable standards in terms of how they conducted business and even their personal accountability. They were just really great, smart people. And I still think the vast majority of people in the world, but in financial services, too, are really, are good people, hardworking, honest people. So, I think it's still gonna take a while for the industry to get its trust back. And I actually see that women's leadership and participation is key to that because I do believe that a diversity of perspectives and breaking away against, I would say, an old boys' network, to a certain degree, is one of the preventions we have in the future against financial meltdown.

JZ: I think you can get, in certain organizations, it can become too "clubby" and too "insider," and then who becomes the whistleblower? And I think Wall Street has to open itself up to be much more diverse, not just in terms of gender diversity, but every form of diversity, be much more transparent and to be much more self-reflective around what is their role in society and where is their accountability in terms of not only the bottom line, but what it means to run an ethical, global

financial company and an ethical, global financial system.

FT: Absolutely. I agree. And now, your work, I think, is a real reflection of what you just said. Your work now in the nonprofit space as Chief Engagement Officer for Women Moving Millions. Tell us about the organization and what is on the plate for 2015?

JZ: Well, yeah, thank you. So, after I was in Goldman, I've spent 10 years, 12 years really, and mainly in the philanthropic sector. And I have such a passion around women's advancement and leadership and women's rights. And I took that with me through a variety of different roles and board service, and we have a foundation that we give. And sort of it all ended up to me landing as Chief Engagement Officer for this community. It's a global community of over 200 people that have made gifts of a million or more to organizations of their choice, around issues that care... They care about that primarily serve girls and women. So just last year, we launched an initiative, which is really about building a global philanthropic movement of women supporting women. And I called ALL IN FOR HER. And if you Google "ALL IN FOR HER" around Women Moving Millions, you can download a beautiful white paper/call to action that really invites women particularly but men, of course, as well, to step into their capacity to support other women.

JZ: This is mainly a philanthropic focus that we do hope over time it's more than that, in terms of how we use all our resources in alignment with our vision for more just an equitable world. But ALL IN FOR HER is focused on really four things. One, get big, which is that level that means... It's something meaningful to you, 'cause we know money isn't all it's ever about but it's really needed to fund the causes and issues that we... And the strategies that we care about. Two, be bold. So it's not just about the money, it's about you and it's about bringing your full capacities, your leadership, your influence to the table for the issues you care about. Three, is use a gender lens, is we did this report on and noted that such a small percentage of overall philanthropic giving is actually specifically targeted towards girls and women, somewhat less than 15%.

JZ: And our goal is to really elevate the strategies and the organizations that have a particular focus on issues, like violence for example, economic inequality and opportunity that do focus on girls and women. And the fourth piece is collaborate, like do it together. Have fun together. Join giving circles. Figure out with your friends, colleagues or people that you find that share a passion around a certain issue or area, do things together. And I think that's where true advancement is really gonna happen, if we really partner. And passion plus passion equals more than passion squared. It seems like it's passion to infinity.

FT: And the site is womenmovingmillions.net. We'll put that on the site at So Money podcast, as well. And you mentioned, "Be Bold," so now is the time for you, Jacki, to be bold with me. We're gonna talk money. And you spent some time sharing with us really cool insights about the broader picture of your part and role in the financial world. And making just... Paving the way for women. I wanna learn more about you, personally, Jacki Zehner, my financial philosophies, failures, fears, wins, successes, all that stuff. Starting with something that is very personal to all my guests, and it's always very different. But what is... You would say, "Your personal financial philosophy mantra," some of us have more than. But for us, share one that is really special to you that helps guide your decisions and choices with your money.

JZ: Gosh. This is hard coming up with one, but this is such a big one. Maybe it, sort of, includes everything. Mine would be: Invest wisely, spend thoughtfully, and give generously. 'Cause at end of the day, I think those... There are three things you can do with your money, invest, spend and give. So those are the guiding ones. Invest wisely, is probably pretty self-explanatory. It's just really around thinking about your investment decisions, and not just, kind of what asset class and what you're investing in. But who are you supporting? Who are you handing your money over to that's they're gonna make money on your money by investing your money. It's sort of taking it all the way

down that food chain. Increasingly, I'm really thinking a lot about, or trying to do a lot more in the impact investing space.

JZ: Spend thoughtfully, do I really need that? I really ask [chuckle] myself that question. And sometimes, I say, "No," and buy it anyways. But just be really thoughtful of what you spend your money on. And align it with the budget, and of course, give generously. That's why I'm spending a lot of my time now, and I continuously challenge myself to think about at any point in time, how generous can I be, not only with my money, but with my time.

FT: And I would just, with investing wisely, it doesn't just have to be an asset class or a portfolio, or a stock. It can be in yourself and others, in an idea that you have. I think, especially now, it's really important to make that commitment to yourself in an economy that is changing so quickly. And we need to be able to be changing as it evolves. And so, I'm a proponent of that.

JZ: Me, too, I like it.

FT: Alright, money memories, Jacki, you've already shared with us your memories stemming back to the '80s and the '90s working as a woman on Wall Street. But take us back even further. I'm curious to know, Jacki, little girl Jacki, earliest money memory that has necessarily shaped how you think and act with money.

JZ: Oh, gosh! Well, I think my earliest money memory, I was thinking about this when you asked this questions, it was definitely, getting money for teeth. I was like, [chuckle] "I don't know what that's teaching younger children." Really, but that was my earliest money memory when I thought about it. But when it comes to lessons learned, it really is connecting... Money is something you get for hard work. I grew up in a small town in Canada as mentioned, and my dad managed a grocery store and he would be closed on Sundays. Remember those laws back then? Or in the evenings, and we would come in as young children, and safe up the store and clean boxes. So even as a young child that was sort of a job. He would pay us out of his own pocket, but we would come in and have work and we'd have our spending money, and so I always associated... And I started my job when I was like 13. I worked in a concession stand and then Footlocker, and then Dairy Queen and you name it. Money to me was never something I just got. It was something I worked for.

FT: Sounds like you got a taste of it quite early on which I find is parallel in so many people's stories. People who have success, financial success in their 20's and 30's, lo and behold, they had a job before they graduated from high school and sometimes as a very young child.

JZ: Yeah. I mean, I think it's harder today. You know, kids, A, there's fewer employment opportunities it seems for younger kids, and it's also, I have two children, 14 and 17, and my 14-year-old hasn't had paid work, but my 17-year-old has, refereeing and things like that, but it's just how busy there are. School work is so much more demanding, and I think that is a challenge and a problem, and granted, my husband and I are on different financial situations than my parents were when we were growing up, but I think so much has changed but the value of having a job and having that responsibility as young as you can get it, I think you're right. I think it's so important.

FT: Well let's talk about failure for a second. I think you've had so many successful moments in your life and we're gonna talk about what you think is your So Money moment, but before we get to that let's have you share a failure that you're willing to admit because, hey, you learned from it and you're probably happy that it happened. As so many times we look back on our failures and go, "Yeah, that kinda needed to happen for me to get out of my comfort zone."

JZ: Yeah. I've had a few. More than a few of them, honestly. But my biggest one was investing and starting a music recording studio in Canada. And you're probably like, "What? Why would you do



that? Why?" And I'm just actually just going through this exercise in my life right now where I'm thinking about my thinking. What are my unique thinking talents? And where do I get energy from? And what is it I do that really makes me happy and joyful and I tend to want to do more and more? So this anchored in one of those types of things. I have this huge relational... I would say talent or propensity. People are really important to me. I care a lot about people and I spend a lot of time, even in my life now really, I'm trying to help people achieve their dreams.

JZ: I met someone in Canada who's an extraordinary talented musician and he really had this. And it was my home town where we still spend a lot of time. And he's an incredibly talented wonderful guy, and he had a career in music and he was now older, and he said people were coming to him to help develop them as recording artists, and he was absolutely convinced there was a business model here. And he was such a good friend of mine and I was like, "Well that sounds kind of fun. Yes, let's do that." and there was no recording studio in my hometown. Anyways, we did it, it cost a lot of money, but more than that, just huge amounts of time and hassle 'cause it was a physical set up. It was buying equipment, and then it was one of the employees. We've completely derailed in the process and there was chaos. And it was a disaster. An unmitigated financial and personal. It cost me a friendship and relationship as well a lot of money and a huge, huge, huge amount of time.

JZ: So it didn't stop me from wanting to help and support people but it really stopped me from saying, "Before you put a large amount of money and a time and actually make it your baby. Think it's gotta be your baby and not someone else's dream." So I've learned to differentiate and think about how I support and get behind different things, and really thinking about it in terms of the relational peace, the money peace, the ownership peace and the idea peace, and trying to see where all of those come together and before I sort of jump in, especially when it's a friend, I think we should absolutely support our friends as much or more than we do complete strangers. But be very mindful going into it, playing out the scenario of, "What if it goes wrong?"

FT: Yeah. Because with friendships, I mean you're running on emotion there and not necessarily logic, and that can get you in a lot of trouble.

JZ: Yeah. And I just didn't think it through, frankly. I didn't think it through, and the fun factor and relational factor always weigh more heavily for me. It was a hard lesson and it was a real painful one.

FT: Well, you made it through. [chuckle]

JZ: I did. I'm here.

FT: You're here. Alright. So Money moment, Jacki. Talk about a time in your life where you just really felt financially you accomplished so much, and it was something that maybe you strived for, you worked hard for?

JZ: Well, I think for me, a big moment, 'cause this... It's more about personal development, I was working at Goldman at that time for a number of years and I sort of found out that someone who I really felt had my similar job didn't make as much money for the firm, did not have my team player-ness, ended up getting paid a lot more than me. And I found that out in a way... There's not a lot of transparency but I did find that out and it just devastated me. Because I thought, wow, I just trusted the system so much. I just really trusted the system and I think this is a classic woman's mistake in many ways. And I was so upset and I really realized I couldn't get over it, that I went and got another job offer, and basically, went in to resign to, not my boss who made the decision about what my compensation would be, but a higher level person. Mr. Mortara, my "Fat Ankles" Mortara from... Even though that's not... He's a really wonderful guy, I shouldn't even be repeating that.

25:03 JZ: And so I basically resigned and he's like... Actually I resigned to my boss and then he came, he pulled me like, "We need to go have lunch." So we had lunch and he's, "Why are you leaving?" And I told him. I said, "I found out you're paying me this and someone still made so much more money. That's just not right. It isn't fair." He's like, "You're absolutely right. I didn't know that that happened. I wasn't watching out for you." And I was even more mad, I'm like, "How could you not watch out for me? I thought you're my mentor." And he said, "What do you need to stay?" And I said, "I need you to," and this was before I made partner, of course, I was like, "I need you to be responsible for me, you not to take your eye off of my career." And he said, "Okay I can agree to that." And he said, "What else?" And I said, "I need a bigger opportunity." All the sudden, I'm like, "Okay..."

FT: Leverage.

JZ: I was laying it out. So I laid out four or five things, and he said, "Okay I'll do that." And I whipped out a napkin, and I wrote it on a napkin and I shoved it over to him to sign. I was, "Sign your name". He said, "I can't do that." And I said, "You don't do that, I'm leaving." So he signed the napkin. And for me that was sort of that lesson of "ask for what you need". And had I, and he'd been maybe out that day or whatever, maybe I would have gone and left Goldman and who knows what my career path would have been there. But shame on me for not doing that beforehand. And maybe I needed that trump card in my pocket, but before we make big decisions like that especially in your career when you're leaving, and I think a lot of times it's because there's a feeling of injustice. Say, "What have I done to make sure that I'm at the table in a way that's appropriate?" And stand up for yourself, and that was a lesson learned.

FT: I think that is so exemplary, Jacki because, and So Money, but the way you did it, the way you handled that with such grace, with such confidence, I think it certainly helped that you had that trump card, that you had that leverage of saying, "You know what? I got a job offer and I'm on my way out the door." You happened to be nice enough to have lunch with your mentor to share honestly and candidly why you were leaving, and at that point I think because you were already a wanted woman, wanted for hire at someplace else, you were out the door. You had the power in that conversation and I don't know if it would have turned out the same if you just kind of stormed in to your boss' office and said, "Why am I not getting paid as much as the other guy?" without anything else to offer. Except for the fact that "I'm a woman and I should be making as much."

FT: I always write about how to ask for a raise appropriately, and it's such a hard thing to navigate, but you just have to do it. You just have to do it. But sometimes going in with the accusation of, "Well I'm making less than this other person," you need something else, I feel like to justify it. You shouldn't have to, but in the world of business, it comes down to how much they want you. Right? How badly the company wants you and is willing to pay for your worth. So I think you did a great job of doing that and getting what you wanted, and I learned a lot from that story.

JZ: Thanks. It's interesting because one of the things he put back to me is, even if that was true, "Jacki, I have the long view in your career." And I was like, "Well you have that view, but you've never shared that with me". And maybe, and I'm not still saying that I wouldn't have made it the same or fine if saying, "Look, I have my eye on you to be partner. So this small amount of difference in your compensation today in my view doesn't really matter." So it gets between sort of that dialog between, I would not say I used the term "mentor", but now I would... There's both a mentor and a sponsor, and they can be the same person and they can be different. And I think it's really important to have a relationship and to feel like there's someone above you that you like and respect, and hopefully within your chain of command that is looking out for you.

JZ: And that's a two-way street in terms of how you build the relationship, and I think too often you

sort of ask without investing in that relationship, too. There's a balance there, but yeah, I think it's really important to always know your market value, and if you're going to use that card, know that you can't use it all the time. But you're right. I don't think I probably would have had that leverage without it, but in the same sense, I knew this man well enough that he knew my passion was there. And I didn't... It's really tricky. I agree with you. It's not cut and dry, and it's a lot too, really understanding the personality of the person that ultimately has that, is making that decision on your behalf.

FT: Yes, and sometimes you just have to bite the bullet and go in and get... Ask for what you want. And I always say, "You don't get what you deserve, you get what you negotiate."

JZ: Yeah, I like that. That's true.

FT: Thank you for sharing that, that was So Money. Okay, let's talk rituals. I assume that you have habits and things that you do regularly to enrich your financial life, and I would love if you could share one of those habits with us, whether it's daily, or less frequent.

JZ: Yeah. I have a lot of them, as you can imagine. I do... It's just to review our financial position on a regular basis. It's understanding your assets, and liabilities, your investments, just taking a whole view. We keep everything sort of in a spreadsheet where we can sit down and say, "Okay, where are we now?" in a very holistic kind of way. It's just the discipline, and I have to say, my husband's been better at this of late than I am. But it's just really knowing where you are at any point in time. At least for me, it makes me more able to make sound decisions on that 'give, spend, invest' framework. So always keeping that holistic, knowing where you are pretty much at all points in time, so you feel like you can make decisions wisely.

FT: And do you do this quarterly, once a month?

JZ: Yeah it's... Quarterly in detail, but weekly, monthly.

FT: How do you stay in touch with one another on financial decisions? What's been the best formula for you guys?

JZ: It's really constant communication. And once a year, we really sit down and really talk through it. Not just like what we're spending and what managers we're in things like that, but now that we're both 50, which is a big milestone, it's really think about our goals. And are we living the life that we want to live? How our financial resources supporting that or not. And what we want to do over our life time and how we see our money, not just in terms of how we invest it and give it, but the role that's playing in our life. Is it playing too big of a role or too small of a role? So it's not just... We really have a lot of conversation about it and I think that's one thing that keeps us anchored together as a couple, is just coming together, again, not because... I don't know. Because it's such an important thing. I don't want to overplay the role of money in terms of that being the means to the ends, but it's oftentimes, an end to a means, and that being the life you want to live and how you express your values.

FT: I like that. Yeah, it's the challenge to find that balance. You want to be in control of your money not the other way around, but you also don't want to be obsessed with it either as a result.

JZ: Right.

FT: This is the part of the interview, we're almost done, where I get to ask you some really quick questions. Actually, they're sentences that have not been finished and you're going to finish them. And first thing that comes to your mind just say it. So Jacki, if I won the lottery tomorrow, say \$100

million dollars, I would...

JZ: Invest in three woman-owned startups that I'm looking at in a big way.

FT: Can you share with us those startups? [chuckle]

JZ: Well, one is this amazing company called "Levo League", which is a platform for women entrepreneurs. It's unbelievable. It's not women entrepreneurs, women millennials around professional development, started by this awesome woman name Caroline Ghosn. She's just brilliant, and I love the platform, I love her, I would give her a big, not that she needs it at the moment. But, I would still force upon her a big chunk of money, because I really believe in what she's doing. The second one, it's not public, but I've always been obsessed with a platform that both creates... And it's much of what you're doing sort of creates and curates content for women that's combined with just a certain set of voice and perspective on current events, money, philanthropy. But it's more than that, it's combined with how do you really take action.

JZ: So I think of iVillage, a million years ago and sort of a modern version of that, and I'm really passionate about film as a tool for social change, and involved with a lot of initiatives around documentary films, started the first ever feature film funds for women directors. So the third business would be a real platform around film, for and by women, that would sell and distribute, and curates amazing content. A lot of that's through partnerships. But, again, really combine social action with documentary films.

FT: I love that. And I am a big fan of Levo League. Caroline is a phenomenal leader and I'm honored that they've actually had me contribute there, and it's a wonderful community, so needed.

JZ: Yeah. She's amazing.

FT: The one thing that I spend on... The one thing I spend money on that makes my life easier or better is...

JZ: Someone to come clean my house.

FT: I've heard that from quite a few successful busy women, and I always love hearing that. What's...

JZ: Yeah, I could... Yes. It's just once a week, but it makes... I love it.

FT: What is the one dirty work you hate doing? Mine's laundry.

JZ: Oh, there are many.

FT: All of it?

JZ: Lots of things.

FT: All of the above.

JZ: I mean, I clean the bathroom. I mean, who likes to clean a toilet? Like... Just no. I do every once in a while, just because... Okay, I just have to. Can't lose touch with reality too much, but cleaning that toilet... I'd rather not do that anymore.

FT: Right on. My biggest splurge, something I spend a lot of money on, maybe a little too much and I'm embarrassed to tell you, but here it goes...

JZ: Oh, mine's makeup. And it's not that it's a lot of money, but it's ridiculous. I have like bins full of lipsticks, because I feel like it's cheap and cheerful. I know it's kind of a cliché, but makeup and lipstick.

FT: One thing I wish I had known about money growing up is...

39:00 JZ: It's investing. I've lucked into it, frankly, but I didn't know anything, never took any classes, and it's not what my parents did, and I wish I grew up knowing about the investment side of money.

FT: And, yet, you still went on to become a partner of Goldman Sachs, so there is hope for all of us.

JZ: Yes.

FT: And finally, "I'm Jacki Zehner and I'm So Money because... "

JZ: It's important that women see money as the power tool.

FT: I like that.

JZ: Maybe that... Is that a weird answer? 'Cause I was thinking about that.

FT: I guess...

JZ: I'm So Money because it's important...

39:37 FT: Well, I guess that's a good...

39:38 JZ: It matters that we own our financial resources.

FT: Well, why are you, Jacki Zehner, So Money in your life? How are you an outstanding financial role model?

JZ: Because I give generously.

FT: I like that. And you absolutely do. We should mention again that Women Moving Millions has raised how many millions of dollars so far?

JZ: Wow. We've... It's hard to count, but catalyzed over half a billion.

FT: Half a billion. That is... That's remarkable. That's remarkable. And you must be incredibly proud, and you're touching so many lives, and thank you so much for joining us today on So Money.

JZ: Thank you. Thank you. This is been so much fun.

FT: Loved having you. Please keep in touch. We'll be watching you and, again, all of the websites mentioned and the resources mentioned will be featured on [somonypodcast.com](http://somonypodcast.com). Thank you,

Jacki.

JZ: Thank you.