



Gender Differences in Navigating to a Leadership Role



Meet Tammy

- › BKD grown – established in 2000
- › Product of Sterling, Colorado
- › Mom, wife, daughter, sister
- › Teams: Nuggets and Broncos
- › Favorite Food: Spaghetti
- › Super Power: Resiliency



Meet Ryan

- › BKD enhancer since 2004
- › Product of Carroll, Iowa
- › Dad, husband, son, brother
- › Teams: Red Sox & Broncos
- › Favorite Food: NY style pizza
- › Super Power: Change Agent

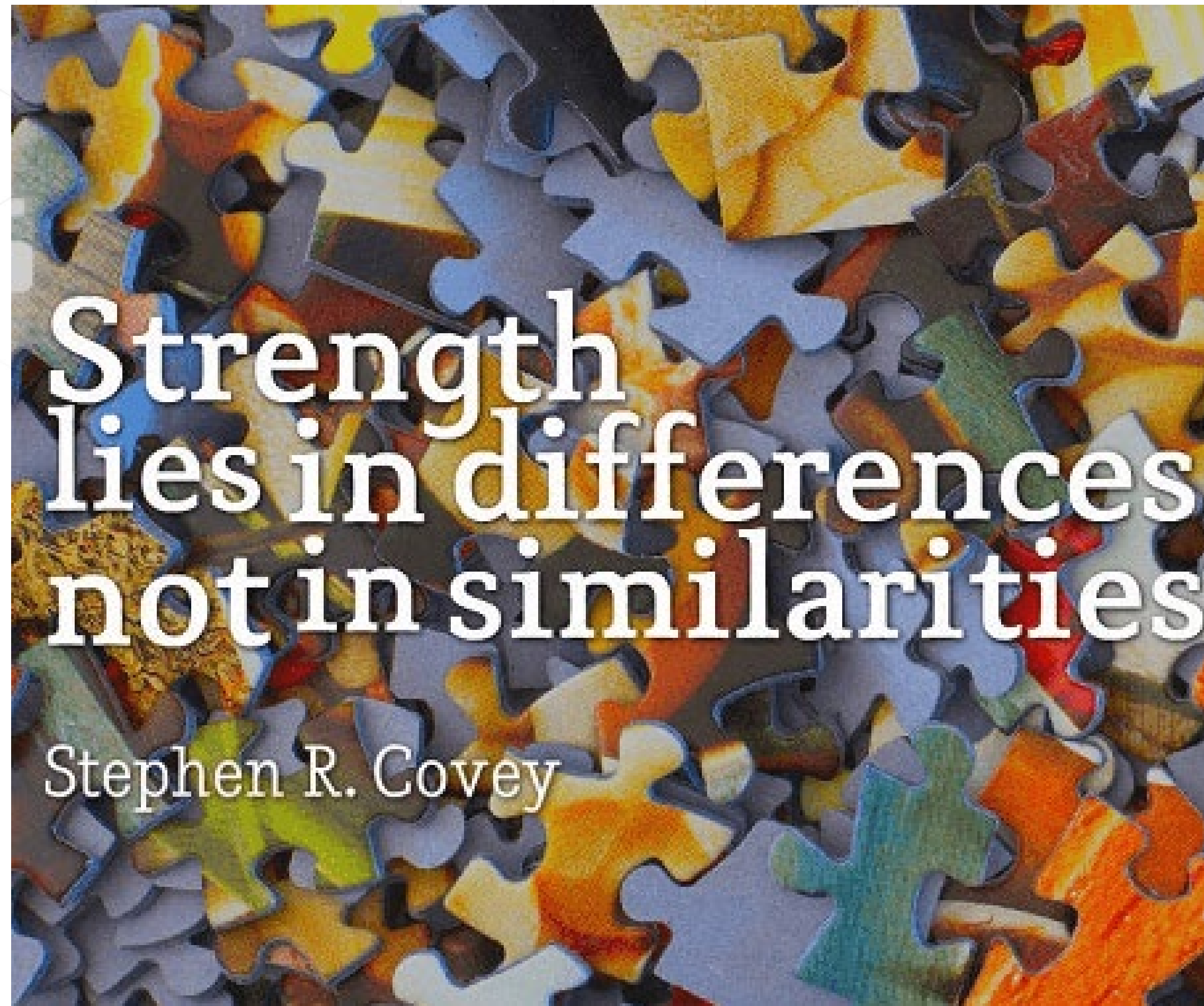
Colorado Springs' Finest



Road to Leadership

- Let's talk about our differences
 - Communication
 - Confidence
- Mindset and how that impacted our careers
- How did we challenge and support each other
- Career roadblocks
 - Support and sponsorship
 - Going it alone

Respect the Differences that Make us Stronger



A great relationship is
about two things,
www.rishikajain.com
first,
find out the similarities,

second,
respect the differences.

Communication



Communication

Tammy

- › Let's hear about the process and story
- › Extrovert
- › Build consensus and make a decision
- › MP Role Requirement

Ryan

- › If I need more information I'll ask you
- › Extroverted Introvert
- › Build consensus and make a decision
- › MP Role Requirement

Confidence

Tammy

- › Consider the opportunity
- › Spaghetti & meatballs
- › “Defeat” and “Retreat” are not in my words



Ryan

- › Count to 10
- › Hole in the wall
- › “Defeat” and “Retreat” are not in my words



Mindset Matters

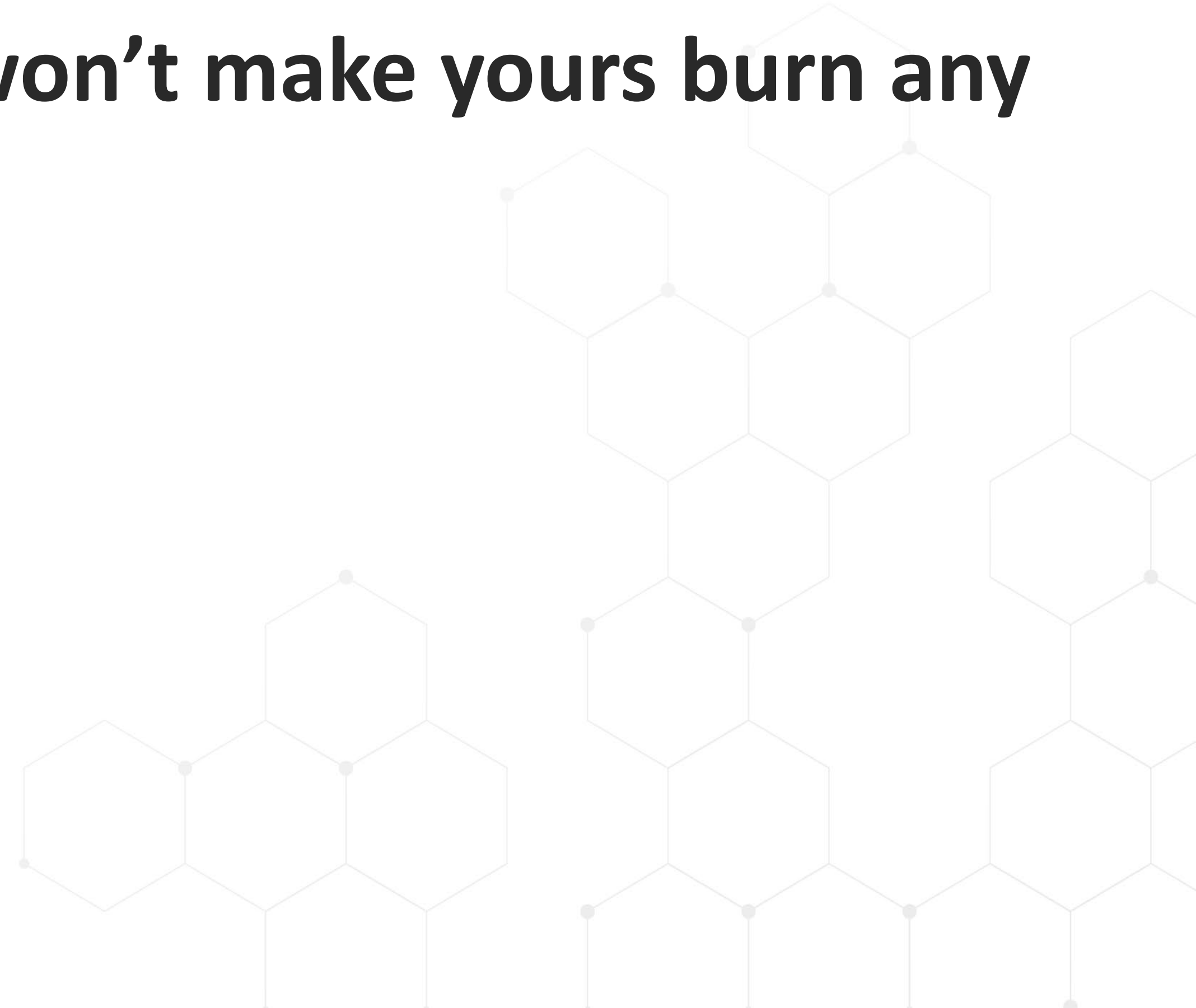
ABUNDANCE	VS	SCARCITY
Mindset		
"There will always be more"		"There will never be enough"
Collaborates to stay on top		Competes to stay on top
Embraces change		Fears change
Shares knowledge freely		Won't share knowledge
Generous with others		Won't offer help
Believes the pie is getting bigger		Believes the pie is shrinking
Thinks big and embraces risk		Thinks small and avoids risk

- › Energy wasted worrying about:
 - How we were both going to make it partner
 - Opportunities to lead
 - How do we differentiate ourselves
- › Firm first mindset:
 - What can we all do to create rewarding career opportunities
 - Succession planning



Teamwork

**Blowing out someone else's
candle won't make yours burn any
brighter**



The Domino Effect

- › Healthcare Team Landscape: Two partners, 3 directors and numerous other senior managers and managers
- › 2014: Partner moves to Houston to be managing partner
- › Recognized bifurcation of strategy and team development
- › 2015: Ryan is promoted to partner the next year, we also had a managing director promotion in our HC team
- › 2017: Tammy promoted to Partner.
- › 2018: Ryan moves to NYC to be MP

The Domino Effect (continued)

- › 2019 – Ann King White, HC partner, retires
- › 2021 – Tammy transitions to Managing Partner of Colorado/Salt Lake City (COSL)
- › 2021 and beyond
 - Pipeline is strong in COSL with leadership opportunities
 - Outlook was bleak in 2014 for advancement
 - Abundance mindset kept the team together
 - The opportunities for us all would not have been possible without collaboration and lifting each other up

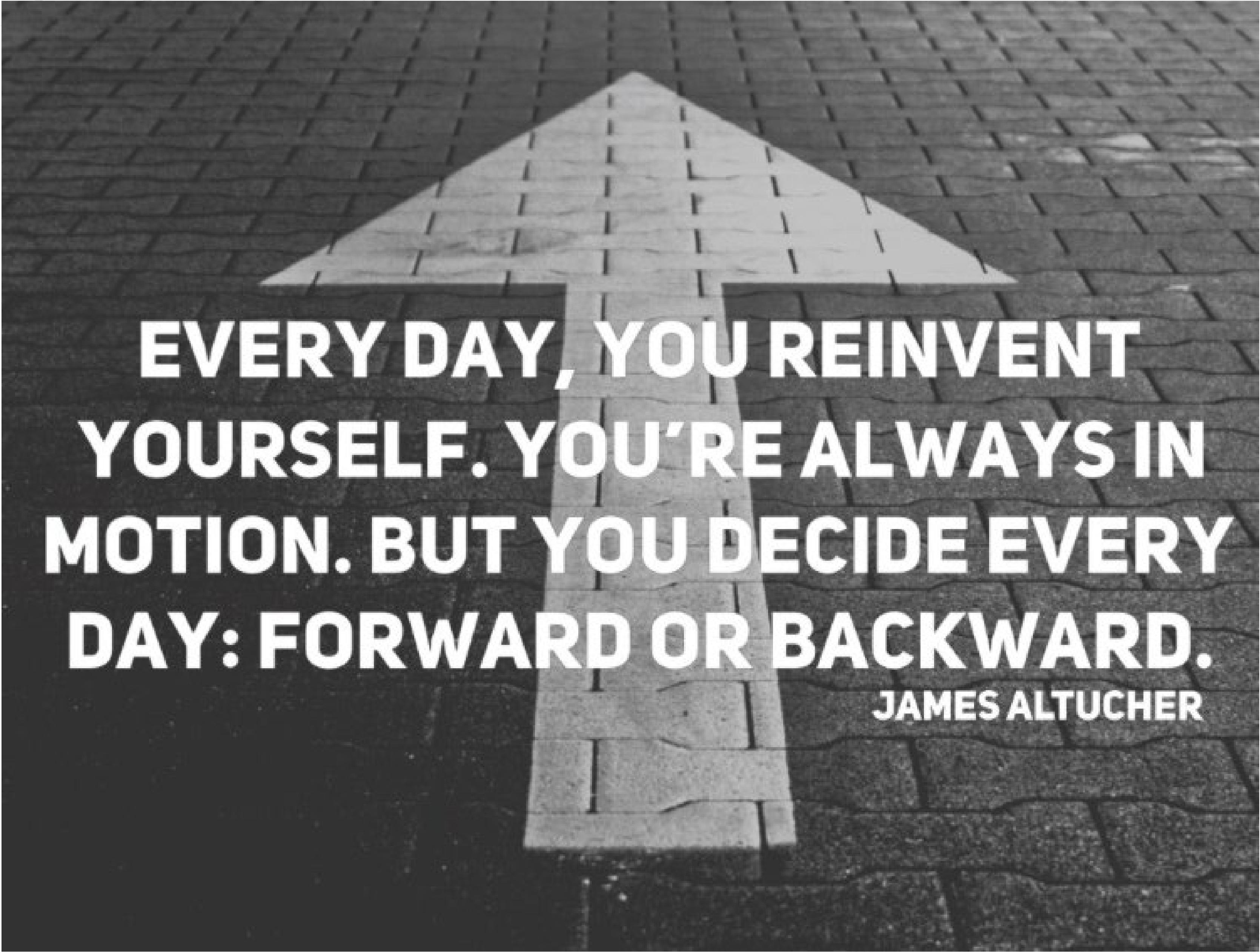
Culture Eats Strategy For Breakfast

- › Help each other when overwhelmed
- › Share knowledge and best practices
- › Not his or hers
- › Advocate for each other and yourself



Common Ground

- › Willingness to Change – Perception is Reality
- › Team builders
- › Mentor yourself out of a job
- › Put your hands on the steering wheel of your career



**EVERY DAY, YOU REINVENT
YOURSELF. YOU'RE ALWAYS IN
MOTION. BUT YOU DECIDE EVERY
DAY: FORWARD OR BACKWARD.**

JAMES ALTUCHER

Announcement to the World

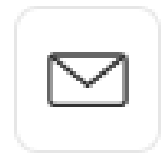
accounting**TODAY**

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BKD and DHG rebrand as Forvis

By [Michael Cohn](#) April 27, 2022, 4:30 p.m. EDT 1 Min Read



BKD CPAs & Advisors and Dixon Hughes Goodman unveiled the name Wednesday for their combined firm, Forvis, which stands for "forward vision."

The two Top 20 Firms announced plans in February to a

FORVIS

HFMA Paths

Tammy – Colorado Chapter

- › Joined in 2002
- › Program Committee
- › Co-founder of CO chapter women in leadership (WIL)
- › Volunteer Coordinator
- › Board of Directors
- › Executive Committee
- President – 2022 to 2023

Ryan – Arizona Chapter

- › Joined in 2006
 - Started in Colorado
 - Opportunities and need in Arizona
- › Program Committee
- › Board of Directors
- › Executive Committee
 - › President – 2016 to 2017

Opportunities and Building Relationships



QUESTIONS?





THANK YOU

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