>>Meg Whitman: Yeah, that did not work out as well as some of the other ventures.

>>Nina Easton: But when I think about your business career and leaving these large Fortune 500 companies and going to eBay and then building that, you are basically doing the same thing again. You've left HP to start this new chapter at what is now being called—but that's not the final title as you revealed to us—NewTV.

>>Meg Whitman: Correct.

>>Nina Easton: Tell us about that.

>>Meg Whitman: Yeah. I actually have been a bit of a risk taker, and I think in some ways, you know, my mother and my husband have been helpful to this, because they both asked the question, “What's the worst thing that can happen?” And honestly, when I ran for governor, my mother said, “This seems rather unlikely because you are running as a Republican as a Democratic state.” Maybe I should've listened to her. And she said, “But what's the worst that will happen? You will learn a lot and see politics through a different lens, you will be stronger—”

>>Nina Easton: And you got a thick skin…
Meg Whitman: And I got a very thick skin. And frankly, I was a better CEO at HP, because I had run for governor. So I think every experience makes you stronger. And this new job, so I announced I was going to be leaving Hewlett-Packard I was said I would say five years to the board and I stayed six and a half. But I'm a big believer in the right person in the right job at the right time. And after five years, the separation of Hewlett-Packard into two Fortune 50 companies, and into two more after that, that it was a deeper technologist than I was in B2B infrastructure technology. I actually didn't know anything about B2B infrastructure technology. I'm a consumer technology gal, so it seemed like the right time. And got a call from my friend Jeffrey Katzenberg. Most of you probably know him, he was at Disney for many years—founded DreamWorks, sold DreamWorks to Comcast about a year and a half ago, and he was starting a new venture called, at the moment, NewTV. And it is short-form, very high-quality video content on a purpose-built platform for 20- to 30-year-olds.

Nina Easton: Let's talk about this. I was teasing you are capitalizing on the ADD of the millennial generation.

Meg Whitman: A little bit [chuckling]

Nina Easton: But you were talking about this in the green room and it's fascinating. Give us the whole landscape of the NewTV.

Meg Whitman: Well, this is something Jeffrey has been interested in for close to a decade. And he is the founder. I'm working for and with another founder, and Jeffrey's quite different than the 26-year-old Pierre that I went to work for in 1998 at eBay. But they have the same traits as founders, which is they think of things other people don't see.

They have the ability to wield these companies into existence and they are the ultimate risk taker, because most people tell entrepreneurs they can't do it. People told Pierre—think about this—when he tried to raise money, he said “OK, I'm going to put a marketplace together and you are going to buy a product from someone on the other side of the country, send them a money order or check and get the product.” People were like, “Excuse me, I don't think so.” Of course, it turned into an enormous marketplace.

The idea here is, this is a white space. There is no real high-quality short-form video on a purpose-built platform that 20- to 30-year-olds are spending well over an hour and a half a day watching short-form, and that the use case is quite different. So when you go to watch TV or Netflix you are saying, “I'm going to spend a half-hour or an hour and a half to watch a show.” This is the use case of, “I have ten minutes, and I want to see something great.” Maybe sitting in the green room waiting to come on stage or commute or doctor's office or you just have 10 minutes. And we think if you look at the average length of time that the 20- to 30-year-olds are watching something at six-and-a-half minutes.

Nina Easton: Isn't that amazing?

Meg Whitman: We think we have the right trends and we will be like a network. We will not produce the content; we are going to commission studios that will be investors in the company to produce the content.
Nina Easton: You have most of the studios?

Meg Whitman: We do. We have most of the studios; in fact, eight of the nine have agreed to invest. But it's a startup. There's no people or no platform or no product. There are two employees. It was me, employee #1, and I hired an employee yesterday, so now there are two of us. [Laughing]

Nina Easton: Picture this: She's walking out of HP into an office in West Hollywood, where I think you called down the aisles and there is an echo.

Meg Whitman: It's actually, business is business. This is what I've learned. And yes, a startup is much different than running... When I joined eBay or joined HP it was a 110 billion-dollar company with 325,000 employees and 90,000 contractors, seven major lines of business, but the fundamentals are the same. What does the customer want? What need are you fulfilling? And be super clear about your needs, whether it's a 20- to 30-year-old kid watching video or someone who needs really robust infrastructure for their data center. How do you have financial architecture that makes sense? How do you -- what is your point of difference versus the competition? I happen to like the startup. This is back to my eBay roots in many ways. The job I had at Hewlett-Packard I loved dearly and I loved that company. Hewlett-Packard is a remarkable, remarkable company. But much of what if what I did over the last five and a half years was more what a private equity investor would do in many ways, and this is, you know, building from scratch with wind at our back. So I'm excited.

And in many ways, I guess the reason that I was able to move around and try different things was that accident of fate. And Nina knows my husband is a neurosurgeon, and for much of the last 38 years we've been married, we traded off careers. So he would get a brilliant idea and then I would have to figure out what I was going to do in that area. Then I would get a brilliant idea, and he would have to figure out what he was going to do. So when I was at Disney, I might still be at Disney. I loved it but he got a chance to run the brain tumor program at Harvard's teaching hospital, the Mass. General Hospital for Harvard. And MGH, which is the acronym and the doctors call it "Man's Greatest Hospital."

And so I had to go back to Boston and find a job. So I joined Stride Rite, the children's shoe manufacturer, and Sperry Top-Siders and Keds. And so I was forced into probably more flexibility than I might have thought I had. And then I found out I really liked it.
And then again, probably the biggest risk we took was to go to eBay and, again, what's the worst thing that can happen? I don't know, go get another job? And that's quite a lovely thing to hang onto. And as long as you have your financial architecture in place. So we went from a big lovely brownstone in Boston to Oak Creek Apartments across from Stanford, where we were in a two-bedroom apartment with two boys, 13 and 10.

>>Nina Easton: They must've been thrilled.

>>Meg Whitman: They were like, “You have to be kidding me!” The 13-year-old spent the first year sleeping in the master bedroom closet because it was bigger than the second bedroom. Because we have no fixed costs, because I went from a good salary at Hasbro running the pre-school division—which was Barney, Arthur, Teletubbies, and my personal favorite, Mr. Potato Head—to making not very much money at eBay, and we just didn't want to have a financial overhead that was going to be crushing in case it didn't work out, so we said, “What's the worst thing? We will live in Oak Creek Apartments for a year.” And it was actually fun. There's something quite lovely about being in with your family in a quite tight space before you have to figure it out. It was actually really good for the two boys, my husband and myself.

>>Nina Easton: It sounds like some level of advice would be to be open to be flexible, to not—

>>Meg Whitman: Don't overextend yourself.

>>Nina Easton: Don't set that concrete path.
are. But you lose a lot of girls in science and math in middle school. You lose another chunk in high school and lose another chunk in college. So I think everything we can do to encourage women to be interested in technology careers, science careers and things that require quantitative skills is super important.

>>Nina Easton: We've been talking about that a long time. Is it changing?

>>Meg Whitman: Not really; it's not. It's not.

>>Nina Easton: Then what, why do you think not?

>>Meg Whitman: I think that, we could go into a whole thing here, but I think our K through 12 public education system was designed for another era—an era a hundred years ago when people were coming out of high school to work in factories. That is absolutely the opposite of what this generation of kids and maybe even the most recent generation of children. Now that said, so we've got to do that, but that says then we have to interest women in careers, whether it's at Accenture or Hewlett-Packard or Fortune magazine or whatever it is. And then, we have to nurture this group of women. And I have to say I've come around on this. I want to tell you a story.

So, we split Hewlett-Packard into two companies. And what that meant we had do is we had to populate two new boards, because we had 12 boards of directors. We put 12 members of the board: eight went one way, four went the other. And we were on the hunt for 12 new directors of these two companies. I was like the headhunters’ new best friend.

And so I said, one of the things we want to do, you very rarely get a chance to build an entirely new board. And we wanted to build a diverse board. We wanted 50 percent women. We wanted, if we could, at least two African-Americans and one or two Latinos on every board, on these two boards. So we actually set out to do this. And some people might say, “Well, weren't you worried, maybe they would be a lower quality or something?” They are two better boards than we started with: 50 percent women, two African-Americans, one Latino per board. But we had to fight for it. Actually, we had to fight for it.

And interestingly, our most difficult thing was actually finding Latinos. So the headhunter—we've got these two boards, it's coming along great—but we have no Latinos. And the board search firm said, “I just don't think we can find any that will have technology backgrounds or will be right.” I said, “How can this possibly be?” I got very tactical and said, “You know, that 50 Most Powerful Women in Business? I'm sure there's 50 Most Powerful Latinas in Business. So go get the list and start dialing.” [Applause]

And that is what we had to do. But we had to work it, and I will tell you, it's like two fabulous boards that are even better than either of the boards before. And then we had to do it again when we split Hewlett-Packard Enterprise into three companies. It really, really works, but it takes a little bit of extra effort. And our head of HR and our board chairman, Pat Russo, deserve a huge amount of credit because it's like everything else. It's a force in function, it's a operating cage, it's every Monday morning at 9:00 o'clock: What's the story on the board?
>>Nina Easton: So we started when I first asked about women in technology, you raised STEM and young women in engineering, but I believe you were gonna go someplace else as well. There’s a second factor; is there a cultural factor?

>>Meg Whitman: Well, I think, listen, you know, because these companies are engineering-driven cultures, they are I think in some ways quite sharp elbows. And it’s not entirely true; eBay was not entirely that way, but there is almost a combative nature to many of these companies in terms of how you put forth ideas and how you get your point across. And you have to be able to train people or change the culture slightly that is not entirely combative. But technology companies are not the only companies that are like this. Actually, entertainment companies, I’m reminded. Companies in Hollywood are like this.

>>Nina Easton: OK, and speaking of which, again, we have this drama of the past year and the rise in the #MeToo movement. That was a problem of leadership from the top down.

>>Meg Whitman: Yes. Well, I think it’s very interesting what’s happened here. You know how culturally there are real tipping points? You think about gay marriage. Really not very much progress, and then all of a sudden, in like two years, it flipped.

>>Nina Easton: That’s is a good analogy, actually.

>>Meg Whitman: This problem of sexual predators and using power for sexual favors, I think, has probably been going on for many, many years. But I think the difference here was, the tipping point here may well be that Hollywood is involved and stars were involved, right? You know, the minute the Harvey Weinstein story broke, and all these stars, whether it was Selma Hayek or whoever came out, all of a sudden. We are a celebrity-driven culture—no question about it—and that this particular industry with these particular spokespeople and then social media. You know, this became okay to talk about, and I think we are at a huge tipping point. I don't think we ever go back. Maybe I’m optimistic, but I think we are at a huge tipping point.

>>Nina Easton: Well, yeah, probably because so many men have lost careers and livelihoods in some cases.

>>Meg Whitman: And, now there’s a discussion about it and a recognition this has gone on and it can no longer go on. And people have now, I think, the courage to stand up and be counted which I think many people did not. So I’m very optimistic that this is one of those tipping points that is fundamentally, maybe we will be here two years from now and we will feel very differently about how women feel in the workplace.

>>Nina Easton: I want to take questions, so get them ready. I want to ask you one other thing about this. The other piece of this is that the conversation is rightly focused on these bad actors. But in fact, there’s a lot of very terrific men. As I said in an earlier panel, all of my mentors, both on television and in print, were men. And we don’t want our daughters to be afraid to look to men for mentorship. Michael Bush earlier this morning cited a Lean In study that said men are now three times less likely to be mentors to women after this year. Pretty hard to hear that. What’s your perspective on that?
Meg Whitman: I think that’s really a shame. Because I think it is the vast majority of men who are great mentors, great leaders. We always talk about the few of anything that’s a problem and you forget that the vast majority of, in any case, are really great people. So I hope this pendulum will swing a little bit. You are a student of politics and cultural change. What happens is the pendulum swings, and maybe it swings just a little bit too far, and then it swings back to where it should be.

So I’m hopeful that the men that are part of that study might be a little bit overreacting right now, but as they think about it and they think, “What’s the right thing to do?” and they talk to their companies or organizations. And it swings back to where it should be, which is that, listen we all have to mentor young executives, young people of every color, every gender and we have to find great folks and mentor them and bring them along. So, again, I’m optimistic and hopeful that will swing back to the center. But it may take a year. You’ve watched this. It does a little bit of this and then comes back to where it should be.

Nina Easton: Did you have male mentors, guides along the way, I imagine?

Meg Whitman: Absolutely. You have to remember I started my career in 1979 at the Procter & Gamble Company, and my first class of brand assistants was 100. They hired 100 every year, and four of us were women. And so I come from a time and place where I had to be mentored by men because there weren’t very many women that were senior to me. And so probably my most important mentor was Frank Wells, the President and Chief Operating Officer of Disney.

And many of you may remember that when Michael Eisner and Frank Wells came to Disney, the first choice they had for the CEO job was Frank Wells. He was going to be the CEO and then they found Michael Eisner and said, “We need to have creative as a CEO; would you be the COO and President?” and to Frank’s credit, he said yes. And that was Frank Wells. What is the right thing for the organization? My ego or my needs are secondary to what was right for that company.

And he was an incredible mentor to me. And Disney in some ways, at that time, was quite a rough-and-tumble combative culture. And I was young—I was 32 years old—and I would show up in these meetings and everyone is talking. Everyone was just asserting. You’ve heard the expression, “Always certain, never in doubt.” And I couldn’t figure out how to get a word in edgewise because I had a very high bar. When I said something, it needed to be good. And Frank pulled me aside after about three months and said, “You are just as smart as these guys, but you have to talk. You have to talk because we don't know what you think if you don't talk. So you just have to say stuff.” And I said to Frank, “I can’t get a word in edgewise. They are talking all the time and saying stuff, and what do I do?” And he goes, like, “Lower the bar for what you say.” [Laughing] So he just sort of screwed up my courage in some ways and enabled me to learn a skill that was probably not my natural habitat, but made a big difference to me.

Nina Easton: How many people in this room have felt that? You have trouble raising your voice early in your career or beyond? I think it’s something that a lot of people...
>>Meg Whitman: It's hard. It's hard, particularly in quite combative cultures. And by the way, politics is a very combative situation. And, you know—

>>Nina Easton: It's also mostly male—in the strategy world.

>>Meg Whitman: By the way, this is much harder for women. I mean Hillary Clinton was right, you have an hour in the morning of hair and makeup—"HMU," hair and makeup—and then an hour at the end of the day to get it all off. And honestly, you have two hours that the guys do not have, which is really not great. And it's also it's also I would say—this is—and it's the media. It's the nature of the beast is that it is a combative. You say green, and the media says red. You say up, the media says down. Have you ever watched morning news shows? It doesn't matter what the person says; the host says the opposite. And this is a full-on combat sport. Trust me; it's a full-on combat sport. And I was not really wired for this, notwithstanding some of my career, at Disney and other places, and I found it extremely difficult. I found it just very hard. There's a lot of politicians who are litigators and, you know, why because that's what litigators do: they argue. So that's hard for women as well. Not all women. Plenty of women are pretty tough, but I found it hard. I found just the full-on combat sport all day long every day to be extremely difficult, exhausting. Exhausting, and by the way, I was not very good at it honestly.


>>Speaker: Jacqueline Morgan. Thank you for joining us. It's a pleasure to have you. Hashtag #MeToo: Is it translating to the janitorial staff on the factory floor, to the servers in Denny's? To the travel industry around the world? Is it really making that kind of impact? And if it's not, what can we do?

>>Meg Whitman: There's probably been some academic studies on this, and my sense is it's not translating nearly as well to lower-profile kinds of jobs, as you say: the factory floor, the server, the maids, etc. And this was an "a-ha." There are phases of this #MeToo movement. And this was a second or third phase, which is while there are whole populations of women that are not at the forefront of this because they are in more invisible jobs that do not have the profile of an actress or whatever. But I do think it is starting to move, and I don't know what we individually can do. I think that we who run companies, in the media we need to surface these stories and we need to empower those women to come forward as well. And we need companies to stand up and say, it is not just the C-Suite or the actresses or the politicians. It has to be the folks that are working on an hourly basis in some of these kinds of jobs. So I think you are starting to see more momentum there. Almost every time I watch the news media talk about the #MeToo movement, those use cases, those studies are actually brought up and I think that's a really important part. You would know more about it from the media perspective. What do you think about that?

>>Nina Easton: I think you are right; I think it's starting to trickle out. I think the next year will be very telling on all of these fronts. Questions? Questions, questions. Yes. Tell us who you are.
I’m Katie Vani, senior manager at Accenture. So my question is, what is your advice to women leaders? We’ve seen you grow within eBay and HP and just need some advice from you. Especially when you are leading really engineers, men. So what is your advice?

Meg Whitman: So, I’d say a couple of things. One is when you come into a new situation and whether that is joining a new company or a new responsibility at Accenture or a new department that you’re are running, here is my advice: that your instinct is to find what’s wrong and then fix it because you think, “Well, I’ve been asked to do this job, there’s probably a problem here so let’s find it and fix it.” My advice is to actually figure out what that department, what that company, what that group of people is doing really well, and get them to do more of it. So when I came to eBay it was a raw startup: 30 people, $4 million in revenue. But it was growing 70 percent compounded monthly growth rate. So I said, “They are doing something right here. And how about we find out what that is, and we do more of it?”

When I came to HP, a very troubled company, I said, “What do we do really well here? And let’s do more of that.” Because then you win hearts and minds because you’ve told your people you understand what they do really well and then they can hear the To-Do list and help you create that To-Do list. But it’s very anti-all your instincts because you are put in the new job, you’ve got to go fix stuff, right? But I really think that’s important.

The second is, What is the right strategy?

People go often, they go to execution, which often is a problem, but far better to have the correct strategy and less-than-perfect execution as opposed to perfect execution against the wrong strategy. And you would be surprised how many times someone comes into a situation and just doesn’t step all the way back and say, “Are we even been doing the right thing here? Are we on the customer needs? Do we have the right cost structure? Who really is our competitor? And what really is the business definition?”

So I would encourage you to make sure that whatever it is you are running is the strategy right, and is it embedded in your company strategy in the right way?

And then the third, and once you get that right, is have you got the right people on the team? And many of you may have heard me say this—I know Nina has—"right person, right job, right attitude, right time." And the team that you have is everything. I mean, it is everything. And if you don't have the right team, my advice is: Fix it now. And many of you may be sort of reluctant to move people out or let them go. And I can just tell you, in my career, I have never ever wished I waited longer. I never said, “You know, I just let this person go or reassigned them and I wish I would've waited six more months.” No, you say, “Why didn’t I do that six months ago?” And so, I have the courage to get that team exactly right, and until it is exactly right, then you have not done your job.

And then once you get that, the last thing I would say is you’ve got to have, what are you measuring? What’s the metrics you are trying to drive? And I was interviewing a chief product officer for my new company and I said, “So how do you approach being
the VP of product at a company?” He’s one today. And he said, it was very interesting, he said, “The first thing I have to tell my product managers is what is the metric they are trying to move. Is it engagement, is conversion rates, is it length of time on site, is it, you know, what is it? And you’ve got two of these metrics exactly right and then you’ve got to measure those metrics and you’ve got to drive them. And you don’t—the old adage is you don’t control what you don’t measure. Actually, that happens to be true, particularly at scale but even at new companies.

So those would probably be the four or five things I’d say, right away. And then, just from, also, in terms of the whole culture of the company. I think, listen, it’s great if you are fun and interesting to work with, you know? If I have two executives, each of whom are equal in terms of their capability, I’ll sort of say who is more optimistic, who’s more fun to have around, who’s gonna lift the whole company up? And so I think just being optimistic is an important trait.

>>Nina Easton: So take us inside Meg for a minute. In dark moments, darkest hours when you’ve had to, you had a big setback—I don’t care if it’s on the campaign trail or in the board room—and you had to just kind of pick yourself up and get back on the horse and make a courageous decision. What do you draw on?

>>Meg Whitman: So it depends on the depth of depression. [Laughing]

>>Nina Easton: Can I tell you—I have to stop and tell you one great line after I interviewed Meg, when I interviewed Meg after her gubernatorial race. I asked her how she was feeling, and she quoted John McCain, who had said—who had lost his presidential nomination—and he said, "Well I sleep like a baby. I wake up every two hours crying." [Laughing]

>>Meg Whitman: So listen, one of the more difficult things for me was that gubernatorial loss. And it’s a very personal thing, because at least with companies it’s you and your company, you and Accenture, you and whatever. But when you run for office, it’s a referendum on you. And when you lose, you feel badly because people have actually voted against you, and what you represent, and maybe even who you are as a person. So you have to dig pretty deep here, and sometimes you need other people. So it was February, after the November loss. I’m sitting in my family room, four o’clock in the afternoon watching Ellen DeGeneres. [laughter] And I’ve been hanging around from December, January, and February. Actually, much of November, because the election was November 8th. And my husband happened to come home early, from Stanford from work, and he sees me at four o’clock in the family room watching Ellen DeGeneres and he said, “Oh, this is really not good.” [Laughing]

And he said, “You have to pull up your socks and you’ve got to figure out what you are going to do.” And interestingly, as if on cue, Mark Andresen, who’s a very good friend of mine, called me and he said, “Hey, listen. We are adding six new board members to the Hewlett-Packard board. It’d be super fun. You’ll sit on the Tech Committee with me. It’s 11 minutes from your house; and the company is well run.” What could go wrong? And so doing something else was actually, I mean, many people say to me, “You helped save HP.” HP actually helped save me, because it was something to do when you are feeling…
>>Nina Easton: It was a purpose; you needed a purpose.

>>Meg Whitman: I needed a purpose; I needed something to go sink my teeth into. And so I think, “When things go badly, what is the thing you are going to sink your teeth into?” OK, so there was a setback: you didn’t get the funding you needed, or something didn’t go well, or you let down a client or whatever, you say, “What’s the next at-bat? What am I going to go do? What’s my next mission? What’s my next mission; what can I do differently?” And I think you also need to learn from what you did wrong. I am never running again, trust me.

>>Nina Easton: In case all of you who have your 2020 Meg signs ready…

>>Meg Whitman: I’m not running again. But if I were to run again, I know what I would do differently. And so whatever happens to you—

>>Nina Easton: That’s kinda tantalizing. Did you mean to open a door there?

>>Meg Whitman: I’m definitely not running again. But, you obviously, when you lose some of that, those lessons what do I know now that I would have done differently? And you have to remember, honestly, I was a business person running. There’s a reason there are career politicians. Because people run for City Council, and they run for Mayor, and then they run for State Assembly…I mean, they have a career path, just like you do. When there is a career path in a discipline, you learn stuff. I mean, I don’t know about you, but I could look at a financial statement and I instantaneously know what it says. I understand the health of the company, I understand the leverage ratios, I understand everything. But in politics, if you haven’t grown up, there’s a whole world that you actually do not know.

And so I think there are some lessons learned around that, which is if I had to do the whole thing over again, I would not run for governor of California. First of all, I was Republican, which as we said, was a mistake, but California is the seventh largest economy in the world.

>>Nina Easton: It’s a massive media market.

>>Meg Whitman: It’s the closest thing to running for president, and it’s huge, and it’s super sophisticated, and there’s not really retail politics here because there’s 37 million people in the state. So, if you are going to do something like this, I think it’s probably better to start at Mayor or Congresswoman or something and do a little of working your way up so you learn the ropes of the business. And that is probably, and then, by the way, if you are Republican you should run in a Republican state. [Laughing]

And so those are things, like I didn't actually -- I didn’t fully (unintelligible). And, there’s also things that happen in politics—and you know this, Nina—there are answers to the questions that are, that people know. I’ll give you a perfect example. So, I was on the border between Mexico and California about two years out from the election, maybe 18 months. And I had spent the whole day on the border with a border patrol agent, which was quite fascinating. So we do a press avail at the end of this, and the first question is, “So Meg, what are you going to do about the 11.5 million illegals in the United States?” I said, “Well, first of all, I don’t think we are going to deport 11.5 million undocumented people. We need to find a
path to legalization.” I was very careful. I can see the reporters—if you were one of them—your little eyeballs would have gone... I could see, they said, “Oh, my gosh, we’ve got a live one. We’ve got a live one!”

In a Republican primary!

So I get in the car with my campaign team and they say, “Do you not know the answer to that question?” And I’m like, “No, I don’t know the answer to the question.” And they said, “Why did you say what you said?” And I said, “Because I thought that’s actually what I think.” They said, “In a Republican primary, the answer to that question is, ‘Until we secure the border of the United States of America, we will not decide what we will do with the 11.5 million people who are here illegally.’ And, and when they ask you again, ‘But Meg, Meg, what are you going to do about the 11.5 million people here illegally?’ you say, ‘Until we secure the border of the United States of America, we cannot discuss what we’re going to do with these individuals.’” Who knew? I mean, honestly, who knew? And I said to the team, “How come you didn’t tell me that?” They said, “We couldn’t believe you didn’t know the answer to that!” [Laughing]

And there’s 100 of these questions and it’s what gets you through the Republican primary and then you have to pivot in the general. And who knew? Literally, who knew? And so we look at politicians and say, “Why do they not answer the question?” Because there’s a very good reason they don’t answer the question. They are all about trying to build coalitions. So if you actually answer the question—and when I answered that question, my Republican primary opponent I was 60 points ahead of him. In two weeks, I was four points ahead of him. And I won.

>>Nina Easton: I would’ve counseled you about the answer to that question. You should’ve called me!

>>Meg Whitman: Well, this is the problem, that I didn't even know that I didn’t know. But any way I think that's why when you try to do big hairy things usually it’s a good idea to start at something a little more bite-sized, so that you can actually kind of learn the language of whatever it is you are doing.

>>Nina Easton: Meg will be endorsing in 2020, just letting you know...

>>Meg Whitman: I will be, but I've no idea who yet.

>>Nina Easton: Thank you for your candor, your inspiration, your being a role model, your insights. Thank you for all.

>>Meg Whitman: You’re entirely welcome. And thank you to Accenture for hosting. [Applause]