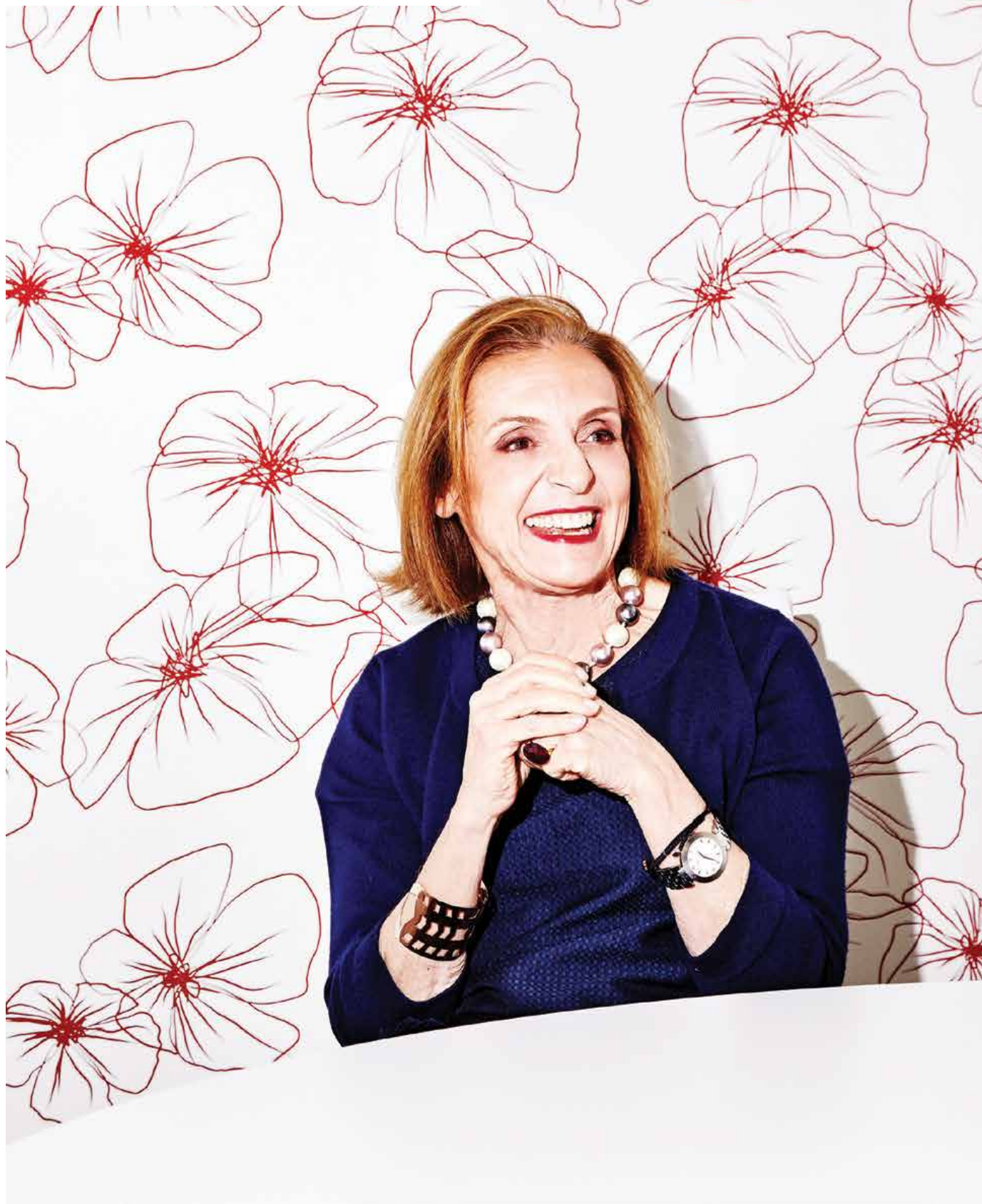


NETWORK CHIEF

CARLOTTA JACOBSON

PRESIDENT, COSMETIC EXECUTIVE WOMEN



● **“GOING FROM** being an editor to having to totally reinvent myself was both frightening and very exciting. I was really fortunate to have developed an influential network and access as an editor that I was able to use in my new career—I just didn’t know that at first. I had never run a not-for-profit and in the beginning, I was embarrassed to tell people if I didn’t know what they were talking about. When a new chairman came on board, she asked if I had a strategic plan. We didn’t. She said, ‘How are you running this organization?’ At that point I thought: I’m just going to say it—I don’t know what a strategic plan is. And from there she connected me with people who helped me learn. You have to be willing to learn and to ask your network for help. We have a great deal of power as women because we have these huge networks. We just have to know it is OK to ask for things. People gain a lot of power in asking—and no one gets ahead without giving back.”