**What has your journey been like within Capital One? (8 years, made it all the way to Senior Director)**

Retail banking at Cap 1,

**How does someone succeed in Capital One? How do you progress your career and grow? Is it difficult to switch teams and projects based on how you want to grow your career?**

Capital one is good about internal growth and mobility. Talent management in addition to performance management. Notice skills. See a problem, solve a problem (entrepreneurial, work not given to you, you are expected to drive the work where it needs to go). Fairly easy to take on other projects, hackathons, through connections, true mobility, internal facing portal to.

**What are your favorite things about Capital One? Do you believe the company has the employee’s best interest at heart?**

Always learning something new. Keep adopting new technology. People management and talent management philosophy (not hierarchical) pretty flat. Weekly coaching sessions with direct manager.

Not so much about visibility, software conferences. Coolest thing – mid year/end year assessment. Official role that sit and listen (bias ambassador) when managers get together for performance assessment. Tracks of growth – individual contributors track.

Performance management – talk about associates by level in a group. Associates create their POV and talk about what they’ve done.

**How would you describe the culture at Capital One? Work-life balance?**

Entrepreneur mindset, CEO very involved in the strategy of the company. Very technology focused, strategy very developed clear direction. Work-life balance is very good. Start with capacity when we talk about things.

**I know Capital One is sometimes referred to as a technology company masquerading as a bank, what kind of technology developments are you most excited about at Capital One?**

Leveraging LLVM towards cyber outcomes in what we do. Offensive tools to attack on cyber security.

Machine learning – expanding. Governance of models, ethics review.