



WOMEN IN LOGISTICS: CLOSING THE CONFIDENCE GAP

Krista Pohlman

MY JOURNEY

UNITED MAGAZINE COMPANY

2 YEARS

Distribution Analyst

ANDERSON NEWS

8 YEARS

Corporate Distribution Analyst
Distribution Project Manager
Marketing Distribution Manager
Category Manager

WENDY'S INTERNATIONAL

2 YEARS

Regional Distribution Manager

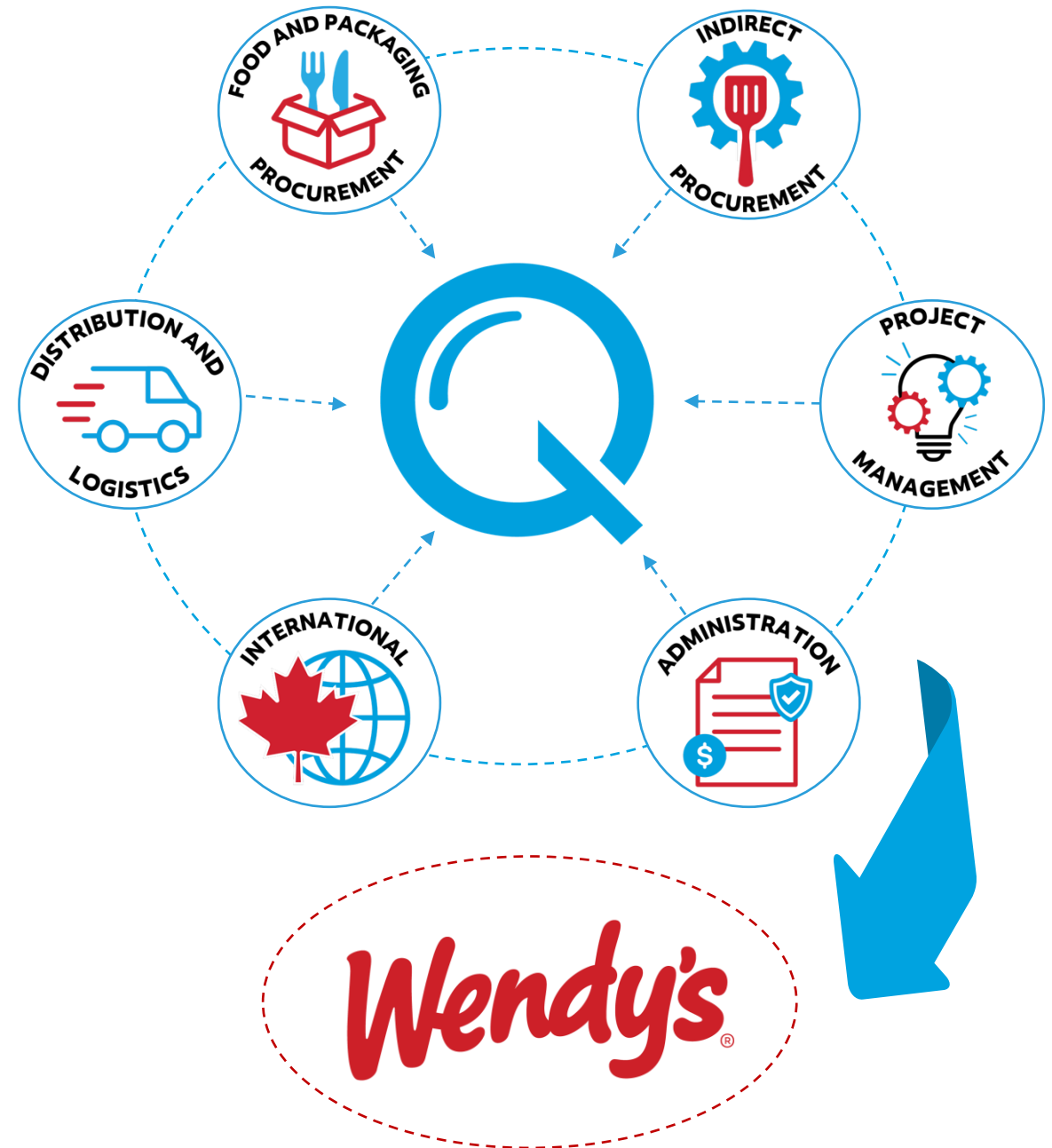
QSCC

16 YEARS

Program Manager → VP, Program Management
VP, Operational Excellence → EVP, Operations
President & CEO

ABOUT QSCC

- Independent purchasing co-op for the Wendy's System based in Dublin.
- Second-largest purchasing co-op
 - \$4B in buying power
 - Support more than 6,400 Wendy's restaurants across the U.S. and Canada
 - 30 distribution centers
- Provide Wendy's restaurants and operators with the freshest, highest-quality ingredients
- Assure supply and delivery



THE CONFIDENCE GAP: HOW I LEARNED



WOMEN'S FOODSERVICE FORUM

***“WOMEN OFTEN WAIT UNTIL THEY FEEL
100% QUALIFIED BEFORE STEPPING UP”***

THE CONFIDENCE GAP: WHAT IT LOOKS LIKE



Shows Up in Everyday Tasks

- Hesitating to raise your hand unless you meet 100% of the criteria
- Rewriting an email three times before you hit send
- Waiting to be asked instead of volunteering

Don't Wait for the Moment to Pass

It's not a lack of ability. It's a hesitation to claim it.

BEING QUALIFIED VS. FEELING QUALIFIED



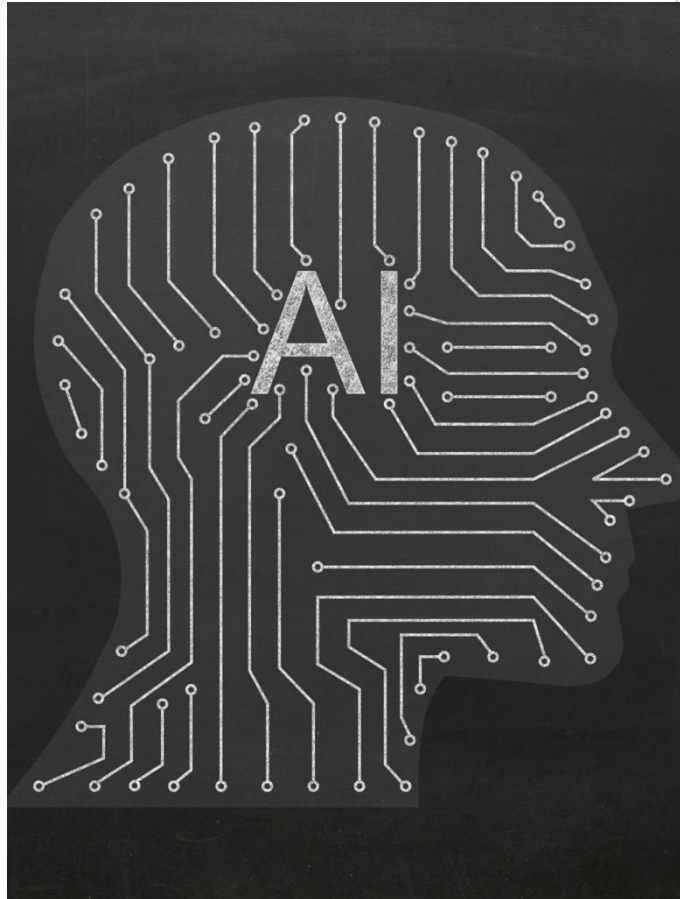
THE MINDSET SHIFT: FOCUSING ON TRANSFERABLE SKILLS

Examples of transferable skills:

- Leadership
- Communication
- Decision-making
- Collaboration
- Adaptability
- Strategic thinking

You don't need to develop every skill before you take the role:

- Learn in real time
- Ask questions
- Rely on your team
- Build capability along the way



THE CONFIDENCE GAP ISN'T ONLY PERSONAL — ORGANIZATIONS EXPERIENCE IT TOO

What fueled our confidence gap with AI-integration:

- The belief that our team didn't have enough data
- The assumption that expertise was missing
- The hesitation to begin





WHAT WE DISCOVERED...

WE *DID* HAVE THE RIGHT DATA

THE TEAM LEARNED QUICKLY

PROGRESS HAPPENED THROUGH TRYING,
NOT WAITING

CONFIDENCE COMES THROUGH ACTION, NOT PERFECTION

WHY THIS MATTERS

- The organization grew into readiness
- Women grow into roles the same way

“You don’t need to know everything before you start — you just need to begin”



PRACTICAL ACTIONS TO CLOSE THE CONFIDENCE GAP



APPLY BEFORE
YOU FEEL 100%
READY



LEVERAGE
TRANSFERABLE
SKILLS



SAY "YES" TO
STRETCH
ASSIGNMENTS



BUILD
ADVOCATES AND
SPONSORS

CONFIDENCE GROWS AT THE EDGE OF DISCOMFORT

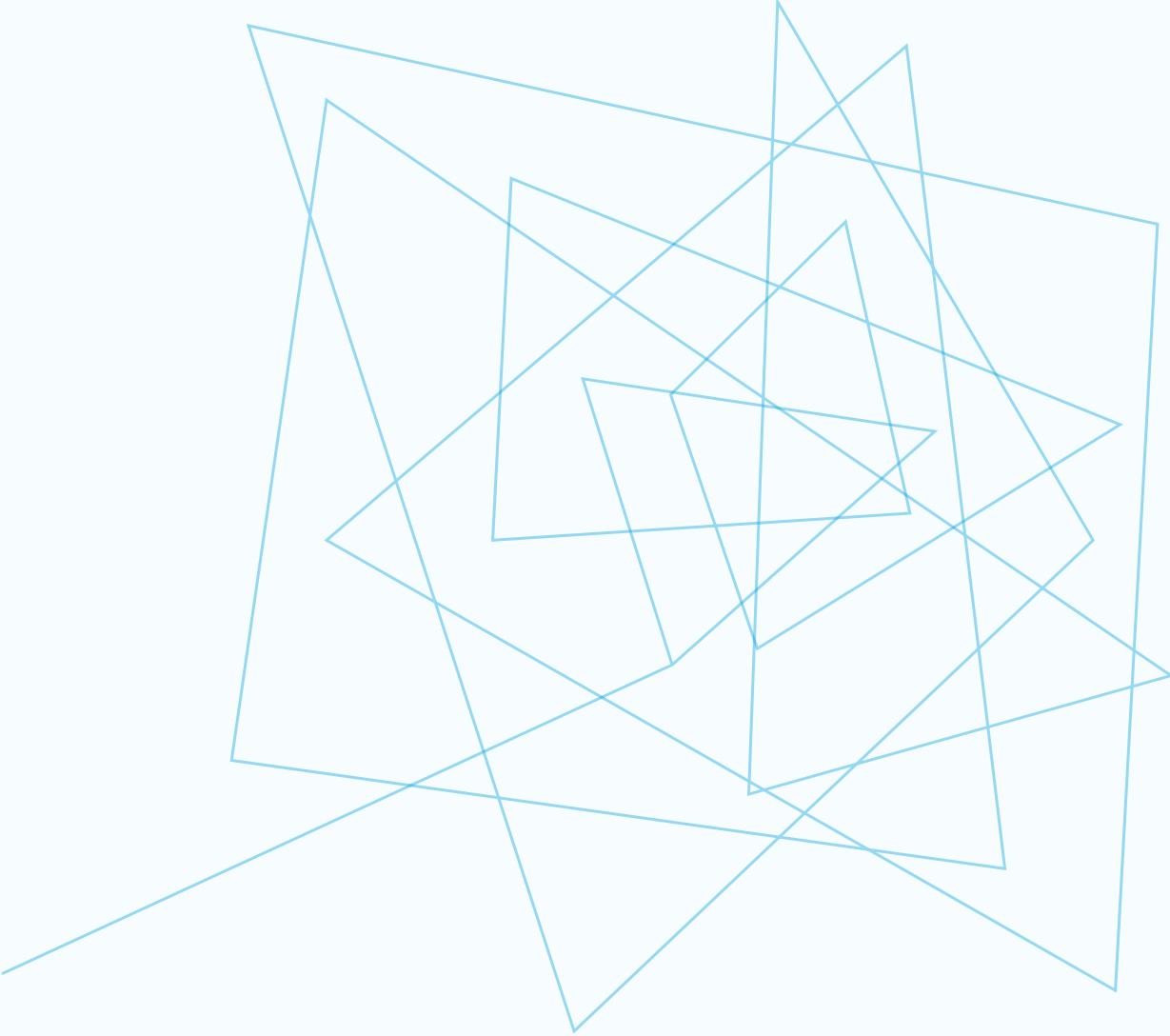
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**YOU ARE MORE
PREPARED
THAN YOU THINK.**

**YOUR SKILLS ARE MORE
TRANSFERABLE THAN
YOU REALIZE.**

**YOUR NEXT
OPPORTUNITY IS CLOSER
THAN YOU BELIEVE.**

”



THANK YOU!