

NABPAC Leaders Speak Series

NABPAC is committed to building understanding of diversity, equity, and inclusion amongst our stakeholders.

In this installment of *Leaders Speak*, we hear from **Tracy Winn, PAC Manager at Anthem, Inc.** A fifteen-year NABPAC member and current **NABPAC President**, Tracy highlights a unique career path grounded in a love of politics, the importance of understanding another person's journey, and how to navigate the current challenges of PAC leadership.



Tell us about your career journey into PAC management.

I started at Anthem back in 1992. I had just graduated college, majoring in political science. Growing up in politics is why I have always had an interest in politics - it was a natural fit, but I didn't know what all types of careers could exist in that realm. So when I started in claims and customer service at Anthem, I moved around to different departments including time in HR where I got the opportunity to work with onboarding our new executives. It is when I took a role doing government affairs for the former Anthem Alliance military contract that I

rediscovered my love for politics. It was from there that I moved into PAC management. My various roles at Anthem and the opportunity I have had to work in DC as well as the corporate headquarters in Indianapolis, have both given me good experience for my role as PAC Manager.

If you had to identify the ideal candidate for your PAC manager role, what would be the top three qualities, experiences, or attributes they should have?

First, they would have to be extremely flexible. It's important to be able to roll with change – organizational changes, industry changes. That's not always easy to deal with. Second, they would need to be organized. There are lots of details – dotting I's and crossing T's – and tasks that need to be completed. The third, and probably most important, thing is to be a really good listener. It's so vitally important to be able to bridge the connection between people when you are selling the work of the PAC. One thing that has stuck with me is this idea that the world is bigger than your own backyard. We all have different backyards; you don't know what experiences may have shaped another person's backyard – their lives. You must be willing to listen and be adaptable to figure out how you connect to someone's experiences or how their experiences connect with what you're trying to accomplish.

PACs have recently been under a lot of scrutiny as they respond to the political events of the past year. What guidance would you give to PAC managers in navigating this hectic time?

I don't have a perfect answer for this, but I always go back to what it is that draws us together at Anthem: working to achieve our mission and purpose. The people at our company all have different backgrounds and experiences. We all have different political views that likely span the spectrum. What brings us collectively together is that we all work for a healthcare company that is focused on helping to improve the lives of the customers and

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communities we serve. I work to remind people that the purpose of the PAC is to advocate on our core business issues to benefit our customers and our business, so that we stay in business, serving our customers and as an employer. It's important to focus on the things we share in common, not on the things we don't have in common.

You've been engaged with NABPAC for some time. How has the organization changed?

NABPAC has been a very agile organization. Our industry has changed a lot. When I first joined, campaign finance reform had long passed and we weren't dealing with the advocacy needs that we are today. NABPAC was more focused on developing the PAC profession and the PAC professional. Over the last five years, we've realized that we have never created our own PR or message around what an employee-funded PAC is, and many people don't understand what a PAC is. We've definitely become more focused on communicating to help protect the profession. It's about protecting the rights of employees – through their associations or their companies – to have a voice in the political process. I love that NABPAC is helping to shape this narrative and clarify who we are and what we do.

You've discussed the evolution of NABPAC. Tell us how diversity fits into that evolution.

I'm a believer that the experiences that people have shape who they are. Diversity comes in all the different experiences that people have encountered and the perspectives they draw from those experiences. I also believe that the more experiences we bring to the table, the better decision-making and the more we learn about the needs that are out there.

There are lots of opportunities to educate people from all different backgrounds on voting. This gives me a new focus in my own personal life. I want to do more to educate people about

what's going on with the issues. But I know to do it, I have to be smart. I have to understand where people are coming from. At NABPAC, we don't decide who becomes a PAC leader for an organization, but through our work on diversity, we can help enlighten other professionals.

What else would you like to share?

I've watched the polarization in politics go on and it's so important to still have difficult conversations across different perspectives. One of the biggest learning experiences I've had over the past few years is about the importance of listening; listening without thinking about how you're going to respond as soon as someone is done talking. Even if I don't 100% change my mind, the conversation almost always challenges my way of thinking, evolve me, or just enrich me.