



Molly D. Shepard
CEO, The Leader's Edge

Molly's Letter

Recently, I've noticed that other countries around the globe are getting positive attention for their pioneering and strategic leadership maneuvers, which seem all but absent in U.S. culture. Other countries are being commended for their commitment and dedication to advancing women and ensuring their role in the future of their economies.

So, it is somewhat disheartening to learn about the wonderful strides women are making in other countries, while the U.S. is still lagging far behind. Prime Minister José Luis Rodríguez Zapatero of Spain recently unveiled his new cabinet composed of nine women and eight men. In comparison, the current U.S. cabinet has only 4 women and 11 men. Even more discouraging is that the U.S. ranks 69th in the world in terms of women's representation in national legislatures or parliaments out of 188 direct election countries (as of May 31, 2008). Rwanda is currently first, followed by Sweden, Cuba, Finland, Argentina, the Netherlands, Denmark, Costa Rica, Spain, and Norway.

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Women On Board™

The program, which is run by *The Leader's Edge* President **Molly D. Shepard** and Diversified Search Ray & Berndtson CEO **Judith M. von Seldeneck**, brings in extraordinary guest speakers to address the group of women attending. These speakers share strategies for pursuing board of director opportunities and also impart practical advice for sitting on a board.

Speakers at the 2008 program included **Deborah Davidson**, the Director of Publications at the National Association of Corporate Directors, who gave participants hard facts and comprehensive data on the amount of time required by boards, obligations, and the detailed activities required of board members. Deb indicated that, on average, **for-profit board members are expected to contribute 208 hours of time a year** – 111 hours are general board-related activities and the other 97 hours dedicated to committee work.

As the CEO of Girls Inc., **Jan Figueira** provided the women with insights from a non-profit perspective. Jan's key point to the group was to make sure that **if you join the board of a non-profit organization you must be passionate about that organization's mission** in order to enjoy the experience and to be an effective contributor. Unlike corporate boards, non-profits do not pay board members and therefore require enthusiasm for the cause.

Rebecca Rimel, the President & CEO of Pew Charitable Trust, was a featured lunch guest who spoke candidly about her board experiences and the unique avenues women need to take in order to garner recognition by boards. While the participants thoroughly enjoyed hearing from Rebecca and asked numerous questions, the most valuable advice she gave to them was to **let your network of contacts know about your interest in serving on a board**. In expressing this desire, people who might not have previously considered you as a candidate will now think about how your experience and skills could match a potential board opportunity.

Charisse Lillie, who was recently appointed as the Vice President of Community Investment at Comcast and the Executive Vice President of the Comcast Foundation, spoke to the group over lunch and shared her board perspective as a woman of color. Charisse's unique career path was extremely interesting to the group and the message she left with the women was that

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Coach's Corner

by Tracey Cantarutti

For an executive woman, it's hard work to avoid the treadmill! No, I'm not talking about going to the gym. I'm talking about the corporate treadmill – that single-minded pursuit of insuring every part of our lives is in forward motion.

It starts at dawn and may not end until close to midnight. We book back-to-back meetings to try to fit everything in, working feverishly so that just maybe we won't have to take work home. We say 'yes' to new assignments when we should be saying 'no' and figure that we'll somehow fit it into the schedule. Lunch is often taken at the desk in order to work a few extra minutes. Going out to lunch, networking or attending educational seminars are the first things to go when things get too hectic. And, as we advance in the corporate hierarchy, we find that we are running faster and faster on the treadmill because we're afraid to stop.

I know because I have been there and done that. For 25 years, I was employed in corporate roles of increasing responsibility. For the past 3 years, as an executive coach, I have been on the outside looking in, and can now see things from a new perspective.

After months or years of being on this treadmill, women find themselves under constant stress, leading to exhaustion, fear and anger. Richard Boyatzis and Annie McKee call this "the sacrifice syndrome" in their book, *Resonant Leadership: Renewing Yourself and Connecting With Others Through Mindfulness, Hope and Compassion (Harvard Business 2005)*.

Without making time to renew ourselves mentally, emotionally, physically and spiritually, they say, we become "dissonant leaders," which in turn infects the teams we manage and the people with whom we work.

The way to maintain resonance as a leader is to *recognize the syndrome, pursue a process of intentional change, and engage in continual self-renewal*. Open yourself up to inputs from others and to outside influences, use the 360° feedback process to do some self-reflection, and develop a meaningful plan for your future. Recognize that what you are doing today may not get you where you ultimately want to go – unless you slow down and reflect.

So, consider this a wake-up call! Be sure to take the time to stop and smell the roses. I now have my own rose garden in order to do just that.

Tracey is Vice President of the Midwest Region of The Leader's Edge/Leader's By Design. She has over 20 years of global business experience in leadership development, change management, and international marketing. Most recently, she held the position of Vice President and Director in a Fortune 100 company.

Women on Board (Continued)

it's really about having a plan. Even if your plan doesn't play out the way you originally anticipate, **it's important to pursue your goals and enlist the help and support of the right mentor.** So even if your plan doesn't play out, no matter what happens you will end up where you are supposed to be.

Nancy Reardon, Chief Human Resources & Communications Officer at Campbell Soup, engaged the group using a detailed presentation on preparing for the board membership – both personally and professionally. She encouraged the women to be informed on the responsibilities of board members and to stay current on governance issues through relevant publications. She also **outlined the nomination process detailing what to expect from the board ('their list') and what to ask boards before joining ('your list')**. Things included on 'their list' were lining up references, preparing for the interview and anticipating background checks. Items on 'your list' include assessing your availability and willingness to devote time and understanding the liability involved.

Final speaker **Debbie Fretz**, President & CEO of Sunoco Logistics Partners, addressed to the group over dinner from the perspective of a CEO. Debbie gave behind-the-scenes information on the skills and characteristics that CEOs look for in their board members and **emphasized the mental and physical commitments that distinguish a good board member.**

In addition, the backbone of the *Women On Board* program are the lessons and skills-building provided by Judee and Molly. Due to her wealth of experience in serving on corporate boards and placing board members through Diversified Search Ray & Berndtson, Judee's unique perspective gives participants suggestions on how to approach getting on to a board. Similarly, Molly's diverse board experience and coaching background allowed her to lead participants through a comprehensive skills assessment process and the development of a board strategy action plan that gives each woman an immediate takeaway.

Recent & Upcoming Events

September 18th

Networking Party featuring David Cohen & Judith M. von Seldeneck
Ralph's Cafe, Comcast Center 43rd Floor, Philadelphia
5:30 – 7:30pm

September 22nd

Strategic Networking: The Importance of Developing Key Business Relationships presented by Molly D. Shepard, President of The Leader's Edge. A Young Professionals Development Program offered in partnership with the Greater Philadelphia Chamber of Commerce's Young Professionals Network.
Independence Blue Cross Building, Philadelphia
6:00 – 8:00pm

October 15th – 17th

Leading Up Open Enrollment Off-site Inn at Penn, Philadelphia

October 22nd – 24th

Executive Women's Off-site
Ritz Carlton Hotel, Philadelphia

December 11th

The Leader's Edge/Leaders By Design Holiday Networking Event
Rittenhouse Hotel, Philadelphia
5:30 – 7:30pm

February 25th – 27th

Leading Up Open Enrollment Off-site
Philadelphia

March 4th – 6th

Executive Off-site
Philadelphia

Female Leadership in a Global Marketplace

The panel was held in New York City and moderated by Deborah Brown, *The Leader's Edge/Leaders By Design* Head of Diversity Initiatives. The distinguished panelists included **Tracy Calder**, Managing Director for UBS Wealth Management Americas; **Maura Markus**, Executive Vice President, Head of International Retail Banking for Citi's Global Consumer Group; **Lisa Shalett**, Chief Operating Officer of the Global Compliance Division, Legal Department, and Management Controls Division at Goldman Sachs; and **Raj Vora**, who was the Director of Strategic Execution Consumer Lending at Merrill Lynch. Of particular interest to the attendees were the benefits and opportunities of taking global assignments that the panelists explained.

Panelist **Tracey Calder**, who has worked with teams in Puerto Rico, said that one of the many advantages she experienced as part of a global team was building credibility in external networks. **Maura Markus**, who spent several years in leadership overseas in Brussels, Belgium and Greece, said that as a woman, taking a global assignment makes you a more marketable individual within your own company and can increase career success. She also added that being an intricate part of an overseas company gives you an opportunity to do things differently, to learn in a new way, and to experience unique work and life situations. **Raj Vora**, who has worked and lived in Ireland, Germany, and India, said that being a global leader and an ambassador for her company is the "ultimate sign of trust" between an individual and the company. **Lisa Shalett**, who spent several years leading in Tokyo, Japan, said that being a leader in a global assignment allows for a positive change in perspective and gives one the ability to become of insightful and reflective.

The Q & A session was interesting and insightful and attendees enjoyed the traveling tips, cultural cues and anecdotes shared by each of the panelists. The advice shared by the panelists was...

- **Speak Up!** If you are interested in working overseas tell your supervisor. Many of the panelists shared the experience of approaching their boss with their interest in working globally only to find that their boss was completely unaware.
- **Be Flexible!** Going to another country introduces unique experiences – it will be new and exciting – and at times frustrating. Part of the success of being overseas is to be flexible and adaptable in your new working environment.
- **Have Fun!** Enjoy your new culture. You have the opportunity to represent your company on an international scale – why not enjoy the experience to the fullest and soak up all the cultural nuances you have time for?
- **Share your experiences.** Being a role model and sharing your experiences with the next generation is vital to the future successes of women.

Don't be afraid to step out of your comfort zone. Whether it is contemplating a new global assignment or taking a risk in your current U.S. role, seeking out new opportunities can be life-changing. Big risks can equal big gains.

Molly's Letter *(Continued)*

It is simply remarkable that the military force of Spain, which did not allow women to enlist a generation ago, is now run by female Defense Chief, Carme Chacon, and in addition, 15% of Spain's troops are women. Spain has set their standards high for increasing gender equality, and it is an inspiration to women globally.

Carme Chacon, for example, has recently been named the new Defense Chief of Spain. Spain's Prime Minister Zapatero, appointed her in a bold statement that sets gender equality as one of the country's top priorities. Furthermore, Chacon, when first appointed, was pregnant and proudly displayed her bump while she reviewed the troops in April at a ceremony in which she officially took her post.

Other countries are also taking this matter much more seriously than the U.S. where currently only 14.8% of *Fortune 500* board members are women. According to Catalyst, the leading nonprofit organization working globally to build inclusive workplaces for women, in Norway women hold 44.2% of all board seats. Following that are Sweden and Finland, whose women hold 26.9% and 25.7% respectively, of all board seats.

I believe it's imperative that we continue to seek out opportunities to have women lead within each of our organizations and industries as well as our country's government. Research has shown that when both men and women lead in an organization, all stakeholders benefit. By continuing to knock at the door of the upper-echelons of our organizations, women will continue to make more opportunities for the next generation. And by developing the necessary skills to be an effective leader, woman can garner more support and credibility for future women in leadership.

Equally important is that our country and U.S. government take the lead on this important issue of ensuring that women have the same opportunities to advance to senior roles based on their talent, skills, and hard work. I am convinced that our world will be a kinder, more transparent and healthier one with more women in strategic leadership roles guiding us into the future.



Client Perspective: Cecelia "Cici" Holloway Managing Director, Diversity & Inclusion, Americas UBS Investment Bank

"The Leader's Edge/Leaders By Design has been extremely responsive to the specific needs of UBS. They have been able to customize an approach which addresses specific dimensions of diversity – such as age, race and gender – and integrate these factors into their program design."

Tell us a little about your background... I joined UBS a little over two years ago. It was clear to me that the organization has a real need, interest and commitment to diversity given its significant expansion into global markets. Before relocating to the Stamford, Connecticut area, I spent over 25 years in the entertainment industry. Most recently, I was Senior Vice President, Diversity & Inclusion, for Paramount Pictures in California. Before that, I was in several senior Human Resources roles in the Viacom organization.

What has your experience been with The Leader's Edge/Leaders By Design? We invited one of our Director-level women to attend the Women of African Descent program and were viewing it as a 'pilot.' We now plan to go forward with others because of her positive experience. She gained a great deal from the program in the areas of leadership development, skill building and socialization. The extensive pre-work helped her expand perspective on her style and the way others view her. In addition, she learned how to leverage her skills in a large organization like UBS. She also developed relationships with other women in the program with whom she had common bonds personally and professionally. The group enjoyed each other so much, in fact, that they made a vow to stay in touch and build on their network! Because of her experience with The Leader's Edge/Leaders By Design Women of African Descent program, she is now better positioned to know how to move ahead with our organization.

What are your future leadership development plans? Right now we are building two customized programs with the help of The Leader's Edge/Leaders By Design. The first will fall under our "Diversity Today" programming. It will be a 90 minute session to capitalize on the interest of employees to gain real world, useful information about diversity. The second program is a multiple part series for women on the trading floor. We are looking to launch both of these new programs this Fall.

I take a very practical approach to diversity training. I am always looking for ways to integrate diversity into our everyday work. When an individual leaves the presentation or class – has he or she learned something that can be applied immediately? I have found that is a good way to measure success!

KUDOS to program graduates and friends on their recent achievements!

- **Felicia Ladin**, Teva Pharmaceuticals, will assume the role as the new Director of Financial Planning & Analysis for TUSA
- **Sandra Smith**, GlaxoSmithKline, was promoted to Director of the Collaborative Research Trial Office in the Oncology MDC
- **Lisa Aronson**, *The Leader's Edge/Leaders By Design* Vice President of Quality & Delivery, was appointed to the Board of Astral Artists.
- **Karen Gotting Smith**, AstraZeneca, was named VP Business Performance and Continuous Improvement
- **Paulomi Shah**, HSBC, has been named COO
- **Elizabeth Reeves** was named Senior Vice President and Chief Human Resources Officer at Liz Claiborne Inc.
- **Geralyn Ritter** was named Vice-President, Global Public Policy for Merck & Co., Inc.
- **Yvonne Greenstreet**, GlaxoSmithKline, has been appointed Chief of Strategy, R&D. Yvonne will also be a member of the Product Management Board (PMB) and play a key role in ensuring alignment between pipeline decisions and the overall R&D strategy
- **Michelle Williams**, Rohm & Haas, was promoted to General Manager, NA Electronic Materials Business
- **Charisse Lillie**, Comcast, has been named as Vice President of Community Investment and Executive Vice President of the Comcast Foundation
- **Mona Zeehandelaar**, Towers Perrin, has been appointed as Principal Investor Relations
- **Colleen Rooney**, Comcast Cable, has been named the Vice President, Internal Communications & Production

The Forum of Executive Women, a Fort Washington professional association representing women in the Delaware Valley, elected their officers and board members for the 2008-2009 year including: **Terry D'Alessandro**, Executive Vice President and Market Chief Executive Officer of Sovereign Bank, Philadelphia, as secretary. And new board members: **Nila G. Betof**, Chief Operating Officer at The Leader's Edge, **Lori F. Reiner**, Partner at Goldenberg Rosenthal L.L.P. and **Kyra G. McGrath**, Vice President for Strategic Projects and General Counsel at WHY Inc. will serve as immediate past president ex officio.



The Future: A Third Face of Leadership

By Peter J. Dean, Ph.D.

Today, there are two distinctly different faces of leadership in most organizations. These faces can be defined as masculine and feminine. Masculinity is mostly associated with men and femininity is mostly associated with women, even though all people have a combination of both masculinity and femininity capabilities within themselves. The masculine approach to capability was virtually alone in the corporate world until the last few decades, when femininity entered into leadership roles mostly through women taking on managing roles.

Although the two have co-existed, one side ultimately tries to dominate the other and it is usually the masculine side that wins. When this happens, the organizations often lose out in their efforts to advance and succeed as they are confined to using only half of its available talent. If individuals were able to blend the best of the masculine and feminine capabilities into their natural styles, they would create a balance in the organization that would both be more effective, productive, and ultimately, more successful.

Today, however, organizations have not tapped into the full value of femininity as a leadership capacity in the workplace. Because women are the primary users of the feminine face of leadership, they receive the brunt end of the rejection of this capacity. The many differences between masculinity and femininity, shown in the next chart, hold the possibility of creating positive dynamics in the work culture – if and when they are combined. This is because the strengths and weaknesses of each can often offset each other, producing a stronger, more balanced approach.

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The Future: A Third Face of Leadership

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Workplace Capabilities of Masculinity and Femininity in Leadership

Masculinity (Assertive & Focused on Material Gain)	Femininity (Modest & Concerned with Quality of Life)
Control emotions/feelings when focusing on tasks	Have empathy for others when dealing with people
Excel at short-term decision-making after fast and focused diagnosis	Interested in long-term consequences of decisions which requires asking many questions
Want to be the winner	Want success that allows other winners
Concerned with interests in material gain	Concerned with needs/wants of others and the quality of life
Concerned with force and duty in order to develop inborn capabilities to compete better	Have sensitivity to others feelings/thoughts which increases loyalty and decreased fighting
Seek and use mostly position power at each level as they rise in an organization	Minimize the need to use position power by using other kinds of power (personal, interpersonal, political)
Hold information close to the vest	Share information with others
Rely on organizational chart	Use collaboration across networks
Confront conflict directly & aggressively	Avoid conflict, looks for inclusion and engagement to solve conflict
Expects others to communicate concisely, be decisive and assertive	Expects others to speak comprehensively, use intuition and strive for consensus

Though there are exceptions, many people tend to lean into either masculine or feminine behavior patterns. **In order to be most powerful, we propose that the skills and strengths of both should be combined into what we call 'the third face of leadership,' the key principles of which are listed below.**

Third Face Leaders...

- Seek to understand and acknowledge the differences of masculinity and femininity in all individuals, and put the value of each into a professional context.
- Incorporate short and long-term vision and the consequences of each into their actions.
- Balance personal needs/wants with those of others and demonstrate regard for individuals by listening, learning, empathizing and attending to others.
- Deal respectfully with conflicts, look for resolution and use positive body language.
- Connect with others through positive, strategic communication and consider what and how information is being exchanged.

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The Future: A Third Face of Leadership

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Third face leadership is a dramatic change to the predominant leadership approach in today's business environments, and will need time and energy to advance. This can be a lonely endeavor and involves patience, as others begin to learn this new way of viewing colleagues and thinking about leadership. There are still deep-seated biases and ingrained inertia in today's masculinity-dominated cultures, and a shift involves changing the paradigm. However, there are many positive outcomes to be gained through this change:

- *Greater success in the personal growth and development* of leaders who understand the characteristics and reasons underlying the issues of both masculinity and femininity and have respect for the value of both.
- *Increased productivity in organizations* by decreasing the tension between genders brought about by not understanding the value of masculinity and femininity. Encouragement of women and men to use the leadership values and qualities associated with their own use of masculinity and femininity in the workplace.
- *More understanding* on the part of men who mostly demonstrate the masculine, as to what women, who usually demonstrate the feminine, bring to leadership positions – and vice versa, thereby expanding their range as leaders.
- *A healthier balance* between family and work as the perspective and the priorities of both men and women using more of their masculine and feminine sides and to bring that capacity to the workplace by setting policy at the top of their companies that values both.
- *Fewer ethical scandals* in corporations when both men and women understand the value of masculinity and femininity capability in leadership at the top companies. (Remember, many of the whistleblowers in this decade's most prominent corporate scandals were women which mostly originates from the feminine capability for high standards of behavior.

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