



Molly D. Shepard
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Molly's Letter

I recently came across a very discouraging article in the Opinions section of *USA Today*. Written by Ilene Lang, CEO of Catalyst, a non-profit research organization working globally to expand opportunities for women in business, she makes some very observant points about whether or not "women have shattered the glass ceiling."

I want to quote one of her points to really put the situation in perspective, "We received our MBAs the same year AT&T awarded 15,000 women and minorities \$15 million in back pay and \$23 million in raises in the wake of the landmark bellwomen discrimination suit. Many thought we walked into the business world at the very moment the glass ceiling was shattered once and for all. How wrong we were."

The statistics showing why women should be faring better in their career advancement

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Engaging, Developing and Connecting your Emerging Leaders

As the field of leadership development has evolved over the last several years, so have we adapted to the new expectations of the clients we serve. Along with this evolutionary change, has come several exciting new initiatives and projects that really stretch our thinking as leadership development consultants.

In late 2009, we were approached by one of the *Top 10 Hospitals* in the Nation (U.S. News & World Report) to design a program for 'Emerging Leaders' throughout their organization. We found that clinicians, doctors, nurses and administrative professionals in a hospital system face some unique challenges in their day-to-day work. Therefore, like many of the projects we have been undertaking the last several months, we took the core values we see instrumental to leadership and weaved those concepts into a customized year-long learning process addressing the specific challenges distinct to professionals in healthcare. The goal of the process is to engage high-potential leaders across the organization in a development opportunity to enhance their leadership skills while also providing a platform that allows each leader to apply the learnings to their particular role in the health system.

Over the course of the year, the program incorporates in-person classroom sessions, as well as telephonic small cohort meetings once per month. The in-person classroom sessions are particularly beneficial to these attendees who seldom get a chance to stop and focus on their own leadership styles and reflect on how to develop their teams to perform more successfully and stay engaged in their roles. In addition, the group is strategically assembled into cohort groups that meet every month to engage in thoughtful dialogue around the classroom instruction and assigned readings with the opportunity to vet their challenges with other experienced healthcare professionals who can relate to, understand, and offer sound advice on tackling tough issues.

For example, the first in-person session addressing *Building Personal Resiliency* is a poignant topic for the individuals in the program since burnout and fatigue in the healthcare industry are common due to long work hours, inconsistent schedules and high-pressure situations. As a result of this first session, led by Nila Betof, Ph.D., Chief Operating Officer, *The Leader's Edge/Leaders By Design*, the leaders are now equipped with a variety of different ways in which they can spot signs of burnout on their respective teams and address their own stress. At this session, participants also learned several tactics to alleviate stress in themselves and in their team members and how to renew personal and group energy.

One of the emerging leaders shared, "This is a great outlet for sharing one-on-one with senior leadership the problems and issues at the front line candidly." Another emerging leader said they "found the opportunity to meet and learn from other leaders" to be the most impactful part of the experience thus far.

We are finding in our research with large organizations that while employees enjoy telecommuting and virtual teams can be highly successful, that there is a real sense of camaraderie and "team bonding" being lost in the exchange.

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Revitalizing Teams for Organizational Success

An organization's success is highly dependent on its ability to adapt to changes in the marketplace and to subsequently integrate and motivate its employees – its most valuable assets – along with these adjustments. As a result of the current economic situation, many organizations have instituted changes that include decreasing their workforce or rearranging resources to increase efficiency and reduce waste. Employees now find themselves working closely in new groups with new colleagues who may each have a different work and leadership style.

As experienced consultants in organizational development, *The Leader's Edge/Leaders By Design* knows that aligning team members towards a common goal, recognizing one another's skills and leadership styles, and most of all, building trust between group members, are critical factors to the team's success and therefore the overall success of the organization. Furthermore, a high-performing team is one comprised of a group of people who recognize their team members' expertise and value a diversity of thought in reaching their goals.

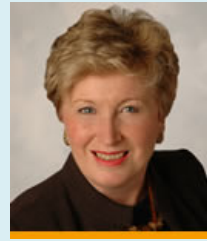
The *Harvard Business Review* echoes these sentiments noting that "each member of a global business team brings a unique cognitive lens to the group. If harnessed effectively, the resulting diversity can yield significant synergies and produce a collective wisdom superior to that of any individual" (Building An Effective Global Business Team, Summer 2001).

We recently worked with several clients who are proactively addressing changes in their organization and utilizing our team building expertise to bring new groups together as a high-functioning team. One client, an international building materials and container company, has executives in different locations that work together virtually and who don't know one another very well due to lack of face time. They are expected to collaborate on high-level projects that significantly affect the organization's bottom line. We conducted a two-day team building workshop with exercises that focused on understanding differences, self-disclosure, sharing, trust building and working together. At the conclusion of the in-person workshop, the group of executives left for their various locations with a deeper appreciation for each other's skills, experiences, perspectives and accountabilities. Undoubtedly, the organization will benefit from the increased synergy.

A second client – an international energy delivery company – recently assembled a new senior team as a result of a re-organization. Each executive had responsibilities in different functions of the organization and therefore little understanding of each other's roles and skill sets. *The Leader's Edge/Leaders By Design* conducted a team building session to help the executives better understand how to work collaboratively and more effectively with one another utilizing a leadership style assessment instrument and several case studies. Conversations were also facilitated to create an appreciation for skills and roles within the different business functions so that team projects can be successfully executed. Specific attention was paid to the work system surrounding the performers to ensure proper information, resources and incentives were in place.

Collaboration and teamwork are essential for conflict resolution, long term planning and strategic innovation of organizations as they incorporate the ideas and skills of many for the benefit of the one larger organization. Changes in organizational structure can create new groups that need guidance and understanding to become a true, collaborative team. In addition, many current teams need to be reenergized.

If you or your organization are in need of creating a dynamic, successful team, call Monica Warner at 610-660-6684.



Coach's Perspective: Mary Jane Reed

*For The Leader's
Edge/Leaders By Design
Washington D.C. Regional
Vice President Mary Jane*

Reed, executive coaching was in her nature. Mary Jane had a thriving career in Human Resources at large firms such as Verizon (Bell Atlantic) and Nevada Energy. It was during her tenure as an HR professional that she realized her passion and talent for encouraging and developing executives as they faced various roadblocks in their career as they consistently sought her out for counsel. As Mary Jane says, "when I was the Head of HR, I found that the role I played to the CEO and other officers was that of a sounding board and a confidant"

Now that Mary Jane has more than 25 years of executive coaching under her belt, she shares some of her experiences and tips for leadership development:

How do you view your role as a coach?

I believe my role as a coach is to provide honest feedback about people's effectiveness – what is working well for them and what might not be working so well for them. I'm also a sounding board to help executives explore other options and to encourage strategic thinking such as "is there another way of doing this?" or "what are the long-term or unintended consequences of taking this action?".

Most importantly, I am seeing with more and more clients that coaching helps them find the time to think. Executives are so busy – doing work, responding to emails, going to meetings, putting out fires, etc. and they have no time for thinking. Coaching forces individuals to stop and take the time to think – asking themselves how they impact the organization or questions such as "where do I want to be in a year?", "where do I want the organization to be in a year?", or "what could be working better?".

What is the business culture in Washington DC like for executives? Are their certain skills that are more sought after in this region?

One aspect that is unique about the Washington D.C. region is that it is so centered around government. The defense industry and government contractors (like Lockheed Martin and Northrup Grumman) make up a large part of the job sector. Some of the skills that these industries value are project management, relationship and network building. However, we are now seeing other industries, such as hospitality with companies like Hilton and Marriott, establishing a strong presence in the region.

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Upcoming Events

September 28th, 2010

Leading Up for Women of African Descent Skills-Building Off-site
Philadelphia, PA

October 6th, 2010

Enhancing Your Professional Image
SAKS Fifth Avenue, Bala Cynwyd, PA

December 9th, 2010

The Leader's Edge/Leaders By Design 10 Year Anniversary Party & Holiday Celebration

April 2011

Women On Board program
Philadelphia, PA

May 2011

Physicians As Leaders event
held in conjunction with strategic partners
Diversified Search
Odgers Berndtson
Philadelphia, PA

Molly's Letter *(Continued)*

are numerous, and it is distressing to think that in the 21st century we still have not reached more of an equal playing field in the top tiers of our organizations. Women make up over 50% of the labor force and 51.4% of all managerial positions in the U.S. So, why is it that only 15.7% of corporate office positions in the *Fortune 500* are held by women and only a mere 3% of CEOs in the *Fortune 500* are women? The 2009 Census says that women are now just as likely as men to have completed college. Women also have drawn even with men in holding advanced degrees. As reported by Hope Yen of the Associated Press, women represented roughly half of those in the U.S. with a master's degree or higher, due largely to years of steady increases in women opting to pursue a medical or law degree.

After working on the issue of advancement for women in corporate America for over 10 years, I was certain that I would have worked my way out of a job by now. No such luck. Despite all the statistics, all the advances, all the degrees earned, and positions we have been promoted to, and all the desire on the part of high performing women to advance – we are still, in 2010, running smack dab into the “glass ceiling” – and it has not shattered. In fact, it has hardly cracked.

So, what can women do to better strategize their careers? Our most recent book, *Breaking Into the Boys' Club: 8 Ways for Women to Get Ahead in Business*, has several insights on how to hurdle the challenges placed in front of women, intentionally or unintentionally, in the workplace. For instance, our research has shown that women are not as effective at strategic networking as men are. However, the phrase, “it's not what you know – it's who you know” has never rung more true than with the current economy, where open positions are receiving hundreds of qualified applicants. To help women strategically network, women must understand that their visibility with the influential players in their companies, their ability to self promote for important assignments, and their inclusion in the information pipeline are essential ingredients for their effectiveness as executives and their advancement. Networking and getting out of your offices is NOT an option!

Lastly, it takes courage today to be a strong leader exhibiting dignity, integrity and firm resolve. Crises, a multitude of distractions a day, ambiguity and the unknown test a leader's strength every day. Women are ideally suited temperamentally and sociologically to deal with the complexity of today's world but we do not always have the confidence to do so. We need to believe in our own worth, be proud of all that we have accomplished, use our voices to get our ideas heard and feel secure about stepping up for what is right. Ten years from now, I want to be out of work, comfortably retired, maybe on a beach, and I remain positive that women will find their rightful place in today's business world and common ground with their male colleagues.



KUDOS!

- Congratulations to **Kristina Parker**, Audit Partner, KPMG LLP and member of the KPMG Executive Leadership Institute for Women Class of 2009 on being named one of Philadelphia's Top 40 Under 40.
- **Jackie Linton** took a position with Synagro Technologies as their new Vice President of Human Resources.
- **Michele Dorris** took a position with Campbell Soup Company as the new Director, Order to Cash.
- Congratulations to **Chau Tran** on the birth of her daughter Kealey Yi-Hua Adair born March 25, 2010 and weighing in at 7lbs 3ozs!
- **Angela Dowd-Burton** has taken a position as the new Executive Director of the Office of Economic Opportunity for the City of Philadelphia.
- **Ellie Thompson** has taken a position at Dilworth Paxson and is helping develop their Health Care Practice Group. She is also teaching "Health Care Law: Regulation and Financing" at Temple Law School.
- **Rosemarie Greco** is the featured guest speaker at the Women Against Multiple Sclerosis Luncheon on May 19th. Rosemarie is speaking in honor of her sister, Phyllis D. Greco.
- **Liz McKee Anderson** has been appointed as Worldwide Vice President, Vaccines at Johnson & Johnson.
- **Lindsay Johnston** has been promoted to Senior Vice President, Human Resources at Comcast Cable Eastern Division.
- **Cathy Marshean Spivak**, Group Manager, Campbells Kitchen, was recently quoted in the *Wall Street Journal* on March 18th, 2010 for the work she leads in the test kitchen at Campbell Soup.
- **Katherine Waltman Johnson**, Ph.D. was recently promoted to Senior Director, Medical Affairs and accepted the role as National Director, Primary Care with Novartis.
- **Karen Gotting-Smith** was named as Vice President, Global Product Leadership for AstraZeneca.



Do Women Outperform Men in Long-Term Collaborative Leadership?

By Peter J. Dean, Ph.D.
President, Leaders By Design

Currently, the gender norm in corporate America's executive suite is masculine. The executive men outnumber the executive women by roughly 85% in our country's largest companies. From a societal viewpoint, history in western and eastern civilizations documents masculine governance much the same way. Stephen Green, Chairperson, HSBC and author of *Good Value: Reflections on Money, Morality and an Uncertain World*, I believe, has summed it up best:

Throughout history....one half of the population has been treated as in subjection to the other half. But the overwhelming fact is that for most of history the vast majority of women have played a marginal role in society, have been denied education or any serious chance to achieve their potential... Often the subjection has been enforced with specific cruelty; ...foot binding, female circumcision, female infanticide... – all of which have contributed to immeasurable suffering and waste of human potential.

It is one of the most striking glories of globalization that the processes of urbanization, education and communication are gradually righting this huge wrong. ... And, lo and behold, the world discovers that women can flourish and lead commercially, professionally and politically.

With Green's perspective in mind, I want to speak briefly to the collaborative practices that women naturally bring to leadership and long-term success in the marketplace. I will earmark the shift in executive leadership development from only short-term to short-and-long term together that is already visible in some companies.

As senior writer for *Fortune Magazine*, Betsy Morris suggests companies such as Genentech, Apple and Starbucks are not following the old rules of a male-dominated culture epitomized by the mantra of "real men make their numbers every quarter" while discounting the long-term consequences for the companies, instead, decisions in these companies are made for the sake of posterity for all stakeholders, employees, customers and shareholders, not just the shareholders. This balance of short and long-term focus in decision making blends masculine and feminine skills that can be tapped for business sustainability.

Generally speaking, men execute leadership with a laser-like focus on completing the task at hand which can be perceived as being masculine.

Thus, male leaders tend to excel in the practice of:

- Controlling emotional distractions within them and among others
- Summoning vast amounts of energy to do the job
- Focusing theirs and others attention on the job at hand

- Committing to accomplishing the task efficiently, and
- Solving complex problems relatively quickly

Women, generally speaking, bring the leadership skills of listening comprehensively, empathizing with what they hear, attending to what others want, a patient willingness to engage in conversations addressing short and long-term ethical concerns and dealing with conflict while being respectful to the other person. These are the kind of skills that foster long-term success and business sustainability but are not seen as masculine so the skills are not as robustly embraced by corporate leaders. In short, women excel in the following:

- "Reading" people's motives
- Asking questions and listening
- Empathetically understanding the other person
- Having a capacity for patience
- Seeing the big picture
- Working collaboratively, and
- Maintaining respect when stressed

If men and women are free to bring their fundamental skills into their execution of leadership with each other, without one dominating the other, as often happens in meetings shutting down the minority voice of women, then the company benefits in the short and long-term.

As senior executive coaches, we know that the use of only masculine skills can go awry and dominate if executives seek only the maximization of shareholder value and in the process usurp their responsibility for the long-term benefit of all stakeholders. If men can expand past their focused practice of pushing only for the 'numbers' to read right, if they really include women in decision-making, and if women don't forsake their natural practices and adopt male styles of doing business, our workplaces will have an opportunity to reap the rewards of short and long-term comprehensive and collaborative leadership.

Moreover, the fact that all of these practices, both masculine and feminine, can emerge from either gender is noteworthy. An executive should be able to draw upon his or her fundamental strengths. Thus, the new expectation is that during a conversation, both the man and the woman involved in the interaction can use a combination of male and female leadership traits. This concept opens up huge potential for a higher ground of interaction at work between men and women where a more comprehensive use of cooperative leadership skills can be used making the company both unique and quite competitive in the marketplace.

At *The Leader's Edge/Leaders By Design*, we have learned vividly about the personal practices of leadership that result in short-term and long-term success. It is neither a projection of only a masculine or only a feminine approach but a blend of both. Embedded within this hybrid is the significant fact that finally women are now accepted as leaders in enlightened companies and by inclusive and thoughtful company heads. So, do executive women outperform executive men in collaborative leadership for the long-term sustainability of a company? Probably, but we need many more executive women in the top seats first to really answer that question.

Coach's Corner

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As for the women leaders in Washington D.C., through my coaching work and associations I have found that they experience the same issues as women in other parts of country – finding time, balance, self-promotion, and strategic networking to their own benefit.

Can you elaborate on what you mean when you say strategic networking?

There is a book titled 'Never Have Lunch Alone', which I highly recommend reading, whose premise is that the lunch hour is a great time to network with others – either inside your organization or outside of it – who might be a beneficial contact to you. More and more I see executives holing up in their offices and using their lunch hour to catch up on email and other work. Ideally executives should try to network 1-2 times a week. You should look for opportunities, like lunch or even early morning coffee, to reach out to colleagues you have worked with in past, individuals in your own organization whom you don't know well but who are in collaborating departments or individuals in a similar role in a different company who might be helpful to you in sharing how they work to provide you with another viewpoint. If you are an introverted person, prepare a couple of 'opening lines' to use to start the conversation such as, "I have admired how you manage your team. I would enjoy the opportunity to discuss with you the ways you create collaboration on your team".

Being that you are in the nation's capital during an economic downturn, how is leadership development being addressed, or is it? Washington D.C. has a cushion to downturns due to the large government presence I spoke about earlier. The region is not recession proof, but the dips are not quite as deep as in other parts of the country. During this particular economic downturn, we are experiencing the normal belt-tightening. Unfortunately, some organizations see development as something that can be put off and this causes executives even more pressure. Using coaching shows an appreciation for the hard work of leaders during these stressful times and should be utilized to maintain an individual's performance as well as a retention tool.

Any advice for developing yourself in this current economic climate?

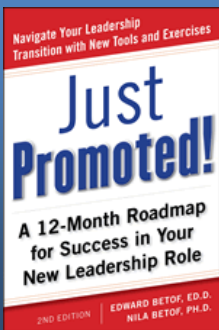
Just ask! We are sometimes reluctant to ask for development opportunities during tough times, but really you should never stop asking especially if you are able to demonstrate and articulate how the development can help you be more effective at your job. When you ask, make a case for it. Tie the development opportunity to the organization's goals or to a direct impact on your performance. For example, "executive coaching could help me lead my team more effectively through the changes occurring in our organization." When you ask for development, have a plan in mind. Don't just ask for training.

Engaging, Developing and Connecting your Emerging Leaders

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We believe that some of the success of this program is due to the desire that these healthcare leaders want to know the people in their own organization outside their own teams. Not only is it important to network across an organization, but moreover, these kinds of programs allow emerging leaders to have an expansive network of peers to exchange ideas with and seek advice from – giving them more credibility, confidence and networking opportunities across the organization. Overwhelming feedback from the program confirmed the participants' appreciation for a cross-function program such as this one.

If you think the emerging leaders in your organization would benefit from a similar developmental process, we would love to talk to you more about how we can engage your organization's future leaders. We are experts at customizing programs built around the core values of leadership development and your organization's unique needs. Please contact Susannah Cobb at scobb@the-leaders-edge.com or 610-660-6684 to learn more about this process.



Nila G. Betof, Ph.D., COO, *The Leader's Edge / Leaders By Design* is publishing her first book with husband, Edward Betof, Ed.D. *Just Promoted!* is about what happens in the first 12 months after you've been promoted to a new management or leadership role. You're moving up! It's about that exciting and challenging time in your professional life when your responsibilities change, expand, and usually become much more challenging for you. *Just Promoted!* is designed to help you at every turn. More details coming later this summer!

The Leader's Edge / Leaders By Design

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