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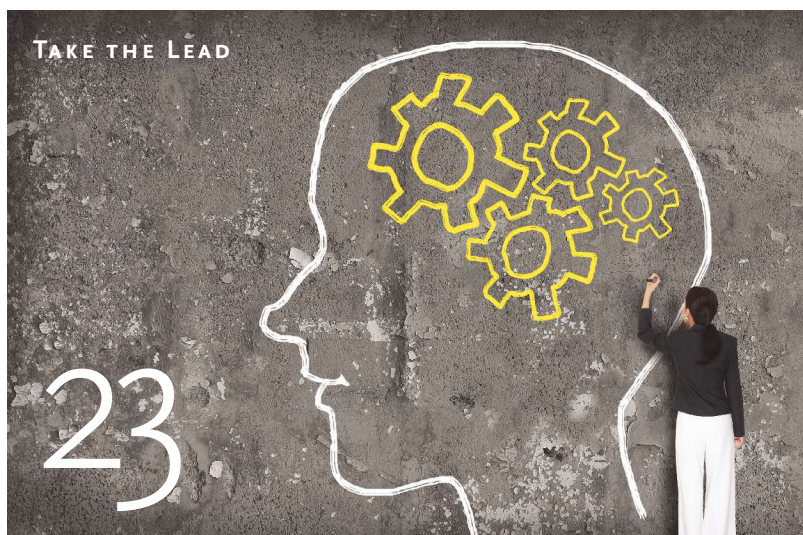
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WOMAN**
Leadership empowerment for women who mean business

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Women's Equity Can Begin in the Workplace

OVER THE PAST YEAR, sexual harassment of women—in Hollywood, politics, the workplace, you name it—has been front and center. Following this attention, people have responded with feelings of betrayal, anger, and bewilderment. Organizations have quickly implemented immediate dismissals. Many rules and guidelines have been proposed, with some already under way.



The advancement of women into leadership positions in companies will dramatically change behaviors and conversations.

The #MeToo movement and other campaigns have exposed the widespread prevalence of sexual harassment in the workplace. This very important movement is a long time coming. But it's not by any means the only women's movement of the moment. Women are rallying around many issues, including domestic violence, protection of women's rights, expansion of maternity benefits and health care for women and children, and the topic closest to my heart and life—gender parity in the workplace.

As an advocate for gender parity, I am confident that the advancement of more women into leadership positions in companies across the United States will drastically change these behaviors and conversations. Sexual harassment would not be tolerated. Nor, presumably, would companies with a significant percentage of women in senior leadership positions tolerate gaps in pay between men and women.

While the pay gap is still startlingly wide, some companies do get it and are far more advanced than most. In this issue of *Diversity Woman*, we highlight companies that are getting it right, by relentlessly working to level the playing field and narrow the leadership gap.

Let's start with the retail giant Target and CEO Brian Cornell. As we write about frequently, women's equity in the workplace requires male allies. What better ally to have than your CEO? Cornell has

publicly stated his commitment to bring gender equity to his workforce. For starters, he has joined the board of Catalyst, an influential nonprofit dedicated to gender equity, and has launched STEM education programs for female employees.

Target isn't alone in understanding that strong representation and inclusion of women in senior management strengthen a company. In our feature beginning on page 34, "Companies That Are Getting It Right," Carolyn Brown profiles five companies—AT&T, Ernst & Young, Kaiser Permanente, KPMG, and PriceWaterhouseCoopers—that have made gender equity a priority.

We need more companies with CEOs as committed to the advancement of women of all races, cultures, and backgrounds as the organizations highlighted in this issue. Not only would more female employees earn a higher salary and thrive in their jobs, but our workplaces and our world would be better for it.

A handwritten signature in black ink that reads "Sheila".

DR. SHEILA ROBINSON
Publisher, *Diversity Woman*



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The Language of D&I

The CDO for global computing giant Lenovo impacts the bottom line by blending East and West

YOLANDA CONYERS, VICE PRESIDENT of global human resources and chief diversity officer for Lenovo, has a challenging role—leveraging diversity and inclusion in a global company with a Chinese heritage.

Since 2007 Conyers has broadened and created the We Are Lenovo culture to better serve and reflect its global workforce. Lenovo, the world's No. 2 PC maker, operates in 160 countries.

When Lenovo recruited Conyers, she was on sabbatical after serving as executive director of worldwide procurement at Dell. "The opportunity to help Lenovo integrate Eastern and Western cultures captivated me," says the Lamar University (Texas) computer science major.



5 MINUTES WITH YOLANDA CONYERS

She found the opportunity a professional challenge, and it also resonated with her personally as a way to make a difference. "As a child, I remember being bused from my all-black neighborhood to a predominantly white school," she says. "In addition, my father was a seaman and traveled around the world on merchant ships. He was wise from his travels, and he taught me to embrace the unfamiliar. That's why I sought out leadership roles, from running for student council vice president in high school to this role as Chief Diversity Officer."

Conyers spoke to *Diversity Woman* about how she's helping Lenovo's 50,000 employees "embrace the unfamiliar," in order to help drive the bottom line.

Diversity Woman: You cowrote a book, *The Lenovo Way*. What is the Lenovo Way?

Yolanda Conyers: The book chronicles Lenovo's journey to becoming a global company and leveraging diversity as a competitive advantage. Lenovo is a Chinese heritage company that made history as the first Chinese company to acquire an American company, IBM Personal Computer Division. It's also my personal story, navigating living in Beijing for three years and blending the best of Eastern and Western business cultures.

DW: What are some of the unique challenges working in D&I for a Chinese company?

YC: Firstly, defining diversity for our Chinese colleagues who were unfamiliar with the role of a CDO.

The cultural differences still can be challenging to understand and overcome. For example, during my first three months in the job, I inadvertently offended one of my Chinese colleagues by "requesting" a meeting in an email, not realizing that to request something of a peer or upper management was offensive. After understanding this difference, I was able to reestablish the relationship. To this point, we've done a lot of work educating our employees about how to work across different cultures, and The Lenovo Way, our own culture, has established business norms and expectations for how we do things at Lenovo.

DW: How has Lenovo made diversity and inclusion a competitive advantage?

YC: Different perspectives have helped us expand our business outside China and beyond PCs to smartphones and servers.

By leveraging different perspectives, we've created better products. For example, different engineering teams in multiple countries came up with different takes on our convertible tablet form factor. We introduced all three of the designs to give consumers more choice than our competitors offer.



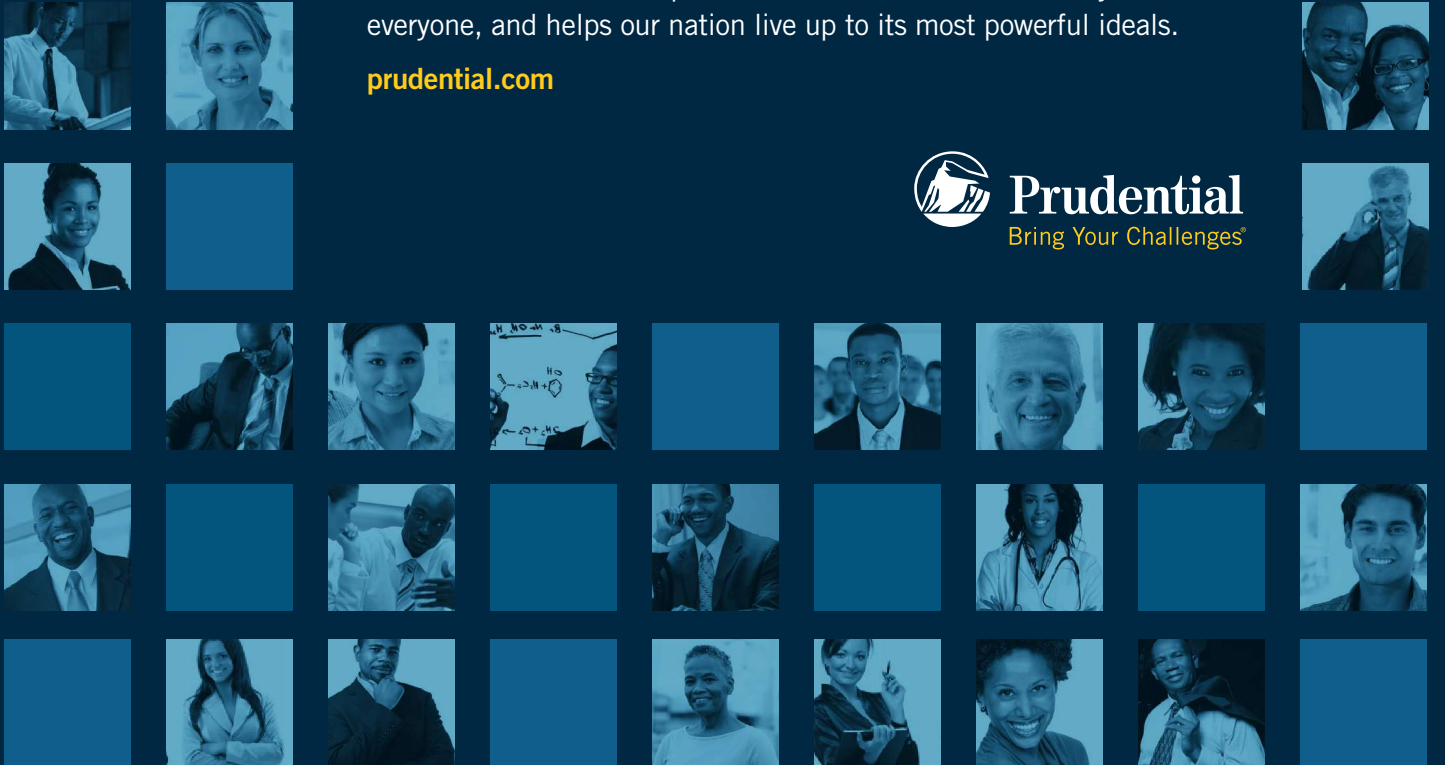
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SHORTCUTS

Distractible You

Minimizing distractions takes discipline—and handy tools and tips

A 2017 STUDY BY THE staffing firm Office-Team revealed that the average deskbound (or laptop-bound) professional wastes an average of 56 minutes a day using her mobile devices for nonwork activities. That's in addition to another 42 minutes a day spent on personal tasks.

Here are some tips for cutting down on distractions and interruptions to better focus.

Find the tools that work for you • Try a productivity app like Any.do or Gyst to keep your

work and communications organized and streamlined.

Distractions still happen. So also try an app to help keep you on task like StayFocusd, a Chrome extension that limits the time you can spend on non-work websites like Facebook.

Focusing techniques • Management experts have developed methods to help people stay focused. We like the decidedly low-tech Pomodoro method.

Set a timer for, say, 20 minutes. Start working. Don't stop until the timer goes off. Then, take a five-minute break. That



is considered one "Pomodoro." Repeat. Every four Pomodoros, take a longer (15- to 30-minute or lunch) break. The theory is that you can stay focused for short bursts, then feel recharged each time you return to work.

Same time, same place • Set a time of day for tackling tasks that you repeat daily. For example, when you arrive at your

desk (or laptop) each morning, write your to-do and call list for the day. Set another time (or two) each day to send and respond to emails. Stick to this schedule.

Prioritize

Even if you do waste time, make sure to accomplish at least one critical task a day. You'll feel better and your boss will too.

VERSUS

Women Political Office Holders on the Rise

Over the last 10 years, female elected officials have made some progress. Today, there are more women in Congress, state legislatures, and mayoral offices than in 2007. And since the election of President Trump, the number of women running for office has surged, according to EMILY's List, an organization that helps increase the number of female candidates and officeholders.

According to EMILY's List President and CEO Stephanie Schriock, "This surge of grassroots energy is unlike anything we've ever seen in EMILY's List's 33-year history. This past year alone, over 26,000 women from every state in the union have reached out to us and are interested in running for office. Having more women run, and ultimately win office, has profound implications for the direction of our country because their perspectives make for better policies."

2017 2007

Congress (House and Senate)

105 seats | 19.6%

86 seats | 16.1%

Statewide elected executive offices

(governor, lieutenant governor, attorney general, treasurer, etc.)

74 positions | 23.7%

76 positions | 24.1%

State legislative positions

1,853 officeholders | 25.1%

1,732 officeholders | 3.5%

Mayors of 100 largest cities

21 mayors | 21%

10 mayors | 10%



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Advancing women, growing our business and transforming our industry through the Power of Women.



At Delhaize America, Diversity & Inclusion is important to all aspects of our business, including workplace, marketplace, suppliers and communities. A diverse workforce makes us a better company, and is essential to our continued growth.

Female Workplace Badasses



DW HOT LIST

Viola Davis, who stars in *How to Get Away with Murder*.

Hollywood has a long history of films with powerful female characters in the world of work, from Rosalind Rus-

sell as intrepid reporter Hildy Johnson in *His Girl Friday*, to Melanie Griffith as Tess McGill in *Working Girl*, to Jessica Chastain as Elizabeth Sloane in the 2016 thriller *Miss Sloane*. (And if you consider “Amazon Warrior” a job title, we can include Gal Gadot as Wonder Woman this past summer!)

In recent years, women have been featured as protagonists in the workplace, especially in juicy and complex television series.

Here are some of DW's favorite female badasses (with a heart of gold, most of the time).

CHRISTINE BARANSKI as corporate attorney Diane Lockhart on *The Good Wife*

VIOLA DAVIS as defense attorney and law professor Annalise Keating in *How to Get Away with Murder*

CLAIRE FOY as the indomitable Queen Elizabeth in *The Crown*

TARAJI P. HENSON as Cookie Lyon, the mogul in *Empire*

JULIANNA MARGULIES as Alicia Florrick, the master litigator in *The Good Wife*

TRACEE ELLIS ROSS as Dr. Rainbow Johnson on *Black-ish*

KERRY WASHINGTON as crisis-management guru Olivia Pope on *Scandal*

ROBIN WRIGHT as Claire Underwood (ruthless wife and behind-the-scenes political operative-cum-president) in *House of Cards*

Sense a pattern here? Most of these characters are attorneys, politicians, or political operatives. Hollywood, how about a film or TV series about a female CEO or chief diversity officer?

The Other Age Discrimination

Dear DW,

I am 30 but look younger. I work in a large firm and colleagues ask me how old I am, or assume I am an intern. Worse, I find that I am given assignments that are not commensurate with my experience and skill set. How do you suggest I handle this?

Signed,
Take Me Seriously

Dear Take Me Seriously,

This is a situation that frustrates many younger workers. Although a multigenerational workforce brings value to an organization, some people do not yet fully appreciate this. They can feel threatened. Interactions become unproductive.

Try a practical approach, says Oneida Blagg, executive officer of diversity, equity, and inclusion at Pierce College. “Network to find someone you trust, who has absolutely no connection to your

organization, but who understands your industry. Tell them about the conversations that have taken place at work, how you have responded, and ask for feedback. They can probably even help you rehearse how to speak with authority.”

Next, schedule a sit-down with your supervisor and anyone else who gives you assignments. Explain your eagerness and qualifications for taking on more assignments with greater responsibility. Make sure to emphasize your experience.

When colleagues ask your age, unfortunately there's not much you can do but smile and decide if you want to tell them or deflect the question. Most people are probably well meaning.

Finally, be sure to check your own biases and don't assume victimhood. Focus on things you can control. Consider how you

THE OFFICE



present yourself vis-à-vis the company's culture. If most women wear conservative clothing and you wear sleeveless short dresses, that may add to the perception. You may be within your rights to dress as you do, but be aware that may contribute to the perception you are too green to handle certain assignments.

Get the **Salary** You Deserve

YOU'VE BEEN A STELLAR employee for the past year. You've exceeded your goals and your midyear performance review was glowing.

Now comes the hard part—making the case for a significant pay bump, not just a cost-of-living raise.

ANATOMY OF A ... PAY RAISE



NEGOTIATE. Your supervisor may offer you a pay raise below your expectations. In many cases, the door isn't closed. Request a second meeting and come back with a counter, backed up by a reiteration of your accomplishments and a willingness to take on more responsibility in the coming year. If your company values you, a middle ground will likely be reached.

RESEARCH comparative pay rates for your position. Websites like Glassdoor collect this information for a number of sectors. Be aware, however, that these figures are just guidelines, and they can vary greatly by region and company. Also, discretely network and find out from your peers at other companies what is considered the market rate.

ASSEMBLE a written document and a verbal pitch detailing everything you have accomplished over the time period. Chances are that your supervisor, who manages a number of employees, won't remember all your achievements.

FOCUS on how you have helped the company. "I don't advise focusing on longevity or on how you've improved your skills," says Kelly Marinelli, principal consultant, Solve HR Inc., and member, SHRM Talent Acquisition Special Expertise Panel. "The most important factor in earning a raise is the value of the work you do and how it impacts the bottom line. Have you brought great results on a critical project, or helped train and mentor new employees? Is your pay under market for your role and your area? Maybe your role has expanded and your pay hasn't kept up."

PRACTICE. Stand before a mirror and go through your pitch. Ask for feedback from a mentor or trusted coworker.

SHINE at your compensation review meeting. Come prepared, and make your case in a businesslike fashion, focusing on your achievements and how you have helped the company's bottom line and goals.

ACCEPT—FOR NOW.

"What if you get no as an answer?" says Marinelli. "Be ready to accept that, but also keep showing your value, and revisit the issue a little further down the road. No doesn't mean never!"

Etc.

SURVEY: Female Ambition and Opportunities in Seven Countries

Leaders & Daughters, a 2017 study by professional services firm Egon Zehnder of 7,000 professional women in the United States, India, Australia, Brazil, China, Germany, and the United Kingdom, revealed that professional ambition and opportunities vary by both age and country.

The study measured various categories, including salary considerations, career ambitions, gender bias, mentorship, career influences, and professional challenges.

The findings reveal that professional women are ambitious and empowered, especially when young and early in their careers. The level of engagement and drive—and feelings that opportunities exist for them—go down with age.



Here are a few key findings.

- **Of the women surveyed**, 74 percent said they aspire to reach senior/executive leadership ranks within their organization. Ambition is higher in developing economies such as Brazil (92 percent), China (88 percent), and India (82 percent) and lower in the US (62 percent), Australia (61 percent), Germany (58 percent), and the UK (56 percent).
- **As women advance in their career and age**, desire to advance into top leadership declines across the board, dropping to 57 percent.
- **Women in the C-suite** who reported feeling gender bias “most acutely” work in India (33 percent) and the US (19 percent).
- **Only 54 percent of women overall** had access to senior leaders who act as mentors or informal sponsors. India led the way at 81 percent. This advocacy rate declines as age increases.
- **Women in developing countries** are more likely to receive professional development opportunities—India (95 percent), Brazil (94 percent), and China (92 percent)—than in Australia (80 percent), Germany (77 percent), the US (75 percent), and the UK (72 percent).



STARS WHO MEAN BUSINESS

Jessica Simpson: The Retail Empress

IS IT POSSIBLE THAT singer and actress Jessica Simpson could be considered the most successful celebrity entrepreneur?

Simpson, 37, first hit the public eye as a singer, signing a record deal with Columbia Records when she was 16. She has sold 14.5 million albums worldwide.

In 2006 she turned her attention to fashion and launched the Jessica Simpson Collection. It initially focused on shoes and clothing, then over the years expanded, eventually pulling in more than \$1 billion in revenue. She seemingly never stops adding to her core business: she has released lines of maternity clothes, perfumes, bedroom decor, workout clothes, watches, handbags, sunglasses, luggage, and bathing suits.

Simpson, who grew up a preacher's daughter in Texas,

attributes the popularity and success of her brand to her persona as a relatable “girl next door.” The products reflect her curvaceous figure and bubbly personality. Among her best sellers are cowboy boots, similar to the pair she wore in *The Dukes of Hazzard*. Her collection is primarily sold at midmarket stores, such as Dillard's and Macy's, and is priced accordingly.

In 2012 Simpson became a spokesperson for Weight Watchers, whose diet plan she used to lose weight after a pregnancy. She told CBS News that offering clothes in all sizes is a significant component of her business model.

“It's very important for me to let every woman feel included,” she says. “If I make a shirt, I'm going to make sure that every size is available. Because I have been every size, trust me!”

Young Entrepreneur: **Bruktawit Tigabu**

Fighting Injustice

A young entrepreneur creates Ethiopia's Sesame Street to address children's issues



BRUKTAWIT TIGABU HAS SPENT her adult life helping others. Born in Addis Ababa, Ethiopia, and married to an American, she is CEO and cofounder of Whiz Kids Workshop, a company that spearheads innovative literacy programming for Ethiopians. *Tsehai Loves Learning*, a TV show about a female giraffe and her family—akin to *Sesame Street*—is now in its 12th year, with puppets fashioned in a living room in Oakland, California (where they live part-time).

Addis Ababa's large population of homeless street children experienced perhaps their first and only "school" while watching an outdoor big screen. There is no public preschool or kindergarten in Ethiopia. The show not only pioneered teaching numbers and letters in the national language of Amharic, but also took on social issues, such as coping when a parent dies of AIDS. One-fifth of Ethiopian children under age 15 face such a loss. Another installment highlighted the dire importance of hand washing and covering one's mouth to cough in a country where tuberculosis is common,

as Ethiopia ranks third in Africa and eighth among the 22 highest tuberculosis-burdened countries in the world, according to the World Health Organization (WHO).

Tigabu's work has garnered many awards. She was named the Rolex Young Laureate in Science and Health and won the Prix Jeunesse International and the Japan Prize multiple times. The Tech Museum of Innovation in San Jose named her a Tech Award laureate, and in 2012 *Fast Company* listed her among the 100 Most Creative People in Business.

Tigabu, 36, realized that the initial round of children who watched her show was growing up. So to keep in step with them, she developed a line of age-appropriate picture books in English and Amharic. *Gesu and Goshu Work Together* and other titles showcase Ethiopian culture and pride. The most recent rollout is a TV show called *Tibeb Girls*, in which young



Ethiopian girls use their superhero powers to fight injustice.

As a former teacher, Tigabu has reached far more children than were in her elementary school classrooms. She estimates that her programs have been seen by 3 to 5 million viewers. "The best thing about this work is the children's responses," she says. "Every time I walk on a street in Ethiopia, kids giggle and say 'Tsehai Loves Learning' or sing the theme song. They're too shy to come up to me and talk to me, so they

sing the song to get my attention."

Whiz Kids Workshop is now fundraising for the second season of *Tibeb Girls* and is hoping to expand into radio—and maybe even an accompanying comic book.

NEXT

FRESH INSIGHT

The Time Is Now

Creating a paradigm where women have equal power

WORKPLACE ISSUES THAT USED to be saved for watercooler talk and private conversations—from sexual harassment to the pay gap—are now becoming headlines. The common thread through all these stories is the lack of power



We created the Paradigm for Parity 5-Step Action Plan to give companies real, tangible actions that they can take to achieve real change in the workplace.

women have in the workplace. We are at a real point of reckoning—we need to give women access to the same opportunities and status as their male colleagues. That's where a new organization, Paradigm for Parity coalition, can help.

Paradigm for Parity was created when a group of women business leaders realized that our daughters were facing the same issues we faced early in our careers. Sadly, very little had changed for women in the workplace, and we knew that if we didn't work to find a solution, nobody was going to do it for us. In the summer of 2015, we convened a group of women business leaders—including current and former board members, CEOs, and other executives—to talk through the problem and work toward a solution. With a resolve to change the status quo, Paradigm for Parity was formed. We acknowledged that a single silver bullet wouldn't solve the problems women had faced for years. Fixing the power imbalance in corporate leadership requires a comprehensive approach. To that end, we created the Paradigm for Parity 5-Step Action Plan to give companies real, tangible actions that they can take to achieve real change in the workplace.

The five steps in our road map include minimizing or eliminating unconscious bias; significantly increasing the number of women in senior operating roles; measuring targets at every level and communicating progress and results regularly; basing career progress on business results and performance, not on presence; and identifying women of potential and giving them sponsors as well as mentors.

Sandra Beach Lin

When concurrently implemented, these steps will enable companies to more effectively increase the number of women in leadership positions.

Getting more women—from all backgrounds—into the C-suite will create a more diverse company, and diverse companies perform better. According to McKinsey's report *Diversity Matters*, "companies in the top quartile for racial and ethnic diversity are 35 percent more likely to have financial returns above their respective national industry means" and "companies in the top quartile for gender diversity are 15 percent more likely to have financial returns above their respective industry medians." Bringing people of diverse experiences and backgrounds together to solve a problem minimizes "group think" and results in innovative and creative solutions, boosting company performance.

Paradigm for Parity launched about a year ago, and we are thrilled that 62 CEOs, representing companies including Accenture, Bank of America, and Walmart, have committed to follow the action plan and achieve gender parity in leadership levels by 2030. We are committed to supporting these companies as they work to reach their diversity and inclusivity goals. We are also hopeful that the successes of these companies will make it clear to the rest of the corporate world that parity isn't just a nice thing to do—it's a business imperative. **DW**

Sandra Beach Lin is a cochair of Paradigm for Parity. She is a former president and CEO of Calisolar Inc. and board member of American Electric Power, Interface Biologics, PolyOne Corporation, and WESCO International.



The diverse backgrounds and perspectives of our team are our greatest strength in fueling the potential of the communities we serve.

POWER SUIT

DAVINA ARYEH

The Harmony Maker

This Latin Grammy executive embraces a multitude of musical and business styles

BY KATRINA BROWN HUNT

DAVINA ARYEH ACKNOWLEDGES THAT the latest initiative at the Latin Grammy Awards could not have come at a more appropriate time. The new Leading Ladies program, which Aryeh helped launch as the chief marketing officer for the Latin Recording Academy, honors women making a difference in the very male-dominated Latin music industry. “It stemmed from everything you’re see-

ing in Hollywood right now, even before the discussion of abuse,” says Aryeh, who’s based in Mexico City. “It was about looking at the (gender) disparity in the Latin music industry and asking, How do we chip away at that culture?” The 2017 winners included recording engineer Marcella Araica, “Despacito” co-songwriter Erika Ender, and Univision executive Jessica Rodriguez.

Aryeh knows plenty about making her way through a male-dominated industry, having cut her teeth in sports marketing—working both for men’s professional tennis, with the ATP, and for the NBA. *Diversity Woman* spoke with her about her own path, the essence of sales, and tapping into the power and diversity of Latin consumers.

Diversity Woman: When you were a kid, what did you want to be when you grew up?

Davina Aryeh: I was born in Costa Rica and grew up mostly in Miami, then in the New York area. I wanted to be—or thought I wanted to be—a foreign news correspondent. I studied political science and language in college, and wanted to do something very international: see the world, meet interesting people, and make a difference. Ultimately, and ironically, when I had my first internship in journalism, I realized I was more interested in what people on the business side were doing.

DW: Who were your biggest mentors along the way?

DA: My parents served as my first mentors, even professionally. My dad was very entrepreneurial—he taught me the importance of networking, of making human connections and treating everyone equally. He worked in finance, and seeing him do his business was very important, and that can be transferred to any industry. My mom gave me the aspect of passion. She’s very socially driven, very philanthropic, and she drove that home for us—doing everything you do within your own ethics. That’s so important today, when we see lines being blurred.

DW: What kind of music influenced you the most growing up?

DA: My mom is Costa Rican, my dad is Persian and Swiss, and I grew up in the States. When I was growing up, music and cultures ranged from Latin music with my mom to great rock ‘n’ roll and hip-hop in the States to awesome French and Italian music from my dad. I then had a stepdad who introduced me to jazz and bossa nova. But I always had an affinity for the Latin space. It’s an exciting

Sometimes when you have an advantage, it's actually a disadvantage—people expect more from you. As an underdog, you can come in and be innovative and stand out.

time for Latin music, and it's becoming much more global, ranging from Ricky Martin to Pitbull and Maluma.

DW: What is your main mission these days with the Latin Grammy Awards?

DA: To position the Latin Recording Academy as a leading brand for companies and corporations to align themselves with, and to reach, this very valuable consumer—the Hispanic and Latin consumer who has strong purchasing power, strong opinions, and strong values. We've seen the blessing of aligning ourselves with Fortune 500 companies—McDonald's, Walmart, Mastercard, and luxury brands that have never explored marketing to the entirety of the Hispanic community: Mexicans from Mexico, Spanish from Spain, Portuguese, and Brazilians. Music is something that represents the culture and values, and it's a passion point for Hispanics.

DW: Is it tough to market to all of those different cultures at once?

DA: The exciting thing is just that—the richness and the diversity of the cultures, and those differences. Just from a musical standpoint, the countries all have their own histories and genres—it's so fascinating. This allows a brand, instead of just doing an endorsement, to align with us and how we represent the cultures. For me, coming from a sports background, it's like the Olympics—bringing all the sports together and culminating in one event a year.

DW: With the Leading Ladies initiative, what professionals did you want to honor, beyond well-known performers?

DA: At the top level, C-level positions, you have very few women, even though there are many women in the industry—they're just stuck in lower administrative roles. So we decided to honor six women

who are trailblazers in the industry in a very diverse area—to look at the women in business and STEM, like music engineering. That is the most male dominated, but you find women who have risen through the ranks, like the CMO of Univision to a music engineer who has done mixing for Madonna. These are Hispanic women whose stories are not being told, but there's also a tangible takeaway, where we could put the profits from the event into a scholarship for young women who wanted to pursue careers in the music industry.

DW: When you started out, were you optimistic or pessimistic about working in the traditionally male sports industry?

DA: I knew I would need to work harder, and the standards would be higher, and I had to be careful with my reputation and the perception I created—indeed, like a men's sports league. But on the flip side, you can turn your obstacle into an advantage, like David and Goliath. Sometimes when you have an advantage, it's actually a disadvantage—people expect more from you. As the underdog, you can come in and be innovative and stand out.

I also had a strong mother who gave me self-confidence and who told me I could do anything my brother could do, from an early age. Now that I am a mom myself, it's important to instill that in our kids because it manifests itself later in your confidence—that you actually think you are equal and that you treat everyone equally.

DW: What makes a good salesperson—is it sheer talent, or can it be learned?

DA: It's probably a mix. There is definitely some natural inclination, something innate in some people, that gives them an edge—maybe being an extrovert and not being afraid to ask for things—but then

there are people who feel strange asking for money. Many times the person who knows how to listen and understands timing and keeps up in a different way with their contacts and creates strong relationships is the one who does well. One of my biggest lessons from business school is that sales shouldn't be a zero-sum game; it should be an opportunity for us to provide a solution to a client, and for the client to gain that solution—finding a win-win.

DW: What object in your office says the most about you?

DA: I think it's the picture of my family—we have two kids, ages three and four—which reminds me that I'm this complex person with two aspects of my life. I can be a professional and a supportive mom and wife. Millennials are pushing us to create more balanced lifestyles, and having become a mom, I strive to find an opportunity to do both in a way that allows me flexibility and to be present in both areas.

DW: What was your first job as a teenager and what did you learn from it?

DA: I wasn't even a teenager—I was 12 when I organized a babysitters club in my classroom. I organized about 14 of us, and we babysat younger kids. We charged \$2.50 an hour, and we went as a team, two babysitters at a time. It was an exciting project—it was a small school, and the younger kids wanted the older kids to babysit them. We learned how to make money, manage money, and create a schedule. It was fun and it also taught us about working as a team. It was cool—my first foray working with a group of women. **DW**

Katrina Brown Hunt is a frequent contributor to DW.



LISA SKEETE TATUM

Cultivate Your Career

Unsure of her next career step, Lisa Skeete Tatum realized that many women felt the same way—so she founded Landit, to help them navigate their career path

BY LINDSAY GUTIERREZ

AS A CHILD, LISA Skeete Tatum dreamed of being the first woman astronaut in space. Her life went in a different direction, but as cofounder and CEO of Landit, she just may help launch the next woman astronaut headed to Mars.

Skeete Tatum, who grew up in Newark, New Jersey, was always interested in math and science. She graduated from Cornell University with a bachelor's degree in chemical engineering and landed at Procter & Gamble. She soon realized that she was an entrepreneur at heart and went to Harvard Business School with the intention of becoming a venture capitalist.

After a stint as a general partner at Cardinal Partners, a venture capital firm,

she found that she still didn't know what she wanted to be when she grew up. That realization led to a Eureka moment—if I don't know what I want to do with my career at different phases in my life, there must be millions of women who feel the same way.

So, with Sheila Marcelo, whom she met at Harvard, Skeete Tatum launched Landit, a company that guides women who are looking to transition to a new job or an entirely new career, and women who are seeking to reengage in the workforce after taking time off.

Diversity Woman: You founded Landit when you were at an inflection point in your career. Tell us what was going on in your life and career, and how it led to your idea for Landit.

Lisa Skeete Tatum: I founded Landit as a result of my own personal experience. I was at an inflection point after over a decade as a venture capitalist, and found the process of trying to figure out what's next to be really challenging. I knew what I didn't want to do, but it wasn't clear how I was going to marry my passion, interests, and experience with my next step. Everyone, including myself, expected me to have all the answers and it was really uncomfortable. The more I talked to women in all aspects of my life—from colleagues to fellow alumnae to women at my sons' school—I realized that I was not alone in feeling a bit stuck about where to start and how to figure

out this next chapter. There are over 40 million women who will find themselves

at an inflection point, whether they are looking to excel in their current role or company, looking for a new opportunity and feeling stuck, or looking to reengage in the formal workplace. They all face the same question: Where do I start?

During this time, I was accepted as a Henry Crown Fellow at the Aspen Institute. As part of the program, you have

CEO WOMAN

to develop a project that will impact the world. Through this amazing opportunity, I was able to take the project of “me” and turn it into a company that will enable millions of women to bring the full measure of their talent and skills to the workplace.

DW: You pivoted from a STEM career to roles that had nothing to do, at least directly, with STEM. How hard was that and what mistakes did you make early on that proved to be teachable moments?

LST: My background as a chemical engineer was the perfect foundation for a career in venture capital and as an entrepreneur. The problem-solving skills and methodologies you develop as an engineer lend themselves well to the frameworks you need to evaluate an opportunity, define the risks, and determine the path forward as an entrepreneur. The bigger challenge was developing the network and connections needed not only to break into the industry but also to succeed.

DW: Tell us a bit about your upbringing and how it influenced you.

LST: I was born in Newark, New Jersey, to an amazing woman who is a trailblazer and the most influential person in my life. She has modeled and emphasized the importance of education, perseverance, and being in service to others. Among my earliest memories are those of me accompanying my mother to school as she was finishing her nursing degree. She wanted something more for herself and for me. My mom was a nurse in the military and we lived all over the globe. She always presented each new chapter as an adventure: we would meet new people, try new things, and there would be new possibilities with each move. Today my sons will tell you that I always look at life and change as being about excitement and possibilities, not uncertainty or fear.

DW: Can you describe what Landit does, and why it is such a powerful tool?

Like it or not, we all have a brand. The question is, are you going to let it happen to you or are you going to cultivate it?

LST: Landit is unique in both our level of personalization and our ability to knit together the key elements for success in a way that leads you forward one step at a time. Career success is much more than landing the position. It's about your ability to thrive when you're in a role and your ability to successfully navigate each transition point.

Our key features include personalized opportunity recommendations based on your skills and goals, tools to build your personal brand and board of advisors, access to world-class coaching, profile revision services, and curated advice, courses, and recommendations. Our mission is to democratize career success by leveraging technology and the right human touch points.

DW: What do you think of the moniker sometimes used for Landit, “LinkedIn for Women”?

LST: Landit is a technology platform to increase the success and engagement of women in the workplace. Our turnkey “one size fits one” solution enables companies to attract, develop, and retain high-potential diverse talent. We provide each member a personalized playbook with the tools, resources, and human connections needed to navigate their career path.

Most women are not comfortable advocating for themselves or making their accomplishments known, but it's critical that we each drive our own story. Like it or not, we all have a brand. The question is, are you going to let it happen to you or are you going to cultivate it? Your personal brand also has a direct impact on your

ability to build a strong personal board of advisors and network.

DW: Work-life balance is always on women's minds. You have a husband and two kids. How do you juggle everything? What is your secret?

LST: I am fortunate to have an amazing family and I am so proud of all three of my boys. I don't like the term work-life balance because I don't believe it's possible. I practice hyper-prioritization and I give my family time and commitments the same prioritization and seriousness that I give to building Landit. I schedule time with my family and for myself in my calendar just as I would an important business or board meeting. I also focus on the three most important items that must be done for work that day, and the balance is shifted to another time. There will always be more to do than you have time for, but only a small number of tasks will really make the difference in moving you forward. Lastly, let go of perfection and focus on excellence.

DW: How do you hire? And how has your deep dive into this world through Landit changed how you hire and recruit?

LST: I hire people who are driven to have an impact and change the world. They must be intellectually curious, honest, talented, motivated, adaptable, resilient, and comfortable dealing in an entrepreneurial environment, and have a proven track record of making things happen. I have a zero tolerance for drama and I value transparency.

DW: What career advice would you give new college graduates?

LST: My advice is to invest in the cultivation and strength of your personal board of advisors. Make sure you have several sponsors (not just mentors) that are willing to spend their social currency to help you achieve your goals and dreams. In order to do this, you must have a strong personal brand and your accomplishments, capabilities, potential, and reputation must be known. **DW**



MEN AT WORK

DOUG MELVILLE

Diversity Pirate

The first chief diversity officer for the advertising giant TBWA/North America credits Magic Johnson, a pirates' attitude, and passion for his deep dive into diversity and inclusion

BY ERIKA MAILMAN

DOUg MELVILLE EATS, SLEEPS, breathes diversity. When asked how he relaxes at home, the first chief diversity officer at the advertising agency TBWA/North America answers that he reads. Books? Magazines? No—clicking links on sites that discuss . . . diversity. “I want to be a subject matter expert on this topic,” he declares, and he’s well on his way.

Melville’s varied background—including creating his own red carpet company

for gala events and working in business development for Magic Johnson—has enabled his creativity to flourish. Today he’s delighted to be where he is—at a global advertising agency with worldwide influence.

Melville has delivered two TED Talks—“Improving your Diversity IQ” in 2015 at Syracuse University, from which he graduated years prior, and “Being a Male Cheerleader Changed My Relationships with Women” in 2016 at Culver City. In the latter, he talked humorously about how tryouts for college football landed him in cheering, which gave him exposure to the “alpha woman” and let him be “a conduit for the success of women for 30 years.” He noted that four US presidents were cheerleaders: FDR, Eisenhower, George W. Bush, and Ronald Reagan.

Melville sits on the board of directors of ADCOLOR, where he is also governance chair. In addition, he serves as co-chair of the Mosaic Council of the American Advertising Federation.

Diversity Woman: This company seems ballistically energetic. How do you psych yourself up to be part of this on a daily basis?

Doug Melville: I love working there. I’ve been there five years. I’m the first chief diversity officer at this company. All across advertising, issues of diversity have come up. It’s vibrant and exciting to be working on Madison Avenue, known for some of the most creative work ever produced. TBWA has 323 offices in 96 countries. We have creative ideas all over the world.

DW: TBWA calls employees “pirates”—what do you take away from that designation?

DM: The company wanted me to treat diversity as if it was a client, as if it came

to the office and said, “Help me with my branding and strategy.” On my first day there, more than 30 people were in a room creating a road map for my job. That gave us a unique perspective on it. We decided three areas must be satisfied: the workforce; the supply chain—all the

not my budget, the money we spent. That \$150 million represents over 10 percent of our production spent over North America. There’s not a lot of pressure placed on the vendor economy, and we need to look at every single business we hire. We’re working every day to get

We try to listen to the conversations happening throughout culture in America, and we try to bring in perspectives in an open environment. Over 400 people came out to be a part of this. We had flags on the seats and signed copies of the president’s book for those in attendance.

We try to listen to the conversations happening throughout culture in America, and we try to bring in perspectives in an open environment.

vendors who make commercials should be multicultural, women owned, LGBT—and the culture. We want the environment to allow for people to move across swim lanes, and we want to ask ourselves, “Do we celebrate Black History Month? Do we encourage employees to share information? Do we celebrate Pride?”

I’m in the Finance Department reporting to the CFO. It’s a business imperative, and unique [for D&I] to be in finance.

DW: Why did you choose to go into D&I? Was there a personal experience that made this a meaningful career move for you?

DM: There was an eye-opening experience, yes. I worked for Magic Johnson and was head of his Business Development Team. I got exposed to a lot of issues. I feel like I got a master’s degree from Magic Johnson! I learned we have to inspire because people rely on us as trendsetters. We looked at urban America and how corporations look at it. I hadn’t been exposed to that. It was an amalgamation of all my business experiences. I understood urban America. Now I could take my life’s résumé and translate that into a career.

DW: You were given millions of dollars to spend on diversity efforts companywide. What are you most proud of with these programs?

DM: I spent \$150 million on women- and multicultural-owned businesses. It was

more vendors that are woman-owned and multicultural. I don’t want to ever forget those people. Our website portal One Sandbox lists the best woman and multicultural vendors so other agencies can hire them.

We also started a talk format called the Disruptor Series (stories of people disrupting business, culture, and life), which is a podcast on iTunes. We’ve got Eboni K. Williams, Snoop Dogg, Al Roker, and others who talk for about an hour. We’re always looking for new ways to disseminate messages, to be not preachy but inspiring.

DW: In recent years, there has been something of a push for companies to take stands on social justice issues outside the workplace that can impact their employees. The thinking goes that corporations can be the vanguard of change. What is your take on this?

DM: Every company is different. But for us at TBWA\Chiat\Day, I cocreated the Disruptor Series, which I just mentioned. This speaker series for those who have been disruptive throughout their career has allowed us to bring in different voices, under a larger umbrella, and sit down with them to get the proper perspective on topics people are thinking about. Most recently, we had the 55th president of Mexico, Vicente Fox, come and speak. This was due to the ongoing conversation about our southern neighbor, immigration, and our president’s rhetoric on the matter.

DW: Talk about RedCarpets.com. Do you miss running your own company? Were you always interested in the entertainment industry?

DM: I don’t miss it. I like starting my own companies, but it’s more fulfilling to be making real progress in the industry. We saw there was no brand of red carpet and began making them with 3/4-inch cold-twisted nylon fibers. We partnered with award shows and had a “home version” to democratize the red carpet experience. We became the number one red carpet product on the Internet. I’ve been to a thousand red carpet parties, at the White House, the Capitol, the UN, Rockefeller Center. My buddy still runs the company. We also produced the carpets in 27 other colors.

DW: What specific thing would be the culmination of your career, if you could achieve it?

DM: My career culmination would be to have a platform that inspired and informed people about diversity in the creative industry. At the end of the day, I’m a connector. I love listening to people, telling stories, and inspiring people to be their best self and find more opportunities. I would want that to all be in one place—and live well past me, as the best is yet to come. **DW**

*Erika Mailman is a freelancer and historical novelist whose *The Murderer’s Maid: A Lizzie Borden Novel* just launched. Find her at erikamailman.com.*

ACCELERATE

Here Come the Millennials

Soon, millennials will outnumber baby boomers in the workplace. Here's how both generations can adjust—and thrive.



BY BRITTANY SHOOT

JULIA RITCHEY LEARNS A lot from her baby boomer colleagues, especially those she oversees. Ritchey is a millennial and the managing editor of KUER 90.1 FM, National Public Radio (NPR), in Utah. She manages a team of seven, two of whom she believes are boomers.

Boomers (those born between roughly 1946 and 1964) are stereotyped as rigid and tech illiterate, while millennials (born between 1981 and 1997) are labeled as obsessed with their smartphones and entitled. These two groups are often described as having temperaments and priorities too disparate to understand each other.

Though she's younger than many of her colleagues, including professionals she manages, Ritchey hasn't encountered any scenarios in which different sensibilities or work styles have caused conflict. If anything, she's learned a great deal from her colleagues. "The boomers I oversee chose not to climb the rungs of

journalism into management, but they still know a lot about how a newsroom runs and the public radio industry," she explains. "They also have institutional knowledge I lack as a Utah transplant, so they can provide context for decisions made before I took on this role."

Still, the generation gap—or at least its perception—and how it plays out in the workplace are real. A 2015 *Harvard Business Review* study of 65,000 millennial and baby boomer workplace leaders measured both groups' perceptions of millennials across 49 leadership characteristics. A number of themes emerged.

Negative perceptions of millennials:

- Teammates often do not trust the ideas and opinions of younger, less experienced coworkers.
- Younger workers have not been in the workplace long enough to have the requisite experience or deep knowledge.
- Younger leaders do not make strong

role models, either because they don't have the juice to control outcomes or because they advance so quickly that they do not have the ability to relate to those who have struggled.

- Younger workers are used to working longer workweeks and are perceived as insensitive when boomers resist.
- Younger leaders are perceived to lack strategic perspective and not be capable of presenting the company in an external meeting.

Positive perceptions of millennials:

- Younger leaders are more nimble and welcome change.
- Younger leaders have greater ability to inspire and excite their team.
- Younger workers are more willing to challenge the status quo and work for continual improvement.
- Younger workers are more focused on results.
- Younger workers are good at setting stretch goals.

Somehow, millennials and baby boomers are going to have to learn to work together. Many boomers are not retiring anytime soon, and according to a 2016 Pew study, millennials are on the verge of surpassing boomers as the largest generation in the United States—which means they will increasingly move into the higher echelons of leadership, either working with or supervising boomers.

Some millennial managers, like Ritchey, see the mixing of generations as a positive development, giving both generations the opportunity to learn from each other. She notes that, counter to some assumptions, her boomer employees are even more open to new ideas and workplace tools, which she finds refreshing and tries to encourage.

“I’ve been able to teach them new audio production skills and best practices in terms of social media,” she explains. One boomer colleague was cautious at first but soon warmed up to using the team’s Slack channel when she understood how much it would cut down on email. “I find boomers more eager than some of the younger people on my team—even my own peers—in wanting to try new things,” Ritchey says.

Bridging the generational skill and knowledge gap

Boomers worried about seeming obsolete to their younger colleagues can consider the mutual benefits of a mentor relationship. Renee Thompson, who is in gen X, thinks a lot about this crucial transfer of skills from one generation to the next. Thompson, who lives in Pittsburgh, is a registered nurse, a certified medical-surgical registered nurse, and a doctor of nursing practice. She’s also the president and CEO of RTConnections, a consulting firm she started to combat workplace bullying and teach effective communication. Thompson leads group discussions and trains nurses

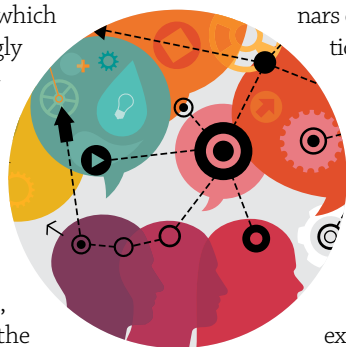
to communicate more effectively with one another. She says that, invariably, when she convenes a group to discuss and learn how to combat workplace incivility, generational differences come up.

Participants who come to her seminars often bring preconceived notions. Millennials frequently complain that their boomer colleagues don’t offer assistance or guidance, and seem threatened by their younger colleagues. The boomers say that younger nurses act like entitled know-it-alls and seem to expect special treatment. She

says the key to altering those perceptions is finding individuals in the other age cohort who are open, helpful, and supportive. More than ever, these two groups need each other. Millennials only make up 18 percent of the nursing workforce now, but they will be crucial in replacing retiring boomers, the group that makes up a whopping 48 percent of the nursing workforce.

In business, making assumptions about aptitude and attitude based on someone’s perceived age doesn’t yield much productivity. Millennials understand that more senior professionals can often offer deep knowledge of their company or field, and through experience can provide valuable insights to younger colleagues. Likewise, teams work more productively when older employees recognize the energy and fresh ideas of those who may be decades younger. Bringing the two perspectives together can spark innovation.

Thompson recalls sitting next to a young woman on a flight. “I told her I was a nurse, and her eyes lit up!” she remembers. Her seatmate was in nursing school and, toward the end of the flight, asked Thompson for one piece of advice for becoming a successful nurse. “Seek out the wisdom and advice from an experienced nurse who doesn’t want to eat you,” Thompson told her. “Find us and allow us to guide you,” she added, noting that finding an older mentor has never been more crucial for professional success.



Growing together

Stereotyping can be limiting. Not every boomer is slow to accept change, nor is every millennial trying to make the jump from college to the boardroom in five years. Not only can leveling stereotypes based on age be unfair, but it can also leave those who straddle generations feeling left out of the discussion.

Sarah Stankorb, born in 1980, is an older millennial (or young gen Xer, depending on which parameters are used) who tends to straddle the divide between stereotypes. The Wyoming, Ohio, councilwoman and writer, who was at a loss to describe her unique generational attributes, coined the term Xennial in a 2014 article for *GOOD* magazine. “I felt too sullen to be a millennial but not sullen enough to be a gen Xer,” she explains.

Stankorb sees straddling the generational divide as a strength. “Xennials can serve as interpreters of sorts, like good middle children everywhere who are adept at understanding the more extreme personalities of their older and younger siblings,” she says. Boomers who can locate older millennials in an office crowded with younger faces may find a compassionate, serious professional ally with whom they can skillfully navigate the workplace.

Next-generation partnerships

Being successful in nearly any professional environment requires many of the same skills and attributes that are generally useful for pleasant, productive relationships: empathy and mutual understanding, cultivating curiosity instead of dismissiveness, and checking assumptions about how the other person communicates and works.

At Utah’s NPR station, Ritchey adds that working with colleagues of different ages has been more rewarding than she could have anticipated. “I’ve learned that having a little patience when making changes, for anyone of any age, pays off,” she says. **DW**

Brittany Shoot is an Xennial journalist who mostly works with gen Xers. Find her online at brittanysshoot.com.



The Continuing Education of You

A successful career requires that we continually take advantage of learning opportunities, within our organizations, within our fields—and within ourselves

BY ERIN CHAN DING

A DOZEN YEARS INTO HER career with a multinational corporation, Marianne Markowitz grew restless.

She had the financial skill set to do well at her job, and she had grown comfortable in her role as a senior risk analyst in treasury for Mallinckrodt Pharmaceuticals, but she had trouble seeing herself outside the career box she had so far experienced, and that bothered her.

“In developing myself,” she says, “I felt a little stuck.”

So she asked herself what she wanted and where she wanted to go in her career. She decided she wanted to be a better manager. Then she asked herself, “What skills do I have to get there? What skills do I need to get there?”

As a result, she began working toward an MBA degree. The new degree paid off. She was recruited by Express Scripts and given the opportunity for an increased managerial role, and she took it. Then, after a move to Europe due to her husband’s job, she took a position with Syn-

genta, an agrichemical company based in Switzerland, which gave her

the opportunity to manage 20 consultants.

“I had very deep technical skills, so I was given larger positions,” Markowitz says, “and along with that came staff responsibility, and I developed my management responsibility along the way.”

TAKE THE LEAD



In 2007, her skill and managerial competence led to her appointment as chief financial officer of Obama for America during President Barack Obama's first presidential campaign.

Still, Markowitz kept innovating herself. During the campaign, she took steps to hone a skill she felt she long lacked: public speaking. She feared it so much that she had navigated career responsibilities to avoid it.

"I did all this work, and I wasn't the one who presented it," she says.

So she took Toastmasters International classes with a group from the campaign. She hired a speaking coach to get her comfortable in front of crowds and podiums. She asked a voice coach to help her with her volume.

Ultimately, Markowitz's position as a regional administrator for the Small Business Administration during Obama's presidency required her to travel across the Midwest and speak to numerous groups and conferences.

Looking back at her trajectory, Markowitz says it all began with self-examination.

"You need to make sure you are being very introspective about your skill set: What are you doing well? Keep doing it

well, and developing it, but where are your holes?" says Markowitz, who's now a bank executive and is still making speeches. "Do you need additional education or certification? Address those things you think are holding you back."

Addressing those weaknesses, says Sheila O'Grady, a consultant at Spencer Stuart, an executive search and leadership development firm, is critical—and not easy.

Be open to hearing the hard stuff," O'Grady says, "because I think if you can hear it, take in information that maybe you don't love, but be objective about it, and then act on the insight out of that and the development that you may need, you will grow and flourish. You have to be able to hear it, digest it, and act on it, and that's very hard."

Start with you

Even before figuring out what you want to do, where you want to go, or how far you want to rise, you have to figure out what matters to you. That will guide other decisions.

Allyson Laackman had spent the first decades of her career working in accounting and finance before taking seven years off to be with her kids.

When she was ready to transition back into the workforce, her husband, Don, suggested she work with a life coach to gain clarity and perspective.

"It was pretty amazing," says Laackman. "You tend to spend the first session really focusing on identifying your core values, and I think that alone was the impetus for pretty much everything that's happened since."

Laackman's life coach, Kathleen Aharoni, started with a two-hour, foundational session that solidified Laackman's central values of fairness, justice, unconditional support, and mentoring.

Aharoni says she works "to bring a person into oneness with herself, so she's not one person at work, one person with her girlfriends, one person with her significant other, so that she's not fragmented."

One thing Aharoni advises is to avoid focusing on specific details of a work position. Instead, connect with the qualities you want in a job.

She says it may mean saying, "I want greater collaborative opportunities. I want to have more profit share. I choose to be directing a group of people who are ambitious, creative self-starters."

For Laackman, aligning her values with her work meant openness in her career

path, which in the past decade has taken her from working at the White House as chief financial officer for the Executive Office of the President of the United States during the Obama Administration to her current position as executive director of the Burlington Housing Authority in Vermont.

"I don't have any agenda," Laackman says, "other than having the biggest impact."

Low maintenance, high visibility

Gail Golden, PhD, a management psychologist and the founder of Gail Golden Consulting, proposes a framework to illustrate how people operate at work: low visibility, low maintenance; high visibility, high maintenance; low visibility, high maintenance; and high visibility, low maintenance.

Many women, she says, tend to fall into the low-visibility, low-maintenance quadrant—worker bee types who don't cause problems but whose contributions don't get noticed by their supervisors.

For women to put themselves in the best position for advancement, it helps to adopt a mentality of low maintenance and high visibility, in which the value you bring is obvious, and you're also seen as easy to work with and affable.

"Women tend to believe that the key to success is doing a really good job," says Golden. "They don't recognize that there's this other piece. Oftentimes, women will refer to it as politics and put a negative spin on it."

"Part of your job is to bring the most value to your company, and that means do your job well and also help the people in charge see all you have to offer, so they can deploy you in a way that's most useful to your company. That's putting yourself ahead, and that's not at the expense of somebody."

O'Grady, who once served as chief of staff to former Chicago Mayor Richard M. Daley, says, "You do have to be an advocate for yourself, and you do have to use your voice to let others know what your goals are. Obviously, that all needs to be done in a thoughtful way. But you do need to own it—otherwise you risk

Practical ways to innovate

- **Hire a career coach or life coach.**

This is especially useful if you're at a transition point. As in all relationships, when looking for a coach, look for chemistry.

- **Take a coding class.** In our technology-saturated society, learning how to program not only increases your marketability but also teaches you to problem solve. You can take online tutorials at sites like codecademy.com.

- **Increase your quantitative skills.**

This may mean getting an MBA, especially if your company provides tuition reimbursement, or raising your hand to handle budgeting duties for your company or a local nonprofit organization.

- **Work on public speaking.** Toastmasters International has been around for more than a century to help people conquer their fear of public speaking. Find your local club at Toastmasters.org.

- **Develop your emotional intelligence.** Building self-awareness and relational capacity through books and exercises will help in any job role.

- **Expand your digital network.** Hop on LinkedIn to connect with people in your career field or in your passion areas.

others defining you and making assumptions in what you want."

Sirmara Campbell, who started as an office assistant at LaSalle Network, a recruiting and staffing company, and is now in its C-suite as the chief human resources officer, says from the beginning she nurtured a curiosity about how the company functioned.

"I would ask [founder and CEO] Tom [Gimbel], 'What are you doing? Payroll? Can I do it? You're sending invoices? Can I learn how to do that?'" she says. "My mentality has always been to go for it."

Having a boss who could envision her advancement proved central to her leadership development. For Campbell, her jump from support to management came when Gimbel asked her to create a human resources arm. When she felt unsure, he pointed out she had already been steeped in it.

"Tom is a driving force in my career and in my life," she says. "I don't know where I'd be without him."

Lead on the outside

When Emilia DiMenco worked at Harris Bank, now BMO Harris Bank—where she rose from management trainee to the first female board-approved executive vice president at the company's corporate and commercial bank—the corporation paid for her MBA and developed her leadership skills by offering media training and courses in public speaking.

At LaSalle, Campbell points to an internal training department, a tuition-reimbursement program, and the recommendation of employees to conferences, seminars, and workshops.

These are all opportunities women should take, but DiMenco, now the president and CEO of the Women's Business Development Center in Chicago, also says that women can grow their leadership capabilities through nonprofit organizations.

"There are hundreds and hundreds of nonprofit organizations that need committee members, who need chairs of galas," she says. "You've got to take leadership in committees, you've got to go for the board, you've got to do fund-raising, you've got to work at galas. You have to pay the price, in time and effort, to speak, to lead." **DW**

Erin Chan Ding is a freelance journalist based in Chicago. She has written for the New York Times, Chicago Tribune, Detroit Free Press, Fit Pregnancy, and Midwest Living.

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FROM FLOOR TO CEILING



Target's commitment to diversity and inclusion and women's leadership permeates every level of the company, from the mannequins in the store to the CEO's office

BY JACKIE KRENTZMAN



ne day, Target Senior Vice President of Apparel and Accessories Michelle Wlazlo walked into a company store with her 15-year-old daughter. Her daughter saw Target's new mannequins—which ranged from size 4 to size 16—and gasped, “Oh my gosh, look!” She was shocked to see mannequins in different sizes, not just the usual unrealistic body shape that’s seen on a runway or in a fashion magazine.

“Our guest population is diverse,” says Wlazlo. “One way they are diverse is that they come in different shapes and sizes.”



Brian Cornell, Chief Executive Officer

So why wouldn’t we want to serve them in the best way?”

The mannequins are a distillation of Target’s commitment to diversity and inclusion. They represent how Target, which sits at 38th on the 2017 Fortune 500 list, listens to its customers and community base; has a company culture that promotes diversity of thought; and promotes a company-wide shared accountability for diversity and inclusion. Promoting this culture is a CEO who is leading the way to make sure that inclusivity, equity, and diversity are baked into every business decision.

“Diversity and inclusion are at the heart of what we do at Target,” says Chairman and CEO Brian Cornell. “It’s not only the right thing to do, but the right business decision—and it’s the only way we can deliver on our promise to guests.”

Targeting the community

LAYSHA WARD IS Target’s chief external engagement officer. Her job is to develop deep relationships within local communities and make sure that their needs are being met in the stores and also that Target positively impacts these communities.

Target, perhaps more than most national retailers, attracts a broad swath of shoppers, with affordable price points matched by a certain style that appeals to young and old, urban and suburban, all genders and ethnicities, and all body shapes and sizes.

This is no accident. Target is extremely attuned to the local community, says Ward. “With more than 1,800 stores nationwide, we do business in all kinds of neighborhoods, small towns, suburbs, and big cities, and yet no two stores are exactly alike,” she says. “We know we can’t use a one-size-fits-all approach if we are going to be successful in serving our local guests. That’s why we build relationships with local business and community leaders, residents, and other stakeholders to advance our business objectives and impact in the community.”



Laysha Ward, Chief External Engagement Officer

For example, when Wlazlo’s team launched Universal Thread, an apparel line for women of all body types, her team first met with more than a thousand women of different shapes, sizes, heights, and ethnicities to help design the assortment. “These women actually were a feedback loop in the driver of us building that assortment,” Wlazlo says. “We didn’t just build it and then say, ‘I hope you like it.’”

Caroline Wanga, Target’s chief diversity and inclusion officer, says that reaching out to the community makes good business sense. “We know that in this business landscape people get to choose whether or not they want to engage with us, and they make those decisions with their dollars,” she says. “So in order to continue to be a place where people want to come and spend their money, we have to be connected to who our potential customers are across the board, and in order to stay relevant as a business, we have to be sure these folks are seeing experiences, products, and services that reflect who they are.”

Promoting female leadership

AS WITH MOST clothing retailers, Target has many women in positions of leadership. According to Cornell, about a third of its board and leadership team are women, and almost half of its more than 800 stores are run by women. Altogether, women represent more than 50 percent of the workforce.

The company is proud of these figures, but is not resting on its laurels. “While those numbers are certainly higher than most in the retail industry, there is still much room to improve,” says Cornell.

The quest to increase and strengthen women’s advancement and voice at Target begins with Cornell, who became the CEO in 2014. He has demonstrated a strong commitment to women in leadership. For example, he is cochair, with PepsiCo’s CEO Indra Nooyi, of the Network for Executive Women’s Future Fund, whose mission is to reach gender parity in the retail and consumer goods industry.

Cornell also serves on the board of Catalyst, a leading nonprofit that works

with CEOs to build inclusive workplaces for women and advance women’s leadership opportunities. “True gender parity—50-50 representation at every level of an organization—is an easy number to define, but a much harder one to reach,” says Cornell. “Catalyst knows that’s not enough to bridge the gap. We need to eliminate it completely. So we work with organizations around the globe that recognize they have more work to do in fostering talent and diversity to create a workplace where women have an equal opportunity to succeed.”

Target has implemented some cross-organizational programs. The Women’s Business Council, one example, engages employees through mentorship and career-counseling opportunities. The company also brings in outside speakers through a series called Outer Spaces, designed to spark conversations around topics such as leadership and innovation. Recent guests include marathon swimmer and author Diana Nyad, Oscar-winning actress Viola Davis, and author Elizabeth Gilbert (*Eat, Pray, Love*).

Like most US companies, Target recognizes that women are underrepresented in STEM (science, technology, engineering, and math) fields. So it has launched Target Women in Science and Technology and the Engineering Management Immersion Program, a 12-month global leadership development program aimed to prepare female engineers for senior engineer management roles. The technology team’s ambitious goal is 50 percent female hires for entry-level engineering jobs in 2018.

“My hope for the future is that our next generation of leaders won’t remember a time when it was unusual to see women in leadership roles in any level,” says Cornell. “And not just at Target—but across the retail industry.”

Shaping company culture

ALONG WITH CONCENTRATING on the customer experience, Target is equally



Caroline Wanga, Chief Diversity and Inclusion Officer

focused on the employee experience—and that relationship is not accidental.

“A company’s culture is an amalgamation of the values and behaviors and how they are brought to life every day to deliver on your purpose and execute your strategy,” says Ward.

Just as Target’s guests come in all different ethnicities, genders, shapes, and sizes, so does its nearly 350,000-person workforce. “We’re committed to maintaining a culture where differences are celebrated, where every team member in every part of the organization feels comfortable and confident in bringing their authentic self to work,” says Cornell.

Target has more than a hundred employee resource groups that connect employees to one another and to the multiple constituencies that serve the company’s guest population.

“A company culture that is aware of, inclusive of, and celebrates differences is going to translate that attitude to its stores and community,” says Wlazlo. “And the community of shoppers also will influence company culture. For example,



Michelle Wlazlo, Senior Vice President of Apparel and Accessories

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Empowering women in the workforce

Target Chairman and CEO Brian Cornell has made the development and advancement of women in the workforce a top priority—and it has worked, as women represent 56 percent of employees, 54 percent of managers, 42 percent of the leadership team, and more than a third of the board.

The company's success in empowering women is due to diversity-driven hiring policies, as well as a bevy of internal programs for women, many focused on engaging and advancing women in science, technology, engineering, and math (STEM) careers. They include Target Women in Science and Technology (TWIST), which fosters connections, inspiration, and knowledge sharing, and Women in Engineering and Science (WEST), which encourages connections within the female tech community and organizations near Target headquarters in Minnesota.

"Diverse perspectives strengthen our teams and our work," says Mike McNamara, chief information and digital officer at Target. In Target's 2016 Corporate Responsibility Report, he shared, "I'm really proud that over one-third of our engineer hires from college campuses and over one-fifth of our experienced hires this year have been women. Now we are working toward a goal of 50 percent female hires for entry-level engineering roles over the next year. We are off to a good start—50 percent of our 2017 intern class are women."

Other recent programs devoted to women's advancement include:

Science and Technology Teacher and Girls Days

Every year, Target invites young women from Minneapolis–St. Paul high schools to headquarters to promote the importance of STEM careers.

Grace Hopper Celebration

In 2017, Target was a sponsor of this annual technology conference, the world's largest for women in the field. It drew more than 15,000 participants.

Hack the Gap

Target was a host for the 2017 Hack the Gap, a hackathon for local women working in technology. This multiday event gives women an opportunity to connect and collaborate.

Women in Technology Symposium

In 2016, Target hosted a three-day engineering symposium for more than 50 students at its headquarters. Focused on coding, retail technology, tech trends, and inclusion, it aimed to empower female engineering students and equip them with skills and tools needed for career success as well as to encourage interest in Target's technology opportunities.

we have a company culture that listens to guests, and that translates into things like our full-sized, inclusive Universal Thread line. We are also adding an adaptive and sensory-friendly apparel line for people who are living with disabilities, which allows them to get dressed more easily."

The centerpiece of that culture may be the focus on mentoring and sponsorship. The company encourages everyone not only to seek multiple mentors, but also to offer to mentor others. "It's not a hierarchical system either," says Ward. "For instance, we have team

My hope is that the next generation of leaders won't remember a time when it was unusual to see women in leadership roles at any level. — Brian Cornell, Chairman & CEO

members mentoring peers in other business disciplines, and we have young people mentoring older folks on how to better understand new technologies and generational differences. Everyone has something to teach and something to learn."

At Target, everyone is responsible and accountable for diversity and inclusion—not just the D&I team. "We have shared accountability across the enterprise," says Wanga. "We've built a strategy that is not dependent upon any one individual or department to carry everything. We call this our ecosystem model."

The top 300 leaders in the company have metrics tied to turnover and their diversity and inclusion performance, and these metrics impact their performance and compensation reviews, explains Wanga.

"For example," she says, "the first team goal I talk about is making sure that there is parity in our hiring of people from underrepresented communities, in comparison to the general population."

In the end, given that Target and its employees interact with millions of people in the United States (as well as worldwide), the company has a great deal of ability to influence issues such as gender, race, and ethnic equity. It takes that platform seriously.

As Wanga says, "Our ability to impact what diversity and inclusion looks like overall puts us in a really good place to champion these values in society." **DW**

Companies That Are

As discussion of gender equity hits the workplace, there's some good news! Here are five companies that are relentlessly working to level the playing field and narrow the leadership gap.

BY CAROLYN M. BROWN

All eyes are on women in the workplace as issues around sexual harassment and equal pay continue to grab headlines. The problem extends beyond Hollywood into Corporate America, where there isn't just a pay gap but a leadership gap. High-potential women advance more slowly than their male peers, in both career progression and pay, even though they employ career management strategies as men do, according to Catalyst, the leading national organization for research on woman's leadership and equity.

Women make up 47 percent of the US workforce. Yet, they represent 25 percent of executive- and senior-level officers and managers. At Fortune 1000 companies, women hold 20.8 percent of board seats and only 54, or 5.4 percent, of CEO roles, of which just two are women of color. One is PG&E's CEO and president, Geisha Williams, who is Latina; the other is PepsiCo's chairwoman and CEO, Indra Nooyi, an Indian American.

So how do employers get more women into the upper ranks? Research underlines the need to foster female advancement throughout the corporate structure through formalized development programs with buy-in from senior management. These practices include pairing women with mentors, who provide feedback and coaching, and with sponsors, who use their positions of authority and influence to help women gain access to vital experiences and senior executives in the organization.

Many companies also support employee resource groups (ERGs) and employee



Getting It Right

networks (ENs) that advocate for equal pay and equal opportunity.

Each year Catalyst hosts a conference for ERG leaders from major organizations. Successful ERGs provide their members professional growth routes such as special training, high-visibility opportunities, and networking with senior leaders and potential sponsors to foster bonds, says Katherine Giscombe, PhD, Catalyst's vice president and women of color practitioner, Global Member Services. Hands-on leadership development programs must provide women "hot jobs"—high-visibility assignments that involve a large cross-functional team of employees and impact revenue, adds Giscombe. Organizations also must ensure that certain women aren't overlooked based on unconscious racial bias. For example, women of color generally aren't given second chances when they make a mistake, compared to majority employees, and for them a mistake then becomes a setback versus a learning experience, she explains.

Many companies have practices and policies in place geared toward the professional needs of their female employees. *Diversity Woman* culled a short list of the nation's biggest employers who are getting it right in advancing women.

AT&T



This telecommunications giant supports one of the largest female-focused groups by far. The Women of AT&T (WOA) ERG is over 24,000 strong, with 39 chapters across the country. WOA was instrumental in crafting a robust mentoring program to help develop talent and to facilitate exposure of high-potential women to upper management. More than 72,000 women work at AT&T, accounting for 32 percent of all employees and 35 percent of managers.

WOA became laser-focused on its signature mentoring circles among other core areas. "We also recognized early how critically important it is to have men as allies within the organization and along the journey," says **THERESA SPRALLING**, emeritus CEO for Women of AT&T National. "I am proud to note that our membership extends across race, sexual orientation, cultures, and gender."

"We have frontline employees working side by side with senior leaders, vice presidents, and officers," says Corey Anthony, senior vice president of human resources and chief diversity officer. ERGs have become a vehicle to identify top talent. "We engage the Women of AT&T to help us identify the most talented women in our business," Corey adds. "We look at the people who are taking leadership roles within ERGs, and they get to interact with [our CEO] and senior leaders."

AT&T has 12 ERGs and 13 ENs, with a combined membership just shy of 130,000 active employees. A unique factor—all AT&T's ERGs are 501(c)(3) charitable organizations. While they are employee run and operate separately from AT&T, they receive corporate funding. ENs are employee-run groups that address the professional and personal interests of their members. The AT&T Women of Technology EN is focused on the unique needs and challenges of its female employees in STEM in four areas: mentoring, technical acumen, unconscious bias, and engagement of male advocacy.

A preeminent event inside AT&T is its annual ERG summit, which Chairman and CEO Randall Stephenson and most of his direct reports attend and where thousands of employees gather to improve the abilities of ERGs to recruit and develop talent and to discuss the progress of key corporate initiatives.

Ernst & Young



As women rise up the ranks at Ernst & Young, the company provides education, mentoring, sponsorship, and networking opportunities geared toward their professional needs. The multinational professional services firm, with more than 250,000 employees worldwide, touts that the number of women in top executive management positions has increased by more than 20 percent due to its focused efforts. They

include EY's Professional Women's Network, Inclusiveness Leadership Program, and Career Watch committee.

The Professional Women's Network hosts networking events and offers exposure to senior management. The Inclusiveness Leadership Program pairs high-performing partners and principals with an executive coach. Career Watch focuses on pipeline development.

Making sure female employees receive candid performance feedback and career advice has been a focal point of the Career Watch committees, which comprise local leadership. When it's time for reviews and promotions, EY wants senior management "asking the same kinds of questions and applying the same kind of criteria to all candidates to avoid eliminating people because of one preconceived notion or another," explains **KERRIE MACPHERSON**, a leading partner in EY's Financial Services Practice and executive sponsor of the EY Entrepreneurial Winning Women program.

"We have learned that absent of this [practice], unconscious biases have a tendency to come into play," says MacPherson. "One of the things we started talking about that is helpful is whether the attributes that we think are necessary for a particular role or opportunity are really preferences or are requirements."

MacPherson points out the empirical evidence showing that women and minorities tend to be overmentored and under-sponsored. Accordingly, EY's Inclusiveness Leadership Program is designed to drive sponsorship. High-performing women who have been identified as future leaders partner with a very senior member of the firm or someone on the board who has a vested interest ensuring these women have access to equitable opportunities.

"It is an exciting program that has evolved over the years. In order for us to deliver great solutions to our clients (that reflect all of our society) we need to have multiple experiences and perspectives around the table. This includes educational background, gender, ethnicity, and sexual orientation," says MacPherson.

Kaiser Permanente



Bernard J. Tyson, Kaiser Permanente's first African American chairman and CEO, is fully committed to creating a diverse and inclusive environment at all levels. Kaiser Permanente, one of America's leading health-care providers and not-for-profit health plans, is focused on development, advancement, and leadership opportunities for women and minorities.

Women make up nearly 75

percent of the workforce, minorities nearly 65 percent. Nearly half of its executives and more than 35 percent of its board of directors are women.

Kaiser Permanente's National Diversity Agenda has helped build a racially diverse workforce in addition to advancing women through development programs and affinity groups. Kaiser Permanente employees and physicians lead programs across eight national business resource groups (BRGs), including Women Empowered @ KP (WE@KP) which empowers employees to develop through workforce, community programs, and resources with a focus on women's unique aspects.

In addition, BRGs craft outreach around job opportunities across their constituents, says **DR. SALLY SABA**, vice president of operations, performance, and compliance for the National Equity, Inclusion, and Diversity Office. Each group has an executive sponsor, someone very high in the organization. "Last year, we were trying to develop a proposal to take to our national executive team around what to do for our Latina employees who need to advance. We went to our Latina BRG with a certain set of (survey) questions," says Dr. Saba, who has a unique worldwide perspective—she is an Egyptian American Muslim.

Kaiser Permanente is activating the BRGs to shore up its diversity efforts and to propel the advancement of female employees. Kaiser Permanente understands the importance of creating a comprehensive approach to talent acquisition, development, and promotion. This is why leadership made a commitment to formalize Kaiser Permanente's mentoring and sponsorship programs.

Equally, Kaiser Permanente's CEO has made a public commitment to pay equity. Says Dr. Saba, "There is always work under way to review our pay portfolios and compensation to make sure we are where we want to be."

KPMG



KPMG monitors the challenges women face to provide a clear path for high-potential talent to rise to the top. Women comprise nearly 50 percent of 189,000 employees at KPMG's financial audit, tax, and advisory services. The KPMG Women's Advisory Board (WAB) has been instrumental in proposing initiatives

that enhance career opportunities. One of WAB's biggest successes is the KPMG Network of Women (KNOW). Developed by WAB and delivered by KNOW's local chapters, KPMG's Executive Leadership Institute for Women was established to move more women into C-suite positions. To date, the institute has graduated roughly 1,200 women executives from the yearlong leadership development program.

"It was designed specifically for KPMG's women partners and senior managers, and their peers in the marketplace," says Chief Diversity Officer **SUE TOWNSEN**. "The program equips participants with the practical skills needed to develop as leaders while providing the opportunity to build strong relationships through cohorts." Townsen, who chairs KPMG's national Inclusion and Diversity Executive Council, works alongside US Chair and CEO Lynne Doughtie.

In addition, the Stacy Lewis Rising Stars program for KPMG's high-performing, high-potential female senior managers, managing directors, and directors helps form career-enhancing bonds. The KPMG Future Leaders Program inspires and develops new generations of women leaders. The KPMG Women's PGA Championship and KPMG Women's Leadership Summit serve as catalysts to empower women on and off the golf course.

KPMG also offers the Leadership Essentials Series for African American, Asian Pacific Islander, and Hispanic employees. This platform helps women of color gain visibility as facilitators or keynote speakers. Equally important, the series offers access to senior leaders attending the sessions who can serve as coaches, mentors, and sponsors.

Pricewaterhouse Coopers



Gender equality is an economic and social imperative at PwC, which has a network of firms in 157 countries with more than 208,000 people. In the United States, 48 percent of PwC's 39,000 employees are women. Initiatives to help recruit, retain, develop, and advance women into leadership positions include Women's Networking Circles, Women Upfront, and Breakthrough Leadership program.

Aspire to Lead, part of PwC's Women's Leadership Series, targets university students and professionals. It features an annual global video webcast with top female executives and runs leadership skills-building workshops year-round. Women's Networking Circles arrange regular meetings for small groups of employees to discuss career advancement using forums and educational materials, including videos from Facebook COO Sheryl Sandberg's LeanIn.org.

PwC monitors its progress in terms of processes and human capital practices designed to identify women who are high potential and to ensure they have effectual coaching and sponsorship. "We think sponsorship is so important for our women," says Mike Dillon, PwC's chief diversity and inclusion officer and a member of the LGBT Partner Advisory Board.

Take, for instance, Breakthrough Leadership, an intensive two-day leadership development experience for high-potential women and their partner sponsors. The women, with their sponsors, explore ways to enhance their skills, negotiate work and family responsibilities, and gain greater visibility or exposure, says **JENNIFER ALLYN**, diversity strategy leader. US Chairman and Senior Partner Tim Ryan leads PwC's diversity efforts and encourages men to join the women's movement for parity. PwC is an IMPACT partner with the United Nations effort around HeForShe, an initiative that aims to mobilize 1 billion males in support of gender equality. **DW**

*Carolyn M. Brown is an award-winning journalist, author, and playwright. She is the coauthor of the career book *Climb: Taking Every Step with Conviction, Courage, and Calculated Risk to Achieve a Thriving Career and a Successful Life* (Open Lens, May 2018).*



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Secure Your Future

Six tips for creating and following a financial plan

BY MINDY CHARSKI

WILL YOU HAVE ENOUGH money to achieve the financial goals that are important to you? It can be an overwhelming question, but writing out a financial plan can make it less daunting and set you on a path for success.

Certified financial planner Nancy Coutu likens a financial plan to preparations you would make for a cross-country road trip. In addition to short-term goals like how far you'll drive each day, you'd consider the money you'll need for food, gas, and lodging.

"You need a lot of data and you need to take baby steps to accomplish a big goal," says

the cofounder of the registered investment advisory Money Managers Advisory in Oak Brook, Illinois. "A financial plan is the same exact thing. Someone might say, 'I'm 45, and I want to retire when I'm 65.' So what do you need to do between where you're at today and where you'd like to be to make sure you can accomplish this goal? You start with, typically, a written plan."

You won't be able to plan perfectly—the future is filled with infinite variables, and you'll tweak the plan along the way—but a well-researched strategy on paper can be not only useful, but also crucially revealing.

"You can see the outcome 30 years in

advance of what you're doing today. Is it a good outcome or a bad outcome?" Coutu says. "You can see it so that you can make changes before you make mistakes."

So how do you create a financial plan and stick with it? Here are some tips.

Identify your objectives

"Be crystal clear on the goals you want to achieve—and when you want to achieve them," says Mary Wheeler, financial coach at Abundant Wealth Solutions in Houston. "That creates a strong foundation for the long journey ahead." Some goals may be short-term, like paying for a wedding or establishing a healthy emergency fund, and others will have a longer time horizon.

MONEY MATTERS



It's not enough to say you want to save for [retirement]; you need to narrow down what that retirement looks like.

Being as detailed as possible is important so you can understand the resources you'll need to reach your goal, Coutu says. Take retirement: it's not enough to say you want to save for it; you need to narrow down what that retirement looks like.

Coutu has clients who wish to maintain their same lifestyle after they stop working and others who want to change things up. Some may seek to move to a different part of the country and live in a smaller home, for instance. Some may plan to travel more. These desires have financial ramifications that need to be considered in addition to inflation.

Online calculators can help you get an idea of what you'll need to save for specific goals. A number of tools are available on Bankrate.com, for instance, including calculators for retirement, college savings, and auto loans.

Create a budget

It's important to have a good understanding of your current financial situation.

In addition to considering your savings, you need to evaluate your current budget, which is a snapshot of all your income and where you're allocating your money.

"[Clients] need to know based on what they're doing today if they're actually going to make [their goal] or not," Coutu says. "If they're not going to make it, what types of things are they willing to change to make this goal a reality?"

That could mean diverting more money to savings, for instance, or cutting back on expenditures.

Coutu likes the idea of keeping a journal for three to six months of everything

you buy. Carefully tracking spending can help you find trouble spots. "When people see what they're spending and wasting, that is motivation to change their ways," she says.

Personal finance apps such as Mint and EveryDollar can help you identify where your money is going.

Find the right investment vehicles

You may be saving a significant amount but not putting the funds to work as well as you should. Though your money will earn interest in savings accounts, for example, you'll likely need to find a more growth-oriented approach to earn enough to pay for college, Coutu says.

"You have to take on more risk and put funds in an investment that has the potential to grow, which usually means the stock market," she says. "Over an 18-year period, if you put funds in a moderate growth mutual fund that's fluctuating and you're systematically adding, you have a

The search for extra funds

A little creativity can go a long way in generating cash. Here are five ideas worth considering.

1 “Leverage your talent,” Mary Wheeler says. Take a second job or find a way to generate income from a hobby.

2 Change your spending habits. “The easiest one is eating out at lunch. So you say, ‘That’s ridiculous. I’m spending \$300 a month at lunch because I’m lazy? I’m just going to brown-bag it,’ and that’s \$300 back in your cash flow,” Nancy Coutu says.

3 Scrutinize expenses for unnecessary excess. Lacey Manning was able to reduce the cost of her cell phone, Internet, and cable bills by dropping features she wasn’t using, like international calling and the mobile hot-spot function. “Call [companies] and ask questions,” she says. “Don’t be shy.”

4 Find categories you can downsize, Wheeler says, like your car or place of living.

5 Shop around annually for better rates on expenses like insurance and utilities (if you live in an area that lets you choose providers for natural gas and electricity). Manning says, “I shopped for new homeowners insurance last year and saved \$300 and still got the same benefits.” —MC

It’s hard to see your financial future if you have a mountain of debt blocking your view. ... Eliminate what’s holding you back.

very strong possibility you’re going to average 6 to 8 percent a year.”

The time span you have to invest is crucial, which is another reason planning is so important. “A person should never venture into anything related to the stock market, whether it be individual stocks, mutual funds, a 401(k) even, unless they have five-plus years because of the volatility of the market,” Coutu says.

Squash your debt

Paying down the money you owe to credit card companies and other lenders is a good goal in itself, and it can also help you boost your credit score and achieve other aspirations.

“It’s hard to see your financial future if you have a mountain of debt blocking your view,” Wheeler says. “Before you can even begin to build wealth, you need to eliminate what’s holding you back.”

Develop financial habits that work for you

Consider the options that will best help you stay disciplined with your finances.

Wheeler, for instance, only uses cash, which she says helps her hold herself more accountable. “I’ve had the credit card, and the debt was out of control,” she says. “Because I don’t have credit cards now, I have financial peace, and that helps building for my future as well.”

Embracing the power of automation could prove useful. You may be able to have a portion of your paycheck directly deposited into a savings account, for instance. You can also schedule regular transfers from your checking account into your brokerage account. This autopilot approach will save you time and mental energy and eliminates the temptation to spend the funds.

“I was very surprised when I started setting up automatic allotments to move money over—it’s almost like something you just set and forget,” says Lacey Manning, chief executive officer and owner of the insurance and financial agency LTG Financial in Ocala, Florida. “If you’re not actually going through the motions to do it, it just gets done.”

Find someone to help you

A financial planner and financial coach can be invaluable. Wheeler also sees a role for a friend or family member to serve as an “accountability partner” to help you stay on track with your monthly goals.

“It’s so easy to lose motivation and to be mentally drained, especially when you’re trying to cover everyday expenses as well as build your financial future,” Wheeler says. “If you know you have to check in, you’re going to make sure you’re doing the right thing. Maybe you won’t get the Starbucks.” **DW**

Mindy Charski (@mindycharski) is a Dallas-based freelancer who specializes in business journalism.



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Global Chief Diversity & Engagement Officer & SVP, Talent Management, **PepsiCo**



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President & COO
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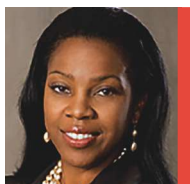
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As of February 2018

The Diets that Really Work (and a Few That Don't)

Should you try Paleo or Atkins, Whole30 or maybe even go vegan to lose weight? The experts' answers may surprise you.

BY PAULA DERROW

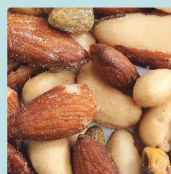
ON PAPER, LOSING WEIGHT looks like an easy proposition—eat less, exercise more, and voilà, you're back into your skinny jeans before you know it. But there's a reason the diet industry raked in more than \$66 billion last year, and it's this: most diets, however popular, are hard to keep up—and falling off the wagon can lead to even more weight gain. That's why many experts believe you shouldn't consider your weight-loss efforts a "diet" at all, but a way of eating.

"It's better to think of foods you can add to your plate, rather than what you're taking away," says Angela Lemond, a registered dietitian, nutritionist, and co-owner of Lemond Nutrition.

So where does that leave the women who say they want to lose weight? One-third of Americans are obese. If you want to take off pounds, "the best diet is the one that you'll be able to stick with," says Rekha Kumar, MD, an endocrinologist and medical director of the Board of Obesity Medicine at New York-Presbyterian/Weill-Cornell Medicine in New York City.

In a 2014 study in the *Journal of the American Medical Association* that compared a number of popular diets, including low carb and low fat, the researchers found very few differences in weight loss among various plans. The right diet is "any diet that a patient will adhere to in order to lose weight," the authors concluded. With that in mind, Dr. Kumar and Angela Lemond evaluate six popular diet plans in terms of stick-to-itiveness and overall healthfulness.

Paleo Diet and Whole30



HOW THEY WORK: The Paleo diet is meant to mimic the way people ate in "caveman" times—basically, it eliminates grains, legumes, dairy, processed foods, refined sugar, vegetable oils, and salt. That leaves so-called basic foods that hunter-gatherers might have been able to get their hands on, including fresh fruits and vegetables; grass-fed meat; seafood; eggs; nuts and seeds; and healthful oils.

Whole30 takes the restrictions one step further, eliminating sugars including even naturally occurring sugars such as honey and maple syrup.

WHAT THE EXPERTS LIKE: If you're looking for a way to lose weight quickly—to fit into a dress for an upcoming wedding, for instance—you'll likely drop pounds if you stick with either of these plans, agree Dr. Kumar and Lemond. Paleo and Whole30 may also be good options

TO YOUR HEALTH

Paleo Diet and Whole30 (cont.)

for people with diabetes, due to the low-carb factor, which can lower blood sugar. “I’m a big fan of eating foods in their whole form, as opposed to consuming processed foods,” says Lemond.

WHAT THE EXPERTS LIKE LESS: Both diets are so rigid that most people can’t stick with them for more than a few weeks at a time. “They’re definitely not doable for life,” says Lemond. “Whole30 isn’t even intended to be a weight-loss diet, but more of a 30-day cleanse for people suffering from gastrointestinal issues, skin problems, and other things that may be diet related,” she explains. “The point is to eliminate possible dietary triggers for these issues. The problem with eliminating entire food groups is that there are almost always unintended consequences—it’s tough to get enough calcium and vitamin D if you don’t do any dairy, for instance.” Dr. Kumar agrees: “Skipping dairy isn’t good for your bones. Most cavemen didn’t live until their 70s, 80s, or 90s, so they didn’t experience the effects of osteoporosis.”

IF YOU DECIDE TO TRY THEM: “Give yourself some leeway,” recommends Lemond. “Allow yourself some foods off the plan to start, and maybe even ongoing. That makes the plan much more sustainable.” But unless you really, really love fruits and vegetables, you’ll likely end up falling short on nutrients—and falling off the wagon.

Mediterranean and DASH



HOW THEY WORK: The Mediterranean diet and its more Americanized cousin, the DASH (Dietary Approaches to Stop Hypertension) diet, are based on the Mediterranean way of cooking and eating—that is, plenty of fruits and vegetables; whole grains; legumes; nuts and seeds; low-fat or nonfat dairy products; healthy

fats like olive oil and avocado; fish and poultry twice a week; red meat no more than a few times a month. The DASH diet tends to be lower in sodium than the Mediterranean; the Mediterranean is lower in dairy and more generous with healthy vegetable oils. Both plans have been shown in randomized trials to reduce the risk of heart disease—the number one killer of women—as well as diabetes, stroke, and certain cancers.

WHAT THE EXPERTS LIKE: These diets aren’t restrictive, which means you can keep them up over the long haul. Plus, you can drink wine! “I’m a big fan,” says Lemond. “Because you are eating more fruits and vegetables, the higher-fat foods, like meat, naturally get squeezed off the plate.”

WHAT THEY LIKE LESS: Weight loss isn’t always fast and furious. You don’t get the dramatic, quick drop in pounds that you might experience with more restrictive plans—“though if you follow the diet, you will likely lose weight,” says Dr. Kumar. “It’s healthier than the way most Americans eat.”

IF YOU DECIDE TO TRY THEM: Dr. Kumar recommends doing these diets with extra calorie restriction if your main goal is weight loss—for women, she says, trying “to keep your calories to 1,400 a day.” (Calorie-counting apps like MyFitness Pal and Lose It! can help you keep track.)

Very low fat such as TLC Diet and Pritikin



HOW THEY WORK:

Very low-fat diets, including the TLC (Therapeutic Lifestyle Changes, developed by the National Institutes

of Health) and the more restrictive Pritikin, were all the rage in the 1990s, when scientists pointed to dietary fat as the root cause of heart disease. These plans favor fruits, vegetables, whole grains, starchy vegetables, legumes, low-fat dairy, fish, poultry, and lean red meat.

WHAT EXPERTS LIKE ABOUT THEM:

There’s a lot of data showing that a diet low in saturated fat can reduce both cholesterol and the risk of heart disease. “When it comes to your health, restricting saturated fat is the behavior we have the most evidence for,” says Dr. Kumar.

WHAT THEY LIKE LESS: “It’s tough to feel full on a diet of all carbs, which leaves you vulnerable to bingeing behavior and weight gain—reversing the heart-healthy benefits of cutting out saturated fat in the first place, according to Dr. Kumar. “You can’t just say that fat is bad,” she says. “There are good fats and bad fats, and good cholesterol and bad cholesterol.” Dr. Kumar prefers the more moderate TLC diet to Pritikin. “TLC distinguishes between which kinds of fats are healthy—avocado, olive oil, and certain nuts can help raise your good HDL cholesterol. It’s the saturated fats in full-fat dairy and fried foods you want to stay away from.” Adds Lemond: “When you go very low in fat, it’s easy to overdo the carbs, or eat the wrong kind of carbs. You have to make sure you are going with whole grains and staying away from refined sugar.”

IF YOU WANT TO TRY THEM: Go with TLC as opposed to more rigid regimens. “TLC is really great if you want to lower your cholesterol,” Lemond underscores. “It emphasizes foods that are naturally going to pull cholesterol out of your diet, including legumes, and foods that are high in soluble fiber, like lima beans and oatmeal. You can drop your cholesterol a good 10 points or more.”

Vegan



HOW THEY WORK:

A vegan diet is completely devoid of animal

products, both the obvious ones (meat, fish) and the less obvious (dairy, eggs, even honey).

Everything else is on the table, including plant-based foods and vegan versions of sweets (yes, there are vegan Oreos) and even Bacon bits.

WHAT THE EXPERTS LIKE: “For the most part, a vegan diet emphasizes power foods that are high in nutritional value and low in calories,” says Lemond. “Everyone benefits from that.” Most people lose weight on a vegan diet. Veganism is also environmentally friendly, leaving a smaller carbon footprint than other ways of eating.

WHAT THEY LIKE LESS: If you don’t absolutely love fruits and vegetables, veganism will definitely feel too punishing. “While cutting animal products out of your diet reduces your risk of certain diseases, it could also put you at risk for developing a vitamin B₁₂ deficiency,” says Dr. Kumar. “And when you cut several food groups out of your diet completely, it’s likely that you’ll overdo another group—like carbs.” It’s also easy to overeat vegan desserts and snacks that aren’t necessarily low calorie. “I’ve definitely seen overweight vegans,” says Lemond.

IF YOU DECIDE TO TRY IT: “I recommend that people get some guidance from a nutritionist, to make sure you’re not missing out on important nutrients, like B₁₂,” says Lemond. Adds Dr. Kumar: “Considering how varied our diets need to be to get all the requisite micro- and macronutrients, you really have to pay attention to what you’re eating to make sure your body isn’t missing out.”

Very low carb such as Keto and Atkins



HOW THEY WORK: Low-carb diets put the kibosh on carbohydrates—not just grains but also most fruits and starchy vegetables. That leaves meat, poultry, fish, and eggs, though some low-carb plans allow limited fruits and nonstarchy vegetables. While the typical American diet comprises 45 to 65 percent carbohydrates, the keto diet reduces that percentage to as low as 5 percent of daily food

intake, and Atkins to 10 to 20 percent, to lower blood sugar and insulin levels. “Eating a meal high in simple and refined carbs can spike insulin, leading to more rapid hunger, whereas a meal higher in protein leaves you satisfied for longer,” Dr. Kumar explains.

WHAT EXPERTS LIKE ABOUT THEM: A low-carb plan can help you drop weight fairly quickly, and can lower risk factors associated with diabetes, including high blood sugar and blood pressure. “Most of us are eating way too many carbs,” says Lemond.

WHAT THEY LIKE LESS: Besides being too high in saturated fats, the most extreme low- and no-carb diets can cause uncomfortable symptoms, including constipation, headaches, and electrolyte problems. Plus, a diet without carbs of any kind is tough to stick to. “While a low-carb plan is an effective way to lose weight, you have to be careful,” says Lemond. “Take it too far and you may begin craving sweets at night.”

IF YOU DECIDE TO TRY THEM: Take a more moderate approach to low-carb eating—specifically, with a plan that gives the green light to complex carbs such as whole grains, steel-cut oats, and sweet potatoes, as well as fruits that don’t spike blood sugar excessively, like berries and melon. “Carbs are an essential part of a healthy diet and a good source of B vitamins and folic acid,” says Lemond. “They shouldn’t be vilified.”

Intermittent fasting



HOW THEY WORK: Instead of focusing on what you can eat (and can’t) every day, intermittent fasting involves drastically restricting calories (often to under 500 calories a day) for relatively short periods. Some programs call for dramatic calorie reduction two days a week; others suggest going 16 hours without food, say, by eating an early dinner and then a very late breakfast; still others

call for total fasting for 24 hours twice a week. You get the idea. “The strategy has shown some promising results, not just for weight loss and reducing insulin levels, but also for decreasing the incidence of certain cancers,” says Lemond. “The premise is that when your body doesn’t have to digest food at night, it can focus on doing other things, like cell repair.”

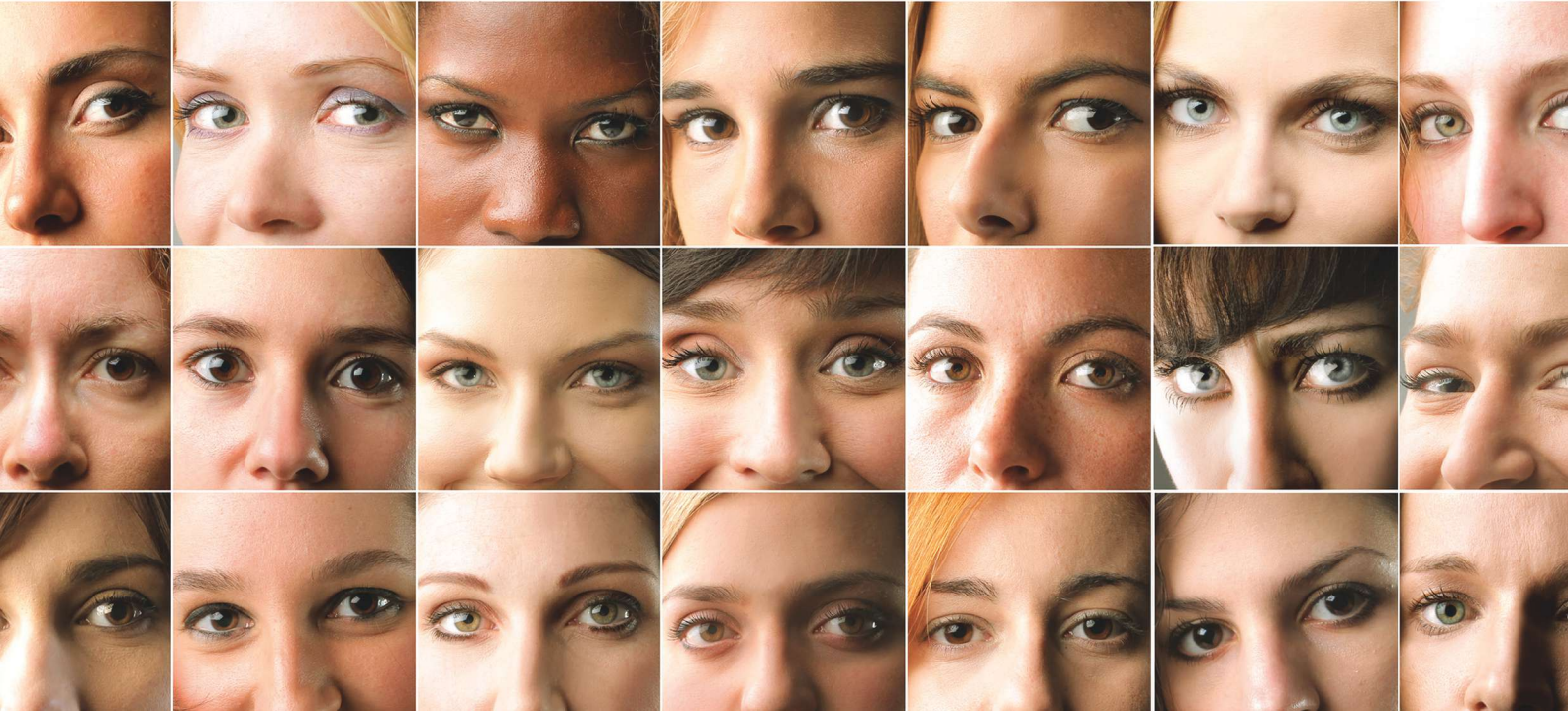
WHAT EXPERTS LIKE ABOUT IT: “Many of my patients tell me that skipping meals for one or two days is easier than counting calories—that they can do anything for two days a week,” says Dr. Kumar. It can also be a good way to jump-start weight loss if you’re struggling to break through a diet plateau.

WHAT THEY LIKE LESS: It’s easy to make up for a day of fasting by overdoing it for the next two days. “Most people have a hard time doing a total fast without compensating for it,” says Lemond.

IF YOU WANT TO TRY IT: “Start with a more moderate type of fast, like not eating after 7 pm at night, then postponing breakfast until 8 or 9 am the next day,” says Lemond. **DW**

Paula Derrow is a writer and editor in New York City specializing in health, psychology and the personal essay. She has written widely for national publications. Find out more about her at pauladerrow.com.

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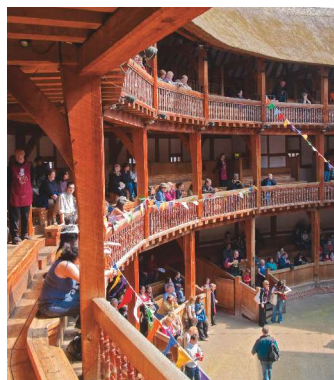
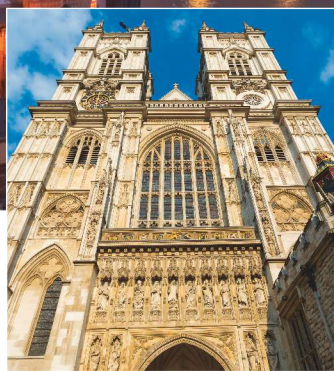
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STEPPING OUT



London skyline;
Westminster Abbey;
Globe Theatre.



BY ERIKA MAILMAN

NOW'S A GREAT TIME to visit London with all the hoopla surrounding the upcoming royal wedding. This is your chance to buy a tea towel with Meghan and Harry on it!

Speaking of tea, you'll want to steep yourself in the tea room culture. After a visit to **Buckingham Palace**, indulge in high tea on the terrace at the **Goring Hotel**, an elegant Edwardian grande dame. For a more modern experience, try **Drink Shop & Do** near King's Cross station. (You can also get your Harry Potter fix by visiting the western departures concourse: a luggage trolley is "stuck" in the wall at Platform 9½.) Children will enjoy the arts and craft activities while you linger with your choice of 27 aromatic tea blends. To feel like a spy, don a trench coat and climb the winding stairs to **Soho's Secret Tea Room** with 1940s vintage furnishings and jazz music emanating from a gramophone.

If you find local food traditions intimidating—do you really want to try kipers? and what on earth is bubble and squeak?—learn the ins and outs with *Local Eats London* by Natasha McGuinness, a travel-sized insiders' guide.

History abounds in this venerable old city. If your main goal is visiting heritage sites, consider the London Pass, which gets you into dozens of destinations such

as **Kensington Palace**, **Westminster Abbey**, and the **Tower of London**. Prices range from £69 (children £49) for a one-day pass to £184/£139 for a 10-day pass, a bargain considering admission to the tower tour itself is £25 (about \$35). More importantly, you get fast-track entry to skip the lines. Besides the monarchical standards, some lesser-known spots for the history minded include the **Churchill War Rooms**, the **Freud Museum**, the **Jewish Museum**, the **Florence Nightingale Museum**, and a tour of the **Beefeater Gin Distillery**.

Aficionados of British literature can tour the **Keats House**, the **Charles Dickens Museum**, and the replica of **Shakespeare's Globe Theatre**. If you are on a budget, many worthwhile museums are free, such as the **National Gallery** and the **Victoria and Albert Museum**.

Want to connect with nature? You can walk 22 miles underground in the man-made **Chislehurst Caves**, originally chalk and flint mines dating to 1250 and used until the 1830s (David Bowie and Jimi Hendrix performed there!). Inhale and

refresh at one of many beautiful parks and gardens, including **Kew Gardens**, **St. James's Park**, **Hyde Park**, **Chelsea Physic Garden**, and **Kyoto Garden**.

Once upon a time, when London's streets were filled with horses, manure, and sewage, river travel was the fastest, and more pleasant, way to get through London. You can see the city from the **River Thames** or the **Regent's Canal**. There

are many options: a sightseeing cruise (including hop-on, hop-off privileges) with **City Cruises**; speedboat rides with **Thames Jet**; or canal boat rides with **Jason's Original Canal Boat Trip** or the **London Waterbus Company**. Tip for animal lovers: you can take a canal boat to the zoo.

For many visitors, a pub crawl is an essential part of their trip. Here are a few recommendations for pub drinking: **Ladbroke Arms** in Notting Hill, **The Escapologist** in Covent Garden, **The French House** in Soho, and **Bread & Roses** in quiet Clapham. TimeOut London has a great site that lists bars by neighborhood: timeout.com/london/bars-pubs/bars-and-pubs-in-london-by-area. **DW**

CONVERSATIONS WITH CATALYST

You're Not Alone



Race plays a role in the overall well-being of an individual

ABOUT CATALYST

Catalyst is a global non-profit working with some of the world's most powerful CEOs and leading companies to help build workplaces that work for women. Founded in 1962, Catalyst drives change with pioneering research, practical tools, and proven solutions to accelerate and advance women into leadership—because progress for women is progress for everyone.

catalyst.org

FEELING EXHAUSTED ALL THE time? Can't sleep? Stressed out? Most people would probably say "yes" to all of the above. But does race have anything to do with it? Could the fact that you are a person of color somehow impact you differently? A growing body of research suggests there is a difference: race does play a role in an individual's overall well-being.

If you think about the daily interactions of people of color, both inside and outside the workplace, it's not hard to imagine the stress they are under. They can endure daily microaggressions—small snubs and insults that remind people of color that they're different and not valued as highly as others. Maybe they're followed around a store a little too closely by a store employee. Or maybe they're mocked for their accent. Or—and this one is a favorite of many—someone says, "You're so articulate," as if surprised by it. All these little interactions add up.

In Catalyst's new study, "Day-to-Day Experiences of Emotional Tax Among Women and Men of Color in the Workplace," we found that the additive effect of these experiences puts professionals of color in a constant state of being "on guard," bracing themselves for the next insult or biased act. Over time, this daily battle takes a heavy toll, imposing an "emotional tax" that affects their health, well-being, and ability to thrive at work.

Our research shows that 58 percent of Asian, black, and Latinx employees who are on guard are likely to have sleep problems. We also found that black women who are on guard experience a

**Katherine
Giscombe,
PhD**

loss of psychological safety at work, meaning they don't feel that their organization's leaders and team members "have their back." When this happens, they are not willing to take risks like speaking up about difficult issues. This obviously inhibits their full participation at work. Not surprisingly, we also found that employees who take on these "daily battles" and who feel on guard are more likely to quit their jobs.

At Catalyst, we've worked for more than 50 years to educate corporations on the importance of diversity and build the case for why it matters. Over the last few years, we've seen a shift in the conversation away from why it matters toward what it takes to build inclusive cultures.

Diversity alone—simply having the requisite number of people of color on the payroll—has limited benefits. The advantages accrue when everyone's perspectives are valued—when diverse voices are truly heard and acknowledged. That's what companies now understand: Simply folding diverse employees into the status quo culture doesn't work. You have to change the culture too.

So, you're not alone if you feel especially stressed and exhausted. It's part of the human condition of being a person of color. While that's obviously not ideal, I do have hope for a brighter future. I know that, together, we can be agents of change. We can help our organizations accelerate their efforts in building inclusive cultures. That will move the needle more than anything. Then perhaps we can all get a good night's sleep. **DW**

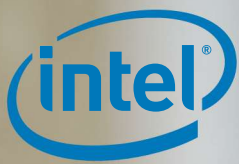
Katherine Giscombe, PhD, is Catalyst's Vice President and Women of Color Practitioner, Global Member Services.

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