

DIVERSITY

WOMAN

SECRETS TO CORPORATE BOARD SERVICE

*Leadership empowerment
for women who mean business*

Winter 2019

DW's **100**
Best Companies for
Women's Leadership
Development

2019:
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to **Your**
Health!

How to
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ELLEN KULLMAN

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Issue 30

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Photography by
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“ Diversity and inclusion is at the center of everything we do, because the heart of our business is people. ”

– Carlos Cubia, VP and Global Chief Diversity Officer

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DW's BEST Companies for Women's Leadership Development



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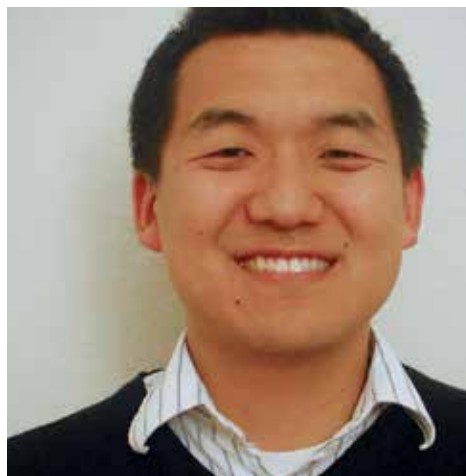
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Turning Awareness into Action

Today, there is an increasing awareness of gender disparities in the workplace—but that awareness has not necessarily translated into action. That's why in this issue of *Diversity Woman* we are highlighting 100



Companies that are doubling down on gender equity are the ones that attract the top talent.

companies in the United States that get it (see page 33). They are doing an extraordinary job in developing and advancing women into leadership positions.

These companies need to be applauded for taking the big leap from recognizing inequities to doing something about them. We looked at criteria such as percentage of female managers, having a mentorship program for women in place, and having a strong female board presence.

The companies are not just focused on workplace equity for women because it is the right thing to do. They also recognize the research showing that gender parity leads to a significantly increased return on investment. In short, it's a win-win. For example, a Credit Suisse research report found that companies with 50 percent women in senior operating roles had a 19 percent higher return on equity on average.

In today's flush market for job seekers, companies that are doubling down on gender equity are the ones that attract the top talent. Talented female leaders have leverage. This means they have the luxury of choosing companies that have an earned reputation for advancing women in leadership. Our Take the Lead story

on page 21 explores this phenomenon and explains how employees can attract these female superstars—and, just as importantly, inspire them to stay.

Unfortunately, not all companies recognize that bringing more women into leadership positions will translate into a greater return on investment. That's where Paradigm for Parity comes in. In our cover story, beginning on page 28, we profile Ellen Kullman, a cofounder of this coalition of business leaders, including many Fortune 1000 CEOs, committed to solving the corporate leadership gender gap. Paradigm for Parity has set a goal of achieving complete gender parity by 2030.

If your company is not on track to reach gender parity, here is your chance! By adopting the Paradigm for Parity Action Plan, you will have a blueprint for closing the leadership gender gap in your organization.

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

DR. SHEILA ROBINSON
Publisher, *Diversity Woman*



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Diversity as a Business Initiative

JOLEN ANDERSON SEES HER diversity and inclusion work not just as a career but as a calling. Armed with a legal background, she has held diversity, HR and legal roles with Visa, for which she is currently senior vice president and chief diversity officer. Anderson loves the challenges that come with pushing against the status quo. She spoke to *Diversity Woman* about some of the biggest tests facing D&I professionals today.



5 MINUTES WITH JOLEN ANDERSON

Diversity Woman: How has your legal background influenced your work in diversity and inclusion?

Jolen Anderson: My experience as an attorney influences the lens through which I look at our workplace—examining core issues like equality, inclusivity, and the accessibility of opportunity. It also drives the development of a strategic approach to diversity and inclusion rooted in research. We know that by building diverse teams, by partnering intentionally, by allowing individuals to feel that their voice matters, we will achieve the business results we're hoping for. And this is where diversity becomes much more than just a program to manage, but a real business initiative that we have to be focused on.

DW: *Working Mother* named Visa a leading organization in its 2018 Diversity Best Practices Inclusion Index. What are some of the reasons that Visa received this rating?

JA: Everyone brings their own unique life experiences and backgrounds to the workplace, so we strive to offer benefits and development programs that meet them right where they are. As a working mother myself, I know how valuable it is to get the same access to opportunity within the workplace and support for continued career growth. We drive important initiatives like Equal Pay,

offer leadership training geared toward advancing the careers of women, host a Ready to Return program to create opportunities for those returning to the workforce after taking an extended period of time away, and offer competitive benefits to support working families. We're proud to be recognized.

DW: What types of leadership development programs has Visa created to promote inclusion and create more diversity at higher levels?

JA: Our D&I team created the Visa Elevate program to encourage professional growth of people of color within our company by providing career strategies, exposure to senior leaders, and a platform to better promote diverse leaders at Visa, resulting in career advancement for a significant majority of participants. We also provided Inclusive Leadership and Unconscious Bias training for everyone who manages people across

our offices to help identify and elevate awareness of bias and understand the behaviors that promote an inclusive environment. Ninety-five percent of leaders at the VP level and higher have completed Unconscious Bias training, and we are targeting completion by 100 percent of people managers.

DW: What are the three most pressing issues that D&I professionals will face in the next five years?

JA: We will be challenged to produce purpose-built processes and resources that help increase engagement with D&I. We will also be challenged to expand the diversity lens while including allies who aren't typically engaged in diversity initiatives, and help recruiters cautiously wield the power of artificial intelligence and other advanced technologies to grow diversity in organizations rather than using tech to zero in on a narrow set of profile types.



YOU MATTER

As a leading global, independent measurement company that's focused on **The Science Behind What's Next™**, Nielsen is proud to collaborate with Diversity Woman as we, together, strive to empower women in the workplace.

We recently published three reports on the impact of multicultural women on U.S. culture and the economy. To download these reports visit nielsen.com/africanamericans, nielsen.com/asianamericans and nielsen.com/latinos.



THE OFFICE

How to Talk (or Not Talk) Politics in the Office

Dear DW,

My coworker is always broadcasting his political views, and let's just say his worldview is different from mine. I'm just as passionate about my politics, and I'm tempted to tell him so, but I'm worried it could cause tension in the workplace. What should I do?

Signed,

Passionate About Politics

Dear Passionate About Politics,

A 2017 survey by the American Psychological Association found that roughly 40 percent of employees said office political chatter had led to at least one negative outcome at work, such as reduced

productivity or a more negative view of coworkers. So you're right to be concerned.

It used to be a no-no to talk politics in the workplace, says Angie P. Kirk, director of professional development at Management Leadership for Tomorrow, a leadership development organization based in Bethesda, Maryland. But today, with explosive headlines and a 24-hour news cycle, politics have made their way to the watercooler.

"If you can't keep an open mind and a respectful conversation, you probably shouldn't engage in talking about politics," Kirk advises. If you get frustrated, name-

call, or want to make sweeping generalizations, steer clear of the topic. If someone else brings it up, "change the subject, maybe saying 'I didn't hear that news story, but did you see *This Is Us* last night?'" Kirk suggests.

If you decide to engage with someone who has different political opinions from yours, "don't debate," Kirk says. Instead, use this as an opportunity to learn about different viewpoints. However, if the discussion becomes a matter of proving who's right and who's wrong, call it quits.

A final point: Even if you and your coworker are enjoying the discussion, pay attention to those around you. Other colleagues might be uncomfortable with political talk in the office. If that's the case, invite your politically-minded pal out for drinks and have a conversation. You can get as passionate as you want when you're not in the workplace.



Creating a Winning To-Do List

A new year means it's time to get organized. We've all said that before, right? But how can we make sure this year we follow through?

A to-do list can go a long way toward helping you stay on track, but it has to be effective, says Laura

Vanderkam, productivity expert and author of *Off the Clock: Feel Less Busy While Getting More Done*. She shares these tips for creating lists that will keep you productive all year long.

SHORTCUTS

Think short and sweet. There is no virtue in putting something on a to-do list only to lack the time to complete it. Be honest with yourself, Vanderkam says. "Keep your list short—only a few items for any given day—and don't put anything on the list that you don't actually intend to do."

Keep it low-tech. "Yes, I know everything is electronic these days, but I personally get a lot of satisfaction in crossing off items—and seeing them crossed off," Vanderkam explains.

Categorize your to-dos. Separate your to-do lists into categories, such as "career," "relationships," and "self." Doing so forces you to take a big-picture view and "will nudge you to create a more balanced life," Vanderkam says.

Don't forget the fun. Some people avoid planning because they view it as a negative activity—lists of all the stuff they have to do, Vanderkam says. "So why not include lots of stuff you want to do as well? This can make the process much more enjoyable."





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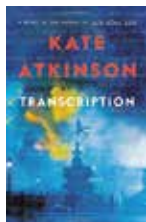
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DW HOT LIST

Books for 2019

WHETHER YOU'RE LOOKING TO educate yourself, get informed, or be entertained, the right book can expand your worldview. Here are some recent releases you don't want to miss.

Fiction

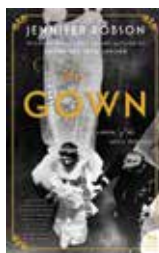


Transcription by Kate Atkinson •

A spy's past comes back to haunt her in this novel by the award-winning English writer.

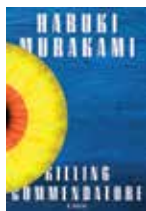
The Gown by Jennifer Robson • A woman receives a gift from her

late grandmother that sends her on a journey tied to Queen Elizabeth's wedding gown.



Killing Commendatore by

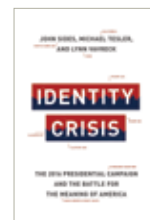
Haruki Murakami • Originally published in Japan and recently released in the US, this novel follows a Toyko-based portrait painter who encounters a mysterious painting while at a crossroads.



Nonfiction

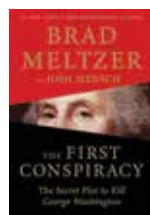
POLITICAL

Identity Crisis: The 2016 Presidential Campaign and the Battle for the Meaning of America by John Sides, Michael Tesler, and Lynn Vavreck • As the United States moves into campaign mode for 2020, political scientists explain how the 2016 election surprised everyone—though the signs were all there.



HISTORY

The First Conspiracy: The Secret Plot to Kill George Washington by Brad Meltzer and Josh Mensch • This book not only provides insight into the nation's first president but also sheds light on the beginnings of the US counter-intelligence forces.



BUSINESS

The Joy in Business: Innovative Ideas to Find Positivity (and Profit) in Your Daily Work Life by Joy Baldrige • With each chapter written to be absorbed in 60 seconds, you'll find bits of wisdom that can transform your workday.



VERSUS

Interviewing for a Job

Thanks to technology and a shift in cultural norms, interviewing for a job isn't how it used to

be. If you were in the market for a job

two decades ago, here's what advice you may have received compared to your top job search guidance today.

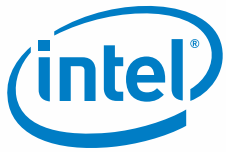


1999

- Tip 1:** Check want ads and classified sections of newspapers online.
- Tip 2:** Post résumé on employment sites such as CareerPath.com.
- Tip 3:** Come up with questions about the job or the company.
- Tip 4:** Have a response to most common request, "Tell me about yourself."
- Tip 5:** Dress in solid, dark skirt-suit, nude hose, and low-heeled pumps.
- Tip 6:** Bring physical copies of your résumé and reference letters.
- Tip 7:** Mail a typed, computer-printed, or handwritten follow-up letter within three days.

2019

- Check websites of target companies directly for job postings.
- Hire recruiter or find someone to offer a referral.
- Expect to answer an interview question about your weaknesses.
- Be comfortable interviewing via phone or video.
- Research company's attire and simulate it at the interview.
- Email cover letter and résumé to hiring contact.
- Email a thank-you note—but a handwritten card is still nice!



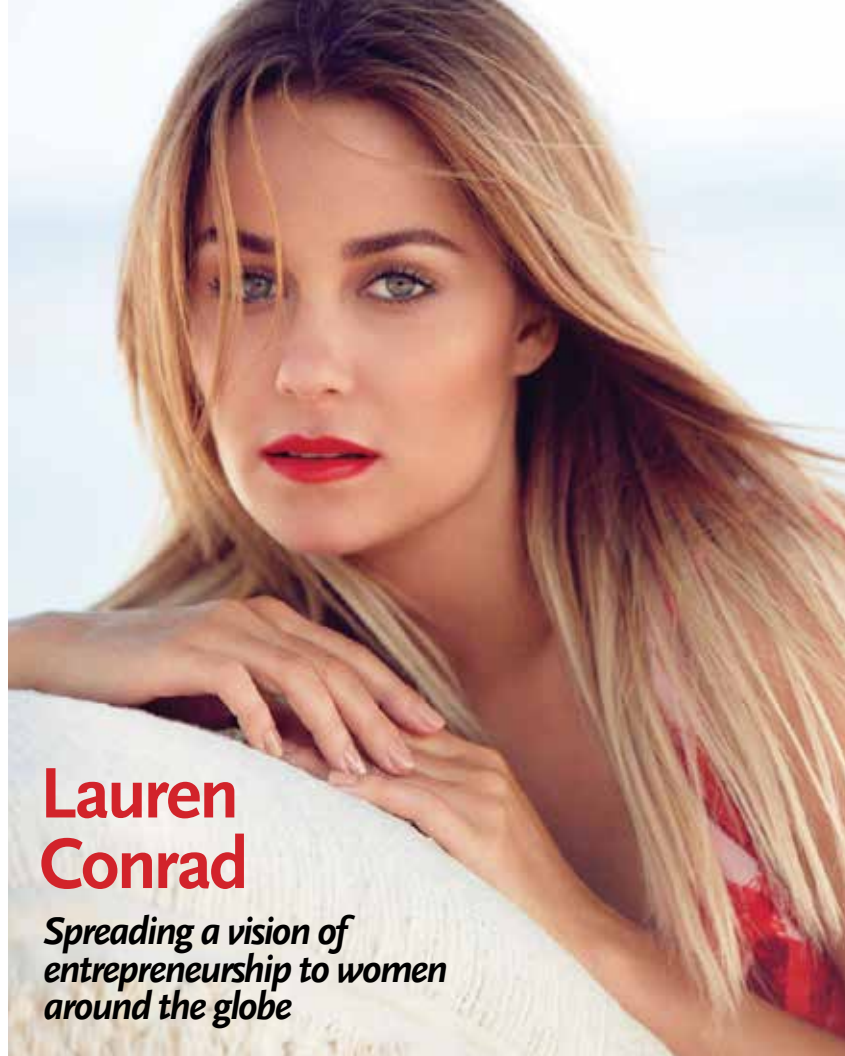
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Lauren Conrad

Spreading a vision of entrepreneurship to women around the globe

LAUREN CONRAD CAN'T BE put in a box. The former reality star turned entrepreneur, known for the MTV series *Laguna Beach: The Real Orange County* and *The Hills*, has launched a lifestyle brand and made a name for herself in fashion. Now she's upping her efforts to help other women realize their entrepreneurial dreams.

Since 2009, Conrad has been the designer of the LC Lauren Conrad collection for Kohl's, which features apparel, shoes, jewelry, and accessories. She also runs a lifestyle website at Laurenconrad.com and is a *New York Times* best-selling author of young adult fiction and beauty books.

Then, five years ago, her efforts took a more philanthropic turn. Conrad

with potential customers. The non-profit's mission is to help the artisans earn money to sustain their families while also helping to curb world poverty. To do that, The Little Market offers an online marketplace where artisans can feature their handmade items, many of which are created using cultural techniques.

Last September, Conrad and Skvarla expanded those efforts when they opened The Little Market's first brick-and-mortar retail shop in Los Angeles. Opening the shop has been a longtime dream, Conrad told *People* magazine. "It's such a great way to showcase all of the pieces. I think it's such a powerful statement."

Conrad is particularly proud of the difference The Little Market is making in the lives of women entrepreneurs. "Every purchase makes a direct change. Our purpose is really to serve as a platform for artisans all around the world to sell their goods."

STARS WHO MEAN BUSINESS

and her best friend, Hannah Skvarla, founded The Little Market, a non-profit that works with female artisans around the globe to connect them

Etc.

Qualities of Women Leaders

What differentiates women leaders from the pack? A study by researchers from the University of Rhode Island College of Business Administration, the University of Oxford Saïd Business School, and the School of Business and Management at Queen Mary University of London sought to find out.

Researchers interviewed 12 female CEOs, along with 139 male chief executives, across the world to see what made them tick. Here are some of the insights that stood out.

Women leaders are quicker to ask for promotions.

Many women hesitate to ask for a promotion until they feel certain they have the skills to handle it, but women leaders embrace the uncertainty of learning as they go. They also actively seek out stretch assignments.



Women leaders accept and embrace trade-offs.

While some women struggle to be the perfect worker, perfect wife, and perfect mom, women leaders understand that whatever role they choose to excel in will take away from others. For example, they are willing to find solutions for their personal lives that will help them thrive professionally. They also believe women can take time out of the workforce, then step back in and thrive.

Women leaders craft a unique leadership style.

Women leaders don't merely mimic the leadership qualities of men. Rather, they embrace some stereotypically male qualities, such as big-picture thinking while incorporating qualities typically associated with women, such as a nurturing and open communication style.

ANATOMY OF ... A SUCCESSFUL CONFERENCE

A successful conference experience isn't just about sitting through speakers and attending workshops. It's about finding strategic ways to build a network that can move your business forward. Not sure where to start? Here are ways to help you make the right connections.

FOCUS YOUR NETWORKING GOAL

Trying to exchange business cards with everyone will leave you overwhelmed. Instead, be strategic. "I set a goal of introducing myself to a set number of people," says Heather Monahan, career expert and author of *Confidence Creator*. Identify and connect with two or three fellow attendees who can help you the most. But make sure you can be useful to them, too.

ADD ONE SPEAKER TO YOUR ROLODEX

Take advantage of the expertise in the room. Connect with one conference speaker and arrange to meet for coffee at a later time.

FIND A NEW TOOL

When engaging in discussions with conference attendees, pick their brains for resources that can fuel your success. Come away with at least one recommendation of a book or other resource such as a webinar that can enhance your skills.

LEARN SOMETHING YOU CAN PUT INTO PRACTICE

As you listen to speakers and interact with attendees, look out for at least one piece of knowledge that you didn't have before. Then, think of a way you can take action based on that knowledge within one week.

STRENGTHEN AN OLD CONNECTION

Conferences aren't just about meeting new people. They provide an opportunity to reconnect with those you've met in the past. Build on those relationships by sharing newly acquired knowledge with each other.

2019

How to Approach Conferences Strategically

ATTENDEE

ADD ONE LEISURE ACTIVITY

There is more to a conference than business. Whether you meet up with colleagues for drinks or take a tour of the conference city in your free time, engage in one activity that is strictly for fun.

NEXT



Young Entrepreneur:
Yuting Su

Doing Good Through Gaming

Entrepreneur leverages the power of technology to improve health outcomes

YUTING SU HAS ALWAYS focused on helping people, but her methods for doing so have changed—and dramatically.

The 30-year-old, who is originally from Taiwan, once worked in a hospital as a respiratory therapist. In that job, Su was able to see firsthand how the power of technology could benefit people's lives. Today she's still using technology to make a difference—but now she's doing it through the world of gaming.

So how did her career take such a turn? She had always loved design and the arts, she says. After realizing that a medical career wasn't her thing, she decided to get an MFA in interactive media and games design from the University of Southern California. Then, life took a turn again.

"I got pregnant during my thesis year," she says. "I started looking into education and wondering how I could create something that could benefit my son."

She came up with an idea for a thesis topic that catapulted her into entrepreneurship. Octobo, an interactive plush octopus for kids, would teach a range of skills including problem solving, math, reading, and even emotional intelligence. Su founded her company, Thinker-Tinker LLC, to bring Octobo to market. She's been named to the Forbes 30 Under 30 list, and Octobo was nominated for Best Kids and Family Game and Most Innovative Game at Indie Prize USA, a competition for up-and-coming game developers who show promise to become future leaders in the industry.

As a woman in the male-dominated field of gaming, Su says she focuses not on the obstacles, but on the progress being made as more women enter the field. "If there's anything I that I can do to help female colleagues and other founders, I will, because I got a lot of help along the way," she says.

For now, she has big plans for other interactive products that implement emerging technologies in the fields of health, wellness, and education. "We want to make an impact in children's education and bring the future of toys and games to our little ones," she says. "Games provide a very powerful medium because they're fun and can engage people."

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- 1. Minimize or eliminate unconscious bias**
- 2. Significantly increase the number of women in senior operating roles**
- 3. Measure targets and communicate progress**
- 4. Base career progress on performance, not presence**
- 5. Give women of potential sponsors**

Learn more about the
Paradigm for Parity® 5-Point Action Plan
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FRESH INSIGHT

Finding Your Path to the C-Suite in Tech

MUCH OF THE LATEST data on women rising to the C-suite in tech companies is less than upbeat. For example, a recent study by the Silicon Valley Bank reported that 57 percent of US tech start-ups have no women in executive



Showcase your natural strengths, and it may work to your advantage at the C-suite level in tech companies.

positions and 71 percent say they have no women on their board of directors. Perhaps even worse, senior-level women in the United States are leaving the field faster than they are entering it, creating a waning pipeline of qualified female leaders. Yet, the news is not all bad. Three recent data points unlock some guiding advice that will help women rise faster and further in the field of technology.

Be strategic. The Silicon Valley Bank survey found that companies with at least one female founder have more women in the C-suite and on the board of directors. Extrapolating, women have a better chance for advancement in tech organizations that have female executives to pull them up into leadership. This corresponds with what we already know—we need other women not only to serve as role models but also to sponsor us. Being strategic in this sense points to two prescriptions. First, network with organizations founded by women and those with a track record of promoting women. Second, whenever possible, actively solicit help from female executives and recruit them as mentors and sponsors.

Be opportunistic. The study above also reported that the number of US start-ups with programs in place aimed at increasing female representation in leadership roles jumped from 25 percent in 2017 to 41 percent in 2018. This finding indicates that more tech firms are actively scanning the horizon for qualified female leaders. With that as the backdrop, now is the time to step up and solicit more responsibility and ask for higher-profile assignments.

In my work at Spencer Stuart, and previously as head of leadership development at Cisco, I've found that the best

Cassandra Frangos

way for women to gain experience and rise faster as leaders is to prove themselves in a wider variety of roles across the organization. In doing so, look for opportunities to get beyond support silos like HR, and ask for leadership roles with P&L responsibility that give you a chance to demonstrate measurable results.

Be yourself. According to Deloitte, the percentage of women CIOs in large organizations today is much greater than the percentage of women CEOs and CFOs. While this is instructive for women in IT, the broader lesson can be found in the rationale. Women are succeeding in greater numbers in CIO roles because, according to the study, their unique strengths make them more suited to IT leadership and allow them to outperform their male colleagues.

If our natural inclination toward empathy, flexibility, emotional intelligence, and creativity can help us become CIOs in the Fortune 1000, perhaps playing to these same strengths can create broader opportunities for us in technology. This is simple advice for women to follow: showcase your natural strengths, and it may work to your advantage at the C-suite level in tech companies.

The road to the C-suite for women in tech firms is admittedly narrow at present—but it does exist. The best way to progress it is to look for ways to leverage the path of least resistance. **DW**

Cassandra Frangos is a consultant on Spencer Stuart's Leadership Advisory Services team, former head of executive talent at Cisco, and author of Crack the C-Suite Code: How Successful Leaders Make It to the Top. Connect with her on Twitter: @c_frangos.



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Healthy Hair is the “Mane” Choice

Turning a bad experience into a thriving business

BY TONYA JOHNSON

COURTNEY ADELEYE KNOWS JUST what it takes to own and operate a successful business. Before she launched The Mane Choice in 2013, she had opened a photography studio

and launched a clothing boutique. She learned from those experiences, but it was her love of science, health, and beauty that truly spoke to her heart and passion.

Raised by a single mother, Adeleye grew up in Detroit, Michigan, as the youngest of three girls. Despite her family's humble beginnings, she credits

her mother for setting a great example and being a key inspirational figure, as the three sisters watched her go back to school to finish her education and pursue a career in nursing.

Adeleye is the first in her family to become an established entrepreneur. “I had a bad experience with hair color. It totally wrecked my hair, and I documented my journey to healthier hair on my YouTube channel,” she explains. “So many people could relate and were appreciative that I shared my secrets.” As the demand for natural hair care products continued to grow, The Mane Choice was born. In addition to her husband, Wale, her niece, nephews, and cousins all help run the business.

Adeleye resides with her family in Huntsville, Alabama, where The Mane Choice is also headquartered.

Diversity Woman: What is the definition of great leadership?

Courtney Adeleye: When you're a leader, all eyes are on you. I try to lead by example every day. I have come to understand that my daily actions and interactions with others are what people watch. I strive to be mindful and live by the principles I speak about. I work hard to be an example of my expectations.

DW: Being a leader means you must be able to delegate tasks. What is the key to building a successful team you can rely on?

CA: When building a successful business, delegating tasks comes with the territory, but any great leader will invest in her team. To me, that means spending time with

CEO WOMAN

them and getting to know them and what's going on in their lives. Reinforcing their strengths and improving upon their weaknesses. Investing in enrichment classes in areas where you know they could be stronger. That will help them as individuals, while helping to build a stronger team.

DW: What type of growth in revenue have you seen from 2013 to 2018? What are your most popular products?

CA: We've grown from grossing over \$180,000 in the first year to over \$50 million in five years. Our top three sellers are the Manetabolism Plus Vitamins, Growth Oil, and 3-in-1 Co-wash/Leave-in/De-tangler. They've been favorites since the beginning due to the results they yield. People want to feel that the products are

DW: Have you had any challenges or setbacks in the business? What is the key to overcoming them?

CA: Challenges, if any, may stem from The Mane Choice being a new brand—like being the new kid on the block having to prove herself. We haven't experienced any setbacks. However, we've had wild growth, super quickly, and if we weren't well equipped with the manpower and resources, it could've been a disaster.

DW: Why is diversity in business so important? How does it contribute to success?

CA: Diversity is important because it ensures all the best parts of an idea, project, or deal are executed. The more different thinking you have in a work-

DW: How much travel is required throughout the year to promote the business and build new partnerships? Where have you traveled?

CA: My colleagues and I travel between 75 and 80 percent of the time. We've been all over the globe, from here in the United States to Europe, Africa, and Asia.

DW: What are some of the most important insights that you've gained through the process of becoming a leader and the founder and CEO of a company?

CA: I've learned a lot about people and even more about myself. I've learned that you have to be open and flexible when being a leader. I realize even more now than ever that there's no such thing as "balance"—at least for me. Between my family, business, fun, friends, etcetera, I have to prioritize what or who needs the most attention at any particular time.

DW: What is The Mane Choice "Pay My Bill" initiative and why did you decide to create the program?

CA: My mission is to empower others through a spirit of giving. I understand that to whom much is given, much is expected. I hold myself, my team, and the company to a high level of expected philanthropy and actionable efforts. For the "Pay My Bill" initiative, anyone is eligible to enter the weekly drawing, where one or more winners are chosen. Applicants can enter any bill, tuition statement, credit card payment, or the like. To date, 144 people have benefited from the initiative. Interested applicants should watch for the weekly Instagram post for instructions @TheManeChoice.

DW

While keeping an ear to the ground regarding growing trends in the industry, you want to have tunnel vision when it comes to building your brand.

specifically for them, so we're seeing the demand for more specialized products.

DW: What is the key to maintaining a successful brand like The Mane Choice?

CA: While keeping an ear to the ground regarding growing trends in the industry, you want to have tunnel vision when it comes to building your brand. Having too many external influences can keep you from standing out as a brand. It is also important to continue to listen to the consumer while remaining true to the brand.

DW: Today there are so many natural hair care products on the market. What makes your brand a unique choice for consumers as they scan the beauty supply aisles for new products?

CA: Aside from the dynamic packaging to attract the eye, we use only the best ingredients!

place, the more you can ensure the view is just not one-sided, and it will work for more than just one type of person. I truly believe that the more diverse a workplace, the more successful a company is.

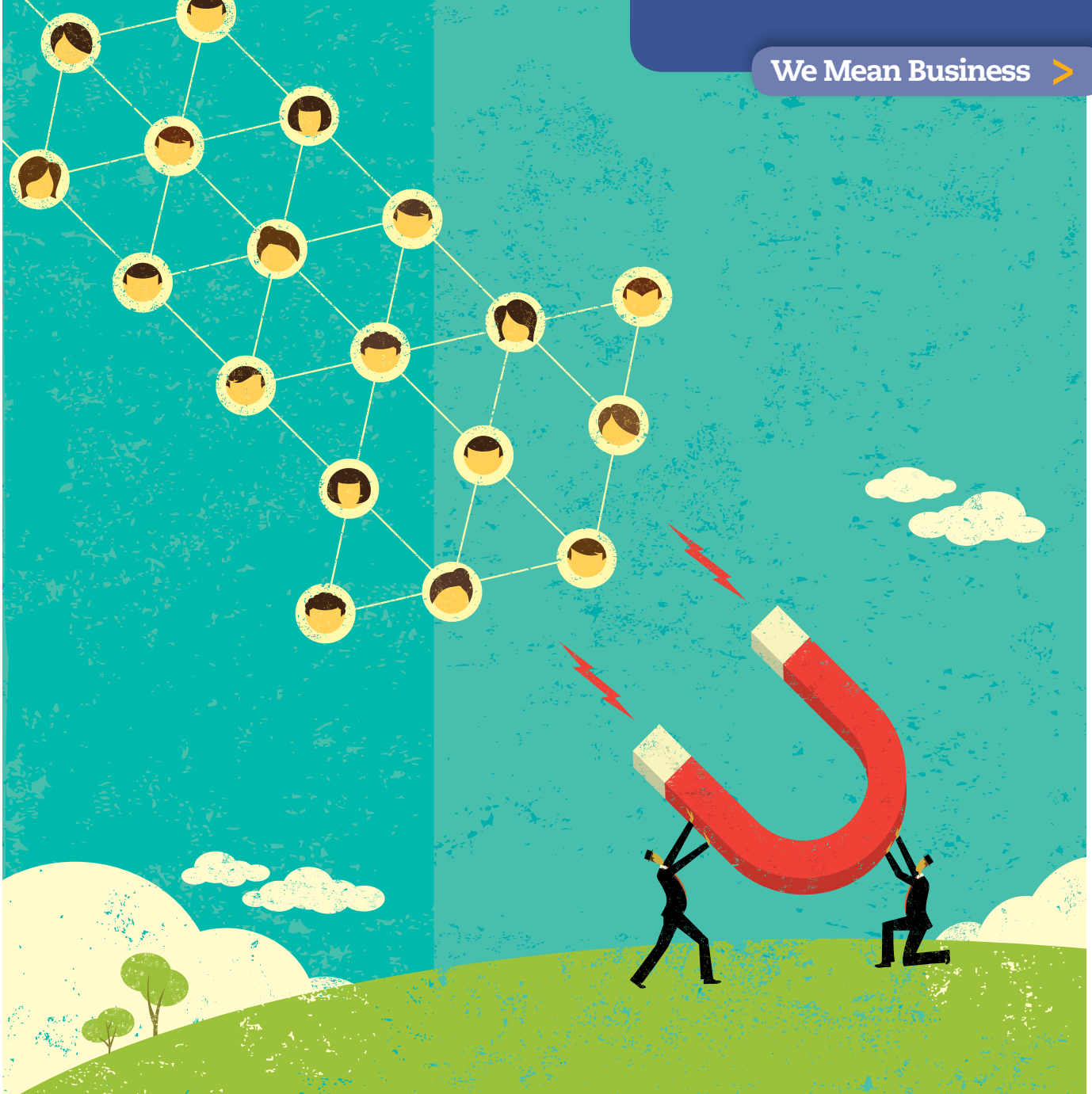
DW: Who do you turn to when you need support?

CA: I depend on my mom for sound advice and guidance because she taught me how important it is to build my faith. I lean on prayer and faith in the adversity that life can take you through.

DW: What is your approach to providing customer service?

CA: Building quality relationships is imperative. Aside from quality products and excellent customer service, great relationships are the foundation of establishing your brand and are the conduit to longevity.

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Navigating a Buyer's (Job) Market

Today's job seekers have leverage. How can employers attract the superstars and inspire them to stay awhile?

BY KATIE MORELL

IT WAS EARLY MORNING in February 2018 when Priscila Nagalli walked into her employer's office and put in her notice—without another job or backup plan. As director of treasury and capital markets at the New York City office of Actualize Consulting, a

financial consulting firm, Nagalli had recently been promoted and, after three years with the firm, was considered one of its most valued employees.

She didn't make the decision to leave because of a poor company culture. On the contrary, she felt aligned with the

corporate values and culture. The problem was the workload.

TAKE THE LEAD

"I was at a point where I was managing close to 27 projects at the same time and traveling constantly," Nagalli says. "It was conflicting with my personal life. I have two young kids at home and a husband."

By February, she was working all day, coming home and having dinner, putting her kids to bed, and then going back to work until midnight or 1 a.m.

“That went on for a few months without a light at the end of the tunnel,” she says. “Finally my husband asked me, ‘How long are you going to kill yourself?’ We decided as a family to cut our income in half. I just needed a break and figured I’d look for something else later.”

That same day in February, Kerry Wekelo’s desk phone started ringing. She picked up, heard Nagalli’s news, and sprang into action. As the firm’s managing director of human resources and operations at the time, she was keenly aware of Nagalli’s contribution to the company and wanted to do anything she could to convince her to stay.

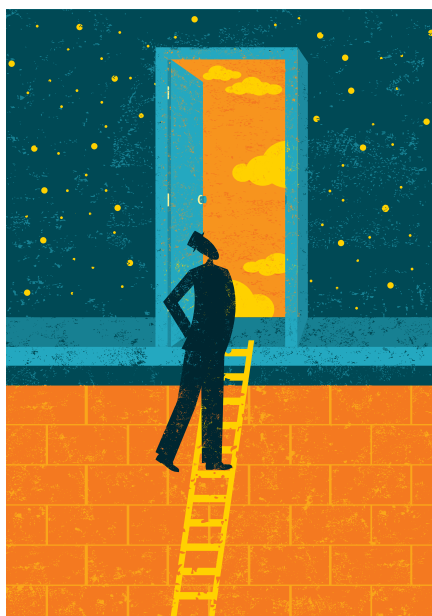
“The first thing I did was to sit with Priscila and listen to her pain points,” says Wekelo, the author of *Culture Infusion: 9 Principles to Create and Maintain a Thriving Organizational Culture*. “At that point, she had 10 trips scheduled, which was creating a lot of stress. We were able to take those 10 down to two right there and enabled her to do the other [meetings] remotely.”

Wekelo knew losing Nagalli “would have affected [the company] tremendously.” Ultimately, Nagalli decided to stay after a number of changes were implemented, among them decreasing future travel, realigning the expectations for her role, and bringing on several new employees to cover a portion of her work pipeline.

“I saw that there was hope,” Nagalli says. “I love my job, I love my company, and Kerry was very interested in acting in the moment, which helped a ton.”

The top-performer conundrum

Some may argue that Actualize Consulting was lucky Nagalli decided to stay. This isn’t always the case, especially when it comes to top performers—those employees who are so good at what they do



that they get pinged by recruiters weekly (sometimes daily) on LinkedIn with offers for higher salaries and cushier benefits than offered at their current companies. Are these superstars getting pinged more than high achievers were just a few years ago?

The numbers point to the affirmative, and for good reason. Today’s job market is hotter than it’s been in decades: in September, October and November 2018, the US Bureau of Labor Statistics announced the unemployment rate was down to 3.7 percent, the lowest since late 1969. The difference is stark, especially when you consider that the US unemployment rate was 4.8 percent as recently as January 2017.

With a job market this tight, top performers hold a tremendous amount of power, and employers are racing to figure out how to attract, retain, and continually motivate top talent whose options are nearly limitless.

“The talent market is unprecedented right now,” says Katie Burke, chief people officer at HubSpot, an inbound marketing software company based in Cambridge, Massachusetts, with 2,400 employees worldwide. “Companies used to be able to control hiring messages with brochures. Now candidates are doing their own research on Glassdoor, on social media, on LinkedIn.”

Burke likens this change to the general shift in how consumers make everyday purchases. We are more likely to download an app, she says, if a trusted friend has recommended it to us.

“It’s the same with the employee experience. Say you go to a cocktail party and someone asks you about how work is going,” she says. “You may say ‘busy’ or ‘fine,’ but if you are someone from HubSpot, and a top performer at that, we hope that you instead say, ‘Great, let me tell you about my amazing job.’ We are thinking about the experience of the employee at all times.”

Attracting superstars

According to Dianne Campbell, American Express’s vice president of global diversity and inclusion, the recruitment process starts way before a company identifies a candidate for an interview. Recruitment is always taking place, she says, and top talent in particular is evaluating employers on a variety of media, including reviews on Glassdoor and on corporate, external-facing websites.

“What does your website look like? Does it convey that you are working on innovative things?” she asks. “The face that you’re putting out reflects the type of organization you are and person you want to attract. Look at the images on your site. Are those images reflective of a diverse workforce?”

“As a woman of color, if I look at a website and don’t see anyone else who looks like me, I won’t be sure it is the right place for me. This may seem like small change, but it has a high impact.”

Top performers are also looking to screen employers based on culture, so it’s all the better if an organization includes a page on its site about the employee experience. With this in mind, HubSpot created Culture Code, a slide deck that explains its culture to anyone who happens upon the site.

“Our Culture Code has been viewed more than 4 million times,” says Burke.



Today's employees appreciate being able to bring their whole selves to work.

"It really pays to take the time to write down what your culture stands for, the type of company you're trying to create, and the type of people who are successful in your organization."

Attracting the best talent involves clear and transparent communication throughout the interview process, Burke adds.

She says that while some superstars are interested in eye-popping benefits and top-line salaries, many are interested in knowing what types of problems they will be given the autonomy to solve and the types of people with whom they will be collaborating.

"These people want to know that your company has a strong mission. They want to know the 'why' in what you're doing, they want to work with remarkable people, and they want to solve interesting problems," Burke says. "I've never met a high performer who wants to be micro-managed."

Worried that your company won't live up to other award-winning cultures?

Fear not. Burke says candidates don't expect all employee experiences to be perfect, but, increasingly, they are expecting organizations to live up to higher missions.

Burke's sentiments are echoed in the *Deloitte Millennial Survey 2018*, which reports that the opinions of millennial workers (born 1982–1996) have gone down considerably when it comes to businesses' motivations and ethics.

The survey's executive summary, in part, reads, "Their concerns suggest this is an ideal time for business leaders to prove themselves as agents of positive change."

Keeping high achievers happy

Retention is among the leading topics that keep business owners up at night—a worry that only increases when thinking about top performers, whose departures could spell disaster for companies large and small.

"I believe in 'stay interviews,' where you check with top talent to understand their intent to stay," says American Express's Campbell. "These don't have to be formal, but they can be structured as regular check-ins to see if employees are staying fully engaged. The spirit of these meetings is to spend time understanding what is keeping them at your company. Every manager knows who their top talent is; they should be checking in more frequently with those people."

Focusing on an employee's motivations is always a good idea, says Katie Ziskind, a family therapist based in Niantic, Connecticut, with Wisdom Within Counseling. While some may be motivated by money or title, others are more interested in flexibility, more or less travel, and the list goes on.

"It's really important to ask about motivations, to make that a normal part of the conversation," Ziskind says. "A lot of bosses from older generations may worry that asking such questions will inspire employees to quit, but it is actually the opposite. These questions show you care."

Today's employees—especially those under 40 years old, according to Ziskind—like to see corporate transparency, want acknowledgment for jobs well done, and, now more than ever, appreciate being able to bring their whole selves to work.

The lines between work life and home life have blurred more with the younger generation, she notes. "They want to know they can put their personalities into their jobs. They want to know they can be gay at work or trans at work. They want to know it is okay to have human feelings at work and know that people will hold space for them to be their entire human selves. If they're going through a divorce, for example, they want to know that someone will be available to speak to if they need that."

In addition to work being a place where top performers can safely express vulnerability, the same is expected from leaders.

"There is a lot of research around team compatibility and team trust; one of the best ways to build trust is for leaders to show vulnerability," says Marci Rinkoff, founder of MBR Coaching & Training, an organization development firm based in San Francisco. "A leader doesn't need to divulge something supersecretive, but vulnerability—sharing something personal about one's life, something that is difficult for them—humanizes a leader and builds trust."

Is it too late to save a top performer from leaving when she has turned in her notice? While the answer was no for Nagalli of Actualize Consulting, she admits the answer might have been different if her company hadn't acted quickly.

"Some people will say it's too late when an employee gives notice, but I think it depends," she says. "If that happens, companies should listen to the employee's concerns and be proactive. Even before that, it's good to know when the employee becomes disengaged and see if there's anything that can be done to make things better. That way, the employee is more likely to stay before anything escalates." **DW**

Katie Morell is a San Francisco-based journalist who specializes in business, travel, and human-interest topics.



Own that Coveted Board Seat

Joining a corporate board is a key to advancement—and leveling the gender playing field. Here's how to prepare.

CAROLYN M. BROWN

SHELLY ARCHAMBEAU, FORMER CEO of MetricStream, which provides government, risk, and compliance solutions to corporations, is a member of three corporate boards, including Verizon. She says serving on a board provides “great personal and professional growth.”

At some point in your career, you may want to serve on a corporate board.

Archambeau explains that there are two ways people are selected: either they're tapped by a global executive search firm,

such as Boyden or Spencer Stuart, which is hired to compile a list of candidates for consideration, or they're recommended for a board seat by a sitting board member. In both cases, the person must then be approved by the shareholders.

Being recommended in the first place depends on your desirability as a candidate. Thus, knowing how to prepare for a board position and how to position yourself in the best light possible can go a long way in helping you achieve your goal.

How to prepare

Archambeau has held executive positions at several companies. She knew that she wanted to serve on boards and help other companies, especially entrepreneurs, in the “phase two” plan of her career, so she set out to get board experience while leading MetricStream.

ACCELERATE

“It would help me be a better CEO because I'd see how other companies were run, but I would also have a track record of serving on a board,” she says.

Archambeau says she “proactively treated getting her first board position as if she were looking for a job.” She focused on three steps:

1. trying to identify and meet the relevant people in companies who recruited for boards;
2. conducting research to understand key skills that boards were recruiting for at the time, and matching her abilities to those skills;
3. determining the areas she wanted to stress and articulating how she could add value.

Her efforts were successful. While still at MetricStream, Archambeau was



recruited by Spencer Stuart for her first board position, at consumer research company Arbitron, since acquired by Nielsen.

Marilyn Nagel, former chief diversity officer at Cisco and founder of Ready-Aim-Aspire, which helps women attain leadership positions, speaks to groups on “board access.” She recommends starting this work early, as Archambeau did—at least two years before you hope to serve. Ralph Ward, publisher of *Boardroom Insider* newsletter and editor of *The Corporate Board* magazine, suggests that during this time you develop a “board résumé,” an appendix to your regular executive résumé that expands upon your regular one by stating the types of skills and accomplishments a board would be looking for.

Ways to position yourself

Nagel is on several corporate advisory boards and is also a partner in Boardwise, an organization that helps women position themselves for board roles. “There are even certifications offered, which are

nice qualifications for women to bring to a board,” she says. Companies like WomenCorporateDirectors, LeadWomen, and Watermark also have programs for aspiring board members.

Networking, a staple of getting ahead in business, is just as important when positioning yourself for a corporate board position, Ward advises. “If you volunteer for a board of a nonprofit, then someone on that board may be a major executive at company x and serve on the board of company y. They get to know you and see how you work. That gives you a natural opportunity to say, ‘I’m interested in expanding my board opportunities. Here’s what I’m good at. How would I go about doing this?’” he says.

“Now you’ve planted a seed in the person’s mind. Maybe in a month, or six months later, that person’s board is going to be looking for someone, and they want to increase their diversity. The lightbulb goes on and they contact you. Recruiters call executives from time to time about job openings, which also gives you the

opportunity to say you’re looking for a board position,” Ward adds.

Donna Hamlin, founder of Boardwise and a member of two corporate boards, has these suggestions for positioning yourself.

1. Distinguish yourself based on what board style of thinking you bring. There are five key styles, and it helps to differentiate yourself based on yours: challenger, creative, advisor expert, unifier, and statesperson. Knowing your style positions you regarding your approach to problem solving and highlights the diversity of thought you bring to the table.
2. Be clear about which committee is best for you or is your preferred and why.
3. When networking, narrow your focus to the highest and best use of your talents: the industry, business size and stage, and strategic plan that are best for your experience.

That coveted P&L experience

Boards usually want candidates with profit and loss experience, but what can you do if you don’t have it? Nagel suggests that you look for a rotation in your company that can provide it. Or, if you achieve a board position with your current experience, try to serve on an audit committee, which will position you to be considered for another board.

“Getting to a level where you’re helping to build a company, division, or product line is important in gaining profit and loss experience, but that’s usually a small part of career planning, so what usually gets you on a board is a by-product of what got you to your current point in your career,” Ward notes. He reiterates that a board résumé can help if you make sure you tell a story: “while at company x, rolled out new profit line,” or “revenue rose from x to y while I led the group,” and statements like that.

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Gaining Experience: Nonprofit Board Service

Marilyn Nagel, chief learning officer of SAMI, a company that uses a gaming approach to learning, serves on two nonprofit boards. One is the board of Ceres Community Project, which provides food for people dealing with serious illness. The organization's mission and vision resonate with her, she says. Serving on a nonprofit, like serving on a corporate board, offers benefits. Nagel points out the following advantages.

1. It provides leadership experience you won't get in your day job. You have a voice as a director, as a leader, and that's very different from being an employee. You're also learning about board governance and how boards function.
2. It expands your network, since you're also working with leaders who are board members.
3. It gives you an opportunity to show what you're passionate about. Fortune 100 to Fortune 500 companies want their employees to participate in community service, and serving on a nonprofit board is one of the most prestigious ways you can do that.

Differences between Corporate and Nonprofit Boards

Here are a few of the ways in which the two differ.

1. You volunteer for a nonprofit board. A seat on a corporate board is a paid position.
2. It's usually easier to get on a nonprofit board since it's volunteer.
3. Nonprofit board members are expected to donate money or bring in donations through their network.
4. Corporate boards usually require candidates to have profit and loss experience.

—P.O.

You might also join a local or regional chapter of a major national nonprofit or a major "cause-related" association such as the Muscular Dystrophy Association and lobby to get profit and loss experience there. Economic development groups at the local, state, or regional level are valuable as well, he offers.

Nagel has found that boards are becoming less strict today about this experience, however. They're "starting to recognize that it's an arbitrary guideline that no longer makes sense," especially since companies are looking for people who have insight into different areas, she says. For example, usually a person with legal or HR experience doesn't have profit and loss experience, but if the board is looking for someone with legal or HR experience, is it going to skip someone who's top-notch in her area because she doesn't have profit and loss experience? She thinks not.

Legislating board diversity

Legislation passed in California in September 2018 requiring public companies to include women on their board is groundbreaking—and not without controversy. Legal challenges are expected, and opinions vary about the effectiveness and wisdom of trying to legislate board diversity.

Archambeau flat out says she doesn't like those kinds of laws. What about ethnic and international diversity? she asks. "If I have six board members, do I need to make sure I have one seat for a Hispanic and one for an African American? If I have 10 seats, do I need one for a Native American?" She thinks it's a slippery slope and prefers to lobby "for shining a spotlight where things aren't operating the way they should." Investors are now saying, "Here's what we expect," which causes people to act properly, she says.

Ward predicts that the California law is going to have more repercussions than direct influence because, relative to the entire



state, only a small number of California companies are out of compliance. However, he says, "it's going to prod other states to act." He also has concerns about the law. For example, if your corporation is in California but is chartered in Delaware, what will that mean in terms of compliance?

At the same time, he notes the difficulty women have when networking to obtain a board seat. He's found they start two steps behind men. "Men tend to choose others who look like them, and too often the board can end up with another 'pale male,'" he observes.

The path to a board seat involves effort, but achieving the goal can be well worth it. Some board positions pay very well, and can lead to seats on other boards, as happened with Archambeau. Board members have also been tapped for the CEO position at that company when it opens up, or the top position at other companies. **DW**

*Carolyn M. Brown is an award-winning journalist, author, and playwright. She co-authored the career self-help book *Climb: Taking Every Step with Conviction, Courage, and Calculated Risk to Achieve a Thriving Career and a Successful Life*.*



In its quest to achieve
gender parity in
corporate leadership,
**PARADIGM
FOR PARITY** set what
can be considered
an audacious goal—
50-50 gender parity
by 2030

THE FUTURE STARTS NOW

WHEN ELLEN KULLMAN WAS in engineering school, some professors would say to her, “You’re the only woman who has ever taken this class.” Kullman, the former CEO of DuPont, thought to herself at the time, “Great! I’m first.”

Years later, Kullman, now a cochair of Paradigm for Parity®, a coalition working to close the gender leadership gap, says, “At the time, I didn’t think of that as a negative. I thought of it as a positive, that I was breaking ground.”

It took many years and a multitude of experiences in the workforce for Kullman to realize that being the only woman in a STEM class, or one of a handful in a field such as engineering, was not only a negative for women as a whole—it was also a negative for the individual and her company.

One of those experiences came early in her career, when she learned that a male coworker who had a similar position, but less accountability in terms of P&L, earned more money than she did. “The difference was he was at a higher level in the org chart, a level that was eligible for the bonus pool.”

Kullman went to talk to her boss about it. “I told him, ‘My job is actually bigger and I think I should be at that level [on the org chart].’ He literally said to me, ‘You don’t have a wife and children.’”

**BY
JACKIE
KRENTZMAN**

Kullman vowed to make her best effort to ensure equal pay for women in the organizations she worked at.

But it took a few decades before Kullman and the many

other women who had the same experience gained the political capital, economic clout, and confidence to push back against this sort of thinking and realistically demand change.

In 2016 Kullman and dozens of other female CEOs and business leaders formed Paradigm for Parity (P4P), a coalition of business leaders, including a number of Fortune 1000 CEOs, committed to solving the corporate leadership gender gap. Today, Kullman serves as cochair with Jewelle Bickford, partner at Evercore Wealth Management, and Sandra Beach Lin, retired president and CEO of Calisolar Inc. Paradigm for Parity’s goal is to achieve full gender parity by 2030, with the near-term goal of women holding at least 30 percent of senior roles. Today, more than 80 companies have committed to achieving parity and pledged to implement the Paradigm for Parity 5-Point Action Plan (see sidebar).

Michelle Murphy, chief diversity officer and VP, global talent, at Ingersoll Rand, says that Kullman’s personal experiences

in the field make her the ideal leader for this initiative.

“Growing up through the engineering ranks to become CEO, Ellen has firsthand experience of the challenges and excitement of growing her career in an industry and corporate workforce traditionally dominated by men,” says Murphy. “Ellen, like many women I know, began her career thinking things would be different and better for women over time. When that didn’t happen after 35 years in the workforce, she decided to make it happen. By cofounding the P4P coalition, Ellen is ensuring that women leaders of tomorrow will have a different set of opportunities than she and her contemporaries did. The same intellect and tenacity that forged her career will be applied to make our P4P goals a reality.”

The pipeline fallacy

FOR MANY YEARS, THOSE FIGHTING FOR gender equity in leadership positions in the workplace focused on the pipeline—if you could bring more women into a given field or company division, that alone would naturally increase the flow of women to upper management.

But the numbers didn’t bear this theory out. Nor did the evidence.

“I think my generation of leaders realized that the pipeline was not the answer when our adult daughters began facing many of the same barriers we faced when we were their age,” says Kullman.

Kullman, who grew up in Wilmington, Delaware, was an outlier in her academic and professional career. She received a BS in mechanical engineering from Tufts University at a time when women were scarce in the field, and a MS in management from Kellogg School of Management at Northwestern. She worked for Westinghouse and General Electric before joining DuPont in 1988. She moved

The Paradigm for Parity® 5-Point Action Plan

1 Minimize or eliminate unconscious bias.

Initiate unconscious bias training. Engage women and men at all levels, starting with the CEO and senior leadership. Ensure that your company leaders comprehend, own, and address the conscious and unconscious biases that prevent women from succeeding.

2 Significantly increase the number of women in senior operating roles.

Make full gender parity (50/50) your ultimate goal. As a near-term goal, target that a single gender will not account for more than 70 percent of a leadership level, from the executive management group downward. Move to 60 percent as a medium-term goal.

3 Measure targets at every level and communicate progress and results regularly.

Set measurable goals and hold yourself and your senior team accountable. Communicate results to your wider organization and board. Expect meaningful progress each year, with the aim of parity by 2030. Work with investors as they increase the pressure to measure and monitor diversity progress. Share statistics with other CEOs and consider publishing results over time.

4 Base career progress on business results and performance, not on presence.

Give women and men control over where and how they work, whenever feasible. Acknowledge the needs and expectations of millennials, an important talent pool. Find ways to work more flexibly to meet the needs of all employees. Create cultural change so that working flexibly is embraced, and not an underused and overtalked-about benefit.

5 Identify women of potential and give them sponsors, as well as mentors.

Meritocracy is an often used and, more importantly, misused belief because our biases affect our view of performance and merit. Women of all backgrounds need career sponsors and access to networks of influence. Men, who are still the majority of leadership, have a critical role to play in advocating for women, both internally and in the wider corporate world. Look for the best within your organization and help them to succeed by assigning each woman a mentor and a sponsor.

up the ladder and was appointed CEO in 2009 and board chair the following year. Kullman has been named one of the 50 Most Powerful Women in Business by *Fortune* and one of the World's Most Powerful Women by *Forbes*. In 2018, she was the recipient of the Diversity Woman Mosaic Legacy Award.

Early in her career, she realized that being a "first" came with disadvantages. In the late 1970s and early '80s when she was interviewing for jobs, some organizations would tell her that they had women's groups that met—the precursor to today's employee resource groups. Kullman told them no, thank you, I don't need that. "I really felt that my own initiative and performance would carry the day," she explains.

Then, when she began showing up for work, she saw, and sometimes encountered personally, gender bias. She became determined that when she moved into management she would close the gender gap.

In the early '90s when she was conducting her first glass-ceiling audit at DuPont, she began learning that the company was paying women less, largely because they

took longer to get promoted into a given role. A woman promoted at a slower rate than a man over 10 years would experience a large disparity in pay.

This didn't sit right with Kullman. So she went to each woman who reported to her and said, "Hey, you've done a great job! Here's a big raise."

The company's reaction?

"They told me, 'You can't do that,'" recalls Kullman. "I replied, 'Well, actually I can.' They then said the women were going to know that they're underpaid. I told them I think they probably already do, and I'm not going to tell them—I'm just going to give them a big raise."

CEOs onboard

OTHER ORGANIZATIONS ARE ALSO WORKING to narrow the gender gap. Paradigm for Parity stands out because it demands that CEOs make a strong personal commitment to gender parity. Oftentimes, the chief diversity officer or the human resources office pushes for change, but neither has the same clout to get widespread buy-in or

"By using our collective clout, we can make a real difference."

convince senior management to implement the necessary steps to bring parity.

"By CEOs leading the charge, the company is saying, 'This isn't the flavor of the month. This is something we are going to commit to and make real progress,'" Kullman says.

Elizabeth Amato, senior vice president, human resources, at UTC, one of the members of the coalition, agrees.

"It's important for CEOs to sign on to the pledge because the tone is always set from the top," she says. "If the CEO and his or her team are not behind this, it won't happen. When the CEO makes the pledge, the entire organization knows it's important."

Paradigm for Parity is getting CEOs to join by appealing not to their sense of



(Above, left to right) Sandra Beach-Lin, Ellen Kullman, and Jewelle Bickford

what is right, but rather to their interest in the bottom line. The coalition is very data driven, and the numbers support the business case for gender equity. A Credit Suisse research report found that companies with 50 percent women in senior operating roles had, on average, a 19 percent higher return on equity. A 2018 McKinsey report revealed that companies in the top quartile for gender diversity on executive teams were 21 percent more likely to outperform on profitability and 27 percent more likely to have superior value creation.

"The bottom line is that who is in leadership roles matters," says Kullman.

Paradigm for Parity's goal of gender parity by 2030 is ambitious, Kullman acknowledges. However, she notes that a few of the companies in the coalition are already at or above 28 percent gender parity in the executive ranks. "And there are others, like Accenture, that have been very public about the fact they'll be at gender parity by 2025—even in their senior ranks," she says.

Murphy of Ingersoll Rand and Amato of UT agree that 50 percent parity is no pipe

dream and that their companies are well on the way.

"Yes! 50 percent parity in leadership is doable by 2030," says Murphy. "We have determined the number of opportunities typically open and available each year and know that there is an available talent pool of highly qualified women."

"I believe 50 percent parity by 2030 is doable," says Amato. "In business, we set goals, create plans based on data, track progress, and adjust as needed. That's what we've done here, and we've already seen results. At UTC we are already at almost 30 percent parity. There is no doubt in my mind that P4P accelerated our results."

By stating such an audacious goal, Paradigm for Parity is putting out there a conversation starter that can spur open discussion around the issues and challenges.

"It creates great dialogue," says Kullman. "I remember one person who said to me, 'There's no way I can get to 50 percent. They just don't graduate enough people.' I said, 'Well, why don't you recruit at MIT?' They're like, 'Why?' 'MIT matriculates 50

"By CEOs leading the charge, the company is saying, 'This is something we are going to commit to.'"

percent women," I said. The person was shocked to hear that.

"I think people are used to using excuses or anecdotes for why it can't be done. That's why we want to be very data driven, and we want [to do the training and due diligence] to get unconscious bias out of the picture."

In a sense, if Paradigm for Parity achieves its 50 percent parity goal or just inches (or leaps) closer, its work will be a success. Raising awareness and in some cases making people and organizations uncomfortable about their gender balance will help move the needle.

"I think all of us [at Paradigm for Parity] learned over the years that we could be part of the problem or part of the solution," says Kullman. "And that by using our collective clout, we can make a real difference." *DW*



Me. We. Us. The World.

When we consider all ideas.
Especially ones that differ from our own.
Through our products,
And our people.
Combined with our purpose.
We ensure that everyone in the world.
On our service.
Is seen.
And heard.

[#InclusionIsHappening](#)



DW's BEST 100 Companies for Women's Leadership Development

BY EDDIE LEE

DIVERSITY WOMAN PROUDLY RECOGNIZES 100 companies that have made women's leadership development not just a priority but also an important part of their corporate identity. Against the backdrop of a social climate that's actively empowering women and making their voices heard, helping female employees find success and thrive is becoming increasingly important in today's professional

landscape. Through thoughtful action and positive results, the companies on this list have helped to set the standard.

As competitive as this year's list was, the expectation should be that future editions will see the metrics for women in the workplace continue to improve, with more companies vying for a spot. Although there is still work to be done to strengthen women in corporate America, this upward trend is encouraging. We celebrate these organizations for doing their part to help hardworking women accomplish new achievements and soar to greater heights in their careers.

Methodology

The criteria used to choose the top 100 companies for woman's leadership development focused on the following eight areas:

- Mentorship programs
- High percentage of female workforce
- High percentage of female managers
- High percentage of promotions to manager level and above went to women
- Strong female presence on board
- Family friendly
- Women included in succession planning
- Female CEO

Companies, arranged alphabetically here, were evaluated and considered based on how many different areas of criteria they fulfilled, their metrics in those areas, and their larger history and progress in women's leadership development.

DW's BEST 100 Companies for Women's Leadership Development

| Company Headquarters | Type of Company | Highlights | Notes and Programs |
|---|------------------------------|--|---|
| Abbott Abbott Park, IL | Pharmaceutical | <ul style="list-style-type: none"> • Mentorship programs • Family friendly | <ul style="list-style-type: none"> • 44% female senior managers • 50% of managers participated in Abbott Mentoring |
| Accenture New York, NY* | Consulting | <ul style="list-style-type: none"> • Family friendly • Mentorship programs | <ul style="list-style-type: none"> • 16 weeks fully paid maternity leave • Managing Director Planning for Success Forum sponsors senior black and Hispanic talent |
| Adobe San Jose, CA | Software | <ul style="list-style-type: none"> • Family friendly • Mentorship programs | <ul style="list-style-type: none"> • 26 weeks fully paid maternity leave • 40% of female employees participate in mentoring |
| ADP Roseland, NJ | Business Services | <ul style="list-style-type: none"> • High percentage of multicultural women • High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> • 22% of employees are multicultural women |
| Aetna Hartford, CT | Health Care Insurance | <ul style="list-style-type: none"> • High percentage of female managers • High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> • 76% of all employees are female • 65% of promotions to manager level and above went to women |
| Allianz Golden Valley, MN* | Financial Services | <ul style="list-style-type: none"> • Mentorship programs • Family friendly | <ul style="list-style-type: none"> • Four resource groups, including a women's network and a group for people of color • On-site child development center |
| American Express New York, NY | Commercial Banks | <ul style="list-style-type: none"> • High percentage of promotions to manager level and above went to women • High percentage of female managers | <ul style="list-style-type: none"> • 55% of all employees are female • 47% female senior managers • 49% of employees promoted to manager level and above are women |
| Anthem Indianapolis, IN | Health Care Insurance | <ul style="list-style-type: none"> • Female CEO • High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> • Gail Koziara Boudreaux has been CEO since November 2017 |
| Arnold & Porter Kaye Scholer Washington, DC | Legal | <ul style="list-style-type: none"> • High percentage of female managers • Family friendly | <ul style="list-style-type: none"> • 40% female senior managers/executives • 18 weeks fully paid maternity leave |
| AT&T Wireless Dallas, TX | Telecommunications | <ul style="list-style-type: none"> • Mentorship programs | <ul style="list-style-type: none"> • 97% of women senior leaders are mentors • More than 90% of women in the expansive college-hire development programs are being mentored |
| A.T. Kearney Chicago, IL | Management Consulting | <ul style="list-style-type: none"> • Family friendly • Mentorship programs | <ul style="list-style-type: none"> • 50 percent of corporate executives with P&L responsibility are women • 25% of senior leadership team is female • Launched Women@250, a report imagining opportunities for women in 2026 |
| Bain & Company Boston, MA | Management Consulting | <ul style="list-style-type: none"> • Family friendly • Mentorship programs | <ul style="list-style-type: none"> • Women's sponsorship programs • Employees able to work part-time |
| Bank of America Charlotte, NC | Banking | <ul style="list-style-type: none"> • High percentage of promotions to manager level and above went to women • Family friendly | <ul style="list-style-type: none"> • 50% of promotions to manager, senior manager, and corporate executive positions went to women |
| BASF Florham Park, NJ* | Chemicals | <ul style="list-style-type: none"> • Mentorship programs | <ul style="list-style-type: none"> • Company interview process requires 50% of the candidates and the hiring panel to be diverse |
| Bayer Whippany, NJ* | Pharmaceutical | <ul style="list-style-type: none"> • High percentage of female managers • Strong female board presence | <ul style="list-style-type: none"> • 32% of senior managers are women with a goal to reach 35% by 2020 |
| BDO USA Chicago, IL | Professional Services | <ul style="list-style-type: none"> • Mentorship programs • High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> • 46% of employees promoted to manager level or above were women |

* US headquarters

DW's BEST 100 Companies for Women's Leadership Development

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| The Boeing Company Seattle, WA | Aerospace | <ul style="list-style-type: none"> • Mentorship programs | <ul style="list-style-type: none"> • 23 Empowering Women's Forums with more than 1,300 attendees that are 87 percent women and 41 percent ethnically diverse |
| Booz Allen Hamilton McLean, VA | IT Consulting | <ul style="list-style-type: none"> • Mentorship programs | <ul style="list-style-type: none"> • 100% of women participate in career counseling |
| The Boston Consulting Group Boston, MA | Management Consulting | <ul style="list-style-type: none"> • Family friendly • High percentage of female managers | <ul style="list-style-type: none"> • 40% female managers/executives • 16 weeks fully paid maternity leave |
| Bristol-Myers Squibb New York, NY | Pharmaceutical | <ul style="list-style-type: none"> • High percentage of promotions to manager level and above went to women • High percentage of female managers | <ul style="list-style-type: none"> • 50% of promotions to manager level and above went to women • 43% of senior managers are women |
| Capital One McLean, VA | Financial Services | <ul style="list-style-type: none"> • Mentorship programs • High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> • The women's resource group is the company's largest employee group • 42% of promotions to manager level and above went to women |
| CA Technologies Islandia, NY | Enterprise Software | <ul style="list-style-type: none"> • Family friendly | <ul style="list-style-type: none"> • 30% of employees either work from home or telecommute full-time • More than 90% of interview panels are gender diverse |
| Cardinal Health Dublin, OH | Pharmaceutical | <ul style="list-style-type: none"> • High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> • 43% of promotions to manager level and above went to women |
| Cisco San Jose, CA | Network/Communication Technology | <ul style="list-style-type: none"> • High percentage of female executives • Mentorship programs | <ul style="list-style-type: none"> • Nearly half of the executive leadership team is made up of women |
| Colgate-Palmolive New York, NY | Personal Care | <ul style="list-style-type: none"> • High percentage of multicultural women • High percentage of female managers | <ul style="list-style-type: none"> • Multicultural women make up 13% of the workforce and 13% of managers • 44% of managers are women |
| Cummins Columbus, IN | Heavy Equipment | <ul style="list-style-type: none"> • Mentorship programs | <ul style="list-style-type: none"> • Recently announced the Cummins Powers Women initiative to advance the empowerment of women and girls around the world |
| Dell Round Rock, TX | Computer Hardware | <ul style="list-style-type: none"> • Mentorship programs | <ul style="list-style-type: none"> • Dell Women's Entrepreneur Network connects female entrepreneurs around the world, including an annual summit bringing 200 female entrepreneurs together |
| Deloitte New York, NY* | Professional Services | <ul style="list-style-type: none"> • High percentage of promotions to manager level and above went to women • High percentage of female managers | <ul style="list-style-type: none"> • 40% of senior managers are women • 42% of management promotions went to women • 17% of employees are multicultural women |
| Diageo North America Norwalk, CT* | Beverages | <ul style="list-style-type: none"> • High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> • 51% of promotions to manager level and above went to women |
| Discovery, Inc. Silver Spring, MD | Mass Media | <ul style="list-style-type: none"> • High percentage of female managers/executives • Family friendly | <ul style="list-style-type: none"> • 55% of managers are women • 47% of executives are women |
| DuPont Wilmington, DE | Chemicals | <ul style="list-style-type: none"> • High percentage of female executives | <ul style="list-style-type: none"> • 31% of corporate executives are women |
| Edelman New York, NY | Public Relations | <ul style="list-style-type: none"> • High percentage of female executives | <ul style="list-style-type: none"> • 44% of executives are women |
| Edward Jones Des Peres, MO | Financial Services | <ul style="list-style-type: none"> • Mentorship programs • High percentage of female employees | <ul style="list-style-type: none"> • The Women's Initiative for New Growth Strategy (WINGS) offers tools, mentorship resources, and coaching designed to strengthen and advance female career trajectories at the firm |

DW's BEST 100 Companies for Women's Leadership Development

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| Eli Lilly and Company Indianapolis, IN | Pharmaceutical | <ul style="list-style-type: none"> High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> 31% of top 10 percent of earners are women Nearly half of the executive committee is made up of women |
| Ernst & Young LLP New York, NY* | Professional Services | <ul style="list-style-type: none"> Sponsorship programs High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> 45% of employees are women 44% of promotions to manager level and above went to women |
| Finnegan, Henderson, Farabow, Garrett & Dunner, LLP Washington, DC | Legal | <ul style="list-style-type: none"> High percentage of female managers/executives Family friendly | <ul style="list-style-type: none"> 55% of employees are women 40% of managers and executives are women |
| FINRA Washington, DC | Financial Services | <ul style="list-style-type: none"> Family friendly Mentorship programs | <ul style="list-style-type: none"> 44% of employees who participate in management and leadership training are women |
| First Horizon National Corp. Memphis, TN | Financial Services | <ul style="list-style-type: none"> High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> 67% of promotions to manager level and above went to women |
| Fleishman-Hillard St. Louis, MO | Public Relations | <ul style="list-style-type: none"> High percentage of promotions to manager level and above went to women High percentage of female managers | <ul style="list-style-type: none"> 55% of corporate executives are women 65% of promotions to manager level and above went to women |
| Gap San Francisco, CA | Retail | <ul style="list-style-type: none"> High percentage of female managers/executives High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> 62% of senior managers are women 52% of corporate executives are women 70% of promotions to manager level and above went to women |
| Genentech South San Francisco, CA | Biotechnology | <ul style="list-style-type: none"> Family friendly High percentage of female managers/executives | <ul style="list-style-type: none"> 47% female managers/executives 50% of employees telecommute |
| General Electric Boston, MA | Conglomerate | <ul style="list-style-type: none"> Family friendly Mentorship programs | <ul style="list-style-type: none"> 15 weeks fully-paid maternity leave For more than 20 years, the GE Women's Network has supported female employees' professional development and cultivated women's leadership |
| General Mills Golden Valley, MN | Food Processing | <ul style="list-style-type: none"> High percentage of female managers/executives | <ul style="list-style-type: none"> 47% female managers/executives |
| General Motors Detroit, MI | Automotive | <ul style="list-style-type: none"> Mentorship programs Female CEO | <ul style="list-style-type: none"> Partnership with Zeta Phi Beta sorority to recruit African American women Mary T. Barra has been CEO since 2014 |
| Goldman Sachs New York, NY | Commercial Banks | <ul style="list-style-type: none"> Mentorship programs Family friendly | <ul style="list-style-type: none"> Mentoring program supports parents-to-be and new parents returning to work |
| The Hershey Company Hershey, PA | Food Processing | <ul style="list-style-type: none"> Female CEO High percentage of female executives | <ul style="list-style-type: none"> 44% of executive committee is female |
| Hilton Hotels & Resorts McLean, VA | Hospitality | <ul style="list-style-type: none"> High percentage of promotions for manager level and above went to women Mentorship programs | <ul style="list-style-type: none"> Ginni Rometty has been CEO since 2011 IBM hosts regular workshops with Black Girls Who Code |
| HP Palo Alto, CA | Computer Hardware | <ul style="list-style-type: none"> Mentorship programs | <ul style="list-style-type: none"> Building Innovative Leaders program was 43% women in 2017 Board of Directors is 40% female |
| IBM Armonk, NY | IT Consulting | <ul style="list-style-type: none"> Female CEO Family friendly Mentorship programs | |
| Intel Santa Clara, CA | Semi-conductors | <ul style="list-style-type: none"> Family friendly Mentorship programs | <ul style="list-style-type: none"> Working with HBCUs to develop and recruit African American talent |

DW's BEST 100 Companies for Women's Leadership Development

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| JCPenney Plano, TX | Retail | <ul style="list-style-type: none"> High percentage of female managers/executives | <ul style="list-style-type: none"> 55% of CEO and direct reports level are women |
| JLL Chicago, IL | Real Estate | <ul style="list-style-type: none"> High percentage of female managers/executives Mentorship programs | <ul style="list-style-type: none"> Annual Women's Summit invites top female leaders at corporate to network and meet with senior leaders |
| Johnson & Johnson New Brunswick, NJ | Pharmaceutical | <ul style="list-style-type: none"> Family friendly | <ul style="list-style-type: none"> 42% female senior managers 35% female executives Ranked number one company by DiversityInc |
| JPMorgan Chase New York, NY | Financial Services | <ul style="list-style-type: none"> Family friendly Mentorship programs | <ul style="list-style-type: none"> 44% of managers and executives are women |
| Kaiser Permanente Oakland, CA | Medical | <ul style="list-style-type: none"> Mentorship programs Strong female presence on board | <ul style="list-style-type: none"> Workforce is so diverse that there is no ethnic or racial majority; 60% of the staff comprises people of color Five women make up 14-member board of directors |
| Keller Williams Realty Austin, TX | Real Estate | <ul style="list-style-type: none"> Mentorship programs High percentage of women in leadership roles | <ul style="list-style-type: none"> Two-thirds of board of directors are women |
| The Kellogg Company Battle Creek, MI | Food Processing | <ul style="list-style-type: none"> High percentage of female executives Mentorship program | <ul style="list-style-type: none"> 32% of all direct reports to President/CEO are women More than 50% of participants in the Executive Cross-Cultural Mentoring Program are women |
| KPMG New York, NY* | Audit and Tax Advisory | <ul style="list-style-type: none"> Female CEO Mentorship programs High percentage of promotions for manager level and above went to women | <ul style="list-style-type: none"> 43% of promotions to manager level and above went to women |
| Lenovo Morrisville, NC* | Computer Hardware | <ul style="list-style-type: none"> Mentorship programs Family friendly | <ul style="list-style-type: none"> Nine-month leadership development program aims to place women into executive roles within two to three years |
| L'Oréal USA New York, NY* | Personal Care | <ul style="list-style-type: none"> High percentage of female managers/executives High percentage of promotions for manager level and above went to women | <ul style="list-style-type: none"> 75% of promotions to manager level and above went to women |
| Marriott International Bethesda, MD | Hospitality | <ul style="list-style-type: none"> High percentage of female managers/executives High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> 55% of promotions to manager level and above went to women |
| MassMutual Financial Group Springfield, MA | Financial Services | <ul style="list-style-type: none"> Mentorship programs High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> 56% of promotions to manager level and above went to women |
| MasterCard Purchase, NY | Financial Services | <ul style="list-style-type: none"> Mentorship programs High percentage of female managers/executives | <ul style="list-style-type: none"> Female representation in the ranks of the company's top-10 percent highest paid has increased by 20 percent over the last four years |
| McDonald's Oak Brook, IL | Restaurant | <ul style="list-style-type: none"> Family friendly High percentage of female managers | <ul style="list-style-type: none"> 45% female midlevel managers 40 days fully paid maternity leave |
| McKinsey & Company New York, NY | Management Consulting | <ul style="list-style-type: none"> Mentorship programs High percentage of promotions for manager level and above went to women | <ul style="list-style-type: none"> 45% of managers are women |
| Merck & Co. Kenilworth, NJ | Pharmaceutical | <ul style="list-style-type: none"> Mentorship programs High percentage of female managers High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> 50% of promotions to manager level and above went to women Introduced group mentoring program to enable women to build relationships and network |
| MetLife New York, NY | Financial Services | <ul style="list-style-type: none"> Family friendly High percentage of promotions for manager level and above went to women | <ul style="list-style-type: none"> 50% of promotions to manager level and above went to women |

DW's BEST 100 Companies for Women's Leadership Development

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| Morgan Stanley New York, NY | Financial Services | <ul style="list-style-type: none"> • Family friendly | <ul style="list-style-type: none"> • 16 weeks fully paid maternity leave |
| Moss Adams Seattle, WA | Accounting | <ul style="list-style-type: none"> • Family friendly • High percentage of female managers/executives | <ul style="list-style-type: none"> • 50% of managers are women |
| New York Life Insurance Co. New York, NY | Insurance | <ul style="list-style-type: none"> • Family friendly • Mentorship programs • High percentage of female managers/executives | <ul style="list-style-type: none"> • 14-month Accelerated Leadership Program • 43% female managers/executives |
| The New York Times Company New York, NY | News/Media | <ul style="list-style-type: none"> • Mentorship programs • High percentage of women in leadership roles | <ul style="list-style-type: none"> • Digital Mentorship Program seeks to retain and advance women and minorities in the digital organization at <i>The New York Times</i> • 46% of news and opinion leaders are women |
| Northern Trust Chicago, IL | Financial Services | <ul style="list-style-type: none"> • High percentage of promotions to manager level and above went to women • Mentorship programs | <ul style="list-style-type: none"> • 57% of direct reports to CEO are women |
| Novo Nordisk Inc. Plainsboro, NJ* | Pharmaceutical | <ul style="list-style-type: none"> • Family friendly • High percentage of female managers/executives | <ul style="list-style-type: none"> • Flexible work options, including job sharing and compressed workweeks |
| Patagonia Ventura, CA | Clothing | <ul style="list-style-type: none"> • High percentage of female managers/executives • Female CEO | <ul style="list-style-type: none"> • 50% female executives, including the CEO |
| Pillsbury Winthrop Shaw Pittman New York, NY | Legal | <ul style="list-style-type: none"> • Family friendly • Mentorship programs • High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> • Many women take advantage of alternative scheduling arrangements as they progress toward leadership roles • 46% of managers and executives are women |
| PNC Financial Services Group Pittsburgh, PA | Financial Services | <ul style="list-style-type: none"> • Mentorship programs • High percentage of female managers/executives | <ul style="list-style-type: none"> • 100% of women participate in career counseling |
| Principal Financial Group Des Moines, IA | Financial Services | <ul style="list-style-type: none"> • Mentorship programs • High percentage of promotions for manager level and above went to women • High percentage of female managers/executives | <ul style="list-style-type: none"> • Four of the top 12 executives are women |
| Procter & Gamble Cincinnati, OH | Consumer Goods | <ul style="list-style-type: none"> • High percentage of female executives • Mentorship programs | <ul style="list-style-type: none"> • Women held 28% of president positions at the company |
| Prudential Financial Newark, NJ | Financial Services | <ul style="list-style-type: none"> • High percentage of female managers/executives • Family friendly | <ul style="list-style-type: none"> • 52% of managers are women • Paid parental leave increased from four weeks to 10 weeks |
| PwC New York, NY* | Professional Services | <ul style="list-style-type: none"> • Mentorship programs • High percentage of female managers/executives | <ul style="list-style-type: none"> • 100% of women participate in mentoring • 42% of managers and executives are women |
| Quicken Loans Detroit, MI | Mortgage Lending | <ul style="list-style-type: none"> • Mentorship programs | <ul style="list-style-type: none"> • Sponsored the Rock FOC Women's Conference featuring panels on leadership and work-life balance |
| Roche Diagnostics Indianapolis, IN* | Biotechnology | <ul style="list-style-type: none"> • High percentage of top 10% earners are women | <ul style="list-style-type: none"> • 40% of top 10% earners are women |
| Salesforce San Francisco, CA | Cloud Computing | <ul style="list-style-type: none"> • Family friendly • Mentorship programs | <ul style="list-style-type: none"> • Primary caregivers can take 26 weeks off to bond with a new baby or adopted child at 80% of their earnings |

DW's BEST 100 Companies for Women's Leadership Development

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| SC Johnson Racine, WI | Consumer Goods | <ul style="list-style-type: none"> Family friendly | <ul style="list-style-type: none"> Offers day care, summer camps, and educational sessions for teens New moms eligible for 26 job-guaranteed weeks off |
| Scripps Health San Diego, CA | Health Care | <ul style="list-style-type: none"> Family friendly High percentage of female managers and executives | <ul style="list-style-type: none"> 66% of managers and executives are women |
| Sodexo Gaithersburg, MD* | Diversified Outsourcing Services | <ul style="list-style-type: none"> Mentorship programs Strong female presence in leadership | <ul style="list-style-type: none"> Number of women in leadership has risen 95% since 2003 |
| State Farm Bloomington, IL | Financial Services | <ul style="list-style-type: none"> High percentage of promotions to manager level and above went to women Mentorship programs | <ul style="list-style-type: none"> 85% of black, Hispanic, and Asian women mentored 54% of promotions to manager, senior manager, and corporate executive positions went to women |
| Target Minneapolis, MN | General Merchandiser | <ul style="list-style-type: none"> High promotion rate for women Mentorship programs High percentage of female managers | <ul style="list-style-type: none"> 54% of promotions to manager, senior manager, and corporate executive positions went to women 65% of executive diversity council is female |
| Texas Instruments Dallas, TX | Semi-conductors | <ul style="list-style-type: none"> Mentorship programs | <ul style="list-style-type: none"> 70% of female employees participate in groups, activities, and events to advance their careers |
| Thomson Reuters San Francisco, CA* | Media | <ul style="list-style-type: none"> High percentage of women in leadership | <ul style="list-style-type: none"> Female representation in leadership at 32%, with a goal of 40% representation by 2020 |
| TIAA New York, NY | Financial Services | <ul style="list-style-type: none"> Mentorship programs Family friendly | <ul style="list-style-type: none"> 16 weeks fully paid maternity leave |
| Turner Atlanta, GA | Media | <ul style="list-style-type: none"> High percentage of female managers Family friendly | <ul style="list-style-type: none"> 49% of managers are women |
| Ultimate Software Weston, FL | Software | <ul style="list-style-type: none"> Family friendly High percentage of female executives | <ul style="list-style-type: none"> 50 days fully paid maternity leave and unlimited vacation days 42% of executives are female |
| Unilever Englewood Cliffs, NJ* | Consumer Goods | <ul style="list-style-type: none"> Family friendly High percentage of female managers | <ul style="list-style-type: none"> 16 weeks fully paid maternity leave |
| Verizon Wireless New York | Telecommunications | <ul style="list-style-type: none"> Strong female presence on board | <ul style="list-style-type: none"> 12-member board has four women 30% of executives are women |
| Viacom New York, NY | Entertainment | <ul style="list-style-type: none"> Mentorship programs High percentage of female managers and executives | <ul style="list-style-type: none"> 52% of managers are women 40% of executives are women |
| Voya Financial New York, NY | Financial Services | <ul style="list-style-type: none"> High percentage of female executives High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> 45% of corporate executives are women |
| Workday Pleasanton, CA | Software | <ul style="list-style-type: none"> Family friendly High percentage of female leaders | <ul style="list-style-type: none"> 90 days fully paid maternity leave 58% of women in executive or manager positions |
| Zoetis Parsippany, NJ | Animal Health | <ul style="list-style-type: none"> Family friendly High percentage of female managers | <ul style="list-style-type: none"> 75% of US employees were able to work flexibly |
| Zurich International Schaumburg, IL* | Insurance | <ul style="list-style-type: none"> Mentorship programs Strong female presence on board High percentage of promotions to manager level and above went to women | <ul style="list-style-type: none"> 40% of board directors are women |

It's more than a job. It's a **mission.**



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Women, Investing & Retirement

What you need to know to take control of your financial future

TANISHA A. SYKES

WHEN IT COMES TO investing, women and men have different strengths. While women earn less than men, they invest a larger percentage of their paychecks annually—9.0 percent versus 8.6 percent for men, according to

Fidelity Investments. Men tend to take more risks, but women are better at investing.

One factor, according to Fidelity, is that men are 35 percent more likely to make trades, and the resulting fees diminish their portfolios more than women's. Also, women save more, nearly 1 percent more annually in 401(k)s, IRAs, and brokerage accounts. Another advantage: Women assume less risk by not strictly investing in

equities. Instead, they invest in vehicles like target-date funds, which are structured to grow assets to address a future need such as retirement. In other words, women tend to stay the course even when the ride is a little bumpy, as one Betterment study found.

Despite women's investing prowess, they still earn just 80 percent of what men do according to a 2018 report from the American Association of University Women (AAUW). As a result, women receive less than men from Social Security, pensions, life insurance, and disability income because these benefits are typically based on earnings, according to the AAUW survey. This impacts their economic security. In fact, the lifetime earnings of women are \$1 million less than those of their male counterparts at retirement, according to new

research from Bank of America Merrill Lynch. What's more, nearly 52 percent of women lead single households, and saving for retirement is often solely on them. Therefore, women, even at the most senior levels, have some ground to make up.

Investing your money is an integral part of your financial security. Even if you use the services of a financial advisor, be prepared to stay in control of your investments with this comprehensive guide.

Learn the lingo

One of the most frustrating parts of starting a new journey as an investor is encountering terminology you don't know. Try sites like Investor Junkie and The Balance for a list of common terms and definitions to boost your investing know-how.

MONEY MATTERS

Set clear financial goals

"Whether you're single or in a committed relationship, take the time to visualize how retirement will look," says Nadine Gordon Lee, CPA/PFS, CFP, and a coauthor of *Personal Financial Planning for Executives and Entrepreneurs: The Path to Financial Peace of Mind*. Consider some questions: Where will I live? How will I spend my free time? Will I work part-time? Then, write down the life goals you want to achieve such as:

- Retiring early
- Taking annual luxury vacations
- Funding children's/grandchildren's education
- Living in a dream location
- Giving generously to charity
- Leaving a legacy for your children

"If you are having challenges articulating a clear vision of retired life, speak to an advisor to help you resolve internal conflicts and figure out a path forward," says Lee.

Complete a financial plan

At a minimum, says Lee, your financial strategy should include the following:

- **Net worth statement.** This statement outlines what you own minus what you owe. If your assets, such as equity in a house, car, investments, and art, total \$545,000, and your debt, including credit cards, a car payment, and a mortgage, totals \$300,000, then your net worth is \$245,000.
- **Current investment allocation.** Determine which mix of asset categories, like stocks, bonds, and cash, to hold in your portfolio.
- **Cash flow needed during retirement.** Review debts and expenses as well as investments to figure out how much you will need to retire comfortably.
- **Long-term analysis.** This category covers cash inflows, outflows, and wealth accumulation.
- **Monte Carlo analysis.** This computer-generated, randomized analysis will give you a better idea if your retirement is sufficiently funded or if additional savings are needed after taking

into account potential market volatility, says Lee.

- **Sources of guaranteed income.** Take into account pensions, annuities, Social Security, and variable income such as brokerage accounts, IRAs, and 401(k)s.
- **Estimate of future taxes owed.** An advisor can help you determine any taxes owed on tax-deferred savings and other variable income.

Once the above items are in place, Lee advises, stress-test your plan: "Run a variety of 'what if' scenarios like retiring early due to a layoff or poor health or supporting a child or parent in need." Knowing how these events can impact your finances will help you plan.

Invest in wealth escalators

The 401(k). Senior-level executives likely have a 401(k) or similar employer-sponsored retirement plan but may not know how to maximize their hard-earned savings. "Maxing out your retirement contributions is a good way to ensure you're building wealth and allows you to get the best bang for your buck," says Andrew Westlin, CFP, financial planner at Betterment. Also, check your contribution rate and save enough at least to get the company match. If your plan offers auto-escalation—a feature that automatically increases an employee's contribution amount—take advantage of it to increase your savings, says Westlin.

The traditional IRA. There are three real wealth benefits to investing in IRA plans:

- Contributions are made on a pretax basis. "The full amount of your contribution is added to your retirement account without tax being deducted from



it," says Hilary Tuohy, certified divorce financial analyst at New Leaf Financial Advisory in Sausalito, California.

- Contributions grow on a tax-deferred basis. "All of the capital gains and dividends earned during the investment period grow tax-free," says Tuohy. "The compounding effect on your entire investment maximizes the benefits."
- Contributions are matched. You've heard this before, and you'll hear it again. Take the company match; otherwise, you are leaving free money on the table!

The Roth IRA. What makes the Roth different is that contributions are made after taxes are taken out of your paycheck. "Withdrawals from Roth IRAs are therefore tax-free in retirement as long as you are 59½ and have held the account for at least five years," says Tuohy.

The HSA. Studies have shown that a retired couple will need nearly \$280,000 for health-care costs in retirement, not including long-term care. Therefore it's wise to contribute to an HSA (Health Savings Account), a tax-favored savings plan to help pay for medical expenses. "Compared to a 401(k), a 403(b), an IRA, or the Roth, the HSA is the only account that offers triple-tax savings on contributions, earnings, and distributions," says Cheryl Washington, senior financial

advisor at Merrill Lynch in Chicago. Even better? The funds are portable from one employer to another, and they roll over annually, allowing you to grow your account over time. Maximum contribution limits for 2018 were \$3,450 for individuals and \$6,900 for families.

The stock option. These investments offered by employers give you the right to buy a specific number of shares of your company's stock during a time and at a price that your employer sets. Let's look at a hypothetical example on a call option from Company X. The stock is currently trading at \$10 a share. Owning the call option gives you the right, but not the obligation, to purchase 100 shares of Company X at \$10 a share anytime in the next three months. If the stock rises to \$20 a share within that time period, and the employee decides to sell the options, that's a profit of \$10 a share times 100 shares for a total of \$1,000.

Don't go it alone

Even if you are comfortable with financial matters and are eager to try your hand at investing, you may want to consider hiring a financial planner or what is known as a "robo-advisor."

ROBO-ADVISORS

At any stage in your career, you can benefit from the smartest technology available to help you invest for retirement. Robo-advisors use computer algorithms and advanced software to provide low-cost, automated, financial planning services. The largest robo-advisors include the Vanguard Group, Charles Schwab, and Betterment. Schwab's program lets investors get started with \$5,000, solicit help from professionals 24/7, and pay no advisory fees and no commissions.

Most robo-advisors offer the following services:

- Asset allocation of your investments
- Automated rebalancing of your portfolio
- Tax-loss harvesting—selling a security that has experienced a loss to offset taxes on gains and income

"Robo-advisors are programmed to optimize your investments based on quantifiable research to maximize your expected returns," says Westlin.

FINANCIAL PLANNER

A financial planner is a real person you meet with (or talk to) who studies your financial situation and goals and offers personalized advice.

Before hiring a financial planner, interview several people. Here are five questions to ask:

1. Are you a fiduciary? The answer should be "yes." A fiduciary is required to act in your best interests by putting your needs before the company's guidelines.

2. How much are your services? Typically, you will pay a percentage of assets under management. The typical fee is 1 percent of assets under management per year. The fee is often higher for smaller balances (starting at \$5,000) and decreases as your balance grows.

3. What services do you provide?

Advisors offer investment management, income tax preparation, and estate planning and customized plans involving inheritance management.

4. What is your strategy for working with me? You have to believe in what the planner is doing to stay the course. Find an advisor who has worked with clients with a similar financial makeup as yours, so that you are confident the advisor can meet your goals for the long term.

5. Who is your custodian? Ideally, your financial advisor has hired an independent custodian to hold your assets, rather than acting as your custodian, which happened in the multibillion-dollar Bernie Madoff Ponzi scheme. This is an additional security check for you and your funds.

Next, make sure you are comfortable with the person you are considering and the firm she or he works for.

A 2017 study by GuideVine—a service that connects people to financial advisors—revealed that only 49 percent of Americans think advisors are trustworthy. "Financial advisors have a fiduciary

duty to clients, meaning they are legally obligated to put your interests first," says Tuohy. Adds Sara Rajo-Miller, an investment advisor with Miracle Mile Advisors in Los Angeles: "Choosing an advisor is not about who looks perfect on paper, but rather someone who will tailor their approach based on your goals and needs."

Before investing a single cent, check out an advisor's credentials.

Step 1: Ask which agency oversees the advisor's credentials.

The answer should be FINRA or SEC. FINRA stands for Financial Industry Regulatory Authority. SEC means Securities and Exchange Commission.

- FINRA advisors hold a securities license, or perhaps several. You can use the BrokerCheck feature on FINRA's site to get a snapshot of the advisor's employment history and any complaints.
- SEC advisors are "an individual or a firm that is in the business of giving advice about securities," according to SEC.gov. You can conduct an Investment Advisor Search to review any disciplinary actions.

Step 2: Ask which designations the advisor holds.

There are myriad designations that an advisor could hold, including CFP (certified financial planner), CFA (certified financial analyst), and CPA (certified public accountant). FINRA has a page called Professional Designations to help you identify what the acronyms mean, along with the education required to obtain the credentials.

Winning financially requires educating yourself, choosing a select team of experts, and taking more risks. When you are armed with the right information, your retirement acumen and your nest egg will grow. **DW**

Tanisha A. Sykes is a personal finance, small-business, and careers writer and editor. Follow her @tanishastips.

TRANSFORM GOALS ACTIVE
REPRESENT DEVELOP PERSPECTIVE ME
CUSTOMER AND CLIENT CHAMPION STRATEGY
GENDER PERFORMANCE YOU REAL RECRUIT
IDEAS DIVERSITY CHAMPION IDEAS POSITIVE
AWARDS PROMOTE COLLEAGUE CLIENT AGENDA
CATALYST CULTURE EVEREST WOMAN OF THE YEAR VALUES
GLENN SHAW SOCIETY LEADERSHIP BUSINESS IMPACT
EVOLVING BETTER GO-TO BANK YOU DISABILITY RECRUIT
MULTICULTURAL REPRESENT RISING STAR YOU DIFFERENCE
COLLEAGUE POSITIVE YOU ME AGENDA GROUPS GOALS WOMAN FLEXIBLE
HUMAN TALENT MANAGEMENT TEAM FLEXIBLE MORAL WOMAN TRANSFORM YOU
EVERYONE CATALYST DEVELOP MULTICULTURAL DIVERSITY
REAL INVOLVE CLIENT IDEAS EMBRACE LEADERSHIP TEAM
TRANSFORM COLLEAGUE IDEAS EVOLVING PERFORMANCE
NETWORKS WELCOMING BUSINESS EVOLVING IDEAS POSITIVE
LEADERSHIP DEVELOPMENT
ACTIVE RECRUIT STRATEGY
SUCCESS VALUES YOU LEADERSHIP
GENERATION AMBITIONS
BETTER YOU



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Four Ways to Improve Your Health in 2019



How small changes can have a lasting impact

BY JULISSA MCCLEAN

NEW YEAR, NEW YOU, right? Well, maybe. A New Year's resolution is no different from a crash diet. Sure, it can be a jump start, but if you don't put in the work, you'll likely crash and burn before you begin to see lasting results. Let's start 2019 without a resolution, and instead vow to make small, but significant changes slowly and steadily.

No. 1: Exercise in a way that works for you

Like a haircut or a diet, workouts have trends that come and go. From HIIT to SoulCycle, we've seen it all in the last few years. Some of us get our motivation

from the sense of community that such group workouts provide. But others of us find that type of interaction intimidating and therefore off-putting. Don't let that be the reason you don't exercise—not when you have so many options. Yes, gym classes provide accountability. People see them as a daily appointment or meeting they've committed to, providing a feeling of “I have to be at this place, at this particular time.” But you can craft a customized workout regime at a gym on your own, or with a personal trainer getting you started. Or you can begin by working out in your living room along to an exercise or dance video on YouTube. Go for a leisurely walk in your neighborhood. Do arm exercises while holding your child. Embrace who you are and customize your workout routine according to what you'll enjoy and want to achieve.

Further, you may want to rethink your aversion to classes, as they may not be as hard-core as you imagine.

“Now, more than ever, we're seeing the emergence of more inclusive workout environments,” says Laura Leigh Abby, co-owner of The Studio @ Beacon, a gym in Beacon, New York, that encourages its members to seek balance while fostering a body-positive environment.

“Something you can do to improve your health and achieve your fitness goals is to embrace the ‘come as you are’ mentality,” says Abby. “Find an environment and a workout that don't simply get you physical results but help you feel great about yourself on the whole.”

Harvard Health recommends the following workouts:

Swimming—The buoyancy of water allows your body to move fluidly while taking the strain off painful joints.

Tai chi—Known as “meditation in motion,” this martial art combines movement and relaxation.

TO YOUR HEALTH

Strength training—Lifting light weights keeps muscles strong without bulking them up. You should be able to start by lifting one or two pounds, 10 times, with ease, before increasing after a few weeks.

Walking—Adults should start by walking 10 to 15 minutes, then over time, walk farther and faster, up to 30 to 60 minutes on most days of the week. Walking is simple and has many benefits.

Kegel exercises—These will help strengthen the pelvic floor muscles that support the bladder.

No. 2: Strengthen your immune system

According to the Centers for Disease Control and Prevention, on average, adults have two or three colds per year. Millions of Americans suffer annually from the common cold—the main reason adults miss work. While there is no way to avoid catching a cold, you can lessen your susceptibility to it. There is also no way to cure a cold once you have one—over-the-counter medicines temporarily suppress symptoms. But you can ward off a cold before it develops into something worse and avoid getting sick as often.

Harvard Health recommends the following for strengthening your immune system:

- **Don't smoke.**
- **Eat a diet high in fruits and vegetables.**
- **Exercise regularly.**
- **Maintain a healthy weight.**
- **If you consume alcohol, drink only in moderation.**
- **Get adequate sleep.**
- **Take steps to avoid infection, such as washing your hands frequently and cooking meats thoroughly.**
- **Try to minimize stress.**

The medical establishment's assessment on vitamins and minerals



We all have automatic reactions to stress. Make a list of things you could do instead of those old standbys.

has been inconclusive. As a result, many medical professionals recommend that you get your vitamins and minerals from food. Citrus fruits and dark leafy greens are high in vitamin C, while vitamin D can be found in salmon and egg yolks from chickens raised outside or labeled as high in vitamin D.

No. 3: Live your best life

Our everyday habits have a big impact on our mental and, in turn, physical health. Rewiring our brains can help us become positive and healthy. Kate Hanley, a personal development coach and author of *How to Be a Better Person*, recommends the following:

- **Start your day right.** How you begin anything sets the tone for everything that comes after. Develop a healthy morning routine to set the right tone for your day. (That means don't roll over and immediately check your email on your phone.) Your routine doesn't have to be elaborate. Do a couple of stretches, jot down five things you're grateful for, or visualize the day. Start the day with a clear head and you'll make better decisions all day.
- **Embrace boredom.** Boredom might seem like a bad thing, but it's a much-needed counterpoint to information

overload and is vital to your long-term health, happiness, and productivity. To get more comfortable with boredom, build your ability to resist meaningless distraction. Whenever you think you're bored, stay with that feeling instead of instinctively reaching for the nearest gadget. Look around you. Find someone else with a free moment and talk. Wonder about something in your immediate environment, then return to the next item on your to-do list with more focus.

• **Change your default reaction to stress.** We all have an automatic reaction to stress. You may respond with anger, or dive into self-criticism, or feel overwhelmed and anxious. Or maybe you reach for cookies or start skimping on sleep. What does your stress pattern look like? Figure it out, then write it down and make a list of things you could do instead of those old standbys. Whatever it may be, you'll have interrupted your knee-jerk response.

No. 4: Listen to your body

There is really only one, simple way to improve your health in 2019—or in any year for that matter—and that is to listen to your body. Our body speaks to us, and it is up to us to listen to what it is saying or to put it in the back of our mind. If we eat too much junk food, our body craves a healthy detox. If we don't eat enough food, our body becomes weak and tired. If we work out too hard, our body asks for a rest day. If we are experiencing stress, our shoulders tense up and our bodies yearn for a massage. If you're tired, sleep. If you're thirsty, drink water. We instinctively know how to improve our health. Let's take the time to listen and treat ourselves well. **DW**

Julissa McClean's health-focused stories have been featured in Women's Health, Prevention, and Vice. She has also written for Cosmopolitan and Latina, as well as Diversity Woman.



Paris

BY ERIKA MAILMAN

PARIS'S CHARM IS PALPABLE, starting with its café tables full of fashionable people spilling out onto the sidewalks. You'll be tempted to spend your whole visit people watching while enjoying a glass of Clos Montmartre or an espresso. And if you learn just a few French phrases, you'll discover that the rumored disdain from waiters is a myth.

At some point, you will want to tear yourself away from the cafés and explore. A good start would be taking a Bateau Mouche excursion, which lets you see Paris from the Seine, the river that divides the city into the Right Bank and Left Bank. Afterward, saunter over one of the nearly 40 bridges, like the stunning Pont Alexandre III with its golden statues and lamps, inaugurated in 1900 to honor the alliance between France and Russia. The Pont de l'Alma's

soldier statue serves a purpose, as a waterline marker: if his feet get wet, Paris is in danger of being flooded.

For many, coming home with a little black dress is de rigueur. Stroll by the high-end shops on the Boulevard Saint-Germain in the Saint-Germain-des-Prés neighborhood. Move on to Boulevard Haussmann and the department stores Printemps and Galeries Lafayette, as well as the smaller Monoprix. Inside the geometric haven of the Triangle d'Or (golden triangle), formed by Avenue Montaigne, Avenue George V, and Rue François 1er, haute couture reigns. Sail through Yves Saint Laurent's flagship store and visit Dior, Prada, and more. Check out NAF NAF, known for the *grand méchant* (big bad) look, with 20 stores throughout Paris. For chic yet more affordable wear, peruse the boutiques on Rue de Charonne, near

the Bastille. Or head over to the Marais (start on Rue Charlot), which has tourist shops as well as small, one-off boutiques where locals score finds.

The French, of course, are famous for gastronomy, and you will want to set aside time to sit through several courses. The "bistronomic" restaurant L'Épi Dupin features modern French cuisine with solid vegetarian options. Au Petit Fer à Cheval is more than a century old, and its retro chandeliers and Métro benches add a vintage flair to the bistro fare. If you fancy duck, Le Pré aux Clercs specializes in confit, foie gras, and *magret*, a duck breast fillet.

Among the many museums, the Louvre is the most visited. You may prefer a smaller venue, like Musée Rodin, housed in a 1700s mansion with an outdoor sculpture garden. If modern art is more your style, head to the Centre Pompidou. The building itself is a work of art, with escalators and HVAC systems visible on the exterior. Its restaurant Georges offers panoramic views and quirky metallic silver tubes in which you may be seated. The Musée du quai Branly has a collection of 300,000 works from Africa, Oceania, the Americas, and Asia, 3,500 of which are on display.

It's easy to soak up Paris's literary culture, since many of the places where

notable authors ate or drank still exist. Novelist James Baldwin wrote *Go*

Tell It on the Mountain at Café de Flore. Across the street at rival establishment Les Deux Magots, Baldwin and fellow African American expat Richard Wright famously quarreled about Wright's novel *Native Son*.

Paris Walks has knowledgeable guides and around 20 possible walking tours; try the chocolate tasting tour or the Chanel fashion walk. Entrée to Black Paris presents 11 walks focusing on the city's black history and culture, as well as contemporary life, such as a Louvre tour that examines black people in European art. **DW**

STEPPING OUT

CONVERSATIONS WITH CATALYST

Reducing the “Emotional Tax” Paid by Women of Color



Women and men of color often pay an “emotional tax” at work, feeling in a constant state of being “on guard.”

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

DO YOU EVER FIND yourself preparing to deal with potential bias, discrimination, or exclusion at work? What about bracing for insults or avoiding certain social interactions? Many of these instances are far too common for women of color in the workplace.

Groundbreaking research from Catalyst finds that women and men of color often pay an “emotional tax” at work, feeling in a constant state of being “on guard” against potential bias because of their gender, race, and/or ethnicity. Over time, this daily battle takes a heavy toll and can affect their health, well-being, and ability to thrive at work.

Additionally, today's volatile social climate—along with what feels like an endless series of harrowing events in the news—can make matters worse. Over the past two years, we've heard about fatal shootings of people of color, harassment for not speaking English, and more. Not surprisingly, these outside events can affect people of color negatively and may exacerbate their experience of emotional tax.

The good news? Leaders and companies can take action to reduce the consequences of emotional tax. Catalyst's research report, *Day-to-Day Experiences of Emotional Tax Among Women and Men of Color in the Workplace*, points to inclusion as a key solution. An inclusive work culture is one where people of color feel valued for their unique attributes while also feeling a sense of belonging. For example, when Asian, black, and Latinx employees feel included, research shows that they are more likely to be creative, take risks, and develop new approaches or processes.

**Katherine
Giscombe,
PhD**

Companies can also leverage communication and open dialogue to help provide safe havens for people of color. According to a 2017 Pew Research Center poll, most Americans feel race relations are deteriorating. To address this, leaders of companies and firms are organizing town hall-style meetings on sensitive subjects, including race. These typically involve participation from both organizational leaders and employee representatives of marginalized groups. The goal is to engage in productive discussions.

However, not all companies are successful in doing so. Research suggests that many of these organizational efforts, specifically in dealing with the trauma of African American employees in reaction to external events, are not adequately resourced or executed.

A potential solution is for organizations to integrate town halls into a dynamic series of meetings. They can also approach communication around race strategically in the broader framework of a desired organizational change. As a result, the town hall meetings can be used to both address employee trauma around external events and drive larger diversity and inclusion-related initiatives and goals.

Organizations can also plan town hall meetings as a series of events with the content and structure evolving based on participants' reactions. Each agenda and discussion can build on the results of the previous ones, as part of a strategy to clarify the measures being used.

Thus, town halls—designed in a comprehensive and dynamic way—can be instrumental forums for dealing with employee trauma evoked by external events and ultimately can help reduce the experience of emotional tax for people of color in the workplace. **DW**



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