

Chicago
March 15, 2018

Synthesis

& Leaders 2018
Daughters™



EgonZehnder

On March 15, 2018, Egon Zehnder hosted its third annual Leaders & Daughters event in Chicago. During the first half of the evening, Chip Bergh (CEO, Levi Strauss) and Karuna Rawal (U.S. President and Chief Strategy Officer, Arc Worldwide) came together to reflect on their decades-long relationship as mentor and mentee. In the second half, a distinguished panel of executives—including Morgan Flatley (Chief Marketing Officer, McDonald’s USA), Cheryl Harris (Senior Vice President, Sourcing & Procurement Solutions, Allstate), and Alison Miller (Former Vice President of Marketing, 2016 World Champion Chicago Cubs)—discussed their personal journeys through the executive ranks and what they see on the horizon for women leaders.

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Key Questions and Insights

Mentorship

Key Questions:

Tell us about your particular mentor-mentee relationship? What did you see in each other?

How does it feel when someone has so much confidence in you that they champion you for new and more challenging roles?

How do personal differences between a mentor and a mentee enrich the relationship?

Key Insights:

“Sharing the same values and being driven by the same things is key. Also, the way I saw Chip caring about people is something I’ve brought to my own style. His incredibly optimistic energy and unwavering belief that I was going to be successful has fueled me throughout my career.” – Karuna Rawal

“It’s been a two-way street. There was a reverse mentorship going on at the same time. We grew and learned from each other.” – Chip Bergh

“As a young black woman, I was mentored by a white male who was the company’s chief actuary. That was a big gap to bridge, but he became a human being to me by opening up and telling me about his flaws, his imperfections—even about how he almost ruined his family. He showed me his authentic self, and as a result I saw perspectives I never would have seen otherwise. That taught me that it’s okay to be vulnerable, it’s okay to be transparent. It helps other people see that, despite our flaws, ‘there’s no shame in our game.’ There’s opportunity for you to go where you want to go if you have tenacity, confidence, and a plan.” – Cheryl Harris

“Mentorship doesn’t just have to be between junior and senior people. Peers can mentor each other as well. You have to build relationships with people who can advocate for you. Go out and find the people who can pull you into the culture, who can vouch for you.” – Alison Miller

“When I mentor someone, I expect them to teach me and to pay it forward. Those are my only asks.” – Cheryl Harris

Diversity & Inclusion

Key Questions

What’s the difference between diversity and inclusion?

What does it mean to you to be part of an inclusive environment?

As a minority or a woman in an entry-level management position, how do I raise the issue of inclusivity?

Key Insights

“A phrase I just heard and really like is, ‘Diversity is about counting heads. Inclusion is about making heads count.’ Building an inclusive workplace where people can perform at their best is a super important job of a CEO. You have to be very careful and work very hard in order to avoid unintentionally creating exclusive situations.” – Chip Bergh

“No matter who you are, the best way to raise the issue of inclusivity—or any issue, for that matter—is by bringing solutions to the conversation.” – Morgan Flatley

“A lot of women come into the advertising industry at the entry level, but it very quickly becomes a challenging place to be in terms of balancing work with home life, being a parent, etc. There are a lot of things working against

you in terms of creating a diverse organization. I'm proud that we've worked really hard to change the face of our senior management, to the point where our leadership team is now 60% female and 40% minority. For example, we've created a mothers' lounge with eight private rooms for new mothers to pump, and it's been a game changer. You have to consciously support diverse leadership in order to make it happen." – Karuna Rawal

"In San Francisco it's a talent war, especially for jobs like finance and marketing, where the people can go work anywhere. As a leader you have to be really intentional about what you're trying to accomplish and the people you want in your organization. If you take the easy route, you're probably just going to get what you get—which is probably another white male. But if you set a high bar and stick by your criteria, it might take longer, but you will get what you want." – Chip Bergh

Authenticity

Key Questions

Have you felt pressured to use stereotypically male leadership qualities in order to be successful?

What behaviors or ideas has it been important to you to represent as a visible female leader in your organization?

Key Insights

"Early on as a manager, just because of the realities of the numbers and being surrounded by men, I felt some pressure to adopt some of those behaviors, but very quickly I realized that wasn't me and I wasn't comfortable doing it. As I progressed with my career I learned my own style. I'm sure there are approaches considered stereotypically male or female, but it's really just about discovering what feels right for you and how you want to lead." – Karuna Rawal

"I was told by a very senior person that I needed to learn to be a b****. So I went to my new boss and asked if I needed to do that to be successful. He said, 'No, just be yourself. It's your authentic self that's delivering results on a sustainable basis.'" – Cheryl Harris

"There may be bonding experiences in corporations that are stereotypically male, but I see those as great opportunities. Like when I get invited to play golf. If you get the invitation to go play, take it! That's a great opportunity, even if you're horrible at the game. You were invited to the game, so go play it

the way you want to play it.” – Alison Miller

“I’ve worked hard at McDonald’s to be very informal and very true to who I am, to build a strong team with strong camaraderie. I’ve made a commitment to the team to be very intentional about building talent. When I started, I held a meeting to introduce my authentic self to my teams. I was transparent about my beliefs about marketing, as well as about the messiness and the juggling it takes to integrate my home life with three kids into my work life.” – Morgan Flatley

Culture & Values

Key Questions

How do you apply the lessons you’ve learned over the years to cultures you’re trying to build in your organizations?

What do you do if you find yourself in an organization where the values are not as advertised?

Where do values fit into inclusion?

Key Insights

“Levi’s had a broken culture when I started; we weren’t living up to our values of originality, honesty, and courage. We’ve had a nice turnaround over the last couple of years because we’ve built an environment where people can do their best work. We have to do the harder right thing instead of the easier wrong thing. The hardest thing to change in a company is the culture, but it’s also the thing that’s most likely to ensure that the company lasts a long, long time.” – Chip Bergh

“Values are not all on the organization or the leadership. I as an employee have to be self-aware about living those values.” – Cheryl Harris

“I’ve always felt most included in those organizations where the values are clearly articulated.” – Morgan Flatley

“We have to do the harder right thing instead of the easier wrong thing. The hardest thing to change in a company is the culture, but it’s also the thing that’s most likely to ensure that the company lasts a long, long time.”

Is it getting better?

Key Questions

In your experience, what are some areas of progress that we can celebrate?
How have things improved?

Key Insights

“Women are finding their voices and using them in order to drive change, and I don’t think they’re going to let up.” – Morgan Flatley

“I’m seeing many more men ‘lean in’ on women’s behalf. Some of them are doing it because they know they need to create the kind of world they want to leave to their daughters.” – Cheryl Harris

Second City Works

Butch Jerinic and Liz Joynt Sandberg of Second City Works led exercises with the audience meant to encourage creativity and demonstrate the importance of building supportive, enthusiastic environments.

Twenty years ago, Second City realized that many of their improv students weren’t looking to be comics, but rather were working professionals who were taking the improv skills they had honed—including being adaptable in the moment and aware of the ensemble—back into their careers.

“Within the improv space,” Butch noted, “everything you say is right unless it marginalizes someone or hurts them.”



Event



above: Chip Bergh, Karuna Rawal, Cynthia Soledad **right:** Karuna, Chip, Allison, Cheryl, Morgan, Cynthia

center: Chip Bergh and Karuna Rawal **right:** Doug Kush

Event



Speakers



Chip
Bergh
President & CEO
Levi Strauss



Cheryl
Harris
Senior Vice President
of Sourcing &
Procurement Solutions
Allstate



Morgan
Flatley
Chief Marketing
Officer
McDonald's US



Alison
Miller
Former Vice President
of Marketing
*2016 World Champion
Chicago Cubs*



Karuna
Rawal
US President and Chief
Strategy Officer
Arc Worldwide
*Leo Burnett Group's
Brand Activation Agency*

Second City Works



Butch
Jericin
Lead Designer,
Second City Works



Liz
Joynt Sandberg
*SCW Creative Ensemble
& Facilitator*

Hosts



Doug
Kush
Managing Partner
Egon Zehnder



Cynthia
Soledad
Diversity & Inclusion
Practice Leader
Egon Zehnder

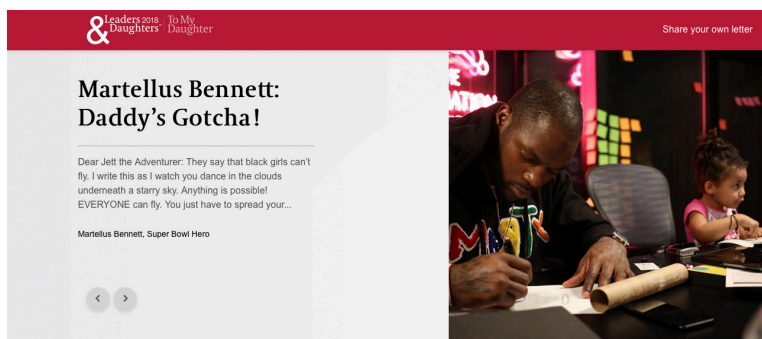
About Leaders & Daughters

In 2015, Egon Zehnder launched the *Leaders & Daughters* global event series. Our goal was to convene the world's most admired leaders and their daughters and mentees in hopes of uncovering the motivations, challenges, obstacles and opportunities ahead for the next generation of women leaders. In 2017, we hosted 40 panel and roundtable conversations around the world, bringing together over 3500 attendees to share experiences, perspectives, and—importantly—solutions.

In the Spring of 2018, beginning in Sao Paulo and ending in Jakarta, Egon Zehnder will host *Leaders & Daughters* events in nearly 40 cities across Africa, Asia, Australia, Europe, North America and South America. Through both intimate and large-scale events, we will use this year's theme—*Mind The Gap*—to look closely at why senior level women so rarely make it into the C-Suite, and share examples of where they've had success. Our objective is to push the global conversation further in hopes of better understanding how leaders and the generations below them think about this topic—and to come up with concrete actions that will have real impact on the female leaders emerging today.

In addition to the events, we have also launched a campaign, *To My Daughter*, in which leaders write letters to their daughters about their hopes and dreams for the future. To participate, please visit www.leadersanddaughters.com.

Visit *Leaders & Daughters* at www.egonzehnder.com Join the Leaders & Daughters LinkedIn group, follow #LeadersAndDaughters on Twitter and on Instagram at @egonzehnder



The screenshot shows a digital interface for the 'To My Daughter' campaign. At the top, there is a red header with the campaign logo and the text 'Share your own letter'. Below the header, the name 'Martellus Bennett: Daddy's Gotcha!' is displayed in a bold, black font. Underneath the name, a short letter is visible, starting with 'Dear Jett the Adventurer: They say that black girls can't fly. I write this as I watch you dance in the clouds underneath a starry sky. Anything is possible! EVERYONE can fly. You just have to spread your...'. Below the letter, there is a small caption: 'Martellus Bennett, Super Bowl Hero'. To the right of the text, there is a photograph of Martellus Bennett sitting at a desk, writing a letter. He is wearing a dark jacket and is looking down at his work. In the background, a young girl is also visible, sitting at the desk and looking towards the camera.