

what we heard

& Leaders 2017
Daughters

Leaders & Daughters

“Passion is overblown. You need curiosity.”

Toronto

March 7, 2017



EgonZehnder



what we heard

Leaders & Daughters 2017 in Toronto

During March of this year, Egon Zehnder hosted events in more than 40 cities around the world that brought together some 3,500 leaders and their daughters to discuss the next generation of women leaders. What started as a single event in London in 2015 to mark International Women's Day has grown to become an annual conversation that is both global and personal.

At our Toronto event on March 7, we were fortunate to host a panel of three distinguished executives who shared advice and perspectives on the issue of women's career advancement:

Nora Aufreiter, Former McKinsey Director and current board member of ScotiaBank and Neiman Marcus, talked of the importance of mentoring – but that it is the obligation of the protégé to find the right mentors and manage the relationship.

Jordan Banks, Global head of Vertical Strategy and Head of Canada, Facebook, discussed how curiosity can be a more meaningful and enduring driver of career direction than the much-vaunted “passion.”

Jennifer Tory, Group Head, Personal & Commercial Banking, RBC, stressed the importance of having a sponsor who really knows you and your strengths and weaknesses.

The panel discussion was moderated by Alex Johnston, Vice President, Strategy and Public Affairs, CBC. These key takeaways emerged as a call to action for today's leaders:

Guard against well-intentioned but undermining paternalism. It's easy to make incorrect assumptions about, say, whether or not an expectant mother can travel to an important client meeting, thus undercutting her

opportunities for valuable experience. Present the situation, let the other person decide, and respect the choice.

Hire and promote for the right reasons. While few will deny that there is still a significant amount of work to be done to level the playing field, it is also the case that in many ways, the tide has turned: many qualified women now have their choice of options. But organizations do no one any favors by filling their ranks with female executives without an underlying meritocracy that develops talent irrespective of gender.

With millennials, mentorship is a two-way street. As millennials comprise more and more of the leadership pipeline, they are redefining this age-old relationship. Yes, they want the advice and counsel from their elders, but true to their egalitarian leanings, they also expect to give advice as well – which can be an invaluable source of information on how to best work with this idiosyncratic cohort.

Make inclusion a collective responsibility. Many women struggle to find the right balance between voicing concerns about instances of inequality and still being perceived as a team player. But creating an inclusive culture is not the job of individuals but of the entire organization, starting with those at the top. Indeed, the unequivocal support of male senior leaders for workplace equality is essential for cultural change to happen.

View mentorships as dynamic. The advice needs of mentees naturally evolve at a pace that matches that of the business environment – which means that today, mentorship is becoming shorter term and more opportunistic, rather than the career-long bond of earlier times.

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We host these annual Leaders & Daughters gatherings – first begun in 2015 – because if we are to make further progress in increasing the number of women in the executive suite and the boardroom, we must see equality as the personal issue that it is, rather just an abstract question of policy and governance. We believe that an honest dialogue involving men and women representing a range of industries and perspectives can set in motion new ideas that can grow to have significant impact on this important issue.

We invite you to continue the global dialogue by participating in our “To My Daughter” initiative and **writing a letter to your daughter** with the hopes, dreams and advice you have for her as she takes her place in the world. We have compiled hundreds of these letters from around the world on **leadersanddaughters.com**, and look forward to including yours.



what we heard



what we heard



what we heard



what we heard

below

*Jordan Banks, Global
Head of Vertical
Strategy Facebook and
Managing Director
Facebook Canada*



left

*Jordan Banks, Global
Head of Vertical
Strategy Facebook and
Managing Director
Facebook Canada, and
his daughter*

right

*Jennifer Tory, Group Head,
Personal & Commercial
Banking, RBC, Jordan
Banks, Global Head of
Vertical Strategy Facebook
and Managing Director
Facebook Canada,*

*Nora Aufreider, Senior
Partner, McKinsey &
Company, and Alex
Johnston, VP, Strategy and
Public Affairs, CBC Radio-
Canada*



what we heard

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Hosts



Alex Johnston, VP,
Strategy and Public
Affairs, CBC Radio-
Canada, *Jennifer*
Tory, Group Head,
Personal & Commercial
Banking, RBC, and
Nora Aufreider, Senior
Partner, McKinsey &
Company

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About Leaders & Daughters

To mark International Women's Day, Egon Zehnder conceived Leaders & Daughters, a global series of events that bring the world's most admired leaders and their daughters together to uncover the motivations, challenges and opportunities that face the next generation of professional women.

In 2017, we went further. In celebration of International Women's Day, we hosted Leaders & Daughters events in more than 40 cities worldwide – bringing together the voices of more than 3,500 participants to share their stories of success as well as the obstacles that are preventing progress. We share one common goal: to collectively pave a better future for the next generation of women leaders.

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

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