

what we heard

Leaders 2017
& Daughters

Leaders & Daughters

“Plant small seeds to grow big trees.”

Chicago

March 2, 2017



EgonZehnder



what we heard

Each year, Egon Zehnder marks International Women's Day by bringing together a range of voices to discuss the successes and the challenges facing the next generation of professional women. What started as a single event in London in 2015 has grown to become in 2017 a series of conversations in more than 40 cities around the world, with more than 3,500 executives and their daughters participating.

This was our second Leaders & Daughters event in Chicago and our goal this year was to build on the momentum and continue to “plant small seeds to grow big trees” on the critical topic of gender equality. We were fortunate to host a panel of five distinguished women who shared advice and perspectives from their own career journeys.

Barbara Martin Coppola, Chief Marketing Officer of Grubhub, and **Cathy Jacobson**, President and CEO, Froedtert Health, encouraged women not to second-guess themselves and instead to ask, “Why not me?” when offered a challenging opportunity or a high-profile role.

Christine Edwards, Partner at Winston & Strawn and founder of a networking group to help women rise to the general counsel ranks, addressed the need to be proactive in creating environments for peer mentoring. These resources allow women to leverage the experience of others in navigating work-life balance and career progression issues.

Lynn Margherio, Founder and CEO, Cradles to Crayons, noted that opportunity needs to reach women of all backgrounds and that all women have an obligation to pull those who are less well-positioned and have fewer support networks along with them.

And **Alpana Singh**, Master Sommelier and restaurateur, shared the “four Vs” that she has used as touchstones on her own career path: vision, validation, vulnerability, and voice (see sidebar).

The “Four Vs” Restaurateur Alpana Singh’s four elements of career management

Vision: *Develop a vision of your future against which to focus your efforts and with which others can become involved*

Validation: *Define your self-worth rather than letting it be defined by others.*

Vulnerability: *Don’t be afraid to take risks or to ask for help. At the same time, develop your intuition and sense of boundaries*

Voice: *Find it and don’t be afraid to speak up and use it.*

Implications for leaders

The panel discussion was moderated by Doug Kush, Managing Partner of the Chicago office. These key takeaways emerged as a call to action for today’s leaders:

Sponsorship, not mentorship, is what helps women get to the top. One of the focal points of the evening was a spirited conversation on the limits of mentorship. The importance of mentor-protégé relationships has been well established. But the view of both panelists and attendees was that while having a mentor—a more experienced person you can turn to for sage advice—is necessary, that isn’t enough to propel a career. Women also need sponsors to actively

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promote their careers and help ensure that they are considered for key opportunities. One person might fill both roles, but don't assume that just because your organization mentors women that those women are getting all the assistance they need to reach their full potential.



What the data says...

In conjunction with the Leaders & Daughters events, Egon Zehnder also surveyed more than 7,000 women around the world on their career experiences. Among the **1,000 responses from U.S. women:**

Only 42 percent of the women below senior management rank aspired to reach that level.

A third say it is more challenging for women in their organization to be promoted to senior management positions than it is for men.

Only about half have mentors and **only about half** have advocates.

The three most common professional challenges:

1. Broadening my skill set
2. Balancing my personal and professional life
3. Having sufficient opportunity to showcase my abilities and potential

—> [go to the global survey](#)

Sometimes, people just need to vent. When a protégé hits a roadblock, the first impulse of many mentors is to respond analytically with a strategic plan or to dismiss the disappointment as something not worth worrying about. But mentors need to understand that underlying issues of fairness, access and fulfillment are naturally emotionally laden. Sometimes a protégé just needs to vent for ten minutes.

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.

Women need to see that advancement is possible. Women—both within your organization and those considering joining it—closely scrutinize the upper ranks for tangible evidence of equal opportunity. Look at your senior ranks with the same perspective and consider the message it sends.

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.

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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.



(L to R) *Doug Kush*, EZ Managing Partner Chicago; *Alpana Singh*, Master Sommelier & Chicago Restaurateur; *Chris Edwards*, Partner, Winston & Strawn; *Cathy Jacobson*, President & CEO, Froedtert Health; *Lynn Margherio*, Founder & CEO, Cradles to Crayons; *Barbara Martin Coppola*, Chief Marketing Officer, Grubhub



(L to R) *Cynthia Soledad*, EZ Chicago, Consultant; her daughter, *Madie Morton*, elementary school student

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below

Cathy Jacobson, President & CEO, Froedtert Health

right

Chris Edwards, Partner, Winston & Strawn



above

(L to R) Doug Kush, EZ Managing Partner Chicago; Alpana Singh, Master Sommelier & Chicago Restaurateur; Chris Edwards, Partner, Winston & Strawn

below

Alpana Singh, Master Sommelier & Chicago Restaurateur

above

(L to R) Cathy Jacobson, President & CEO, Froedtert Health; Lynn Margherio, Founder & CEO, Cradles to Crayons; Barbara Martin Coppola, Chief Marketing Officer, Grubhub



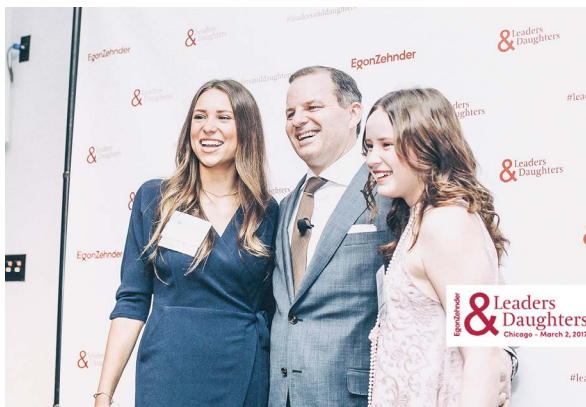
what we heard

below

Doug Kush, EZ Managing Partner Chicago; his daughters (on L) **Alexis Kush**, student at Indiana University; (on R) **Maddie Kush**, elementary school student

right

Alexis Kush, student at Indiana University; (on R) **Maddie Kush**, elementary school student



left

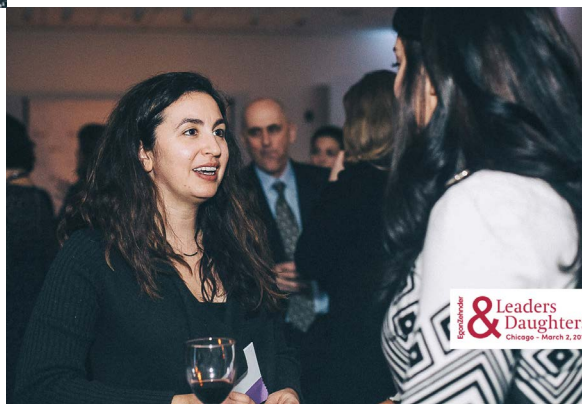
Jessica Kaplan, high-school student; **Marty Kaplan**, President, Nalpak Ventures

above

Katie Brown, Production Coordinator/Product Development, Kohl's; **Rick Brown**, CEO, OmniMax

right

Alexandra Hayden Shea, Health Coach, Harken Health and Shed for the Wed ** L&D Chicago 2016 Panelist**; **Annalisa Funk**, Senior Station Administrator/Employee Engagement, Southwest Airlines



what we heard

*Below
unknown*

*right
(in center)
Steve Macadam,
President & CEO,
EnPro Industries*



*above
(in center) Gautam
Grover, President,
Sensient Technologies;
Selena Grover, high-
school student*

*above
Hope Savaiano, Senior,
Columbia College; Doug
Ryan, President of North
America, Digitas*

*right
Emily Finlay Vertrees,
Brand Strategist,
Schafer Condon Carter
(daughter of Rory
Finlay, Partner EZ
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Hosts



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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

Join the Leaders & Daughters LinkedIn group, follow #LeadersAndDaughters on Twitter and on Instagram at @egonzehnder

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