

what we heard

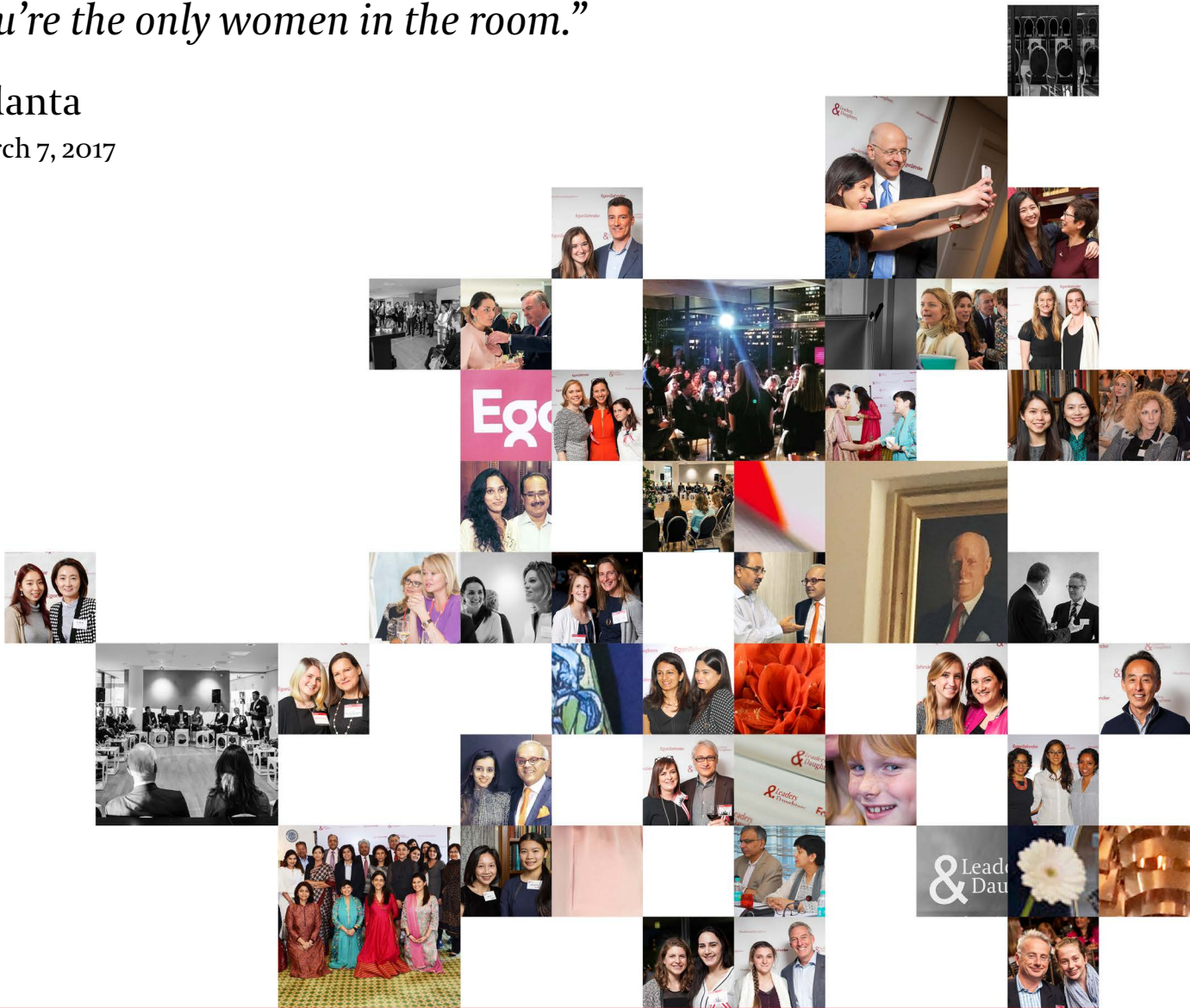
& Leaders 2017
Daughters

Leaders & Daughters

“Being a woman can be an advantage – particularly if you’re the only women in the room.”

Atlanta

March 7, 2017



EgonZehnder



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Leaders & Daughters 2017 in Atlanta

For the third year, Egon Zehnder marked International Women's Day by bringing leaders and their daughters together for candid conversations on the development of female leaders. 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.

At our Atlanta event on March 7, the conversation was led by a distinguished panel of five senior executives and two of their daughters:

Kelly Barrett, Senior Vice President, Home Services, The Home Depot talked about the challenges of jumping to a P&L role at Home Depot from being chief financial officer at a real estate investment trust.

John Huntz, Chairman, Manhattan Associates, addressed the importance of making choices as a leader consistent with one's personal values. His daughter, Megan Huntz, Owner, **Megan Huntz Dresses**, encouraged women to embrace stretch goals in their careers.

Stephanie Mains, President and Chief Executive Officer, Industrial Solutions Business, General Electric, recounted how the challenge of building a team in Saudi Arabia gave her an opportunity to demonstrate leadership in the bridging of a cultural divide.

Christina Miller, President and General Manager, Cartoon Network, Adult Swim and Boomerang, Turner Broadcasting, discussed the need to provide both space and support to those in creative environments.

Brenda Wood, former anchor, WXIA 11Alive News, recalled how she turned down a position that would have prevented her from keeping the Sabbath—and two years later landed a far better role with the flexibility she needed. Her daughter, **Kandis Wood-Jackson**, an Associate at Alston & Bird, talked about the importance of viewing challenges as opportunities to grow.



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](#)

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Implications for leaders

The panel discussion was moderated by entrepreneur Kylie Wright-Ford. These key quotes and takeaways emerged as a call to action for today's leaders:

“Mentorship is a two-way street.” Mentorship is a relationship, and the mentee bears an equal responsibility for making it work. Mentorship programs should include education that prepares mentees for what is required of them.

“Being a woman can be an advantage—particularly if you’re the only women in the room.” In the drive toward equal opportunity, women need to remember that having a different perspective is a strength to be leveraged, not a sharp corner that needs smoothing down.

“People are always watching you and what you do. You might be a mentor to someone without realizing it.” The age-old image of the mentor includes gray hair and decades of accumulated wisdom. But depth of experience is relative; someone with a few years under his or her belt may well be ready to be a guide to new hires.

“The path isn’t always clear. Sometimes you need to jump on new opportunities even if you aren’t sure if you can do it.” Professional development is often assumed to be linear and predictable, but it often involves stretching into opportunistic possibilities. Talent management

programs and the executives in them both need to have awareness of this truth.

“Show your appreciation and people will open up to you.” It is natural for people to focus on recognition for their own contributions given that those contributions form the basis of how they are evaluated and compensated. But this can all too easily create a competitive, zero-sum environment. Leaders can counter this by being generous in sharing credit and reinforcing that behavior in others.

Egon Zehnder hosts these annual Leaders & Daughters gatherings with the goal of fostering an honest dialogue involving men and women representing a range of industries and perspectives. By seeing equality as the personal issue that it is, rather just an abstract question of policy and governance, it is our hope that we can make further progress in increasing the number of women in the executive suite and the boardroom.

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](https://www.leadersanddaughters.com), and look forward to including yours.



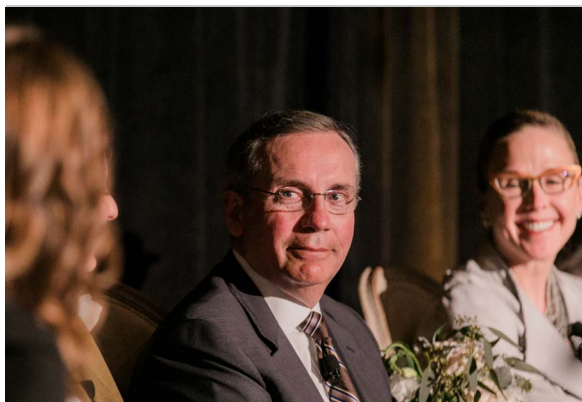
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Hosts

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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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