

what we heard

& Leaders 2017
Daughters

Leaders & Daughters

“Ask yourself, ‘What’s stopping me?’”

Boston

March 7, 2017



EgonZehnder



what we heard

As we first did in 2015, Egon Zehnder marked International Women's Day with a series of panel discussions in dozens of cities around the world, bringing together leaders from a wide array of sectors—and their daughters—for a frank discussion on gender, aspiration, equality and obstacles in the workplace. What began as a single gathering in London two years ago has grown in 2017 to involve more than 3,500 participants in some 40 cities.

At our Boston event on March 7th, the conversation was led by a distinguished panel of senior executives and daughters:

Zoë Barry, CEO of ZappRx, admonished women to not be overly cautious when following entrepreneurial ideas and to instead ask, “What’s stopping me?”

Dr. Vanessa Kerry, CEO of SEED Global Health, counseled women to be unapologetic for the messiness of life; sometimes you’ll have no choice but to walk into a big meeting after your one-year-old has spit up on you.

Thomas Kennedy, CEO and Chairman of Raytheon, spoke about the responsibility of organizational leaders to ensure a level playing field for women. His daughter, **Kelly Kennedy**, a network engineer at Verizon, told how she builds bonds with male coworkers by looking for shared interests such as sports.

Rob DeMartini, CEO of New Balance, advocated career planning centered on the impact you want to make rather than the title you want to hold. His daughter, **Danielle DeMartini**, talked about how her father’s values shaped her own career perspectives.



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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](#)

Lisa Gersh, Former CEO of Martha Stewart Living and Goop, addressed the need for working mothers to pace themselves: “You’re not going to be great at everything every day.”

Maggie Davis, an Associate Marketer at ESPN, spoke of having a boss who was also a sponsor and helped her network with other women.

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Implications for leaders

The panel discussion was moderated by Jennifer Reingold, Egon Zehnder's Global Head of Content. These key takeaways emerged as a call to action for today's leaders:

Diversity doesn't happen by itself. Creating more gender diversity in a company's leadership requires proactive initiative from the top, whether it's insisting that all finalist candidate pools include at least one woman or putting in professional development programs targeted at mid-career women. Continually reinforcing the business case for diversity can help make converts out of the remaining skeptics.

Mentorship is needed at all career stages.

There is a common perception that mentorship is most needed in the early years of a person's career. But the argument can be made that mid-career women, who often are facing glass-ceiling limitations while juggling work and family lives, need mentors even more. Make sure that your organization's mentorship and professional development programs extend to cover the entire career trajectory.

Promote innovation and entrepreneurialism among women. Women have just as many viable ideas as men do, but may be more cautious in expressing them. This robs the organization of

an important asset in our innovation-centered economy. It is particularly important to develop a culture that embraces a free exchange of ideas from diverse perspectives.

Allow people to bring their "whole selves" to work. Everyone fulfills multiple roles beyond the one they hold while on the job. An organization's culture and policies should support this reality rather than fight against it.

We host these annual Leaders & Daughters gatherings because if we are to make further progress on the path to gender equality among the ranks of CEOs and board members, we must see equality as the personal issue that it is, rather than 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



Panel: *Rob DeMartini*, CEO, New Balance Athletic Shoe, Inc., *Danielle DeMartini*, *Vanessa Kerry*, CEO, SEED Global Health, *Maggie Davis*, *Jennifer Reingold*, Global Head of Content, Egon Zehnder, *Zoë Barry*, CEO and Founder, ZappRx, *Kelly Kennedy*, *Tom Kennedy*, CEO, Raytheon and *Lisa Gersh*, former CEO, goop.com



Broad audience photo

what we heard

below

Caitlin Donahue, daughter of Megan Donahue, and Eliza Sheehan



right

Byron Selman, President, Global Markets at Haemonetics, and his daughters Hana and Alexandra



above

Robert Jones, President of Becker College, and his daughter, Jasmine

above

Eileen Sivoletta, Chief Financial Officer at Advent International, and her daughter Caroline

right

Ralph James, Executive Director of Alumni Relations at Harvard Business School, and his daughter, Rebecca James LaRose



what we heard

below

Lisa Blais, Office Leader,
Egon Zehnder

right

Vanessa Kerry, CEO, SEED
Global Health



above

Vanessa Kerry, CEO,
SEED Global Health,
Maggie Davis, *Jennifer*
Reingold

above

Zoë Barry, CEO and
Founder, ZappRx

right

Caroline LaFave, daughter
of *Patricia O'Connor*
(Managing Director, Wills
Tower Watson)



what we heard

Below

Lauren Casey, Carson Casey (mentees to Matt Wohl, SVP, Brand Marketing, SharkNinja)

right

Deb Colgan, Research Director, Egon Zehnder, Jennifer Monroe, Research Associate, Egon Zehnder, Julie Gross, Research Associate, Egon Zehnder



above

Lindsay Davis, Missy Davis, Lauren Jenny, Andi Jenny, Tim Hanifin, Carolyn Hanifin

above

Jennifer Reingold, Global Head of Content, Egon Zehnder; Vanessa Kerry, CEO, SEED Global Health

right

Kelly Kennedy and Tom Kennedy, CEO, Raytheon



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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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