

WOMEN IN LEADERSHIP

2020 EDITION

How Were They Influenced?

Rachel Cooke and Claude Werder share their personal background that motivated them to become active supporters of women leaders.

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Julie Harris

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talks about the unforgettable turning point that shaped her determination to help women grow.



a leading team with vision of building Equality for all

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SALESFORCE



Rachel Cooke
 Chief Operating Officer
 Brandon Hall Group

Women in Leadership

Our **Vision**,
Purpose
 and **Mission**

As a key component of our A Way Forward movement, the annual Women In Leadership Summit is embodies our ongoing mission to make the world a better place by ensuring there is gender equity and inclusion throughout the workplace, especially among its leadership.

In May, women from a variety of organizations from all over the world met at the annual Women In Leadership Summit for conversations, panels, presentations and networking to confront the

Inclusion and Diversity issues we face every day in the workplace.

As much as it was a great opportunity to meet and speak with friends, colleagues and allies — new and old — it was much more than simply a gathering of like-minded people. Of course, we were united in our understanding of the challenges we face and the desire to effect real and fundamental change to ensure a more representative workplace.

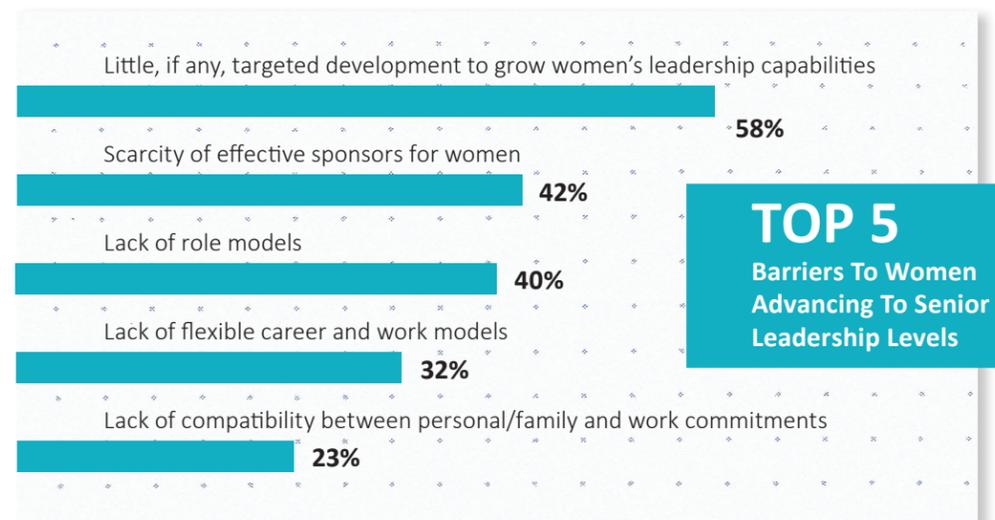
Our company, Brandon Hall Group, is a human capital management research and advisory firm, dedicated to helping companies become better at what they do. We are passionate and laser-focused about improving gender equity in the workplace not just because it's the right thing to do — which it absolutely, positively is — but it also makes companies better, more productive and more profitable for its stakeholders.

We all have stories to tell and experiences that reflect our setbacks and frustrations, but also our triumphs; how we learned, grew, shared, overcame obstacles and made breakthroughs.

In our 2019 Women In Leadership study, we found that lack of targeted development, sponsors, role models, flexible career and work models and compatibility between personal/family and work

inspirational but also informative. We can use these experiences as a source of wisdom and in many cases, blueprints for action and change.

I hope you will read about their stories here, join the WIL Network and plan to attend the next Summit. There's so much we can do as individuals, as you will also read here, but together, along with our allies, we can be unstoppable.



Source: 2019 Brandon Hall Group Women in Leadership Study (n=362)

Brandon Hall Group, as I said, is committed to improving the workplace and the lives of all, especially employees and leaders at all levels. That includes, of course, women, which is why the A Way Forward movement is a logical part of what we do. And since we conduct a huge amount of research, many of the things we covered at the WIL Summit were informed by our findings.

For example, as we seek to move from the current state, it's of vital importance to understand why we have not made sufficient progress. What are the obstacles we face within organizations?

commitments were the top five barriers to women advancing to senior leadership levels.

There are additional highlights from the research summary [here](#), of course, and I encourage you to read the them to get a better understanding of the issues and obstacles.

So we still have a lot of work to do; many hills to climb and mountains to conquer. But we at least have a better idea of where we must concentrate our efforts. And throughout the Summit, as is recounted in this magazine, we heard numerous success stories, which were moving and



Throughout human history, wisdom and experience have been passed from person to person and generation to generation with stories. Retelling experiences is an unquestionably powerful means of communication. It's not a thing of the past, either; we share our stories daily on Facebook, Instagram, Twitter and other social media platforms.

Throughout WIL '19, Summit attendees shared stories of their journeys, challenges, successes, setbacks and triumphs. We've collected some of the stories that Summit panelists shared, as well as some data that illuminates and expands upon their compelling stories.

First, you'll discover how an initially ill-received email changed Bank of America's **Julie Harris's** career trajectory — and her life — when she answered the question: "Do you know who you are?"

Can your best mentor be standing right next to you? **Chio Zubiria** of Bacardi had a surprising answer, and explained how she continues to build on what she learned to help others along the way. **Stephanie Trotter** of GSK-2 careers told how being prepared for her next move made it possible to actually make that next move when the opportunity arrived, and how her mentor's network played an unexpected but key role in the process. **Margaret Millett** of MetLife moved around a bit, going where new opportunities beckoned. But when she hit the glass ceiling at one organization, she had a couple of very solid options — until a surprise destination and the encouragement of her own network turned a tough decision an easy choice. And moderator Brodie Riordan of McKinsey revealed a simple fact about mentorship and sponsorship that made a big difference.

The Power Story of the Women in Leadership 2019

Topia's **Julie Knight** explained how you can help people reveal their career goals when they may not be open about them. Concentrix's **Jyllene Miller** told how an organizational growth spurt was used to foster inclusion and diversity. **Camila Cote** of EY Miami discussed how the decline of the Baby Boomers and the rise of the Millennials forced her company to look to the future.

"If I don't change things, who will?" said **Grissel Seijo** of Restaurant Brands International, as she explained how growing up in New York's South Bronx gave her the tools to survive and thrive in the corporate world. Verizon's **Anuradha Hebbbar** disclosed how single-parenthood informed her career choices. **Nellie Borrero** of Accenture stunned the audience with the secret of how she worked her way through college — by salsa dancing.

Brandon Hall Group's **Rachel Cooke** and **Claude Werder** revealed the lessons they learned from the powerful women in their lives and how they were inspired to take action because of their sacrifices and achievements.

Heide Abelli of Skillsoft explained how viewing a simple video demonstration of a workplace interaction opened her eyes to the scarcity of emotional intelligence, inclusion and diversity and made her spend a lot of time really thinking about how to leverage technology to improve management practices. HPE's **Sonia Ng** told how

her daughter's being "nervexcited" about challenges opened her own eyes to the joyful exhilaration of not know what's next. **Namrata Yadav** of BOA spoke about how she realized that even though she had "an insane amount of privilege," she "really didn't have a voice" before she came to work in the U.S. (P #)

Jennifer Scandariato of DTCC disclosed the inspiring path that led her from mentoring younger female colleagues to building a network for female empowerment in the workplace and her big "aha" moment. **Camila Casale** of Claro Enterprise Solutions told the story of how she got out of her comfort zone and decided to be an agent of change by establishing a Women in Tech group in Miami.

Dow Jones' **Meredith Lubitz** demonstrated how an impassioned CEO can ignite and illuminate the path toward inclusion and diversity in a 100-plus-year-old firm by growing female leadership representation.

Kevin Metsers of HPE shared how the loss of a parent and the response from her colleagues inspired him to become an advocate for inclusion. **Carin Van Vuuren** of Greenhouse Software discussed how she carries the baton for using technology to accelerate inclusion and diversity. Latham & Watkins' **Radhika Paul** shared how her multicultural background formed her identity and how she sees inclusion beyond nationality and gender.

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WOMEN IN LEADERSHIP



Julie Harris

And Paying It Forward



At WIL18, Julie Harris said, with tongue firmly planted in cheek, *"I live a really boring life."* At Bank of America, her titles are **Global Banking & Markets, Managing Director**; and **Global Banking Digital Strategy Executive**, though she's also an active volunteer in her Charlotte, NC community and beyond, with a special focus on enhancing opportunities for women. But her ongoing commitment to promoting inclusion and diversity really began when she decided that she wanted to change the world, an admittedly ambitious goal.

[Click here to listen to the recording](#)

Her story really began in 2000 as a self-professed "math and financial geek." Because of her affinity and affection for numbers, Harris wanted to work for a global company. It would help her achieve all the things she wanted to do in life, which included changing the world. If she really learned about large companies and how they operate, she could bring what she knew back to her community to drive change.

As a large global institution, Bank of America operates in more than 40 countries with 150 different currencies, so Harris felt she could do 20 different things in her career. Indeed, she did, plus she moved around to a different country every few years.

About 10 years in — still a young woman in her early 30s — after holding a number of smaller jobs at BOA, she'd been in her first major role for about six months and admits now that she was kind of naive and thought she'd "blaze her trail."

For Julie, it was a high-pressure time. As a young mother with major responsibilities in a male-dominated industry, she literally would be on the phone with the top management of her company on weekends while locking her toddlers out of the bathroom. It was during the financial crisis of early 2007 or so and they were trying to figure out how they would survive and thrive.

She was in an important position for about six months when she got into a back-and-forth email discussion with one of the top executives of the company. There were some facts missing from the conversation, she recalled, so she sent an email to the top executive and suggested they get together for a face-to-face meeting rather than continue to extend the endless email chain.

"I thought I'd be big and bold and he's been emailing me, anyway, so why not?"

But when she did that, she got an ominous phone call from a top manager who asked, "Do you know who that is? Do you know who you are? You don't talk to that person and you certainly don't suggest a meeting."

She was shocked and deflated. She couldn't believe she's heard those words, which echoed in her mind: "Do you know who that is? Do you know who you are?"

It was a turning point that made her question ... well, everything. How could she bring herself and her expertise to work every day? She was devastated.

Then a funny thing happened. She got an email from that top executive, the one she wasn't supposed to contact directly. "Good idea," he said, and invited Julie and her boss fly to New York to meet with him. So, she did and sat with the top executives from the group. It was intimidating but Julie laid out the facts, stated her case, debated the issues and the group came to agreement, and made an action plan.

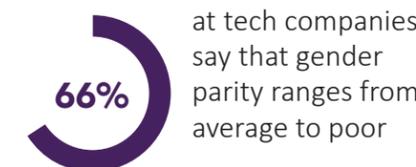
Harris said she never thought about repercussions and consequences. But just by being a little bold, she changed her life.

"That executive wound up putting me in roles I never dreamed of. It started from that day. Maybe I was naïve but other people wouldn't debate with him. They just said OK and did what was asked. But he's called since then just to ask my opinion. It was a risk but that person wanted the answer. It's not about the hierarchy."

That's when she started to pay it forward. "It's why I run all over the globe, with a passion for helping women grow in their careers."

But Why Has The Dial NOT Moved?

"Some of these stats are astounding, like they came from the generation before," she said.



"Because the world has been without the full benefit of the talent, creativity and ideas of half its population for far too long."

Michael Crow
President, Arizona State University

Why Do The Numbers Matter?

Coaching and Mentoring Strategies for Women Leaders

Moderator



Briodie Riordan
(McKinsey)

The Panelists:



Chio Zubiria
(Bacardi)



Margaret Millett
(MetLife)



Stephanie Trotter
(GSK)

champions

Having  inside the organization can be powerful.

It may also mean the difference between enjoying a successful career or plodding through an ordinary one. Whether it's a coach, mentor or other supportive executives and colleagues, these women leaders shared stories of the people who believed in them and how that belief made all the difference in their lives. Each woman on the panel had a story about coaching, mentoring and sponsorship. Chio's best mentor was her first boss at Bacardi, who spent a lot of time teaching her about the industry. "Yes, he was my boss, but most bosses don't do that," she said. "He spent hours teaching me the basics."

It made a big impression on her. "I'm doing that with my team now as well." Currently, Chio has a sponsor who, she says, is also her champion and encouraged her to pursue her current role. "She

pushed me to ask for a promotion and a raise. I had never done that before but she gave me the courage to do it." And the interesting thing is that Chio did not seek this sponsor out. "It was one of those things where you just realize someone is doing it," she said. "She pumps me up and encourages me."

Stephanie's story really began a bit later in her career. She had become a regional vice president of sales for Michigan and Ohio. Everybody wanted to be a regional VP. But Stephanie wanted to leave sales to go into organizational development. She had an annual review meeting with the company's vice president of sales whom she reported to, and said, "I'm ready. I've gotten enough experience; I have my graduate degree and I'm ready for a career change. I'm ready to follow my dream."

The VP asked her what she wanted to do, she told him, and he reached out to a connection to help make it happen for her. Within a month, she moved from Michigan to Philadelphia and began the next phase of her career. If there's a lesson in this story, it's to be prepared, know what you want, have a mentor or sponsor to advocate on your behalf and go for it!

Margaret said that she moved around quite a bit, working for many companies in different locations, thriving on the diversity and variety of roles and settings. But early in her career, after a company merger and subsequent reshuffling, she "had a wonderful mentor at the time and she said, 'You have to get out of here. You hit the glass ceiling here. If you want to continue what you are doing, you have to seek opportunities elsewhere.'"

She admits now that she was "heartbroken." But conversations she had with other trusted people at

the company went the same way; they all told her that it was time to move on.

"I knew I had the potential," she recalled, so she left. Several years later, after going through her third merger and acquisition, and working in Dublin, Ireland, she had the opportunity to move yet again, to London. But then out of the blue, eBay came calling and she questioned whether she was up to the challenge. Again, she tapped into her network and the consensus, she said, was "Go for it!" She concluded that having a network of people to push her to her limit — and beyond — literally made all the difference in the world to her.

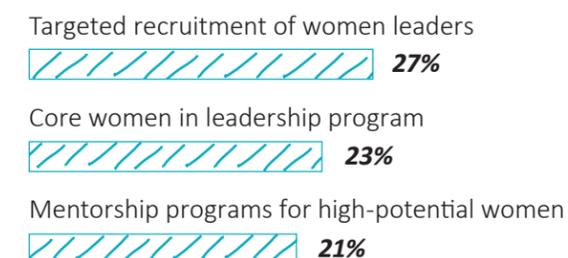
Brodie said that mentorship and sponsorship make a big difference and that those involved in those types of programs are more inclined to seek opportunities — and take advantage of them. It makes a huge difference!

Top Program for Women Being Promoted into Leadership Roles



Source: 2019 Brandon Hall Group Women in Leadership Study

Top Program for Putting More Women in Leadership Pipeline



Top Programs for Creating Awareness of Importance of More Women Leaders



Source: 2019 Brandon Hall Group Women in Leadership Study

[Click here to listen to the recording](#)

Bridging the Gap Across Generation in the Workplace

With multiple generations working together, issues such as leadership development, succession, inclusion, diversity, work-life integration and gender equity are front and center.

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In fact, because of generational, geographic and cultural differences, these issues require more consideration, flexibility and resourcefulness than ever.

These executives share how their organizations are adapting to this new reality by ensuring each generation is included, accommodated and respected despite their differences.

Jyllene said that her company was forced to ask employees about their goals because the company went through an extreme growth spurt and they had no choice!

She said that the process began organically but they later had to put more formal programs in place. But she also said that it was important for leaders in the organization to “reach out for relationships.” Programs aren’t enough. The human connections are far more powerful. She added that when it came to inclusion and diversity, her company had to reach deep into the organization and ask people what’s important to them. Not everyone wants to be a leader, either. You can’t assume that. Some are just interested in being an individual contributor. You have to ask.

Moderator

Vivian Blade
(Experts in Growth Leadership Consulting, LLC)



The Panelists

Camila Cote
(EY Miami)



Julie Knight
(Topia)



Jyllene Miller
(Concentrix)



[Click here to listen to the recording](#)

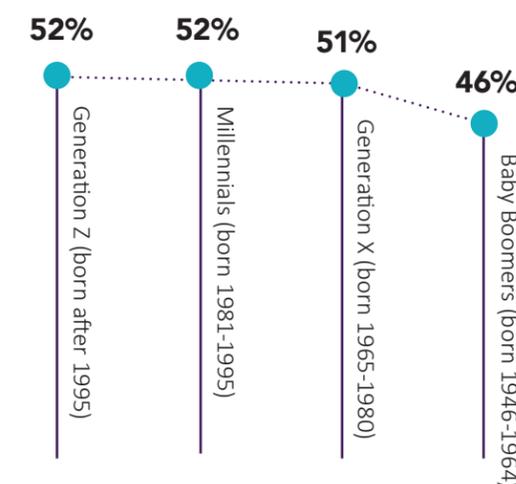
“People are constantly asking what’s next, so we’ve developed programs and opportunities in an organic way. Since we’re a mobility company, we practice what we preach and offer opportunities to women, who may not feel qualified for those assignments. We assume people will raise their hands and tell us about their goals but that’s not realistic.”

Julie

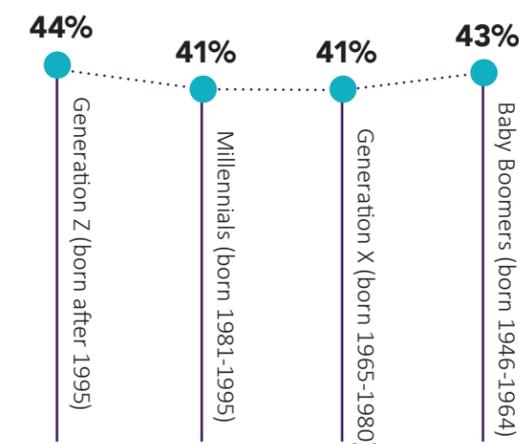
Camila shared that she’s been with EY for 25 years and sees its evolution. The Baby Boomers are retiring, the Millennials are taking over and we all need to evolve with the times. She said her company understands they must look to the future and not the past. When they talk to their people, it’s not just a conversation around what they’ve done in their careers. It’s more about what they will do, what they want to do and how to get there. Our job is to ask what we can do to help get them ready. “It’s a mindful shift in the conversation that’s a lot more impactful and aligned with what our workforce looks like today.” She also discussed how technology is changing how everyone works; more collaborative, no fixed offices, no phones, no paper — it’s evolutionary and revolutionary. Some are uncomfortable with the changes, but “most of the younger folks are ecstatic,” Camila declared. She also mentioned that women — and increasingly, men — are embracing the increased flexibility offered by flex time and remote work, as it improves work-life integration and increases the amount of time available to spend with the family.

Julie: “Things change from country to country. We are a global company so it’s important to keep that in mind when we put policies in place. For example, in one place, there’s a lot of single moms, so we put up a daycare center on-site. And we also try to be fair to all generations and not show bias to any of them over the other.”

Confidence about Ability to Advance to More Senior Levels of Leadership



Pessimistic about Ability to Advance to More Senior Levels of Leadership



Source: 2019 Brandon Hall Group Women in Leadership Study
Data is from women at organizations with 5,000+ employees

To sum up: One of the best ways to communicate values is by living them. Setting an example — showing everyone what leadership, inclusion and other vital ideas and behaviors look like — presents a clear and unambiguous model.

Another Year, Another Time To Rejoin

We are happy to announce that our 2020 Women in Leadership Summit will be held at the Eau Palm Beach Resort & Spa, Lantana, Florida on June 10 - 11.

Visit www.brandonhall.com/WIL for additional information.



A Way Forward: Women in Leadership Summit offers current female corporate leaders a diverse community to enhance skills and share ideas to build more inclusive environments in which they can improve personal and organizational performance. Brandon Hall Group's research validated the need to offer targeted development opportunities for women to improve capabilities, communication, understanding and sensitivity between genders and cultures. To grow and achieve their potential personally and professionally, women need support for addressing the unique internal and external obstacles they face.

Building a Culture That Embraces Women Leaders



It's one thing to have women leaders, but building an organization where they can thrive is *another*.

Moderator



Carolina Cardoso
(Accenture)

The Panelists:



Anuradha Hebbar
(Accenture)



Grissel Seijo
(Topia CMO)



Nellie Borrero
(Concentrix)

In many ways, it comes down to culture. Overcoming gender stereotypes and other misconceptions doesn't happen by accident. It isn't the result of a single thing but many things that require ongoing attention and fine-tuning to get the best from everyone. The panelists here share stories of how they and their organizations respond to the challenges of ensuring their companies welcome, nurture and support women leaders on an ongoing basis as part of the culture.

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on an ongoing basis as part of the culture.

As Anuradha Hebbar shared her story, she noted that women don't usually brag but she was the first woman educated in her family and attended a top 20 law school. She also said that no one brags about it, but she's proud to be a single mom raising two girls by herself. Anuradha said: "That's a huge thing to be proud of versus all of those other things. This was way harder!" She points out the women have exceeded men in the number of college degrees attained (since 1987), yet women have not made as much progress in attaining leadership positions. "We're stuck at 4% with women CEOs," she said. "We're so focused on diversity and not focused enough on culture. It's a revolving door. That's the piece we need to fix. How can we create inclusive work environments where women can thrive, where they can be themselves? It starts with culture."

Nellie Borrero leads Accenture’s global diversity program but she’s also a GREAT salsa dancer. “I’m just putting it out there,” she laughed. Nellie entered salsa competitions in the Bronx (another Bronx native on the panel!) and paid her college tuition with cash prizes.

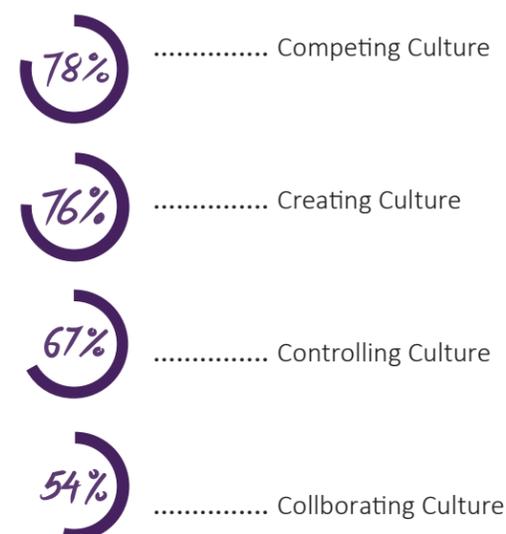
Not bad, and a great story. And it underscores what she thinks is most important about inclusion and diversity is building a culture where everybody feels they can be their authentic self. “To bring the best innovation to our brands, we have to empower everyone. And women need to be a part of that” And her reasoning is quite sound. “Everyone must feel they can take risks. No one should have to hold back on what they contribute to the culture, the brand and the organization. Women must feel empowered and supported. They shouldn’t feel it’s because they

are getting special treatment. They should feel they can be 100% of who they are, so they can give their best.

That ensures the organization gets their best so it’s win-win for everyone.



Unconscious Bias is Responsible for Lack of Gender Equality in C-Suite

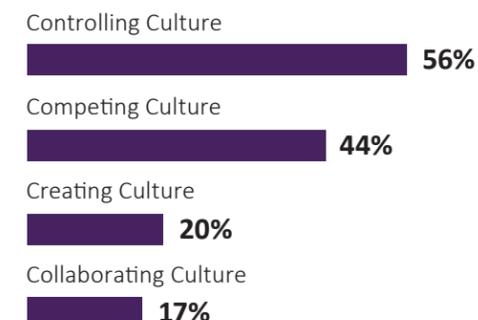


Source: 2019 Brandon Hall Group Women in Leadership Study

Confidence about Ability to Advance to More Senior Levels of Leadership



Pessimistic about Ability to Advance to More Senior Levels of Leadership



Source: 2019 Brandon Hall Group Women in Leadership Study

Four Different Types of Culture



Collaborating Culture

Open, friendly, and inclusive place to work focused on people (not short-term results) where people share a lot of themselves.



Creative Culture

A dynamic, entrepreneurial and creative place to work, but not necessarily inclusive. Innovation and risk-taking are embraced by employees and leaders.



Controlling Culture

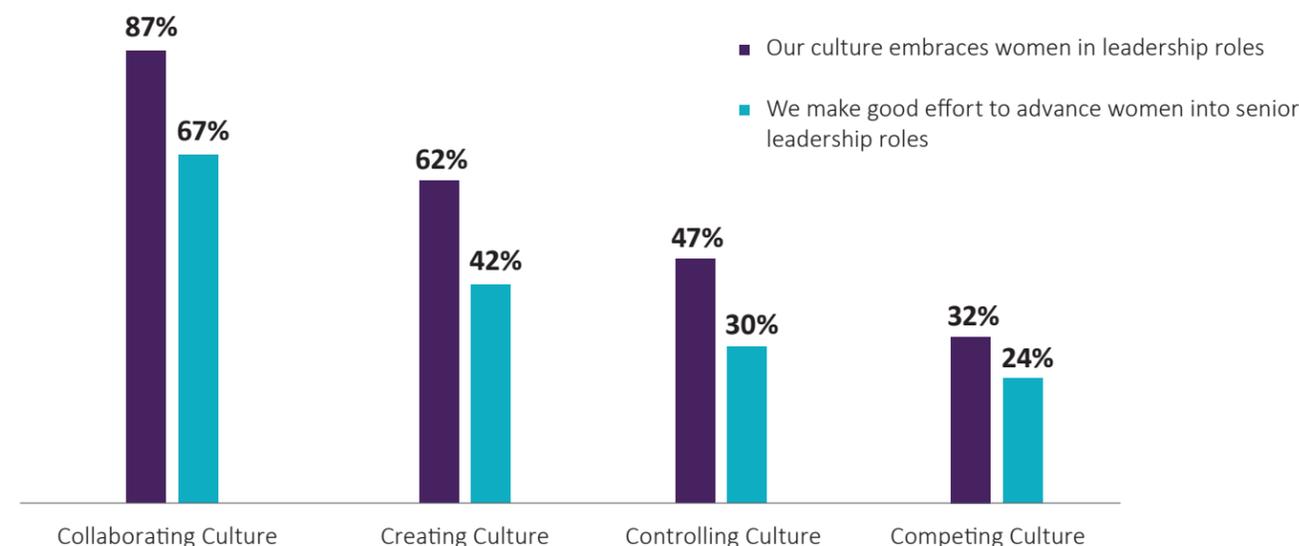
A highly-structured and formal place to work. Rules and procedures govern behavior. Maintaining a smooth-running organization is incented.



Competing Culture

A results-driven organization focused on job completion at all other expenses. People are competitive and goal-oriented. Leaders are demanding, hard-driving, and productive. The emphasis on winning is incented in the organization.

Attitudes Toward Women Leaders



Source: 2019 Brandon Hall Group Women in Leadership Study

The Future

of Women In Leadership

 [Click here to listen to the recording](#) 

We're all shaped by our upbringing and influenced — for better or worse — by the people around us, especially family members.

Claude Werder

Vice President
Principal HCM Analyst
Brandon Hall Group



Rachel Cooke

Chief Operating Officer
Brandon Hall Group



It's not always in the form of words; subtle lessons are often conveyed indirectly through their actions, conversations and behavior, especially when they are confronted with challenges and are in stressful circumstances.

INSPIRE

RACHEL COOKE



Rachel Cooke, Brandon Hall Group's COO, is passionate about issues of inclusion, diversity, work-life integration and, of course, Women In Leadership. This enthusiasm is strongly informed by two things: her deep knowledge of the business advantages of

inclusive cultures and her own life. Of her own life, she recalls the lesson learned from how she was raised and the examples set by her mother and other family members. In fact, the behavior of role models often serves as the best, most powerful and meaningful lessons anyone receives, especially a young person.

"I was raised by my mom in a diverse community in Queens, New York. Her parents were immigrants who worked very hard, did not speak English and had a very tough time. My mom did the best she could for me and stressed the importance of education. I believe my experience made me independent a hard worker, and motivated me to be the best that I could be. I didn't grow up thinking there were differences between men and women regarding

what we could accomplish. But I was surrounded by more women (than men) so perhaps that I was biased that way.

"My mother didn't go to college, but her brother did and he retired as an engineer for NASA. It wasn't as common for women to go to college back then. My mother worked as a model and in the garment center in sales and had numerous jobs when I was young to put me through private school and give me what I needed. She's also an artist, creative, which I think is where I get my creativity from.

My father's family were teachers, principals – my uncle went to Harvard, was a researcher in theoretical physics and authored over 100 articles on the subject. His son is a neurologist in North Carolina. My grandfather was an entrepreneur and had a meat-slicing business and worked in the garment center."

The immigrant origins of the women and men of her family who strived and succeeded in business and culture, with their hard work, creativity and resourcefulness are a lasting source of inspiration and motivation to Rachel.

CLAUDE WERDER

Claude Werder is also a strong proponent of inclusion and diversity and he attributes his upbringing as a catalyst. "My mother was a business leader in the 1950s and 60s when women were generally not in that position. She was the first head clothing buyer for Macy's. I was brought up in a household where my mother was the primary breadwinner. For the first part of my childhood, I thought all households were like that! When I got older, I married a strong woman who was an HR leader and women's activist and experienced quite a bit of gender discrimination and sexual harassment which led to lawsuits. She pushed the envelope hard and I supported her through all that for almost 30 years, and so of course I became an activist. I felt really strongly about having women in key leadership roles and I'm very proud to say that more than a dozen of the women who worked with me when I was an executive in a media company rose to C-Suite positions."



What Got You Here Won't Get You There

— Acquiring New Skills for the Next Level

Moderator



Rachel Cooke
(Brandon Hall Group)

The Panelists:



Heide Abelli
(Skillsoft)



Sonia Ng
(HPE)



Namrata Yadav
(Bank of America)



"I spent a lot of time really thinking about how we can leverage technology to improve the practice of management."

Heide has one foot in the corporate world and the other in academia — as a Senior VP of content product management at Skillsoft and an adjunct professor of management at Boston College. When she was at Harvard Business School, she watched a video depicting a manager and a direct report — and it stirred something inside her; empathy and a desire to ensure that she never became that manager nor the person subjected to the manager who exhibited a total lack of emotional intelligence. Her passion for inclusion and diversity stems from that experience, she said. It opened her eyes. "I spent a lot of time really thinking about how we can leverage technology to improve the practice of management."

[Click here to listen to the recording](#)

LEADING

Sonia says she always looks to see beyond the surface to discover potential that people may not be aware of. It's what she credits with jump-starting her own success; people looked at her and saw great potential and it made all the difference in her life. "I have my own leadership style. You can't pretend you are something you're not. I am collaborative and nice and use these things as a strength. I had to find my identity and deal with cultural expectations. Men are more risk-taking and willing to fake it until they make it. Women are judged on performance and not potential. How do you inspire inclusion? Share stories. Storytelling is taking a risk, develops empathy and trust. People are capable of more than they think possible. People are capable of more than they think possible. What are you capable of? My 9-year-old daughter

is 'nervexcited' about challenges. Joy! We have to remember that part of it. Sometimes, it's not knowing what will happen next that makes it more exciting."

Sonia still thinks having someone who believes in you, "someone who pulls you up and builds you up," is vitally important. And she still feeds off that energy. It's not always purely positive; sometimes it's challenging. She spoke of someone who recently challenged her to consider the "why" of her ambitions; what is it all for? It made her think and consider her motivations and her passion for learning and helping others. Sonia continues to learn new things all the time, has an endless desire to grow and is constantly reminded that learning isn't a finite process with an end; it's a lifetime quest.



How to Champion Women In Technology Leadership

Championing

women should be a natural thing but it often requires a deliberate and concerted effort to make it happen. And more times than not, it starts with one person and expands from their *efforts*.

Having come to the United States for graduate school from India, Namrata joined Bank of America and served in several leadership, learning and D&I roles. "I have an insane amount of privilege and I recognize that every single day. I came from a country where I had a voice — but I really didn't have a voice. I had opinions; a point of view. And now I can bring my whole self to work; we all can say that in this country. Not many people in this world can say that. What makes me passionate is that I have that voice. How can I not use that?"

Jennifer Scandariato, Executive Director of DTCC, shared: "\$4.1 trillion a day comes through my company. When I was at iCIMS, I had a lot of requests from younger female colleagues to mentor them and I always said yes. But it didn't scale. I'm very interested in teaching and coaching, and I want to see others rise up the chain but I don't have enough of my personal time to do this. So I created a business case: We have a number of individuals coming to us. We want to retain women and want to make sure we've got our pipelines of women. What are the numbers for women in tech today?"

"What makes me passionate is that I have that voice"



Moderator



Bonnie St. John
(Blue Circle Leadership)

The Panelist



Rachel Cooke
(Brandon Hall Group)



Jennifer Scandariato
(DTCC)



Camila Casale
(Claro Enterprise Solutions)

[Click here to listen to the recording](#)

I started to have that dialog and it raised a lot of questions. I asked these questions a lot but the company hadn't formulated answers to them. In my "day" job, I was responsible for cloud services and creating centers of excellence around our engineering practices. Every time I sat in front of the executive team I would mention this in passing. I started doing speaking engagements and engaging in that community and our head of talent asked if I would be their ambassador and really push the needle in this area. So I created a business case and said, this is what I think the audience will be; let's do one event every quarter; do a survey to find out what people are interested in; is it training, is it networking; is it building a brand. What are the things that people are interested in hearing about. And it was not focused on women. The subject was Women in Technology but it was a very inclusive group. We used social media and made it an internal group. We got the message out, solicited feedback, and asked our executive team for a budget for this thing. After about seven or eight months, our CEO said: go; run!

I personally took time and set up focus groups within the company, talking to different individuals. I did speaking engagements inside and outside the company. I also reached out to Anita B. org and started filling out some of the information around women in tech to baseline our metrics and see where we are.

And we were recognized by our technology organization for the number of women we had in tech. They actually used the award in sales pitches. It was a big "aha" moment for me; it helped with recruitment, too."

Camila Casale is Chief Marketing Officer at Claro Enterprise Solutions. She said: "I am a Latina working in the United States in tech, originally from Argentina, and I love this country and am grateful for everything it has given me. I'm very annoyed. The numbers aren't improving. We have to be agents of change.

Highlights:

(Tips from each table at our Summit for championing women in tech leadership)

- *Be an ally or sponsor even in micro situations*
- *Establish recognition and rewards*
- *Reframe assumptions*
- *Women uplifting women with sponsorships and mentoring*
- *Look for ways to include men*
- *What is the competition doing? Check attrition data; are they going to the competition?*

Three years ago, I got out of my comfort zone. I needed to do something to advance women in tech. The numbers are good for entry-level positions but it shrinks as you go up the ladder. I am a woman of color and there are less than 2% of us in the C-Suite. That's for all companies, not just tech. And that's not OK because diversity is not just the right thing to do; it's good for the business. That's how we need to frame this issue. So three years ago, in Miami, I got out of my comfort zone and I put this group together of senior women so we had a safe space to share challenges, seek advice and network and network. The first

event was a breakfast with six women. I was super-scared the night before and didn't sleep thinking no one would show up! From those six people, the group kept growing and now I have companies begging, begging! to host us, the Women in Tech Miami Council.

Last year, we were hosted by FIU and had the opportunity to speak to all the students. We have men in our group. We need men as allies and advocates. I think it's important for us to involve them."

Building a Framework and Scorecard for Capturing ROI for Women's Leadership Initiatives



Moderator

Michael Rochelle
(Brandon Hall Group)



The Panelist

Meredith Lubitz
(Dow Jones)



[Click here to listen to the recording](#)

That is just one of a number of steps to establish Dow Jones as a dynamic and inclusive place to work, according to Meredith. "Dow Jones considers having female leaders in executive positions to be a cultural and business imperative. Business Insider quotes, 'Profitable firms that moved from no female leadership to 30% representation in upper management saw on average a 15% increase in their net revenue margin.' He also announced a new accelerated leadership development initiative — IGNITE."

"IGNITE is an immersive one-year program which brings together 25 trailblazing global women from across the newsroom and the depth of the commercial areas of the business at Director levels and above to NYC for a total of three multi-day touchpoints over the course of a year and is themed around the future of leadership, the future of business and the future of media. The group explores topics centered around transformational leadership, innovation, entrepreneurship, strategic thinking and business acumen. The program focuses on building three areas: Connectivity, Visibility and Sponsorship. It includes multiple intensive workshops, keynote speakers by media

and leadership industry experts, roundtable discussions, invitations to world-class conferences (i.e., CEO Council and the Wall Street Journal Future of Everything Festival), strategy talks, executive sponsorship, an innovation week, mentoring emerging female leaders, outreach and philanthropic initiatives, meetups, task forces and high-touch coaching. Executive sponsors play a critical role in the program and extend approximately 3-4 hours a month providing support in the areas of development planning, job shadowing, visibility across the executive team, secondments to other offices and business."

Inaugural IGNITE Women's Executive Development Program Class of 2018-2019

PAYING IT FORWARD
As an IGNITE alum, I envision being an **IMPACTFUL, HOPEFUL LEADER.**

MY IMPACT
Telling meaningful stories that represent and matter to people of color

MY DOW JONES CONTRIBUTION
Championing diverse voices in storytelling

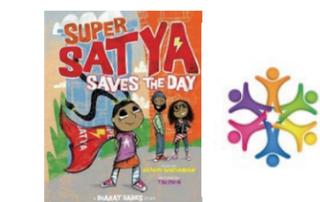
GORL
To be at the center of a live journalism opportunity

OWNING MY POWER
Champion for diverse audience

Editor WSJ City

Promoted to Head of D&I of Barron's Group

IGNITE is the single greatest professional thing that's ever happened to me. The program gave me a chance to reflect and then take action, to consider who I am, what fires me up and how I can bring that sense of passion and purpose to work each day. It's given me confidence in my place at Dow Jones and a bullet-proof network on which I can rely on to help me get things done.



Source: Dow Jones



Inaugural IGNITE Women's Executive Development Program Class of 2018-2019

PAYING IT FORWARD
As an IGNITE alum, I envision being a **LEADER, CREATOR and INNOVATOR.**

MY IMPACT
Determination to make things happen against the odds

MY DOW JONES CONTRIBUTION
Leading a new division that allows me to more fluidly and formally work across departments

GORL
Create a new role to deliver a sustainable revenue stream

INTERNAL RELATIONSHIPS
Editorial Director Innovation

Editor WSJ City

WSJ EDGE

Promoted to General Manager, SVP WSJ

Inaugural IGNITE Women's Executive Development Program Class of 2018-2019

PAYING IT FORWARD
As an IGNITE alum, I envision being **AUTHENTIC, AMBITIOUS and INCLUSIVE.**

MY IMPACT
To be an authentic and inclusive leader people want to follow

MY DOW JONES CONTRIBUTION
Evolving our product development and raising its external visibility

GORL
Position myself to run a business

LIFE LONG SISTERHOOD
VP

Promoted to Editorial Director of Innovation

IGNITE has had the single biggest impact on my career so far. I have new skills, new contacts, a powerful new network, and permission to be myself at work. I no longer feel apologetic for not having all the same attributes as a man; our group, and training, has helped me understand the power of female attributes in the workplace.



IGNITE helped me think outside of my comfort zone and articulate true goals to myself in terms of where I want my career to go. Presentation skills and coaches helped with confidence -- I already did a keynote, something I never would have done before. The network with the other women has proven so incredibly helpful as well as we take on new challenges.



Katharine's new challenge is as General Manager, SVP of WSJ Digital, where she will lead WSJ's partnership with Apple News.

Source: Dow Jones



Salesforce

WOMEN'S LEADERSHIP PROGRAM

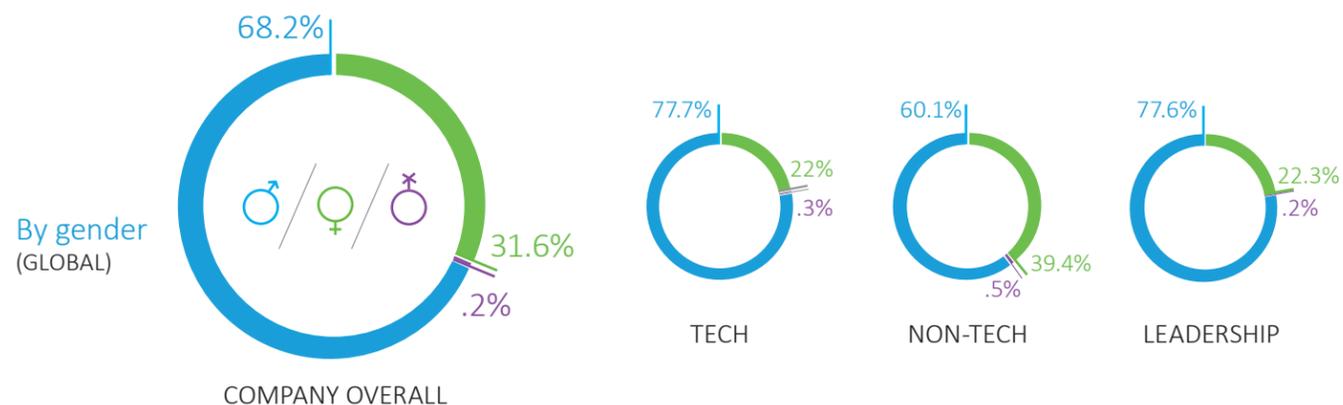
Salesforce is a customer relationship management solution that brings companies and customers together. It's one integrated CRM platform that gives marketing, sales, commerce, and service a single, shared view of every customer. Our core values help make Salesforce a platform for change. Ever since we started operating out of a small San Francisco apartment in 1999, we've believed that doing well as a company means doing good in the world. That's why we've committed out time, equity, and products to improving education, equality, and the environment for everyone.

All of our decisions are guided by our four core values: Trust, Customer Success, Innovation, and Equality. We believe that businesses can be powerful platforms for social change and that our higher purpose is to drive Equality for all. Creating a culture of Equality isn't just the right thing to do, it's also the smart thing. We know that diverse and inclusive companies are more innovative and better positioned to succeed.



Back row (L-R): Sonali Shah, Swetha Pinninti, Ellie Baum, Victoria Schultz, Jenny Shorter
 Front row (L-R): Hetal Joshi, Sneha Jha, Gayle Beebe, Ashley Dick

In 2017, 35% of our new hires were women, **up 2%** from the previous year.



Aligning with Salesforce’s dedication to finding and developing women leaders, we set out to design an effective leadership program for women in technology (target audience: mid-level Manager/ Sr. Manager) and partnered with Bottom-Line Performance, a custom learning solution company based outside Indianapolis.

The goal for this program was that after completing this program, we wanted women to apply their values, strengths, emotional intelligence, acumen, and connections to confidently navigate the unknown.

To accomplish this goal, we set out these learning objectives:

- Form a personal vision of leadership and an accurate self-perception.
- Identify actions to realize leadership vision.
- Use core/secondary values.
- Discover and focus on strengths.
- Evaluate emotional intelligence.
- Build connections.
- Recognize the “missing 33%.”

To realize these objectives, we used a design thinking approach, finding the sweet spot between user desirability, organization needs, and technology feasibility. We identified and created “learner personas” focusing on our target audience’s challenges, goals, and considerations.

We created a 6-month program that included four workshops, three mentoring circle sessions, monthly assignments, and three 1:1 connection meetings, all centering around the themes of bravery, vulnerability, and acumen.

Every session was activity based with very little lecture. The women participants were able to apply what they learned from the previous session to the next and challenged to grow their skills with each session. But, we didn’t stop there! Salesforce is also committed to giving back to the community, so we organized a volunteer activity that aligned closely with our women’s leadership program. In the final session, we partnered with Dress for Success, a global nonprofit organization that provides professional attire for low-income women, to help support their job-search and interview process. The women participants brought in outfits, shoes, jewelry, and more to share with Dress for Success.



What Did The Women Say About The Program?

“Life changing, highly positive, and motivating.”

“This helped me make the decision to move here – it **changed my life** and **boosted my career.**”

“I feel **better equipped** to take more risks, move more **decisively** towards my goals, and lean into discomfort.”

“Shifting mindset to **growing strengths** instead of criticizing weaknesses.”

*“Leadership is a **skill**, not a job title!”*

“**Courage** to take a step in a new direction.”

“**Valued connections** and importance of developing personal relationships.”

The results of this program exceeded our expectations:

23%

of participants in the initial cohort were promoted by the end of 2018.

The program received a cumulative rating of

9/10

from participants.

The program is being **extended and expanded** within other areas of Salesforce.

We were very excited and overwhelmed at the success of this program, and Salesforce remains committed to offering it to our emerging women leaders. We have already completed the second cohort and planning for the third to kick off in early 2020.

What Does It Mean to be Inclusive?

Moderator



Jodi Detjen
(Orange Grove Consulting)

The Panelist:



Radhika Paul
(Latham & Watkins)



Kevin Metsers
(HPE)



Carin Van Vuuren
(Greenhouse Software)

INCLUSION

- belonging
- participation
- appreciation
- trust
- "knowing the songs"
- respect for different viewpoints
- openness
- unconscious
- making outsiders feel like insiders

(Definitions given from the the audience at 2019 WIL Summit)

Though we can agree that inclusion is an important goal, being inclusive can mean different things to each person. Here, the discussion looks at inclusion from both a personal and a professional perspective.

[Click here to listen to the recording](#)

Kevin Metsers

"I lost my mother recently. She was my hero and worked for HP for 39 years. When she died, so many colleagues reached out to me and told me she was the best manager they ever had, and shared written reviews and notes she had written to them. So, promoting women in leadership is very special to me and it's important to be an advocate to ignite people. Especially in professional skills, there are so many linkages. We can do better."

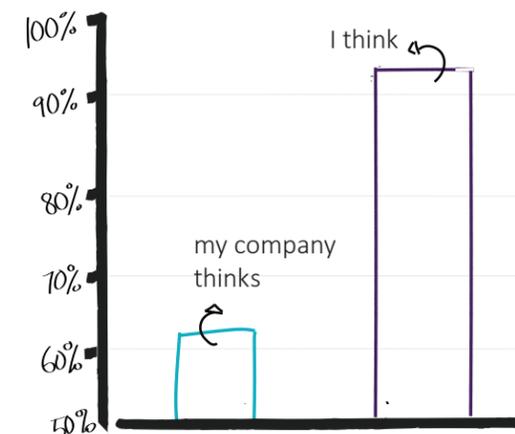
Carin Van Vuuren

"One of the things that brought me to Greenhouse is that we are using technology to try to reduce bias in hiring decisions. As a woman, I've grown up sort of carrying the baton for women and to now be working in an organization where bringing diversity and inclusion is the goal is a passion point for me."

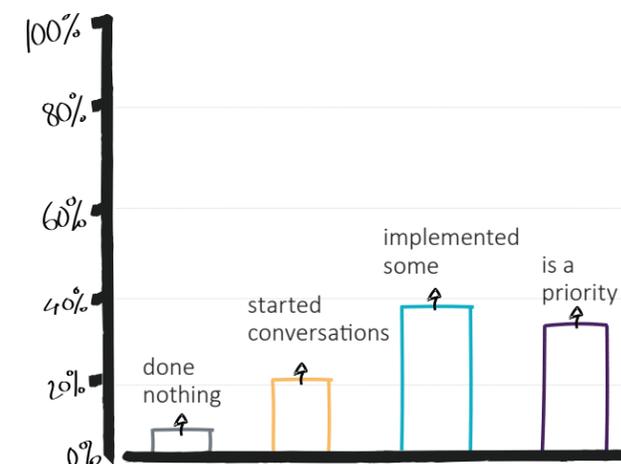
Radhika Paul

"Inclusion holds a huge place in my heart. I am a woman. I am a multicultural woman who was born in India and grew up all over the world, so I don't know where I truly belong, which is kind of interesting. I work in the legal field, which is typically known for being prominently white and male. As you can imagine, my career has been shaped by so many individuals. I want to provide a platform to make the world a more inclusive place. I am an example of inclusion. It is the reason I am who I am. It is not just inclusion of gender, transgender, able and disabled. Where kids of different nationalities can come together, with different viewpoints — that's inclusion."

Gender Equity is Very Important or Important

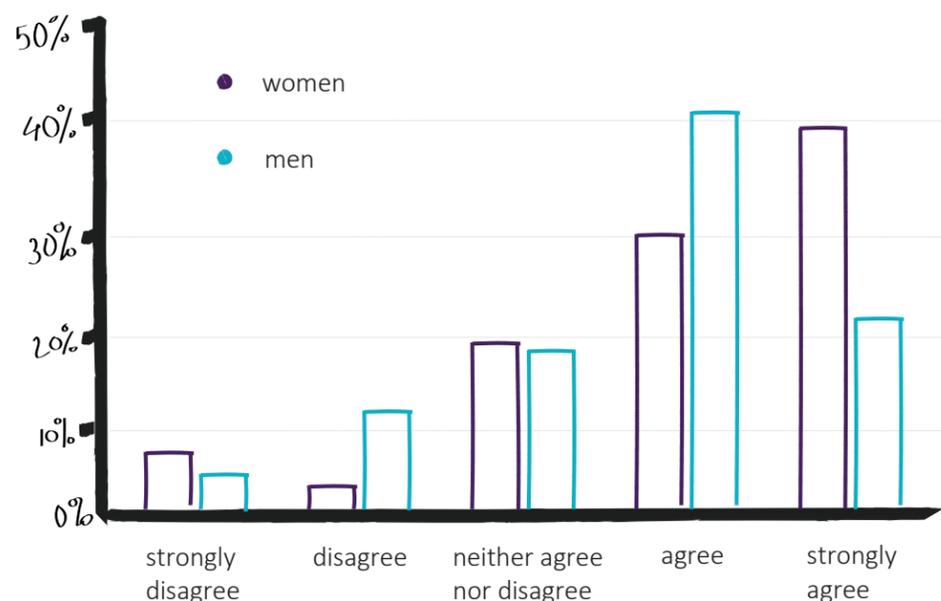


My Organization Has Fostered Gender Equity



Source: 2019 Brandon Hall Group Women in Leadership Study. Data is from organizations with 5,000+ employees

Women Need Male Allies



Source: 2019 Brandon Hall Group Women in Leadership Study. Data is from organizations with 5,000+ employees



Since I am a man [and] men are the ones propagating much of the biases and adverse actions against women, they have a responsibility to ensure that it doesn't happen.

Insights from Our Male Allyship Study.

Thank You

to Our 2019 Sponsors

PREMIER



BRANDING



"Pretty much every software engineer who I thought shouldn't be working as a software engineer, was male. So this makes me think that at least the process is rigged in such a way, to allow men who shouldn't be hired to get hired anyway ... seems to me that the more obvious solution would be to make the hiring process filter out the incompetent men rather than letting in more women."

- Male Respondent

"And then there is the is it because she is a woman or because of performance – not an easy answer in many business situations though looking at total populations can give some idea."

Everyone needs allies from both genders in order to succeed or advance in any organization. Would be really tough to do well with only female support, and it would be tough to do well with only male support.

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Heide Abelli
Senior Vice President
Content Product Management
Skillsoft

Heide is responsible for driving innovation and growth in the Leadership & Business Skills, Digital Skills and Compliance content portfolios.

What person in your life had the most significant impact on you? How did they affect you?

My mother has had the most significant impact on me in my life. She never handed out praise easily because she had a very high bar, and praise had to be earned.

What is the most useful and unexpected skill you've learned?

Knowing how to hire well and identify the talent around you helps with this because it ensures that you will have good people on your team to whom you can delegate the work.

What qualities contribute to being a great leader?

You are not a leader if people don't want to follow you, so great leaders inspire followers.



Vivian Blade
President & CEO
Experts in Growth Leadership
Consulting, LLC

Vivian is a recognized talent development expert, working with companies to build solid and sustainable bench strength in your leadership pipeline.

What's the one thing you always do to prepare for a new challenge?

Get a better understanding of what I'm dealing with so that I can develop the appropriate response / plan.

What was the biggest challenge you had to overcome and how did you accomplish it?

Relaunching my career in 2009 after being laid off during the recession. I immediately started a consulting and speaking practice, taking all my years of professional experience and leadership development and creating a business model to grow other leaders.

What advice would you give your younger self?

Reach out for guidance more as you're learning and growing in the early stages of your career. Don't be afraid to ask for help. Build allies in your network early so you have a support system.



Camila Casale
Chief Marketing Officer
Claro Enterprise Solutions

Camila is an international business and marketing leader with over fifteen years of experience in the tech and professional services industry.

What person in your life had the most significant impact on you? How did they affect you?

My father always encouraged me to push myself and to never be afraid to take on a new challenge. He taught me that getting too comfortable was not a good thing, and that it's important to always struggle a little bit in order to learn.

What are some of the strategies you use to deal with maintaining a work-life balance?

I'm very conscious of separating work life from home life. I practice yoga daily and that helps me maintain that balance and separation.

What advice would you give your younger self?

Done is better than perfect. I tend to be a perfectionist and that doesn't always get the best result.



Jodi Detjen
Co-Founder & Managing Partner
Orange Grove Consulting

Jodi is an accomplished organizational consultant and educator with a foundation in operational change management.

What was the biggest challenge you had to overcome and how did you accomplish it?

Raising kids while finding myself. Perseverance and a lot of self reflection. And willingness to push against the norm.

What are some of the strategies you use to deal with maintaining a work-life balance?

I look at it as a whole life and it's all integrated. Balance is standing strong regardless of what life sends me.

What qualities contribute to being a great leader?

Awareness and consciousness of your own power and potential and the impact on others.



Julie Harris
Head of GTS Business Banking and
Global Banking Mobile Strategy
Bank of America

Leading GTS Business Banking, Julie oversees the delivery of treasury, liquidity, trade, and custody and agency solutions to US-based commercial and institutional clients.

What's the one thing you always do to prepare for a new challenge?

My one thing is two Ls "Listen and Learn". Meet as many people as possible and read as much as possible to learn about the new challenge, the risks, the opportunities, etc.

What are some of the strategies you use to deal with maintaining a work-life balance?

Like many others, I prefer work/life integration. Some weeks I have less balance than others so I make it a point to work less on the weekends or take an afternoon off if I am traveling for weeks in a row.

What qualities contribute to being a great leader?

I value what I call the Three C's: Create Common Goals, Communicate Often and Drive the Culture to meet those goals.



Anuradha Hebbar
Global Head of Diversity and Inclusion
Verizon

Anuradha led the Business Insurance D&I Institute Advisory Board to garner public commitment to diversity and inclusion from industry CEOs of the largest insurance carriers.

What is the most useful and unexpected skill you've learned?

Managing ambiguity is the one of the critical skills and competencies I have learned in my career.

What was the biggest challenge you had to overcome and how did you accomplish it?

One of my biggest challenges early on has always been being one of the only women of color – in law school and in the workplace – in almost every company I have ever worked. I have not any role models that look like me in my career and have had to adapt to male dominated environments without having to give up who I am or my voice.

What qualities contribute to being a great leader?

A great leader is self-aware, empathetic, collaborative, curious, adaptable, takes risks and inspires followership.



Bonnie St. John
Chief Executive Officer
Blue Circle Leadership Institute

For over 20 years, Bonnie has circled the globe as a leadership consultant for over five hundred different companies, non-profits and associations.

What is the most useful and unexpected skill you've learned?

Networking informally never came easy to me; I'm an introvert and a nerd. I have had to push myself out of my comfort zone. Now I teach the same skills in my women's leadership class!

What's the one thing you always do to prepare for a new challenge?

I'm a learner – I find books, articles, or people who can teach me what I need to know. But I am also prepared to make mistakes and course correct. I love new challenges.

What qualities contribute to being a great leader?

Great leaders surround themselves with people who are smarter than they are, have different skills, and expand the possibilities



Julie Knight-Ludvigson
Chief Marketing Officer
Topia

Julie brings over a decade of experience building world-class marketing organizations and helping companies to accelerate their go-to-market strategies.

What is the most useful and unexpected skill you've learned?

"Reading the room". Early in my career, I thought that was just some leadership book jargon. Instead, it's been helpful in assessing how your message comes across, whether you need to adjust on the fly or engage people in more of a dialog.

What's the one thing you always do to prepare for a new challenge?

Give myself a pep talk. I think about similar situations where I may not have had the answers, at the start, and then remember my approach to arriving at successful outcomes.

What qualities contribute to being a great leader?

Patience, being a good listener, and being authentic.



Denise Reed Lamoreaux
Global Chief Diversity Officer
Atos

Denise drives efforts to increase diversity of staff members through education programming, coaching, mentoring and recruitment/retention strategies, while fostering an inclusive workplace.

What is the most useful and unexpected skill you've learned?

Data analytics. Once I discovered the importance of data in creating a business case, I was able to convince my stakeholders of the need for new programs and processes by telling data-driven stories.

What are some of the strategies you use to deal with maintaining a work-life balance

I walk it out; when I am trying to brainstorm a solution to a work or home related topic, I take a long walk and talk to myself about the various paths I could take to move forward.

What qualities contribute to being a great leader?

Active listening, empathy, a curious nature, a willingness to put the team's needs at the forefront to ensure that they feel valued, and a willingness to bring in assistance when required.



Margaret Millett
Assistant Vice President
MetLife

Margaret has held board level positions with business continuity organizations, written publications and spoken at business continuity management conferences in North America, Europe, Asia and the Middle East.

What person in your life had the most significant impact on you? How did they affect you?

My parents, Joan & John Millett, had the most significant impact on me. They taught me I could do anything I wanted and supported my academic and professional journeys.

What's the one thing you always do to prepare for a new challenge?

We all face challenges in our personal and professional lives. I tackle them through research and talk with others on options to consider and lessons learned from others.

What advice would you give your younger self?

When someone starts to tell you stories about their career stop and listen since you will benefit from their lessons learned. Enjoy life! Remember nothing lasts forever and breathe & be.



Brodie Riordan
Senior Manager of
Partner Learning & Development
McKinsey & Company

Brodie's work focuses on defining and addressing partner learning and development needs through formal and experiential learning & development programs, coaching, and connections to talent processes.

What's the one thing you always do to prepare for a new challenge?

I try to strike a balance between jumping right in and listening, learning, and planning.

What are some of the strategies you use to deal with maintaining a work-life balance?

For me, sleep is the key. I am also rigid about working out every morning. My husband and I also have an agreement that we work, travel, and go to work events as much as necessary during the week, but never on the weekends – we really protect that time together.

What advice would you give your younger self?

If I had a time machine I would go back and tell my younger self to invest in developing coping strategies, a mindfulness practice, and tools to pause and be intentional much sooner.



Jennifer Scandariato
Executive Director,
Application Development
DTCC

With over 24 years of experience, Scandariato leads a global team spanning software design, development, delivery and support of multiple enterprise-level, mission-critical, financial related software services and applications.

What person in your life had the most significant impact on you? How did they affect you?

My 2 children, Sofia 14 and Roman 12. I want to create a better world, raise them to be incredible and confident adults and to be happy with the decisions they make in life.

What was the biggest challenge you had to overcome and how did you accomplish it?

a. Each year, and as I get older, the challenges get more difficult. There is no one challenge that broke me but there are several that almost did! ;)
b. The best advise for getting through a challenge, to overcome it, is to be kind to yourself and allow yourself the time it takes to get on the other side.



Stephanie Trotter
Talent Leader & Executive Coach
GSK

Stephanie's business career has grown through roles in business leadership, organizational development, and leadership development.

What is the most useful and unexpected skill you've learned?

The most useful skill I learned was how to look at a situation from as many different perspectives as possible.

What's the one thing you always do to prepare for a new challenge?

I always take a step back, look at the challenge, and think about how best to approach the work, involving the people who are impacted as early as possible.

What are some of the strategies you use to deal with maintaining a work-life balance?

First, my mindset is there is never going to be balance. So, I do what I need to do; focus on where I need to focus on at the time.



Chio Zubiria
Senior Director of Supply Chain Planning
Bacardi

Chio is passionate about building high performing teams, developing talent and is a strong believer in supporting programs to develop female talent and increase diversity at Bacardi.

What person in your life had the most significant impact on you? How did they affect you?

Besides my parents for obvious reasons, one person that had a great impact in my life was my first boss at Bacardi. I learned most of what I know about the spirits industry from him.

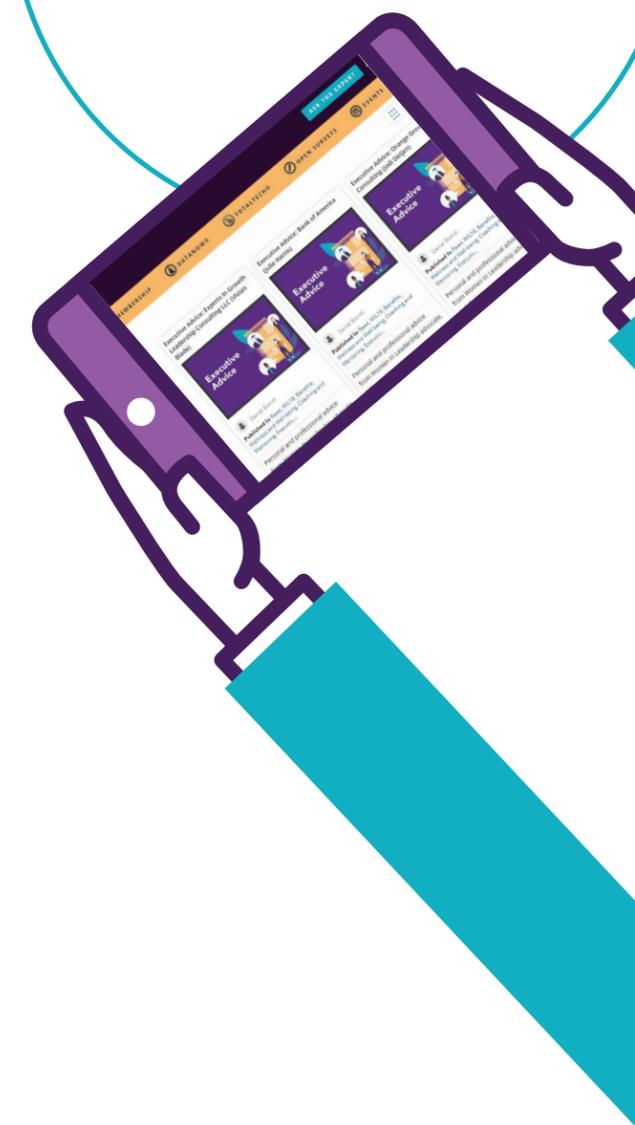
What's the one thing you always do to prepare for a new challenge?

I take 5-10 deep conscious breaths. It's amazing what a deep breath can do to calm your body and mind.

What qualities contribute to being a great leader?

Great leaders needs to be authentic and transparent, approachable and relatable, compassionate and empathetic and they need to lead by example.

Full interviews are available in our WIL network as Executive Advice. Request your access by emailing us at WIL@brandonhall.com





Nellie Borrero
Global Banking & Markets,
Managing Director, Global Banking
Digital Strategy Executive
Bank of America

Nellie works to raise awareness and increase understanding – at Accenture, for its clients, partners and beyond.



Carolina Cardoso
Global Inclusion and Diversity
Client Market Lead
Accenture

As an Inclusion and Diversity (I&D) thought leader, Carolina Cardoso brings 22+ years of global experience in unlocking the power of inclusive cultures and diverse organizations.



Camila Cote
Assurance Partner
Client Market Lead
EY Miami

Camila is an audit partner in the Assurance practice of Ernst & Young LLP with more than 20 years of experience in public accounting.



Meredith Lubitz
Senior Vice President of
Talent Management
Dow Jones

Meredith Lubitz is a talent junkie who leads company-wide talent acquisition, talent development and executive coaching efforts.



Kevin Metsers
Learning & Development Manager
Hewlett Packard Enterprise

Kevin leads the team responsible for innovative learning technology, professional skills training, and instructional design supporting all learning initiatives.



Jyllene Miller
SVP of Marketing and Emerging Business
Concentrix

Jyllene is a veteran at creating and building relationships with organizations and individuals at all levels.



Sonia Ng
Director,
Leadership & Business Solutions
Hewlett Packard Enterprise

Sonia leads the team responsible for the design and delivery of HPE's global programs for executive, core leadership, and high potential development, as well as custom business solutions development.



Radhika Paul
Global Leader for
Professional Development & Diversity
Latham & Watkins

Radhika is a results-focused senior human capital professional with 20+ years of global experience.



Grissel Seijo
Counsel, Employment & Diversity
& Inclusion Officer
Restaurant Brands International

Grissel Seijo has over 20 years of psychological counseling and legal advocacy experience, spending the last decade as an employment and labor attorney in Florida and New York.



Carin Van Vuuren
Chief Marketing Officer
Greenhouse

Carin is a dynamic marketer and brand-builder who has worked at, and led strategic engagements for an incredible collection of brands that include UPS, J&J, JPMorganChase, RitzCarlton, Chanel, Capgemini and WPP.



Namrata Yadav
Senior Vice President,
Head of Inclusion
Bank of America

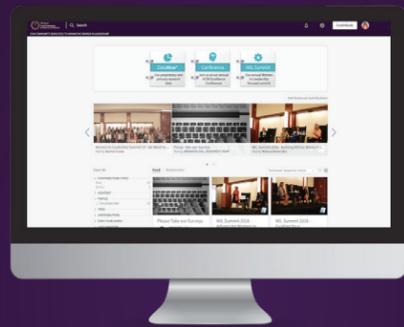
Namrata is responsible for the enterprise strategy and initiatives focused on creating a work environment and culture where all employees have the opportunity to achieve their full potential and contribute to the bank's success.



We would like to give our thanks to everyone who participated in our Women In Leadership Summit 2019.

We hope to see you in our next event soon!

Join Our Women In Leadership Network



Brandon Hall Group's Women In Leadership (WIL) Network is a membership that provides organizational leaders access to our research library on women in leadership and diversity and inclusion topics. Members can chat, exchange ideas, and ask each other questions to build more inclusive environments to improve personal and organizational performance.

We invite you to join our Women In Leadership network. You can sign up through our [website](#) or simply email us at WIL@brandonhall.com.

Value of being a Women In Leadership Network Member:



Access to all publications in the Women In Leadership member center including Industry Perspectives, Benchmarking Surveys, Case Studies, Recorded Webinars, Podcasts, Relevant Articles, Executive Interviews, and much more.



Two annual custom virtual webinar sessions designed for your internal groups. *For unlimited memberships only



Unlimited questions submitted online through an online Ask the Expert feature.



Thirty Minute Monthly Advisory Calls.



Discounted member rates to annual conferences for WIL Summit and HCM Excellence Conference.

Request your access today!

Additional Resources You Will Gain from Our Network:



Advancing Women In Tech Leadership Toolkit

Empowering YOU to Be an Expert and Advocate for Change in Your Organization.



Brandon Hall Group and Blue Circle Leadership joined hands to offer you Women in Tech Leadership Toolkit. This toolkit provides resources for leaders who are working to expand the pipeline of women advancing in technology so that your organization can compete in the global marketplace for the best talent.

To learn more about our toolkit, [click here](#).

We Welcome Questions And Feedback

Contact us at WIL@brandonhall.com with your questions and feedback. We are always looking for more ways to engage with our community and participate in the global Women in Leadership initiative.

For more information about our women in leadership initiative and upcoming events, please visit www.brandonhall.com/WIL.