

MARCH: WOMEN'S HISTORY MONTH 2021

# Women Leadership

BUSINESS FOR TODAY'S WOMAN

MAGAZINE USA



ANA DUTRA



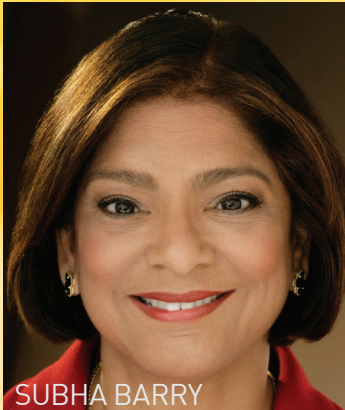
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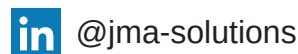
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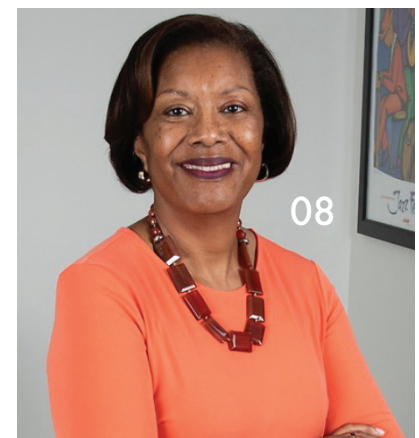
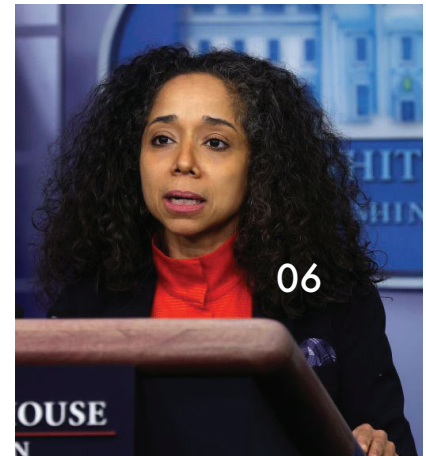
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Edie Fraser is CEO of Women Business Collaborative(WBC), a non-profit to accelerate Equal Position, Pay and Power for all businesswomen. WBC works with business women organization partners and stakeholders.



## Cover Story

**26** Edie Fraser, CEO, Women's Business Collaborative. Edie has been a founding member and early supporter of groups like the National Association of Women Business Owners (NAWBO), the Business Women's Network (BWN) and the Committee of 200 (C200). Just before founding WBC

## Women's History Month Special

**13** We are so honored to share this special issue that highlights the work of The Women Business Collaborative (WBC). As you'll see in these pages, the organization is made up of influential business leaders who are focused on creating greater equity and empowerment for women in the workplace. WBC was founded in 2018 by Edie Fraser, a powerhouse whose incredible career is built on a belief that connection and collaboration can accelerate change.

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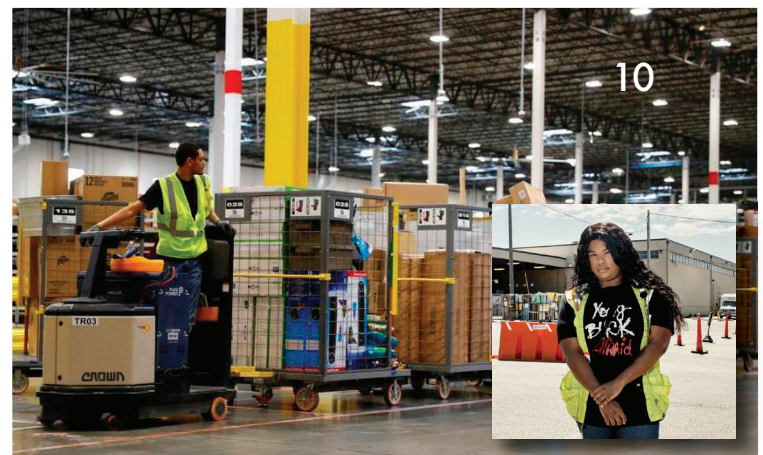
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## Publisher's Message



**Debra Williams,  
Publisher**

**T**his very special edition is dedicated to Edie Fraser, CEO of Women Business Collaborative. Her advocacy and dedication to the cause for diversity and equal opportunities for women business owners around the country is necessary and quiet outstanding. The other women featured are trailblazers, movers and shakers in their industries.

What I would like to see is more women in congress and the senate. The direction this country is headed requires more stable and rational thinkers, which is without question – women. All of the desperation to retain power, suppress the vote, the resistance to change that will make all citizens feel equal and important is scary.

The violence we are witnessing today on people of color has to be eradicated. All of us have to care about each others well-being. If Black, Asian, Hispanic and Native Americans are not safe and equally protected by society and the system, none of us are safe. Power and fear is what is making everything so unstable, keeping us struggling for basic human rights and equality.

I really believe if more diverse women run for federal, state and local office, we can win. The world can win. Something very dramatic has to happen to bring this country to a place of reality, racial justice, and basic humanity. All of us are human beings no matter what color or where we come from. We need to embrace and appreciate our differences, not be afraid of it.

*No country can truly flourish if it stifles the potential of its women and deprives itself of the contributions of half of its citizens.- Michelle Obama*

## Women Leadership

BUSINESS FOR TODAY'S WOMAN

MAGAZINE USA

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Debra Williams

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# President Biden Signs Order Creating White House Gender Policy Council

By Zenger News



Co-Chair of the Gender Policy Council and Chief of Staff to the First Lady Julissa Reynoso speaks during a daily press briefing at the White House March 8, 2021 in Washington, D.C. (Photo Alex Wong/Getty Images)

President Joseph R. Biden Jr. marked International Women’s Day by creating the White House Gender Policy Council.

The president signed an executive order on Monday to “establish a government-wide focus on uplifting the rights of women and girls in the United States and around the world.”

The council will task all government agencies to consider the gender implications of new policies and legislation and work across government to uplift the rights of women and girls worldwide. The Biden administration called the mission “a matter of human rights, justice and fairness” and aims to restore the U.S. as a world model for

gender equity and equality.

Biden signed the order on International Women’s Day, which was first celebrated on March 8, 1911. The global holiday calls for action toward gender equality and celebrates the cultural, political, social and economic successes of women. This year’s theme is #ChooseToChallenge.



President Joe Biden marked International Women's Day by creating the White House Gender Policy Council to "establish a government-wide focus on uplifting the rights of women and girls in the United States and around the world." (Samuel Corum-Pool/Getty Images)

An annual report released by U.N. Secretary General again found that women are underrepresented in public life and government, including in the U.S., which elected its first female vice president last year. At the current rate, it will take another 130 years to achieve gender equality among heads of government, according to the report.

Biden has already shown a commitment to gender equality within the federal government by appointing a record number of diverse women to serve in Cabinet-level roles and senior-level positions.

His order also comes amid the COVID-19 pandemic, which exacerbated and highlighted the challenges women in the U.S. face. Women, particularly those of color, have taken on additional care responsibilities, been laid off or left the workforce at a disproportionate rate compared to men during the health crisis.

In addition, domestic-violence rates have also spiked. One in four women and one in nine men experience severe intimate partner physical violence, intimate partner contact sexual violence, according to the National Coalition Against Domestic Violence.

"Around the world, we are seeing decades of women's economic gains erased by this pandemic," Biden stated.

March/April 2021

The council will be accountable by producing an annual report to measure progress on the strategy. Working with national, state and local governments, members of the council will also work with nonprofit and community-based organizations, foreign officials, Tribal Nations and multilateral organizations. Jennifer Klein and Chief of Staff to the

**Biden has already shown a commitment to gender equality within the federal government by appointing a record number of diverse women to serve in Cabinet-level roles and senior-level positions.**

First Lady Julissa Reynoso will serve as co-chairs. Klein will serve as executive director.

Among the issues the council will address are systemic bias and discrimination, the wage gap, the needs

of caregivers and care workers (who are often women and disproportionately low-paid women of color), structural barriers to full participation by women in the work force, gender-based violence, access to full healthcare and equal opportunity for education and leadership.

"In our nation, as in all nations, women have fought for justice, shattered barriers, built and sustained economies, carried communities through times of crisis and served with dignity and resolve. Too often, they have done so while being denied the freedom, full participation and equal opportunity all women are due," Biden said. "Their contributions have been downplayed. Their stories have been neglected."

The president signed a second executive order calling on the Department of Education to reevaluate its existing regulations, policies, guidance and orders to ensure they are consistent and work to provide education for children free from sexual violence.

Committing to gender equity and equality "will lead to a better, more secure and more prosperous world for us all," according to Biden.

"On International Women's Day, let us recommit to the principle that our nation, and the world, is at its best when the possibilities for all of our women and girls are limitless," he said.

(Edited by Carlin Becker and Fern Siegel)

# AARP Creates New Business Group to Expand Its Commitment to Diversity, Equity and Inclusion

## *Edna Kane-Williams Promoted to Chief Diversity Officer*

**A**ARP CEO Jo Ann Jenkins announced the creation of a new group, Diversity, Equity & Inclusion, and a new executive-level position, Chief Diversity Officer. The group and role were created to heighten the organization's focus on its social mission work and best serve Americans 50+, a rapidly diversifying demographic.

Jenkins also announced that she has promoted Edna Kane-Williams into the role of Executive Vice President and Chief Diversity Officer. The CDO position reports directly to the CEO and serves on the AARP Executive Team. Kane-Williams has worked at AARP since 2006, most recently serving as Senior Vice President of Multicultural Leadership.

"AARP's commitment to diversity, equity and inclusion runs deep. Today's announcement to fine tune our structure and expand our DEI work builds on our long and strong commitment to serve all Americans 50+, caregivers and families," said AARP CEO Jo Ann Jenkins. "Edna Kane-Williams has an extraordinary track record of championing equity and

inclusion, and in her new role, she will be a key partner in helping AARP achieve its goals and lead with our values. I look forward to our expanded work together."

As CDO, Kane-Williams is responsible for driving AARP's enterprise Diversity, Equity and Inclusion workforce, workplace and marketplace strategies. This work includes AARP's strategies around age discrimination, disparities and multicultural audiences; the Disrupt Aging initiative; AARP's Diversity, Equity & Inclusion Advisory Council; and AARP's Strategic Enterprise Employee Resource Groups.

Said Kane-Williams: "At a time of momentous change, AARP is broadening our work and deepening our commitment to our nearly 38 million members, our entire demographic, and our workforce. We are and will continue to be inclusive and equitable in how we fulfill our mission and carry out our work. I look forward to helping AARP achieve success."

Kane-Williams brings more than twenty years of experience in non-profit and for-profit organizations to her new

role. She currently serves on the Board of Directors for Legal Counsel for the Elderly and for the Center for Responsible Lending, and she is a founding member of the Conference Board's Multicultural Marketing Advocacy Council. She



Edna Kane-Williams earned a Master of Arts from George



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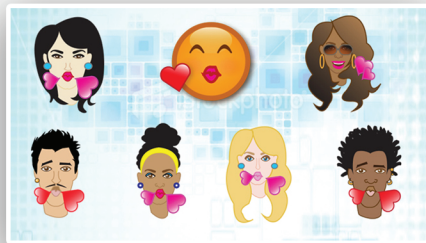
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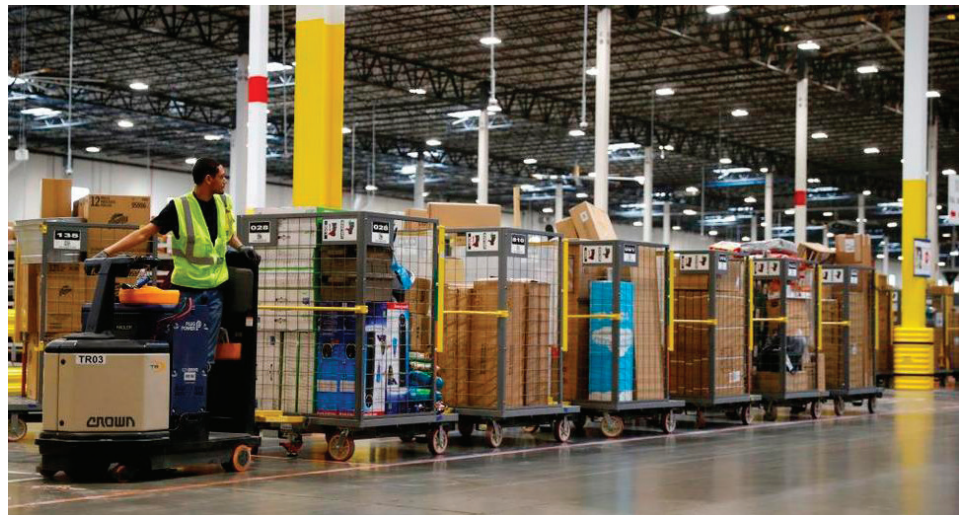
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# Black Workers at Amazon Warehouse have the Power to Keep Making History

By Amy Traub

Many observers were surprised when workers at Amazon's warehouse outside Birmingham, Alabama filed for a union election in October 2020. It's not that workers' dissatisfaction was unexpected; the hardships faced by Amazon's warehouse employees are well known:

The company was slow to provide protective equipment during the pandemic; it curtailed its COVID-19 pay bonuses and access to unlimited unpaid time off long before the health crisis was resolved; shifts are long and work



**The company was slow to provide protective equipment during the pandemic; it curtailed its COVID-19 pay bonuses and access to unlimited unpaid time off long before the health crisis was resolved;**

schedules are erratic; a failure to invest in climate control means warehouses are often swelteringly hot or viciously cold; and worst of all, the company's algorithmic management system imposes brutal productivity quotas that penalize workers for taking too many minutes on bathroom breaks or pausing work even briefly.

What startled some people was that it was predominantly Black workers in Alabama—an “unlikely place,” according to the New York Times—who were standing up, organizing with the Retail Warehouse and Department Store Union (RWDSU), and challenging the power of a \$1.7 trillion company.

But it shouldn't be a surprise. Just as

Black voters in Georgia made history in the 2020 election by delivering the state to Joe Biden and electing 2 Democratic senators, Black workers in the Alabama warehouse stand to keep making history as they vote on union representation.

In this case, what's at stake is not political democracy but the potential for a more democratic economy—a chance for working people to have a collective voice in the decisions that shape their working lives. If the union drive succeeds, managers at one of the nation's largest and wealthiest companies will have to sit down with workers' representatives and negotiate about the conditions that make their jobs unbearable. Black workers will have shifted a degree of power from



Amazon's corporate headquarters into their own hands.

Of course, Amazon is not letting go of power easily. The company is notoriously anti-union and has spared little expense to crush the latest organizing attempt. Workers report being forced to attend intimidating one-on-one anti-union meetings with supervisors and mandatory group meetings every few shifts.

Amazon bombarded workers with text messages and even placed anti-union signs in the warehouse's bathroom stalls. Like the politicians who tried to hold on to power by restricting the right to vote, Amazon argued that mail-in ballots should not be allowed, and workers must be required to vote on unionization in person, despite soaring rates of COVID-19.

The National Labor Relations Board rejected that argument, and vote-by-mail began for warehouse workers earlier this month. It comes as little surprise that Amazon's anti-union drive is being run by a consultant with ties to some of the

same funders who have long bankrolled voter suppression tactics and other anti-democratic efforts.

**If Amazon warehouse workers succeed in gaining union recognition, the PRO Act would facilitate their ability to negotiate a first contract, requiring Amazon to enter binding arbitration if it refuses to negotiate in good faith.**

As is so often the case, political and economic democracy are deeply

intertwined. Political strength contributes to greater economic power. Because Black voters in Georgia organized, registered, turned out, and voted, legislation strengthening workers' rights to join a union and negotiate with their employers now stands a chance of being signed into law. Under the Protecting the Right to Organize (PRO) Act, reintroduced in Congress this month, workers banding together to form a union would not have to overcome the same obstacles to unionization that Amazon warehouse workers in Alabama are facing.

Employers would no longer be able to interfere in workers' union elections: For example, managers would be banned from forcing workers to attend anti-union meetings as Amazon did. Working people would have greater power to support each other through secondary boycotts, and employers would finally face meaningful penalties for violating workers' rights. If Amazon warehouse workers succeed in gaining union recognition, the PRO Act would facilitate their ability to negotiate a first contract, requiring Amazon to enter binding arbitration if it refuses to negotiate in good faith.

"Alabama has a rich history of labor organizing," Resha Swanson, of Adelante Alabama Worker Center told The American Prospect. "For generations, Black workers have risked their lives to spearhead worker rights efforts—fighting for their lives in the face of lynching, death threats, job loss, and most of all, white supremacy. Amazon's workers' partnership and unionizing with RWDSU is just an extension of the legacy of worker militancy." This Black History Month (and into March), workers at Amazon's Bessemer, Alabama warehouse have the power to keep making history by voting for their union.

Amy Traub is Associate Director, Policy and Research at Demos, a New York City based "think-and-do" tank that powers the movement for a just, inclusive, multiracial democracy.





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## ABOUT WBC

The Women Business Collaborative (WBC) is an unprecedented alliance of over 40 women's business organizations collaborating to achieve equal position, pay, and power for all businesswomen. We are also a movement of millions of executives, business organizations, public and private companies, and the media. We accelerate change through collaboration, advocacy, action, and accountability.

To propel women forward, WBC has united more than 40 leading women's business organizations, activating our vast network to attain immediate and long-term results around nine essential action initiatives. Through collaboration, we re-thinking how change is made and accelerating progress. We convene our champions and celebrate their success. As thought leaders, we aggregate and amplify best practices and proven strategies for advancing women in business. At the core of all we do is our call for inclusivity, diversity, and equality for all women, including women of color, the LGBTQIA+ community, and other disenfranchised women. We are working towards equity faster together.

We are proud to feature over 104 WBC Champions of change in this issue of Women Leadership Magazine USA. These women and men are passionate about collective action and believe that our Nine Action Initiatives are areas where immediate and sustainable impact can be made. In this issue, you will also get an exclusive look into the status of our Nine Action initiatives which call for more women: CEOs, in the C-Suite, and on Boards; a demand for gender parity and equal pay; increasing access to institutional capital for women entrepreneurs; driving more women as controllers of capital allocation; parity for women in underrepresented business sectors such as technology; and leveraging learning and development to drive pipeline promotions. We are also thrilled to share an overview of our round table series, which feature top CEOs and executive leaders. Learn more about WBC--who we are and what we do here! We are #WBCFasterTogether



**T**hank you *Women Leadership Magazine* for sharing our stories with your readers during Women History Month. The Women Business Collaborative (WBC) and the 100 showcased in this issue will shine so bright during 2021 and beyond.

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**To propel women forward, WBC has united more than 40 leading women's business organizations, activating our vast network to attain immediate and long-term results around nine essential action initiatives. We accelerate progress through collaboration by building networks, unifying databases and sharing best practices among organizations.**

# WBC Action Initiatives



## CEO LEADERSHIP AND SPONSORSHIP OF WOMEN CEOS

### VISION

Increasing the number of women CEOs matters. The WBC aims to drive diverse representation in senior leadership positions across the business community, as we know companies with women CEOs show an increase in profits and a diverse and inclusive workplace is essential. The Action Initiative partner organizations are committed to increasing the number of CEOs with an emphasis on diversity. They pledge to build the pipeline and change company structures along with using their platforms to showcase women CEOs.

We see success as an increase not only in the number of women as CEOs, but also a rise in the number of diverse CEOs. This includes developing a robust sponsorship program and building the network and awareness of women CEOs across all sectors of business.

### OUTLOOK

As of March 2021, the number of female CEOs at Fortune 500 companies stands at 8.4%, and 0.8% of Fortune 500 CEOs are women of color. In general, only 9.5% of female CEOs identify as a woman of color and among them there is only one Black female CEO.

More than half of organizations did not assess a single female candidate when searching for their next CEO according to a 2020 report from leadership consultancy DDI. The study drew data from 55,000 executive assessments including 1,100 CEO candidates over the period of a decade.

### GOALS

- 15% of F500 and S&P 500 CEO roles are women by 2025; 20% by 2030
- 10% of female CEO's are women of color by 2025
- Women constitute 20% of those being considered for CEO roles by 2025; 30% by 2030
- 30% of women being considered for CEO roles by 2030 of which 25% are women of color.

### OUTCOMES

#### Women CEOs in America: Changing the Face of Business

**Leadership** - WBC, C200, and Catalyst publishes the Women CEOs in America Report: the first report of women CEOs across public and private companies and continues to track the progress on a quarterly basis.

### CHAIRS

Lorraine Hariton, President and CEO, Catalyst

Kimber Maderazzo, Chair of the Board, C200

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## WOMEN IN THE C-SUITE AND EXECUTIVE LEADERSHIP WITH P&L RESPONSIBILITY

### VISION

Our definition of success for this initiative is full gender parity in the C-Suite by 2030. In order to do this, we will collaborate with corporations and nonprofits to build the pipeline and highlight best practices in promoting women, with special consideration for women of color, across the C-Suite.

### OUTLOOK

According to the World Economic Forum the proportion of women in senior executive roles globally has been stuck at 24% for more than a decade. McKinsey's Women in the Workplace 2020 report finds that In the United States, one in five C-Suite leaders are women; one in 25 C-Suite leaders are women of color. An ISS Analytics study showed that nearly 80% of women executives are concentrated in finance, legal and Human Resources, not in operating and P&L roles that lead to CEO opportunities.

Working Mother Media's 2019 survey of 3,000 men and women professionals showed that:

- 48% of men said they have received detailed information on career paths to P&L jobs in the past 24 months vs 15% of women.
- 46% of men were encouraged to consider operating roles vs 14% of women.

### GOALS

- 8% and 17% of women occupying the C-Suite have substantial P&L responsibility by 2025 and 2030 respectively
- 25% and 30% of candidates assessed for C-Suite roles are women by 2025 and 2030 respectively
- 25% of all women in the C-Suite are women of color by 2030
- Equal numbers of men and women receive detailed information on career paths leading to line management roles by 2025

### CHAIR

Subha Barry, President Working Mother Media

### PARTNER ORGANIZATIONS

ATHENA International  
C200  
Ellevest Network  
National Association for Female Executives (NAFE)  
Network of Executive Women (NEW)  
Watermark  
Women for Economic and Leadership Development (WELD)  
Women's Forum of New York  
Working Mother Media

## WOMEN IN THE BOARDROOM



### VISION

The Women in Boards Initiative aims to increase the number, quality, and advancement of women on boards in public and private corporations, with a focus on diversity and inclusion. This requires using collaboration, sharing of best practices, and leveraging the core capabilities of each partner organization, therefore allowing best-in-class organizations in different areas to take the lead and become centers of excellence in specific areas. We will do this by partnering, developing a robust database, and participating in public advocacy.

### OUTLOOK

According to the 2020 Spencer Stuart Board Index, 26% of S&P 500 board directors are women; and there is at least one female director on every S&P 500 board. While there are no all-male boards in the S&P 500, women of color constituted only 10% of new board members in 2019, according to Catalyst research.

According to the Heidrick and Struggles 2019 Board Monitor, women are also underrepresented on the Fortune 500 boards at 22.5% as of May 2019, though 183 of the 462 newly appointed board seats in the prior year were women (40%). The percentage of 2018 Fortune 500 board seats occupied by African American women was 3%; Asian Pacific Islanders, 1.3%; and Hispanic women, 0.8%, as reported in the Catalyst 2018 Board Diversity Census of Women.

The 2020 Women on Boards 2019 Gender Diversity Index finds the average number of corporate board seats held by women in the Russell 3000 stands at 20.4% as of November 2019 and that 41% of Russell 3000 companies have one or no women on their boards.

### GOALS

- 30% of the Fortune and S&P 500 and Russell 3000 board seats are held by women by 2025; 40% by 2030
- 10% of the 30% (per above) are women of color by 2025; 25% by 2030

### OUTCOMES

**Women Joining Public Boards** - The WBC is collaborating with Equilar, the leader in corporate data, to produce this monthly report, which is the first of its kind, listing and tracking women who have been named to the boards of public companies.

### CHAIR

Ana Dutra, President, Mandala Global Advisors; Corporate Board Director; WBC Board Member

### PARTNER ORGANIZATIONS

50/50 Women on Boards  
C200  
Catalyst  
Ellevest Network  
Equilar  
The Executive Leadership Council (ELC)  
Him for Her  
Latino Corporate Directors Association (LCDA)  
National Association of Corporate Directors (NACD)  
Network of Executive Women (NEW)  
theBoardlist  
Thirty Percent Coalition  
U.S. 30% Club  
Women Corporate Directors  
Women for Economic and Leadership Development (WELD)  
Women in the Boardroom

## WOMEN ENTREPRENEURS AND ACCESS TO CAPITAL



### VISION

Success is the ability of more women to access venture capital to accelerate their growth, and to have the opportunity to work with a larger number of women-owned venture capital (VC) firms who are focused on helping women raise the dollars they need to achieve growth.

The Women Entrepreneurs and Access to Capital group has a laser focus on increasing the revenues of businesses owned by women of color. Each partner organization has a focus on increasing participation and membership among women of color, and the initiatives to accelerate growth and increase access to capital are also targeted to women entrepreneurs of color.

### OUTLOOK

Female-led start-ups constituted 15.7% of deals in 2019 yet dropped in 2020 due to the impact of the COVID-19 pandemic. According to Crunchbase, VC funding for women entrepreneurs dropped by 27% in 2020. Morgan Stanley estimates that VCs could be missing out on as much as \$4 trillion in value by not investing in more diverse female founders.

Women of color are starting businesses at a faster rate than businesses owned by other women; however, average revenues for businesses owned by women of color continue to lag behind. 42% of newly created women-owned businesses are started by black women. Latinx women represent 31% of newly created women-owned businesses, yet only 4% of the female founders who raised equity financing were black and only 2% were Latinx.

### GOALS

- 20% increase in women owned businesses generating \$5 million or more by 2025
- The average revenues for minority women-owned firms grow by 25% by 2025
- The percentage of venture capital available to women founders doubles by 2025 from 2.3% in 2018

### CHAIR

Monica Smiley, Publisher and CEO, Enterprising Women

### PARTNER ORGANIZATIONS

Astia  
Enterprising Women Magazine  
Golden Seeds Ventures  
National Association of Women Business Owners (NAWBO)  
Private Equity Women Investor Network (PEWIN)  
SheEO  
Springboard Enterprises  
Women Impacting Public Policy (WIPP)  
Women Presidents' Organization (WPO)  
Women's Business Enterprise National Council (WBENC)

## WOMEN IN CAPITAL AND FINANCE



### VISION

Women's access and control of capital is critical to not only their power and position, but to accelerating change in companies, the C-Suite, and boards by driving accountability and changing the way capital allocation decisions are made.

### OUTLOOK

There is evidence that female investors are stronger advocates for gender diversity in portfolio companies, and as such, more women in portfolio management could mean more women in leadership positions across the economy creating a "diversity multiplier effect." Despite this evidence, the Harvard Business Review found that women only controlled between 1% and 3.5% of assets under management (AUM) in 2019. In order to have the diversity multiplier effect realized, more women first need access and control of this capital.

Further in the venture capital space female founders received only 2.5% of venture capital funds in 2018 while comprising 15.7% of all startups, reported by All Raise.

Finally, the funds themselves lack gender diversity: in 2019 12% of VC and angel investor groups in the US had women in decision-making roles and 71% of venture firms had no female partners, according to Pitchbook.

### GOALS

- The number of female-led institutional funds grows from 59 to 80 by 2025
- The percentage of AUM managed by female led funds rises from 4% to 10% by 2025
- The percentage of venture capital available to women founders doubles by 2025 from 2.3% in 2018
- The number of women partners in venture capital firms grows to 15% by 2025 from 2.3% in 2018

### CHAIR

Alexandra Jung, Public and Private Board Director and Investor; (Former Partner & Head of Europe, Oak Hill Advisors); WBC Board Member

### PARTNER ORGANIZATIONS

100 Women in Finance  
Astia  
Golden Seeds  
National Association of Women Business Owners (NAWBO)  
Private Equity Women Investor Network (PEWIN)  
SheEO  
Women in Fund Finance  
Women Impacting Public Policy (WIPP)  
Women's Business Enterprise National Council (WBENC)

## GENDER AND PAY PARITY



### VISION

The mission of the Gender Parity Action Initiative is to achieve gender parity in corporate leadership by 2030. The WBC Gender Parity Action Initiative has adopted the Paradigm For Parity® Coalition's 5-Point Action Plan to accelerate the pace of gender parity for women of all races, cultures and backgrounds. Engaging with CEOs at corporations who will commit to this solution is key to realizing the mission.

The mission of the Pay Parity Action Initiative is to eliminate the pay gap for all women at the C-Suite and other levels and for full controlled pay parity for small and medium-sized businesses.

### OUTLOOK

For every 100 men offered their first career promotion only 85 women move up. Black and Latinx women face the most challenges: they're promoted at just 58% and 71% the rate of men respectively, as reported by McKinsey/Lean In Women at Work, 2020.

In 2020, Payscale found that women earn \$0.98 for every dollar earned by men with the same employment qualifications (same job) and overall \$0.79 for every dollar earned by men when the median salary for all men and women is considered, regardless of job type or worker seniority. Women also face a pay penalty when they leave and return to the workforce.

### GOALS

- Full gender parity in the C-Suite by 2030
- 25% of all new females in the C-Suite are women of color by 2025
- Pay parity in the C-Suite by 2030
- Full "controlled" pay parity for all women in the Russell 3000 by 2025
- Private SMBs (Small and Medium Sized Businesses) to achieve full "controlled" pay parity by 2030

### CHAIR

Beth Kent, Executive Director, Paradigm for Parity® Coalition

### PARTNER ORGANIZATIONS

Culture@Work  
Gender Fair  
National Association for Female Executives (NAFE)  
Paradigm for Parity

## DIVERSITY, EQUITY AND INCLUSION



### VISION

To achieve and sustain the goals set to reach management, leadership, and board representation for women of color. To influence corporations to embed diversity, equity, and inclusion targets and women of color representation goals into their Human Resources processes and systems.

### OUTLOOK

As of March 2021, the number of female CEOs at Fortune 500 companies stands at 8.4%; 0.8% of Fortune 500 CEOs are women of color. The percentage of female CEOs who are women of color is 9.5%. There is only one Black female CEO. Asian American women professionals are the least likely group to be promoted from individual contributor roles into management — less likely than any other race, including Blacks and Hispanics. Therefore, while our goals target Women of Color as a group, we encourage organizations to track the progress of Asian, Black, Hispanic, and Indigenous women separately to ensure that each group is intentionally promoted and hired.

Women of color are ambitious and want to rise up in their careers. According to a Nielsen survey, 64% of Black women in the United States agree their goal is to make it to the top of their profession — nearly double the percentage of non-Hispanic white women with the same goal.

### GOALS

- 25% of women in the c-suite are women of color by 2030
- 25% of women CEO's are women of color by 2030
- 25% of R3000 women board members are women of color by 2030

### CHAIRS

Rohini Anand, Former Global SVP, D&I Sodexo and Sr. Adviser to Catalyst and WBC

Deborah Munster, Executive Director, Diversity Best Practices

Jennifer Martineau, President and Founder, Leap & Inspire Global

### PARTNER ORGANIZATIONS

ASCEND  
Diversity Best Practices  
Diversity Woman Media  
The Executive Leadership Council (ELC)  
Him for Her  
LatinaStyle  
National Association of Women Business Owners (NAWBO)  
Working Mother Media

March/April 2021

## WOMEN IN TECHNOLOGY



### VISION

Success occurs when we have an increase in women and women of color in senior-level, C-Suite, and comparable positions in technology. Companies will have embedded these programs and goals into their overall growth, development, and succession planning strategies. Technology is an essential industry of focus in the modern business workplace.

### OUTLOOK

Women in the technology industry encounter more gender inequality than in any other workforce population.

In 2019, only 22% of tech jobs were held by women according to Forbes. In addition, women currently remain highly underrepresented in software engineering (14% of total workforce) and computer science-related jobs (25% of total workforce). In 2015, the quit rate of women in technology was almost twice as high as that of men: 53% for women vs 31% for men. A 2020 study from Built In found that just 3% of computing-related jobs are held by African American women, 6% held by Asian women and 2% held by Hispanic women.

In addition, Built In reports that 48% of women in STEM jobs report discrimination in the recruitment and hiring process and 50% of women said they have experienced gender discrimination at work. Black and Hispanic women, who majored in computer science or engineering, are less likely to be hired into a tech role than their white counterparts.

### GOALS

- Decrease the female quit rate in the technology sector by 50% by 2030
- Ensure that women constitute 35% of all leadership positions by 2025, 15% of which are women of color
- Increase the representation of women in C-Suite technology positions (CIO, CTO, CISO, CDO) by 3% by 2025, 4% of which are women of color

### CHAIRS

Viola Maxwell Thompson, President & CEO, Information Technology Senior Management Forum (ITSMF); WBC Board Member

Christine Bongard, President, WIT Network

### PARTNER ORGANIZATIONS

ATHENA International's Emerging Leaders Program  
Hispanic IT Executive Council (HITEC)  
Information Technology Senior Management Forum (ITSMF)  
Watermark  
WIT Network

## WOMEN IN THE PIPELINE



### VISION

We envision providing a rich resource repository of trusted partners, advisors, and consultancies that organizations can utilize to accelerate their organizations' Pipeline to Parity.

### OUTLOOK

While the business case for parity has long been confirmed and understood, many businesses struggle to create a strategy for momentum. While there is a strong desire to reap the business benefits resulting from parity, there is lack of understanding on how this can be achieved.

McKinsey's Women in the Workplace 2020 reports that for every 100 men promoted to manager, only 85 women were promoted—and this gap was even larger for some women: only 58 Black women and 71 Latinas were promoted. As a result, women remained significantly outnumbered in entry-level management at the beginning of 2020—they held just 38 percent of manager-level positions, while men held 62 percent.

One factor impacting this is that women are less likely to be designated as high potentials and considered for promotions. In top performing organizations globally, women represent only 28% of the high-potential pool (and that number is even lower, 16%, for low performing organizations). In addition, according to our partner Working Mother Media, only 28% of women - versus 53% of men - participated in a leadership development program in the past 24 months. Further, far more men than women are benefiting from networking, mentoring, and sponsorship than women: 54% of men had a career discussion with their mentor or sponsor in the past 24 months vs 39% of women.

### GOALS

- To ensure that high potential women in their mid-careers are tapped for operating roles at the same rate as their male counterparts with access to leadership training and development for management by 2025
- 25% of women at all levels of leadership are women of color by 2030
- The same number of women as men receiving mentors and sponsors by 2025
- The same number of women as men participating in leadership development programs by 2025

### CHAIRS

Dr. Rosina L. Racioppi. President & CEO, WOMEN Unlimited, Inc.

Tacy Byham, Ph. D, Chief Executive Officer, Development Dimensions International (DDI)

### PARTNER ORGANIZATIONS

C200

National Association of Women Business Owners (NAWBO)  
WOMEN Unlimited, Inc.

### SPECIAL THANKS TO ALL OF OUR PARTNER ORGANIZATIONS:

100 Women in Finance  
50/50 Women on Boards  
Astia  
ATHENA International  
C200  
Catalyst  
Culture@Work  
Diversity Best Practices  
Diversity Woman Media  
Ellevate Network  
Enterprising Women Magazine  
Gender Fair  
Golden Seeds Venture  
Him for Her  
Hispanic IT Executive Council (HITEC)  
Information Technology Senior Management Forum (ITSMF)  
LATINASTyle  
Latino Corporate Directors Association (LCDA)  
National Association for Female Executives (NAFE)  
National Association of Corporate Directors (NACD)  
National Association of Investment Companies (NAIC)  
National Association of Women Business Owners (NAWBO)  
Network of Executive Women (NEW)  
Paradigm for Parity (P4P)  
Private Equity Women Investor Network (PEWIN)  
SheEO  
Springboard Enterprises  
theBoardList  
The Executive Leadership Council (ELC)  
The WIT Network  
Thirty Percent Coalition  
U.S. 30% Club  
Watermark  
Women Corporate Directors  
Women for Economic and Leadership Development (WELD)  
Women Impacting Public Policy (WIPP)  
Women in Fund Finance  
Women in the Boardroom  
Women Presidents' Organization (WPO)  
WOMEN Unlimited  
Women's Business Enterprise National Council (WBENC)  
Women's Forum of New York  
Working Mother Media





CONGRATULATIONS TO  
**JUDEE VON SELDENECK**  
AND THE  
**100 TOP CHAMPIONS OF WOMEN  
HONOREES.**

We're proud to be a founding member of  
Women Business Collaborative.

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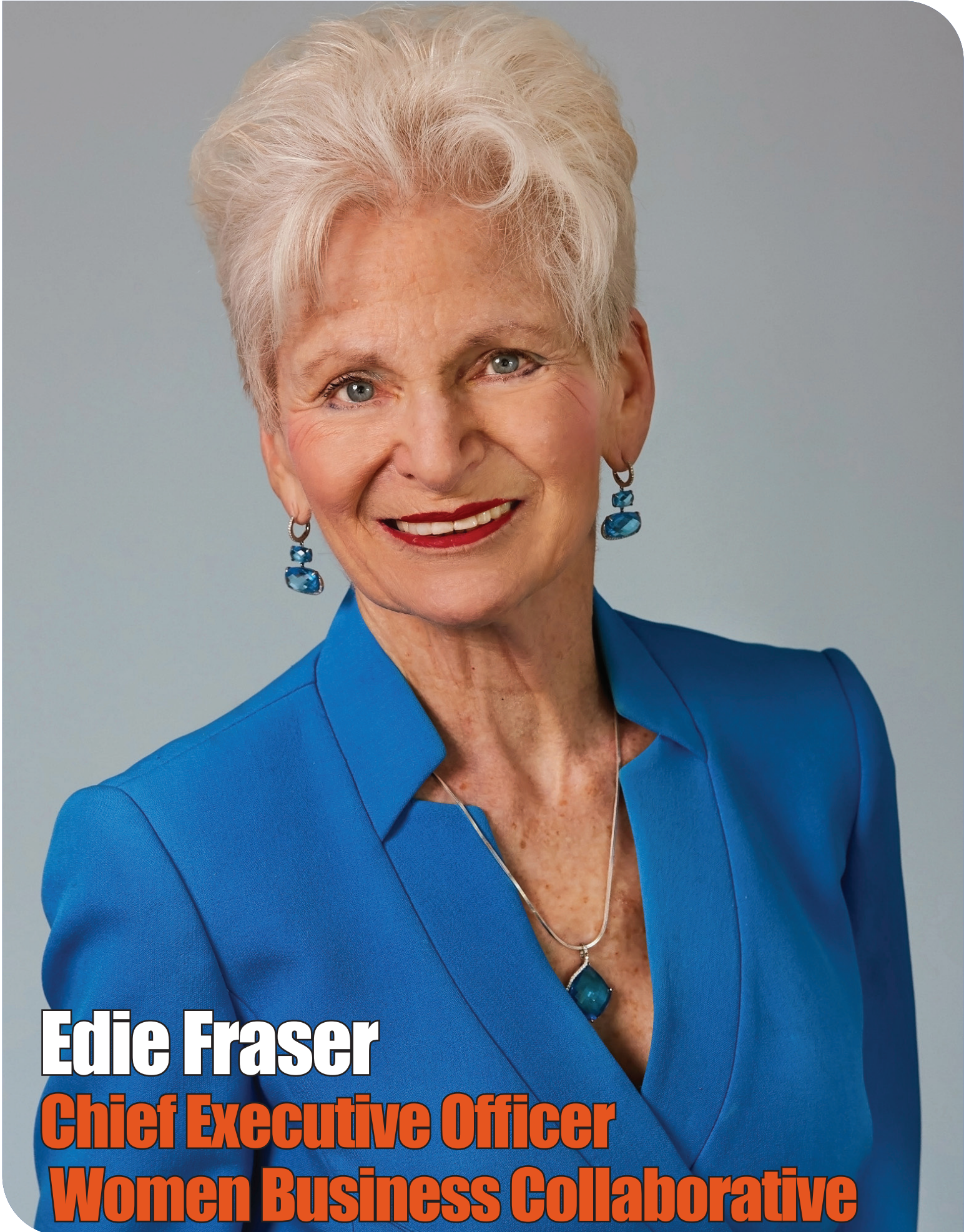
Alone we can do so little, together we do so much.  
*-Helen Keller*

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ALTOPARTNERS



**Edie Fraser**  
**Chief Executive Officer**  
**Women Business Collaborative**

# Building the Business Women's Movement: Gender Equity and Inclusion Through Collaborative Leadership

**W**e are so honored to share this special issue that highlights the work of The Women Business Collaborative (WBC). As you'll see in these pages, the organization is made up of influential business leaders who are focused on creating greater equity and empowerment for women in the workplace. WBC was founded in 2018 by Edie Fraser, a powerhouse whose incredible career is built on a belief that connection and collaboration can accelerate change.



She's written or co-authored eight books on topics ranging from diversity and women in entrepreneurship in America to philanthropy and the power of individual giving. She has profiled hundreds of CEOs and other executives leading the way on fostering more diverse workplaces. Edie has been a founding member and early supporter of groups like the National Association of Women Business Owners (NAWBO), the Business Women's Network (BWN) and the Committee of 200 (C200). Just before founding WBC, Edie worked with Diversified Search CEO Judee von Seldeneck, to build and launch STEMconnector® and Million Women Mentors (MWM) that worked with major companies, universities and non-profits to get more women into stem fields and to provide mentorship, sponsorship, internships, apprenticeships to help women advance professionally.

Using data and collaboration to drive change began early for her. Edie started her career in the Peace Corps doing college recruiting and as a Desk Officer for Africa. She spent a year visiting economically underserved communities across the U.S. from inner city neighborhoods like Watts and Huff to migrant camps and Native American reservations, and worked throughout Appalachia, gathering data for the U.S. Poverty Program to help drive better solutions for providing more support and pathways for upward mobility for all Americans. She founded and ran her own public affairs firm focusing on issues like the Panama Canal Treaties and the Labor Law Reform campaign.

For all these reasons, Edie's views on the opportunity and challenges of these unprecedented times are more important than ever.

*"Passion is energy. Feel the power that comes from focusing on what excites you."*

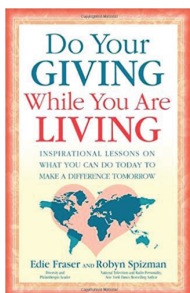
- Oprah Winfrey

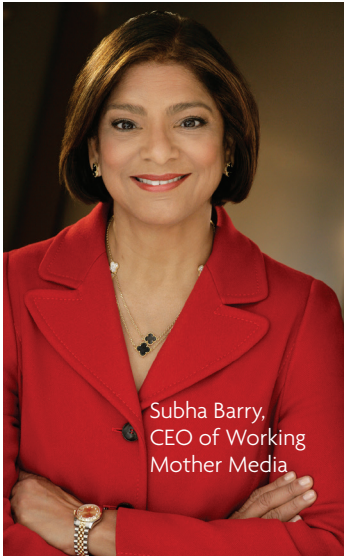
**WLUSA MAGAZINE:** Edie, we're thrilled to talk with you. Let's start out by talking more about how WBC got started. Describe the work of the organization, how it got started and what inspired you to start it?

**Edie Fraser:** First, thanks to Women Leadership USA Magazine for producing this special issue with WBC. We are thrilled to partner on this special tribute to women changing the face of business. Profiled in these pages, you will see champions and leaders from our WBC Board, Partners, Advisory, and Leaders Councils. They represent a small slice of those who, through their words, actions and vision, are shaping a new future for our country and our world.

In 2018, after years of devoting my energy to addressing issues around women and diversity my colleagues and I recognized the barriers still facing women – and women of color in particular – to women truly reaching equal footing with men in business. Despite all the great work that was happening thanks to an array of individual groups, progress was still slow. In 2018 The World Economic Forum published a report that showed despite some successes, at the current rate, it would take 108 years for women to reach gender parity with men in terms of economic opportunity, political empowerment, and educational attainment. We saw dozens of passionate, committed groups working to help make change, but they weren't really talking to each other. Despite the efforts of so many dedicated leaders, we were still falling short.

I knew we all shared a common passion and a commitment to the bigger goal, and I believed that if we could harness the power of the collective, we could accelerate impact. The most life-changing innovations, the ideas that have companies and societies to grow and flourish, have all started with a simple question: what if? So we asked, what if we built a collaboration of women's business organizations and together drove change? What if we built a movement to advance and accelerate women as senior executives, as successful entrepreneurs, and board members? What if we supported more women becoming venture capitalists to unlock the resources needed to fund those leaders and the ideas that have been historically overlooked or undervalued? WBC was born as the vehicle to do just that.





Subha Barry,  
CEO of Working  
Mother Media

We had the first meeting of WBC in March 2019 and found in one another authentic leaders who aligned a desire for change with action and goals: accelerating us faster towards equal position, pay and power. The challenge to create something greater than the sum of our individual parts was so exciting.

Subha Barry, CEO of Working Mother Media, summed up our vision at the initial WBC first Summit in May of 2019: “As a coalition, we will

walk together and walk far. We will pick each other up when we tire, and we will cheer each other on as we find success. But make no mistake, we will reach high, dream deep, and achieve goals as a team.”

In creating WBC, we pulled the women’s business groups together and started harnessing their collective competence, connections, commitment, and passion. We pulled together 23 at that time (we are now 44) of the leading women’s business organizations and leading experts to review both the how and the targets.

We reviewed 100 studies and their baseline data to understand where we stood on executive women, boards and entrepreneurship and capital, diversity, and parity. Upon this review we analyzed they key levers of change: what we call the Nine Action Initiatives, and set targets for each of the Nine Action Initiative’s

This data stood as the basis for setting 2025 goals on each of the Nine Action Initiatives. We have set accelerator goals for all nine. You can read about them more in-depth at [www.wbcollaborative.org/what-we-do](http://www.wbcollaborative.org/what-we-do)

To date, WBC has united more than 44 leading women’s business organizations, activating our vast network to attain immediate and long-term results around nine essential action initiatives – initiatives that will accelerate progress towards our vision of equal position, pay and power for all business women. We leverage one another’s strategic priorities, competencies, and networks toward accelerating gender and pay parity and the achievement of the full partnership of diverse men and women leaders. Together, we envision a day when the headline about a woman or person of color being named CEO of Fortune 500 Company, or whose start-up achieves unicorn status, is the norm, where capital is funneled toward supporting business women entrepreneurs. We know that with clear goals and strong commitments strong, we can be the change we wish to see in the world. I love the way Melissa Peake, AWS, WBC Board member and Founding Chair, WBC Advisory Council, put it: “There is nothing a group of women, aligned to a common set of goals, supported and championed

by those who ‘get it,’ cannot do!” I couldn’t agree more and that’s why we created the hashtag #WBCFasterTogether. In just two years, WBC has gone from an idea to a movement. I am grateful every day to be a servant leader, excited to work with several thousand other women – and men - to drive progress for gender equality.

**WLUSA MAGAZINE: You touched on WBC’s Nine Action Initiatives. We profile them in-depth on page20, but tell us a little more about what they are and why they are your focus.**

**Edie Fraser:** Yes. The work of the Nine Action Initiatives includes elevating more women to CEO and supporting those who are in the role, getting more women into the C-Suite and into roles with P&L authority, increasing gender and diversity on boards, ensuring greater access to capital so more women can start their own businesses, parity of power and pay in the workplace, and supporting more women in technology fields. The success of everything we do starts with a strong pipeline, so creating and strengthening that pipeline is key. That means championing workplace cultures and policies that support women so they can be leaders at every stage of their career, that they see a clear pathway to rise through the ranks and assume those positions of decision-making power. And finally, the thread that runs through all of it: diversity, equity and inclusion. So often in the past, we’ve seen women make gains - and we’ve rightfully celebrated those gains - but as we look closer, we see that white women have made a larger share of that progress than our BIPOC sisters. If we want to create real change in business, the kind that drives growth, innovation and creates companies fit for purpose for the future, we must take a holistic and intersectional view of what it means to champion women. So, you’ll see that every WBC Initiative includes a benchmark of least 25% in increased diversity beyond just gender. CEOs across the board, and especially in the tech sector – companies like Microsoft, Cisco, Apple, IBM, Amazon/AWS, and Salesforce, and others - are under enormous pressure to put more diverse talent at the top. We are so proud to work in our way to support their leadership in helping to drive that change.

*“I’ll be happy if the last thing they say about me after I die is that I made a difference.”*  
– Lilly Ledbetter



You asked about the “why” earlier, and that part is consistent across our Nine Action Initiatives: all of our efforts are centered around elevating women to greater positions of power and influence – in terms of title, decision-making ability and access to capital and resources it takes to make that happen. In business, we love to say, “what gets measured, gets done,” so a critical component is tracking, reporting, and “shining a light” on success. WBC is calling society to action. By arming key stakeholders -- including CEOs, Chief Diversity Officers, community leaders, consumers, and employees-- with resources and data around the issues impacting our nine focus areas, highlighting the efforts that are working – and who is falling short. Employees, consumers, investors, and other key stakeholders expect accountability. We are also their collective voice, demanding accountability and measuring the results.

**WLUSA MAGAZINE:** That focus on accountability is important. It feels like a part of the diversity conversation that has not gotten enough attention. What does accountability look like to you?

**Edie Fraser:** We’ve created a series of goals with the year 2025 as our first major time horizon. We use regular reporting and data briefs, providing updates on a quarterly basis. We hold each other accountable with a twice-a-year Collaboration Report, which measures the work of our member organizations and the WBC itself against our 2025 goals. The report measures progress and outlines the strategy moving forward to advance further toward our goals. It not only serves as a tool for accountability but a way to celebrate success and lift each other up. We believe that #WBCstrongertogether means that when one of us has a “win,” we all win.

Our featured 2025 Nine Action Initiative goals: see page 20-24.

For more details and goals on each Action Initiative, visit page <https://www.wbcollaborative.org/what-we-do>

**WLUSA MAGAZINE:** You touched on this a bit already but talk more about why the diversity piece is so important.

**Edie Fraser:** I founded Diversity Best Practices (DBP), a resource hub on diversity for organizations, years ago and fought over decades to help business harness the power of diversity. We see today that diversity, equity, and inclusion - and now as many corporations are using - engagement – are all crucial to our economic future. Study after study have shown that diversity has net positive impact on results. We also know that America’s demographics are increasingly more diverse, and our leadership should reflect that. There has been a seismic shift in the United States over the past 50

*“Hear me as a woman  
Have me as your sister  
On purpled battlefield breaking day,  
So I might say our victory is just beginning,  
See me as change,  
Say I am movement,  
That I am the year  
And I am the era  
Of the women.” - Won’t You Be My Sister  
-Amanda Gorman*

years. For the first time in the U.S., white people make up less than half of the population under the age of 16, according to Brookings Institute. Millennials now represent 30 percent of the population and are the most diverse generational cohort in U.S. history. Generation Z, coming up behind them, even more so. By 2040 people of color will be the majority. Today five states are majority minorities. Today more than a quarter of American adults are immigrants or the American-born children of immigrants. This is ultimately a question of staying relevant in a rapidly changing environment. These shifts mirror other changes in the business landscape that have caused massive disruption to existing business models.

WBC's accelerator goals hinge on corporations being deliberate about women of color in leadership. Business leaders are pushing – and being pushed – to make a real commitment to diversity in the boardroom, C-Suite changing, and in our supply chains. Being diverse is good business, and it impacts our economy and our national well-being. COVID-19 and the recession combined with tensions over the continued racism in America have created multiple, parallel crises: in health care, in our economy, and in our communities, fueling unrest and a louder call to action. Business is heeding the call. In corporate America, our CEOs and Chief Diversity Officers (CDOs) are crucial to successfully navigating these challenges. They must drive change and build pipelines of diverse talent and address equity and parity. We need leaders who demonstrate courage.

More CEOs are seizing the opportunity to embrace the role of Chief Diversity Officer as a core part of what it means to lead the company. Black Lives Matter is not just a hashtag but a real imperative that demands measurable results. We see the real impact that the COVID-19 crisis is having on women in the workforce – and disproportionately on women of color. Collectively women have lost a million jobs over the past year. That should worry every single one of us who cares about the long-term health of our communities and our economy. This is where the pipeline conversation is so important and why WBC strives to elevate women of color from entry-level all the way to the boardroom. This kind of holistic focus on women's progress is mandatory for success, in my opinion. Today more than ever, Chief Diversity Officers are at the forefront of ensuring that transparency around hiring, representation, advancement, and management practices is crucial. Collaboration and accessible data will improve organizational DE&I and make significant leaps to build equity in the workplace. The CDO role is not for the faint of heart. CEOs and executive leadership, and boards of directors must be committed. It is not merely about numbers; CDOs must educate and provide executive leadership with the tools to tackle operational and social challenges. Conversations are challenging, but they are critical to our ability to adapt and act. There is no doubt the talent is there. We have an entire untapped market of women and people of

*“Because I am a one-legged, black, short, woman I had to spend every day of my life pushing against what society told me I should be. I had to sell my value every day of my life. Confidence is what enables us to push back on reality. Once you get good at that, you can use it to live your joy.”*

–Bonnie St John

color who are equipped and ready to make meaningful contributions in corporate America. We must measure the results, celebrate the success and shine a light on where more progress is needed.

The focus on gender equity and diversity will mean companies need to think differently about their current approach, whether it relates to the future of work and a greater proportion on remote workers, recalibrating to address changes in a diversifying consumer base, retooling how supply chains function and, potentially, redefining business performance metrics. Leaders are rapidly making changes to the way they lead innovation by engagement of their workforces; reinventing collaboration; embracing stakeholder capitalism; and putting greater emphasis on leading with empathy and building a different level of trust with their employees. I think of that last part as putting equal emphasis on your “to be” list as you do on the traditional “to do” list. As one CEO recently put it, the crisis has led to an “acceleration of the future.” Great leaders see this moment in time as a unique opportunity for self-calibration and mapping out a strategy for transformation that works for their respective organizations. We prolife many of these stories in our “CEO Leading” series. You can hear more of these insights at <https://www.wbcollaborative.org/insights> under “webinars”.

**WLUSA MAGAZINE: You care deeply about giving and philanthropy. Why is that so important to you and how does that value reflect back in the work of WBC?**

**Edie Fraser:** I strongly believe that giving and philanthropy help us to live our values, to reinforce the impact we can make and shape the legacy we leave for future generations. I live by a simple motto: if you have resources, use them in your lifetime. I love how Melinda Gates framed it: “Philanthropy is not about the money. It’s about using whatever resources you have at your fingertips and applying them to improving the world.”

*“I realized that if I was willing to step up and be in the spotlight, I’d be able to make everyone else around me much more powerful as well.” —Katherine Graham, former CEO of The Washington Post and first woman CEO*

In other words, if you have the means, no matter how small, then you should give. Beyond financial giving, if you can find time, which I believe we all can if we are motivated enough, then give that time. I believe we all the power to make a difference.

Our WBC Partner organizations embody this spirit of giving, and supporting their efforts is a great way to give back. I think in particular of C200 who stepped up this year to give \$650,000 in grants to women entrepreneurs of color, women who have historically been shut out from most venture capital and other traditional funding sources.

Each of us members has groups they are proud to support. I try to support at least 10 a year. One is Enterprising Women Foundation, which gives promising young high school STEM entrepreneurs, mostly from underserved neighborhoods, resources they need to chase their dreams. Their stories are so impactful, and it inspires me and others to want to support – and celebrate – their success.

Speaking of which, I want to highlight an initiative I’m particularly excited about. WBC is lucky to partner with Pat Shea, and with her Givful message to create a multi-media campaign around this message of philanthropy and sharing your resources with causes you care about. The campaign features 100 short videos and a forthcoming book that Pat will co-author with WBC leadership.

**WLUSA MAGAZINE:** You have talked a lot about the idea of stronger together. Tell us more about some of the leaders you work with at WBC to help make the organization’s vision a reality:

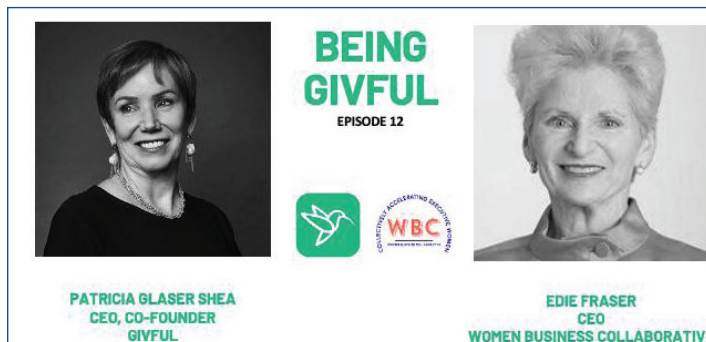
**Edie Fraser:** Our focus is #WBCFasterTogether and that also means further together. As Hilary Clinton said, it takes a village. WBC could not do its work without its own village, this includes our board of directors, and our organization partners, our advisory council and more than 275 champions – leaders across the business and non-profit sector who give their time to amplify our message and further our work. We have corporate sponsors and corporate friends because we know the private sector is key to making a real difference. All the stakeholders have a leadership role to play. It is a giant puzzle with so many holding the pieces to make a stunning whole. It is weaving together the voices of individual leaders to make the collective. As I said, I believe in thinking deeply about the legacy you want to leave and living that every day, and our WBC leaders share that view.

I think of the CEOs who have championed WBC and who highlight the power of tone at the top on driving change. These include WBC Board members, Robert Reiss, Chairman and CEO, The CEO Forum and Becky Shambaugh, CEO of SHAMBAUGH Leadership. We thank Jose’ Zeilstra, CEO, Gender Fair and Jodi Hanson Bond who are on the CEO Committee. It is their leadership, and that of many others in WBC, that propels us all forward.

I love this quote from Ana Dutra, CEO, Mandala Global Advisors, WBC Board and Chair of the WBC Board Initiative. “Become a part of a team of people who challenge and inspire you; spend a lot of time with them; engage and share with them and, together, you will change the world. Revolutions are never done by one person only; they’re done by teams of people committed to a higher purpose.” I think it sums up perfectly the spirit of our collaboration and what has made this work so powerful – at the end of the day WBC is a collective of people and organizations and our power is in that collective, that collaboration.

The WBC Board is significant business leaders giving time and support of the vision and mission. The board has worked on Who We Are as an accelerating movement for business women for over the two years. Collectively our board has given hundreds of hours to help advance our mission and goals. A special thanks to our Board of Directors whose vision and passion drive all that we do. (See page 17)

The WBC Advisory Council is a select group of senior women and men executives, board members, corporations, thought leaders, and innovators, who, at the invitation of WBC Leadership, join their fellow change leaders in support of the WBC Mission. WBC commits to maintain at least 35% diversity on the Advisory Council. The 2021 Chairs: Felicity Hassan, Sharon Reynolds and there are 12 Co-Chairs and what a blessing to see those who join recommend others who





want to leave a legacy too.  
(See page 16)

The WBC Leaders Council is made up of women and men across industries, institutions, and sectors committed to the mission of WBC and accelerating the advancement of businesswomen. The Leaders Council is committed to cultivating the pipeline of businesswomen by leveraging the expertise of our partner organizations and our dedicated champions to fill that pipeline with extraordinary women. (See page 94)

Volunteer Engagement of Stakeholders focusing on core areas of success, is also key. We have over 120 stakeholders who despite busy schedules, give time to WBC to help advance our work. We are grateful to those who give to drive change.

And of course, the WBC “Village” cannot perform without Our Staff team. A big salute to our staff and consultant teams. You hear their names:

- Gwen Young, Chief Operating Officer
- Monique Fray, Executive Liaison
- Elsa Landis, Communications and Programs Associate
- Erin Cieraszyński, Communications Associate
- Lorena Fimbres, Consultant, Strategic Programs & Communications
- Mazana Bruggeman, Consultant, Graphic Design
- Chad Capellman, Consultant, Website Design
- Andrea Conner, Leaders Consultant
- Jan DuPlain, PR Consultant
- Alina Turkevych, IT Consultant

**WLUSA Magazine: What do some of the “wins” look like? What is giving you hope that this work is gaining traction and moving in the right direction?**

**Edie Fraser:** It’s one of the things I love most about this work – identifying and executing actionable goals and celebrating the wins. Success in 2021 looks like increasing the number of business women in the C-Suite, the boardroom, in technology roles, getting more women the capital to start and grow businesses, ensure that women of color are ever closer to their share of leadership in each sphere. We need the private sector to not just make statements but drive action, and as you say, celebrate success – the wins. As of March 2021, Women CEOs of the Fortune 500 are 8.4% of the total, up from some 5.7 percent just two and a half years ago. We celebrate not only those women but all women CEOs in public and private companies. We shine a light on each announcement together with partners like Catalyst and C200.

CEO pledges are increasing, and so are their commitments to action. Company measurements are key. The Gender and Diversity KPI Alliance (GDKA Alliance) led by Catalyst and Working Mother Media, along with WBC and other partners, is gaining momentum. We witnessed CEOs make commitments

*“The challenge of a leader is looking around the corner..and making the change before it’s too late to make the change..”*

—Indra Nooyi, former CEO, PepsiCo

on accountability. This is true for GDKA and it is true on Parity with Paradigm4Parity or P4P. In addition, Gender Fair is rating 5,500 companies in five key areas (Leadership and Opportunity, Employee Policies, Advertising and Communications, Diversity Reporting, and Social Responsibility) and we are proud to partner with them on their work.

CEO’s and their CDO with CHRO partners are finding holistic approaches to issues around inequality. That means diversity in all aspects of operations— hiring diverse talent at the top, ensuring diverse hiring pools and pipelines across the organization and creating a diverse supplier base. A holistic approach is first and foremost about authentic leadership. If the CEO and the Board are not fully invested and ready to champion these efforts, they will not get the traction needed to sustain them. Measurement against goals is critical: what gets measured gets done. Elevating the profile of diverse leaders and sharing success stories are also critical.



*The purpose of life is to live it, to taste experience to the utmost, to reach out eagerly and without fear for newer and richer experience.” —Eleanor Roosevelt*

**WLUSA Magazine:** As someone who has built a career lifting up and inspiring others, who do you look to for inspiration.

**Edie Fraser:** I love this question! Learning from others really drives me. I have written eight books on Women and Women’s Leadership: Women’s Quick Facts: Compelling Data on Why Women Matter; Women’s WOW! Facts; Risk to Riches: Women and Entrepreneurship in America; Do Your Giving While You Are Living; Advancing A Jobs Driven Economy: Higher Education and Business Partnerships Lead the Way; The Chief Diversity Officer, The Diversity Primer; CEOs Who Get It, Diversity Leadership From The Heart and Soul; and you published 10 major Leadership Books Highlighting 100 CEOs, 100 Women Leaders in STEM; Business Women’s Leadership Tribute; 100 CIO Leaders; 100 Executive Leaders in Diversity and others. Throughout the process of writing these it was interesting to see the common leadership patterns that emerged. For example, in Business Women Leadership Tribute, I asked a series of questions including “What are the most important traits needed to be a leader today?” and “What are the principles that you, as a leader, apply to your professional and personal life?” What was fascinating to see is the trait most mentioned was “Authentic” and “Authenticity”. Those insights continue to inspire me to this day.

I am of course also inspired by all of the fabulous women leaders who make up WBC. I am also inspired by our male allies who see the power in diversity and use their voices and power to help us create a better future, they are also at the heart of the idea of stronger, together. I look to icons like Ruth Bader Ginsberg who said “fight for the things that you care about, but do it in a way that will lead others to join you,” which has been a guiding light in terms of who I approach in this work. Like so many individuals who fight for gender equity, I often share RBG’s quote, “Women belong in all places where decisions are made. It shouldn’t be that women are the exception.”

Most recently, I – and millions of others – have

been inspired by Amanda Gorman who reminds us that there is always light if we choose to see it and be it. These words in the poem she wrote for the Presidential Inauguration especially struck a chord: “In all the bridges we’ve made, that is the promise to glade the hill we climb, If only we dare...to author a new chapter...to offer hope and laughter to ourselves... We will not be turned around or interrupted by intimidation because we know our inaction and inertia will be the inheritance of the next generation.” She was talking about the fate of the country as a whole, but those capture why the collective work of WBC is so important. She shared her salute to health workers at the 2021 Super Bowl and does so with grace, every day. And really, at the end of day, the fate of the country and success of work like ours are inherently intertwined.

I am inspired by Lilly Ledbetter who went from factory worker to activist and eventually won the passage of the Fair Pay Act. The Act amends the Civil Rights Act of 1964 and states that the 180-day statute of limitations for filing an equal-pay lawsuit regarding pay discrimination resets with each new paycheck affected by that discriminatory action. I loved what she said about in 2008: “There will be a far richer reward if we secure fair pay. For our children and grandchildren, so that no one will ever again experience the discrimination that I did. Equal pay for equal work is a fundamental American principle.”

And what about Tarana Burke who as an American activist from The Bronx, New York who started the Me Too movement and Girls for Gender Equity. In 2006, Burke began using me too to help other women with similar experiences to stand up for themselves. She says it with fervor, “Get up. Stand up. Speak up. Do something.”

There are so many more – too many for the space we have here. I’ve shared a few women who inspire and the words that propel me forward.

The purpose of life is to live it, to taste experience to the utmost, to reach out eagerly and without fear for newer and richer experience.” Eleanor Roosevelt

“I realized that if I was willing to step up and be in the spotlight, I’d be able to make everyone else around me much more powerful as well.” Katherine Graham, former CEO of The Washington Post and first woman CEO

“Do what you love, and success



Jane Fraser  
CEO of a  
Citigroup one  
of Wall Street's  
biggest banks

will follow. Passion is the fuel behind a successful career.”  
Meg Whitman former CEO, Hewlett-Packard Enterprise

Lastly, I am continually inspired to see my fellow sisters on the rise in the C-Suite. In February 2021, Jane Fraser shattered the glass ceiling by becoming the first woman to be named CEO of a major Wall Street bank. Karen Lynch becomes CEO of the giant consumer health care company CVS with revenue of \$256 billion. Linda Rendle was named CEO at Clorox and Suzanne Clarke was just named CEO of the Chamber of Commerce – one of the most influential business groups in the country. We continue the drive toward our goal of 10% representation by 2025 - and we hope earlier. Yet again, where are the women of color? I salute Walgreens who just named Roz Brewer as CEO, but she is still the only black woman to lead a Fortune 500 company. We will focus our work on making sure she’s not the only one for long there are more. We are all watching and monitoring. Our CEO report helps us keep tabs on – and again celebrate! – the progress here.

*“Find something that you love to do, and find a place that you really like to do it in.”...“Believe that there are no limitations, no barriers to your success – you will be empowered and you will achieve.”*  
—Ursula Burns, former CEO, Xerox

WBC salutes so many CEOs, men and women alike who are actively working to drive change.

Like women CEOs being appointed to corporate boards-I see them in action at our WBC Summit and our monthly CEO Roundtables, and their collective voices give me hope and propel me forward. Leaders like Walmart CEO Doug McMillon, Larry Fink at Blackrock and the Business Roundtable are stepping up to say forcefully that diversity matters and outlining their commitments to move the needle on creating racial and gender parity. Blackrock CEO Larry Fink is insisting on Board diversity and investments in black and gender talent at the top. So are the CEOs of so many firms! Employees, customers, investors, and other stakeholders are watching and looking for examples of real leadership in increasing diversity in the c-suite and in the boardroom.



CEO LEADERSHIP AND SPONSORSHIP OF WOMEN CEOS



WOMEN IN THE C-SUITE AND EXECUTIVE LEADERSHIP WITH P&L RESPONSIBILITY



WOMEN IN THE BOARDROOM



WOMEN ENTREPRENEURS AND ACCESS TO CAPITAL



WOMEN IN CAPITAL AND FINANCE



GENDER AND PAY PARITY



DIVERSITY, EQUITY AND INCLUSION



WOMEN IN TECHNOLOGY



WOMEN IN THE PIPELINE





**A**ndrea Simon, PhD  
 Founder and CEO

**What does women business leadership look like in 2021? And beyond?**

A major transformation is taking place. My hope is that the past doesn't undermine the movement taking us forward. Organizations are realizing

the value of diverse perspectives that come from women and men seeing each other through a fresh lens. The future is opening up so that the different styles of women leadership can flourish. Enough with the mythical stereotypes of women not being decisive.

**What does collaboration mean to you?**

Collaboration comes from listening to others, opening minds to possibilities beyond what we are thinking today and creating better solutions. We have to collaborate with our minds to change what we think and do, how we do it and how we can capitalize on the talent around us. WBC offers the breadth and depth of diverse perspectives to help us all grow farther, faster and better.

**How important is diversity support in leadership?**

It is far past the time for us to realize that women of color, alone and together, are a driving force towards dramatic changes in our world--in business, society, family and culture. Perhaps we need to see women as women, and build our lives and businesses with the joy of inclusion and deep appreciation for the differences.

**What are the three traits you see for women business success?**

Persistence, consistency, and agility.

**What is the most impactful step towards ensuring women's leadership within a business?**

Men. While women are becoming the dominant workforce population, men still control their workplaces. We need a new conversation that goes from "I" to "We." This means that we have to build women leaders in their youth, encourage and support them in their development and enable men to enjoy women as teammates and collaborators, not competitors. A lot

of work is to be done.

**Why is women's leadership critical?**

"If not us, then who will transform the world for the future?"



**A**sma Ishaq,  
 CEO, Modere

**What does women business leadership look like in 2021? And beyond?**

We have made many noteworthy strides to advance women's leadership in business. However, our work is far from being done. We must continue to foster opportunities for women to elevate their positions,

support them as they rise and celebrate their success. One critical means of helping women to achieve leadership positions is to seat more women on company boards.

**What does collaboration mean to you?**

Collaboration is key to advancing shared goals. To reach our growth goals at Modere, I encourage collaboration among our company teams. To steward the advancement of the collagen industry, I collaborate with competitors in the collagen space. To advance women's leadership, I am collaborating with the talented, generous women and organizations who make up the WBC.

**How important is diversity support in leadership?**

Supportive groups and processes to increase representation of women of color in leadership is imperative to impacting women parity.

**What are the three traits you see for women business success?**

Resourcefulness, resilience and empathy.

**What is the most impactful step towards ensuring women's leadership within a business?**

It's important to proactively ensure women are paid commensurately, praise them when appropriate and empower them to ask for what they need to succeed. I embed deliberate practices that yield an inclusive culture, support of women leadership programs and measurable mobility. Being a part of the WBC provides unparalleled resources and mindful examples that trickle into our business culture.

### Why is women's leadership critical?

Increasing women in leadership positions is not only fundamentally the right thing to do when women make up more than half of the workforce, but it is the key to a sustainable, innovative and impactful economy that works for everyone. Women in leadership roles serve the interests of all.



**B**arbara Bruno,  
CEO, Good as Gold  
Training

### What does women business leadership look like in 2021? And beyond?

Women's business leadership will be achieved faster because the benefits are being embraced by the C-Suite and Corporate Boards. Financial

commitments have been made to implement actions needed to improve equality, diversity and inclusion.

### What does collaboration mean to you?

WBC proves the impact of collaboration by combining the voices of thought leaders, groups, associations, and companies to transform words into results. The members of WBC support each other and have the power to drive equal position, pay, and power for all businesswomen.

### How important is diversity support in leadership?

Leadership must drive diversity by the actions they take and the funds they allocate to increase the representation of women of color. Women leaders need to mentor, coach, and open doors to support diverse leadership.

### What are the three traits you see for women business success?

The three traits to succeed in business are: #1 - FOCUS - Define your purpose and write down 10 non-negotiable goals annually, followed by five dated action items. #2 - DETERMINATION - View obstacles as opportunities and realize others' opinions do not define your reality. #3 - OVERCOME FAILURES - You will try more, so you will fail more. All successful women have overcome failures.

### What is the most impactful step towards ensuring women's leadership within a business?

Develop a robust and diverse leadership pipeline for future senior leadership roles. Next, upgrade the traditional hiring process to eliminate emotion and unconscious bias. I often help companies change their interview and hiring process and as a result, diversity hires increase.

### Why is women's leadership critical?

Companies with an inclusive culture are more likely to be innovative. By anticipating change, they are more likely to hit or surpass financial goals which impact the bottom line. "Now is the time to stop talking about how critical it is to have

women in leadership roles and instead take actions, to make it happen."



**B**arbie S. Bigelow, CEO,  
Emerald Growth  
Partners

### What does women business leadership look like in 2021? And beyond?

In 2021, I'm entering a new career phase, moving from corporate C-suite to running my own investment/advisory firm and board service. So, my sphere of influence is broader. It's made me realize it always could have

been broader. As Leaders, we must use our voice and act boldly. I do this by setting the expectation that every organization I work with put parity targets in place and be accountable to achieving them. Another way to keep the momentum high is being intentional with our time. I dedicate time to mentoring and sponsoring women and make it clear that I expect others, both men and women to do the same.

As a technologist, I drive accountability by using the data transparently and adopting tools that root out bias.

### What does collaboration mean to you?

"Working in Defense & Technology, I've often been the ONLY woman on the team. I learned collaboration builds trust when you're viewed as different. Remember, Changing the picture from My Way to Our Way is the most important thing a leader can do. Collaboration strengthens your strengths and removes your weaknesses."

### What are the three traits you see for women business success?

Passion for Excellence  
Empathy  
Curiosity

### What is the most impactful step towards ensuring women's leadership within a business?

Most impactful are culture; rooting out unconscious bias and shifting to true inclusion and pipeline; intentional sponsorship and consideration of women for every single role, in every single succession plan. I love getting to know emerging leaders and helping them succeed.

### Why is women's leadership critical?

Gender Parity can only be achieved with leadership from Women and Men. Aside from the now well-documented economic value (increased GDP and business performance), as we move towards gender parity, we move toward greater prosperity for all people. "The Result of Gender Parity is a Better





World for All". Who doesn't want that?

**C**onnie McGee,  
Healthcare Industry and  
Digital Consultant

**What does women business leadership look like in 2021? And beyond?**

Leadership continues to evolve as skills required to be a great leader evolve. From my experience in high tech, we serve our teams and lead with a foundation of integrity, core values, empathy and courage. As leaders, we must assess our "leadership gaps" and commit to improving upon those skills. Our goal is to lead, develop and evolve.

**What does collaboration mean to you?**

Collaboration is teamwork, working together on a vision to achieve goals. As with WBC, we have 9 core initiatives that set our vision, and strategy groups break out to focus on each initiative. With the strength of WBC members, we have a phenomenal organization to leverage each individual's strength to deliver on these core initiatives.

**How important is diversity support in leadership?**

Diversity is important in building a culture, talent, and representation at all levels of an organization. Greater awareness has been brought to the forefront of the lack of diversity in the C-Suite, leadership, and Board Rooms during 2020. Like WBC, we are committed to raising awareness around these challenges and greater impact.

**What are the three traits you see for women business success?**

Confidence, Integrity, Courage.

**What is the most impactful step towards ensuring women's leadership within a business?**

Reaching back to invest in other women as leaders. I reflect on my career as other executives encouraged, coached, and advocated for me as I progressed. I am passionate about giving back to young professionals and women as I was supported. I volunteer coach, mentor, and advocate for young professionals daily.

**Why is women's leadership critical?**

Women can provide viewpoints from a "different lens" whether the boardroom or committees. We need to continue to develop confidence, and courage to speak up and be curious. In coaching others through difficult situations, I always emphasize "don't run from it, run toward it". We develop key skills working through difficult situations and grow when we persevere through difficult experiences.



**D**ara Klein, C-Suite and  
Board Advisor, Kaplan  
Partners

**What does women business leadership look like in 2021? And beyond?**

Emerging from the pandemic, women have demonstrated unprecedented leadership - juggling a multitude of health, family and business challenges- we have the opportunity to recognize women and capitalize on these leadership attributes in industry. I am committed to this mission through my association with WBC and as an Executive Recruiter and Board Advisor.

**What does collaboration mean to you?**

Collaboration is willingness to share expertise and ideas but also confidence to know when to learn from others. As women, we need to be proud of our expertise and generous in sharing our time and experience to forward our mission. WBC embodies these values - appreciating the contributions of our members and then sharing our experiences with one another.

**How important is diversity support in leadership?**

To realize progress, we need leaders and a workforce who represent the clear multicultural communities in which we live. As WBC leaders we champion this message - that decisions across the board are more innovative, productive, and yield improved bottom-line results with diverse perspectives.

**What are the three traits you see for women business success?**

- 1) Responsibility to mentor, develop, encourage and amplify the pipeline of women
- 2) Be an advocate for economic benefits of women's leadership.
- 3) Model integrity and respect for all.

**What is the most impactful step towards ensuring women's leadership within a business?**

We need the commitment of men to advocate for gender equity. I embrace top-down opportunities with my clients, Boards, speaking forums, and women's organizations to amplify the importance of equity and inclusion and the responsibility of men and women to educate, mentor, and fuel the pipeline at all levels.

**Why is women's leadership critical?**

Women lead and make critical life decisions including financial, health care, and real estate. More than half of the students in the higher education system are women. In order for any institution or corporation to compete in this fluid economy, we need the leadership and voices of women to be equally represented.





**D**r. Debra Clary,  
Corporate Director,  
Humana

**What does women business leadership look like in 2021? And beyond?**

We will see more fast followers to the status of 'first' with more women leading large, complex organizations trying to solve important issues. With that will come a workplace environment of compassion, inclusion, innovation, and resilience. With more women in top roles and acceptance of differences, and elevation of confidence, systemic/cultural change will occur.

**What does collaboration mean to you?**

Collaboration is one of the ultimate acts of trust; meaning I am willing to be fully vulnerable to share my leadership ideas so that we elevate it. We become better together without assignment of individual credit. This captures the essence of WBC and the nine strategic initiatives.

**How important is diversity support in leadership?**

As more women reach senior levels, a decisive shift in systemic and cultural practices will occur with more flexibility, acceptance and productivity. To arrive faster, every leader must be open to understanding the voices and experiences of those they have privileged to lead. This is a call for openness and hardening of the will for concrete change.

**What are the three traits you see for women business success? \***

- 1) Storytelling/Influence - Do you inspire me to help you reach your vision? Am I willing to lend you capital to grow your business?
- 2) Holding self/others accountable - Is there a standard of excellence, trust and commitment to get things done? Are there consequences for performance?
- 3) Emotional Intelligence - Does she care about self and others? How does she react in times of chaos?

**What is the most impactful step towards ensuring women's leadership within a business?**

The most important step is a culture/system fully practicing diversity, equity and inclusion. Since leaders and culture are synonymous, leaders make the difference. WBC has a decisive path to elevate the culture of business where all can thrive. I am fully committed to the growth and success of WBC.

**Why is women's leadership critical?**

Together is just better.



**D**eidre Quinn, Co-Founder & CEO,  
Lafayette 148

**What does women business leadership look like in 2021? And beyond?**

As women, we come from a place of compassion. As women LEADERS, leaning into that compassion has never been more vital. Lafayette 148 is led by women, for women, and we're focused on being there for her as she's rebuilding her life. This includes amping up our direct-to-consumer business.

**What does collaboration mean to you?**

You can't build a business by yourself. You need a great team working together to work smarter. We're vertically integrated, so we can make responsive shifts to our business. With the pandemic, we pivoted to create PPE for NYC hospitals. It meant so much to us to work together to support our city.

**How important is diversity support in leadership?**

Diversity is a key Lafayette 148 values. We embrace a vibrant community representing a wide range of experiences, races and ethnicities. We believe in putting all women first, which is reflected in our leadership (80% women), our designs and how we treat our customers.

**What are the three traits you see for women business success? \***

Embrace an entrepreneurial spirit, willing to take risks and your ability to multitask.

**What is the most impactful step towards ensuring women's leadership within a business?**

As women leaders, we must support each other. Lafayette has an annual UnordinaryWomen campaign honoring changemaking women, and we say that behind every unordinary woman is a group of women who supported her along the way. This mentality is vital to ensuring women's leadership in business. We partner with organizations empowering the next generation of women leaders through education including Girl Rising and Every Mother Counts.

**Why is women's leadership critical?**

Challenges don't frighten women as much as they energize us. We know how to think quickly, pivot, keep things in perspective and lead with compassion. As we're rebuilding better businesses, it's critical that women are leading these conversations.



**D**iane Paddison,  
Founder and Executive  
Director, 4word

**What does women business leadership look like in 2021? And beyond?**

Women’s business leadership will CARE much more about their team in 2021 and beyond. 2020 has taught many that those closest to us- our spouse, significant other, children, grandchildren, and friends- are a big part of what got us through 2020. Leaders who recognize that women are carrying more responsibilities in general, will attract and retain people who will CARE.

**What does collaboration mean to you?**

Collaboration means looking at the gifts of a person or partnership and understanding, “what do they bring to the table, what do I bring to the table, and how can we work together so 1+1=3?” This is why I support the Women Business Collaborative, as this is a key skill required of future leaders.

**How important is diversity support in leadership?**

Diversity support is critical. Our global world is diverse and is getting smaller every day with technology leading the way. In the United States, Caucasians will be less than 50% of the population by 2025. If we are going to collaborate and understand our client’s needs, increasing the representation of women of color will build a sisterhood that will be our future.

**What are the three traits you see for women business success?**

Authentic care for people, the ability to collaborate, and flexibility.

**What is the most impactful step towards ensuring women’s leadership within a business?**

The most impactful step towards ensuring women’s leadership within business is to provide a quality mentor program. As a global executive of a Fortune 1000, Trammell Crow Company, and a Fortune 500, CBRE, we implemented a mentor program. It increased the visibility not only of women but people of color. I lead a not for profit, 4word, where our 4word Mentor Program changes lives.

**Why is women’s leadership critical?**

If we don’t train women leaders, we are at a competitive disadvantage because we are missing out on the leadership gifts of fifty percent of the leaders.



**D**onald Fan, Senior Director,  
Global Office of Culture,  
Diversity, Equity & Inclusion  
at Walmart

**What does women business leadership look like in 2021? And beyond?**

I am optimistic about women business leadership in 2021 and beyond. Like many corporations, Walmart has committed to gender parity across levels by 2030. Our leaders are held accountable for accelerating the change: fostering an army of allies and champions; setting explicit goals at each level and tracking progress regularly; growing women leaders through a mentoring and sponsoring culture, coupled with other talent development investments.

**What does collaboration mean to you?**

Attaining gender parity takes a whole village and entails a new multi-dimensional style of leadership. Collaboration is a vital dimension of this leadership. We must learn to share ideas and resources, exchange expertise, cultivate trust, and celebrate success together. Collaboration enables us to win VUCA challenges.

**How important is diversity support in leadership?**

Leadership commitment determines the success of DEI. Senior executives set the tone, show the way, and lead the course. For example, Walmart CEO Doug McMillon uses the monthly diversity and inclusion report to engage his direct reports and urge impactful change through action plans. Through the consistent conversations and established checkpoints, our business leaders learn to use data stories to uncover WHAT (issues that stand in the way); employ intelligence to explain WHY (root cause); commit to HOW (change through an action plan that tackles the problems and sustains the progress).

**What are the three traits you see for women business success?**

I find successful women entrepreneurs share the following characteristics:

- Purpose Driven
- Resilience
- Collaboration

**What is the most impactful step towards ensuring women’s leadership within a business?**

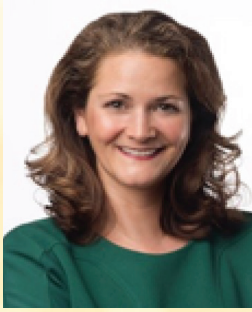
Today we still hear more talks but fewer actions related to women’s leadership in business. More gender conversation is a good thing, but “talk the talk” transcends real action and progress. We witness a significant gap in fulfilling the promises of gender parity in the workplace. The most impactful step is to engage men if we want to make steady progress toward gender parity.

**Why is women’s leadership critical?**

Women’s leadership is critical because it brings in a new mindset and empathy. The women leaders often have long-term vision and community building skills. We need more women leaders to unleash the potential of the future through a balanced perspective.







**E**rin Essenmacher,  
Independent Director,  
Eileen Fisher

**What does women business leadership look like in 2021? And beyond?**

Business faces unprecedented challenges and we need a diverse chorus of voices leading the charge to address them. The COVID-19

pandemic has meant unprecedented numbers of women have left the workforce. Thus, the challenge of creating a strong and diverse pipeline of women leaders is even greater than it was a year ago. We need strong, focused leadership to help repair and strengthen this pipeline.

**What does collaboration mean to you?**

Collaboration is key to innovation. Diverse voices on a team are only as powerful as the ability to fully and effectively engage those voices. Collaboration means ensuring all points of view are heard and woven into the fabric of a final product. Diversity ensures the right people are at the table, but collaboration is what unleashes the power of the group.

**How important is diversity support in leadership?**

I love what Kamala Harris says her mother taught her: “you may be the first, but make sure you’re not the last.” Leadership values are tested in what one does when no one is watching, including intentionally creating pathways of leadership for women of color. Much of the inequity we see today was created intentionally, and only intentional leadership can help reverse it.

**What are the three traits you see for women business success?**

Candor, diplomacy, willingness to believe in the power of your voice.

**What is the most impactful step towards ensuring women’s leadership within a business? --> include details of your own advocacy of others and plans to give back \***

Rethinking stereotypical views of who and what makes a “good” leader. Looking at various traits and skillsets in new ways and helping to cultivate them. Being a vocal advocate is key. One may see promise in a female leader, but it’s important to advance them in ways others can see it too.

**Why is women’s leadership critical?**

If you’re not thinking differently about who is sitting around the table, you’re likely not thinking differently about key issues that could disrupt your business.



**F**elicity Hassan, Managing  
Director, Audeliss

**What does women business leadership look like in 2021? And beyond?**

With the challenges 2020 brought, it also provided clarity on two key points: women are still the primary caregivers in their homes, and women

in leadership were better at navigating the COVID-19 crisis. In 2021, it is our responsibility in the search industry to stem the flow of women leaving the workforce and continue to highlight the value they bring to leadership.

**What does collaboration mean to you?**

Collaboration is recognition that we are stronger together. Mentoring, sponsoring and taking inspiration from those around you will make you a better leader and ensure that you are advancing others. WBC is an organization that celebrates all women, finding their strengths and driving everyone forward with positivity!

**How important is diversity support in leadership?**

Diversity is our primary concern at Audeliss because we see its mission-critical personally and professionally. Representation for all women is critical to young millennials, gen Z, and will undoubtedly be table stakes for generation Alpha. Building a sisterhood that transcends differences will be critical for those looking to join business.

**What are the three traits you see for women business success?**

Collaboration, Innovation, Resilience. If we work together we will be able to build structures that draw on the success of the past and create space for new ideas. This will not be easy or without setbacks, and our resilience will be critical if we hope to prevail!

**What is the most impactful step towards ensuring women’s leadership within a business?**

I see it as my responsibility to optimize the number of women, of all intersections, in leadership. If you can see it you can be it. The greatest impact we can have as women once we reach positions of power and influence is to sponsor others. The future is ours if we are brave enough to take it.

**Why is women’s leadership critical?**

Women are critical to innovation, future business growth, and sustainability. We will be essential to leadership teams as they look to navigate the challenges ahead. There is a wealth of talent available and increasing the volume of women in leadership is about widening the gate, not lowering the bar.

CoreCivic

At **CoreCivic**, women always have a seat at the table.

On our board.



On our leadership team.



On the front line.



Celebrating **Women's History Month**

 **CoreCivic**  
*Better the public good™*



## **G**erri Mason Hall, NETAPP, VP Diversity Inclusion & Belonging

### **What does women business leadership look like in 2021? And beyond?**

In the past four years, we've suffered through hatred, divisiveness, and constant partisan vitriol. The lack of empathy, unity, and collaboration has tarnished our nation and undercut our principles of democracy. A new year brings renewed hope and optimism, an opportunity for us to return to a mindset of promoting more harmony and unity, and underscores the importance of collaboration to drive change. In 2021, there is an even more compelling business case for women in leadership and cultivating high performing teams. As women, we have so much power and so many gifts. We've worked hard to have a seat at the table. Now that we have that seat, let's make sure our voice is heard and amplified.

### **What does collaboration mean to you?**

Of equal importance is actively promoting connection and collaboration. As we break the corporate ladder, become entrepreneurs, or embrace staying at home to raise children, we can't forget the power of pulling up other females along the way. Women must be intentional and strategic in building and sustaining our networks. Intentional collaboration with our networks allows us to drive cognitive diversity, spark innovation, and solve complex problems. We need to champion each other and embrace a mindset shift towards inclusion. By fostering collaboration and different perspectives, we are promoting inclusive practices – at work, in the classroom, and beyond. Collaboration is our superpower. Our individual and collective wisdom is a gift that allows us to lift each other up and reach the summit.

Better Together!



## **H**attie Hill, President and CEO, Hattie Hill Enterprises

### **What does women business leadership look like in 2021? And beyond?**

Even before COVID-19, women had to shoulder a disproportionate amount of household work, but that reality gave us the ability to quickly acclimate to this challenging time. I believe that businesses will begin to recognize that our ability to “do” and multitask makes women highly valuable leaders.

### **What does collaboration mean to you?**

Right now, we all need to collaborate, ask questions and take chances and risks to best navigate this new normal. Everyone has their own mission, but we won't achieve it without working together. We must always look for ways to help one another.

### **How important is diversity support in leadership representation of women of color**

As a woman of color and a business leader, diversity, equity and inclusion is critical to our collective success and to helping businesses thrive. We need to build trust with one another because, if we don't, we won't be able to get this economy going again.

### **What are the three traits you see for women business success?**

Resilience—nothing is permanent, no matter how bad or good it is; relevancy—it's so important to keep learning and growing; and reset—because we need to take the time to consider how we emerge stronger than before.

### **What is the most impactful step towards ensuring women's leadership within a business?**

At the T.D. Jakes Foundation, our focus—and mine personally—is on young girls and women, particularly women of color. We advocate and expose them to science, technology, engineering, arts and math, which are the jobs and industries of the future.

### **Why is women's leadership critical?**

Women lead with empathy and gratitude. We're nurturers. We care about the economy but know that it's not everything. In a post-pandemic world, women will have demonstrated radical adaptability, which is what we need most.

## **WE WORK EVERY DAY TO ACHIEVE EQUAL POSITION, PAY, AND POWER, FOR ALL BUSINESS WOMEN.**

### **Our Approach**

We work collaboratively to advance all women in business. Our approach centers on eight core actions that guide all of the work that we do.

### **CONNECT**

We bring like-minded organizations and individuals together to drive the advancement of female leaders achieve gender and diversity parity.

### **COLLABORATE**

We engage our alliances to share resources, best practices, ideas, and more in order to achieve accelerated results.

### **AGGREGATE**

We leverage the extensive expertise and resources across our more than 40 partner organizations to drive change.

### **COMMUNICATE**

We use every vehicle possible to spread information and highlight results.

### **CELEBRATE**

We share success stories and embrace positive actions.

### **ADVOCATE**

We aggressively promote the accelerated advancement of all women in business across every industry.

### **HOLD ACCOUNTABLE**

We report results of our efforts and on the status of women in business.

### **INCLUSION**

We create and advocate for diverse and inclusive spaces in all professional areas for women in business results



**D**r. Heidi Kleinbach-Sauter, Board Director and Former SVP, PepsiCo

**What does women business leadership look like in 2021? And beyond?**

Women business leadership will be driven by a highly professional and effective network of senior women aligned behind one purpose, and ready to walk-the-talk, in their private companies and in the corporations they work for: to aim for equal opportunities and equal pay on all job levels, support women in their access to capital and professional development and relentlessly measure progress.

**What does collaboration mean to you?**

We cannot reach our goals as individuals but, rather, through partnering with a diverse and powerful network of stakeholders. This will turbocharge our success and ensure sustainable change for generations to come. Ultimately, in a globally connected world, we will need to ensure collaboration beyond borders and across the world.

**How important is diversity support in leadership?**

Building a globally connected and diverse sisterhood will be our dream and the lifeblood of sustainable success and, thus, economic growth.

**What are the three traits you see for women business success?**

Head, heart and guts

**What is the most impactful step towards ensuring women’s leadership within a business?**

Ensuring women’s leadership within a business needs strong leadership, measurable kpi’s and relentless commitment from top management incl. the Board.

**Why is women’s leadership critical?**

“A rising tide will lift all boats,” parity of women in business will drive economic growth and wealth across the globe in a sustainable way.



**J**ane Henry Founder, CEO, SeeHerWork

**What does women business leadership look like in 2021? And beyond?**

2021 and beyond requires a rigorous focus on productivity and employee retention. Who better than women to lean in on our innate skills to look for efficiencies and help others be successful in uncertainty? Making progress together will not only create more profitability, but will mitigate an extremely fluid economy that is gearing up to pull talent away if not pragmatically engaging.

**What does collaboration mean to you?**

Collaboration is a process that supports people coming together to achieve a goal. Successful collaboration involves achieving supply and demand for objectives, acting at macro and micro levels, and placing emphasis on the different areas at the right time. Women have a unique strength to lean into these areas where they can accelerate the time to get to new levels of productivity.

**How important is diversity support in leadership?**

Diverse leadership and better financial performance are statistically linked. In 2018, McKinsey released a study where companies in the top quartile for gender and cultural diversity on their executive teams were 35% more likely to experience above-average profitability. Yep, it’s not just a feel-good thing. It’s simply good business.

**What are the three traits you see for women business success?**

As women, we need to lean into our strength to create collaborative change. Those that lead change become easy targets for the natural human instinct to resist change. When we are attacked, we will embrace our adversaries with respect and understanding as “upsets” are a natural part of building sustainable impacts.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Women must not conform to command and control leadership models as social pressures might encourage us to do. We must embrace our interactive, cooperative styles to strengthen commitments towards sustainable change. This starts with more women in board positions. Businesses need women who are not only capable but also use their skills to extend olive branches of partnership.

**Why is women’s leadership critical?**

Women are a must-have in the boardroom. Businesses, communities, hard-working men and women, and the economy will benefit from their invaluable and irreplaceable skill sets.



**Jennifer Haggerty,**  
Business Leader,  
Capital Markets &  
Tech

**What does women business leadership look like in 2021? And beyond?**

Women will drive change and anchor stability as large and small businesses recalibrate and start to expand again. Women's leadership goes well beyond

a "good for you" opportunity, women drive positive, quantifiable IRR vs male-only teams.

**What does collaboration mean to you?**

Collaboration requires proper listening. I delight in finding "ah ha!" perspectives on vision, for action, which improves my recommendations for how to measure successes. People rally for a more complete, collaborative picture of success and its rewards.

**How important is diversity support in leadership?**

Diversity support is critical for people and customer retention, for generating more return out of every dollar invested, for ripple effects of next-generation leaders - women and men - seeing and experiencing that diversity means a lower risk of failure.

**What are the three traits you see for women business success?**

Build and be clear about your expertise; ask for and take on roles that are unfamiliar for a bit, you will find your groove for success; use your clarion voice to motivate people far and wide, because they will notice and respond.

**What is the most impactful step towards ensuring women's leadership within a business?**

I've worked in male-dominated dominions, like investment banking and technology entrepreneurship. I insist that hiring efforts--in areas like coding, data science, finance, P&L--take the extra time to find female candidates and support their interviewing experience. Women naturally rise to executive and Board leadership; getting there takes a strong voice of your own and diverse advocates.

**Why is women's leadership critical?**

Gender diversity produces greater returns and lower risk of failure. Most organizations would like to bottle this formulation, all day, every day!



**Jill Hershey,** Strategic  
Account Director,  
Salesforce

**What does women business leadership look like in 2021? And beyond?**

In 2021 Women Business Leadership means equal representation of women in all positions, primarily leadership roles.

**What does collaboration mean to you?**

Collaboration, to me, is directly related to inclusion and broadening our networks and connections to make change happen at a rapid pace.

**How important is diversity support in leadership?**

Diversity support is critical in leadership from the top down. If the message comes from the leader at the top, then the focus remains a priority and becomes second nature for all in the organization.

**What are the three traits you see for women business success?**

Perseverance, confidence and kindness.

**What is the most impactful step towards ensuring women's leadership within a business?**

I believe it starts with equal pay for all. The CEO/leader of the business must audit this on an annual basis. Once women are paid equally, there also needs to be an equal representation in leadership positions that the leader of that business mandates.

**Why is women's leadership critical?**

"A good leader inspires people to have confidence in the leader. A great leader inspires people to have confidence in themselves." - Eleanor Roosevelt





**J**ill Johnson, Co-Founder & CEO, Institute for Entrepreneurial Leadership

**What does women business leadership look like in 2021? And beyond?**

Historically, the extraordinary talent of women has been underutilized. The work from home environment that has

been forced upon us has shown more people how tough it is to balance the demands of home and work. The private sector will benefit from creating a workplace environment that allows women to bring their whole selves to work so they can make the contributions they are capable of making.

**What does collaboration mean to you?**

Collaboration is an important tool for leaders that can help to drive change that would not be possible in its absence. It enables people and organizations to do what they do best; this creates efficiency and allows assets to be used for their highest and best purpose. WBC provides a fertile environment for fast-tracking collaboration opportunities.

**How important is diversity support in leadership?**

Women leaders must insist on inclusion for all women. Gender parity should not be viewed as simply gains for white women. It is important that all women feel included in the sisterhood. Eliminating color barriers between women will enable all women to advance together.

**What are the three traits you see for women business success?**

- Ingenuity
- Grit
- Confidence

**What is the most impactful step towards ensuring women's leadership within a business?**

We can ensure women's leadership by creating an environment in which success is based on meritocracy, where productivity and getting the job done are rewarded over facetime and social engagement. We create opportunities for young women to learn how to be leaders without fear of failure. Knowing that we want them to succeed allows them to step into their potential.

**Why is women's leadership critical?**

Women's leadership is critical because we have a lot of brilliance to share. That brilliance is changing the world and improving lives in countless ways. The way in which women engage in dialogue, negotiate deals and solve problems in business offers a roadmap for creating a better world.



**J**ames M. Rishwain Jr., Chair Emeritus, Pillsbury Law

**What does women business leadership look like in 2021? And beyond?**

Women business leaders and their male counterparts should be compared and ranked on equal footing. Women business leaders have proven to perform at or better than

their counterparts. The future will hold a true recognition that women business leaders create vision, drive the company mission and produce profitability on an equal or better basis.

Mentorship of women is not enough. The best way to advance a woman in leadership is to truly hand the reins to her, provide her with the platform to set the course, empower her to direct the steps forward, ensure that all in the company know that she owns the role and responsibility, and afford her the tools necessary to make the necessary things happen.

**What does collaboration mean to you?**

Teamwork is essential. A leader must lead by example. A leader cannot lead alone.

Change is hard. Change is stressful. Gaining alignment is a key. Once alignment is created, change can come faster. Alignment cannot happen without collaboration.

Empathy is important. Understanding the needs, concerns and vulnerabilities of others is vital to successful leadership

Sharing ideas at the highest level among your peers is a most productive exercise to lead to better results.

**How important is diversity support in leadership?**

Essential elements of empathy, collaboration, trust-building and inspiration are impossible without increasing representation of women of color

Alignment and teamwork are not possible without a bonding of team members with the aim of supporting each other and no one wanting to be the weakest link.

**What are the three traits you see for women business success?**

- First, being empowered.
- Second, being engaged.
- Third, leaning in.

These steps will build trust, inspire confidence and elevate performance.

**What is the most impactful step towards ensuring women's leadership within a business?**

The most important step is to engage women at the highest level not by giving them a title, but by giving them true responsibility, ownership and accountability with artificial boundaries or barriers. By so doing, you entrust to women leaders the platform to lead and with that platform, they are empowered. This platform can be bolstered with strong ambassadorship.

**Why is women's leadership critical?**

In a global economy where the world needs empathy, perspective and trust, women are best equipped to lead successfully and elevate performance.



**Jodi Hanson Bond,**  
Independent Director /  
President & CEO of DevryBV  
Sustainable Strategies

**What does women business leadership look like in 2021? And beyond?**

We are experiencing significant advances in female leadership in the C-Suite and on Boards. These developments will have quantifiable

outcomes for business competitiveness and for society. My work at the helm leading an organization and serving as an Independent Director on two Boards allows for one more woman ready and willing to mentor and see others rise.

**What does collaboration mean to you?**

The efficiency of trust, something I underscore with my teams, entails working in concert to achieve any set goal. This is the differentiating factor in the WBC advance, the efficiency with which progress is being accelerated by trusting collaboration as the path forward.

“No one can whistle a symphony. It takes a whole orchestra to play it.” - H.E. Luccock

**How important is diversity support in leadership?**

It’s smart economics to have a widespread fabric of representation in any growth-minded organization. The wealth of vantage points provides critical input needed to optimize market advances.

What are the three traits you see for women business success?

Tenacity, collaboration, and the ability to constantly learn.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Men and women who have navigated any field successfully need to share their experience. At this juncture in my career, I mentor a host of individuals challenging them to be strategic, set their vision and to map out efforts needed to meet their goals.

**Why is women’s leadership critical?**

Women tend to dream big, multi-task well, navigate crises thoughtfully, promote teamwork and exercise the critical leadership quality of empathy in the process. What growth-minded organization does not need these optimization advantages?



**Joyce Salzberg, Founder and President, Sunny Days Early Childhood Development Services**

**What does women business leadership look like in 2021? And beyond?**

Any business leader in 2021 must be flexible and able to pivot quickly in order to take business goals and strategies to the next level.

**What does collaboration mean to you?**

Collaboration and team building are essential to creating change. Change cannot be dictated. There must be an investment in the process so that all are committed to the outcome. WBC offers the outside support and mentorship necessary in achieving that goal.

**How important is diversity support in leadership?**

Studies have shown that diverse groups display a range of perspectives and consistently out-perform like-minded experts. Diverse leaders look at the world through different cultural lenses which leads to better solutions.

**What are the three traits you see for women business success?**

Successful business women have vision, ambition, and must be goal-oriented. A healthy level of self confidence is imperative. Be bold enough to build, create new plans, rules and organizations when the status-quo is not enough. Be innovative and willing to learn.

**What is the most impactful step towards ensuring women’s leadership within a business?**

My success in business came from persistence. I am driven to achieve my goals. However, success is not achieved in a vacuum. Other women and men in my network believed in my mission and offered support. This is why, as a Board member at Temple University, I fund internships, scholarships and mentor students interested in pursuing their dreams.

**Why is women’s leadership critical?**

Women can and will lead the way in creating a more sustainable future with their inherent qualities and capabilities such as relationship building, collaboration, empathy, mentoring, nurturing and the ability to focus on the greater good.





**J**udith Goldkrand, Senior Vice President Wells Fargo

**What does women business leadership look like in 2021? And beyond?**

Private sector success is a combination of relationship networking, creating opportunities, and finding capital for scale. Many women business leaders in the private sector thrive

with mentorship, connection, and community. I am a connector and a mentor. I thrive when I am able to help my network through mentorship and connection.

**What does collaboration mean to you?**

Collaboration is about empathy and purpose in leadership. We can never fully understand the challenges of others, but we can remove barriers and obstacles to growth and scale. Humility serves me well. I get personal satisfaction from helping others achieve. The WBC is full of change agents who are dedicated to transforming the landscape for women in business.

**How important is diversity support in leadership?**

Increasing the representation of women of color is very important. Sharing the stories of our lived experiences help all women see and feel the community of those who have gone before, those who are here now, and those who will come after.

**What are the three traits you see for women business success?**

Grit: "Talent x Effort = Skill", and then "Skill x Effort = Achievement" Angela Duckworth.

Authenticity: Open, Honest, and Vulnerable.

Empathy: Putting on someone else's shoes, not your shoes on someone else

**What is the most impactful step towards ensuring women's leadership within a business?**

Creating opportunities for the career development of others.

**Why is women's leadership critical?**

Women's leadership pushes beyond having a seat at the table. It is about creating a new paradigm for leadership, development, and innovation.



**K**aren Barr, President and CFO, Investment Advisor Association

**What does women business leadership look like in 2021? And beyond?**

Women business leadership is at an inflection point in 2021; we have a long way to go, but we have good momentum, consensus on the imperative and are poised to make significant inroads. I am

committed to amplifying the voices and advancement of women in our organization and our industry.

**What does collaboration mean to you?**

Collaboration is absolutely essential to inclusive leadership, innovation and accelerating positive change.

How important is diversity support in leadership?

Leaders must create the tone at the top for building inclusive environments. Women play a key role in developing and sponsoring other women and creating support networks. The importance of modeling these behaviors in fostering diversity cannot be overstated

**What are the three traits you see for women business success?**

Collaboration, empathy, resilience

**What is the most impactful step towards ensuring women's leadership within a business?**

To ensure women's access to the highest echelons of our organizations and our society, women at all levels must be provided with opportunities to lead teams and initiatives and have P&L responsibilities. We must sponsor women for promotion, show confidence in their abilities and showcase their successes.

**Why is women's leadership critical?**

Women's leadership is essential to reflect the full range of voices and perspectives in business and society. Research shows that having more women leaders, and indeed more diverse leaders, overall leads to better outcomes, performance and impact.





**K**arla Bousquet, Vice President, Strategic Events and Speakers Bureau of IBM

**What does women business leadership look like in 2021? And beyond?**

The obvious metric of success is having more women leaders on Boards and in the C-suite.

“You can’t be it if you don’t see it” is still a factor holding many young women back, so our role as leaders is to not only role model, but also actively sponsor women to help them be successful.

I predict that more women entrepreneurs will start new businesses in 2021 to address the gaps and opportunities that have surfaced during the pandemic. I personally am encouraging my daughter to pursue social entrepreneurship opportunities and am considering becoming an angel investor to help worthy women-owned businesses get started. And through my work with the WBC, I am making a positive impact by joining forces with other dedicated men and women and contributing to the Action Initiative for Women in Technology – where increasing the pipeline is the first step to promoting more women leaders.

**What does collaboration mean to you?**

Collaboration is essential – truly effective leaders collaborate not just within their organizations but find new opportunities by creating collaborative environments where multiple partners and stakeholders can thrive. Collaboration produces a multiplier effect which allows change to accelerate. Being part of this collaborative makes me extremely proud because it engages me in a movement that is bigger than any one individual or organization. The WBC is unique in its ability to make progress against shared goals and objectives for advancing women’s leadership by accelerating change through collaboration, advocacy, action, and accountability

**What are the three traits you see for women business success?**

Passion, perseverance, and empathy

**What is the most impactful step towards ensuring women’s leadership within a business?**

Ensure that equity is hardwired into your business processes and measured.

**Why is women’s leadership critical?**

Women Leaders bring both grit and grace in leading teams to greatness.



**K**ay Unger, Fashion Designer and Philanthropist

**What does women business leadership look like in 2021? And beyond?**

To be a true leader now and into the future, you must lead by example. We, especially as women, know how to lead through community and collaboration where company, well being and health of that community are as important as the bottom line. As a leader in our community, respect is what will move us forward.

**What does collaboration mean to you?**

As a leader, the ability to have enough self-assurance to reach out and to collaborate with others that have expertise in the areas we do not is key.

**How important is diversity support in leadership?**

Diversity has always been vital. I believe our best process is to start young: give scholarships to underserved and mentor them all the way to the top. I am so proud of those I have helped.

What are the three traits you see for women business success?

Gratitude and the unique quality of women to listen are key traits for women business success. I feel that women are masters of expressing and appreciating others, especially in business.

**What is the most impactful step towards ensuring women’s leadership within a business?**

I believe our best process is to start young: give scholarships to underserved and mentor them all the way to the top. I am so proud of those I have helped.

**Why is women’s leadership critical?**

“Women’s leadership is important in order for our world to function in an inclusive way.”

*“I realized that if I was willing to step up and be in the spotlight, I’d be able to make everyone else around me much more powerful as well.” —Katherine Graham, former CEO of The Washington Post and first woman CEO*



**K**ip Wright, President & CEO, Genuent

**What does women business leadership look like in 2021? And beyond?**

Diversity in leadership follows a long held understanding of the value it brings from difference in thought, perspective, and experience. While the pandemic has resulted in challenges in achieving broad gender parity, we will continue to see progress promoting women into positions of leadership. I am proud to be part of an organization like WBC in creating this new future.

**What does collaboration mean to you?**

True success depends on the contributions of others. That only comes through a collaborative based approach – leveraging the strengths and expertise of others.

Our purpose at WBC is not to reinvent the causes that are promoting gender equality and parity. Instead, we collaborate with organizations already progressing these causes. Our partners & members bring unique experience and expertise, and we work together to achieve our purpose.

**How important is diversity support in leadership?**

The importance of diversity in leadership, both gender and racial, cannot be overstated. There are three key reasons for this:

The consumers that buy products and services are themselves diverse by nature.

Diversity in the workforce and in leadership allows us to more effectively service an increasingly diverse constituent base.

Diversity in the workforce and leadership just seems like the right thing to do.

**What are the three traits you see for women business success?**

Any individual must have honesty, integrity, ethics to truly succeed in business, along with hard work, diligence, perseverance, and self-awareness. However, women who are able to leverage these following traits are likely to achieve a greater level of business success:

Confidence – know who you are and what you are capable of.

Persistence – Success comes to those who are prepared. Success comes to those who seek it.

Support – Successful people surround themselves with other successful people. They lean on each other in difficult times, while celebrating achievements along the way.

**What is the most impactful step towards ensuring women’s leadership within a business?**

It will take awareness, advocacy, and proactive efforts to develop and promote qualified women just as we would with qualified men. I am personally committed to this charge, which includes both proactive efforts within my own company, as well as my participation in WBC.

**Why is women’s leadership critical?**

It’s the right thing to do.



**K**ristin Hull, PhD CEO, Nia Impact Capital

**What does women business leadership look like in 2021? And beyond?**

While currently women and people of color combined manage just 1.3% of the \$70 Trillion industry, 2021 is the year for women in financial management. Research is showing women make better investment decisions, including multiple stakeholders.

**What does collaboration mean to you?**

Collaboration means authentically sharing and working together on common goals, seeking win-win arrangements. Rather than being far ahead and out front, the next economy will reward those that collaborate and help others as a core business strategy.

**How important is diversity support in leadership?**

We know from research that diversity represents strength for a business. Diverse voices and people with different backgrounds and experiences can help businesses remove blind spots and be more thoughtful and strategic.

**What are the three traits you see for women business success?**

Women are often efficient and hard working. They can be empathetic leaders, holding the door open for others once they have passed through themselves.

**What is the most impactful step towards ensuring women’s leadership within a business?**

At Nia, we are working to change the face of finance by welcoming young women into sustainable investing. We build and extend leadership opportunities to young women, giving them support and encouraging stretch goals.

**Why is women’s leadership critical?**

2020 has shown us that the world needs more women in leadership. From business, to government, to portfolio management and investment decisions, women are inclusive, empathetic, systems thinkers, bringing balance and accountability when we need it most.



**L**akshmi Eleswarpu, Global IT Executive

**What does women business leadership look like in 2021? And beyond?**

Women need a seat at the table and to have strong leadership roles in business, medicine, science and technology. To unlock the potential of Industrial Revolution 4.0, including automation and artificial intelligence, women must be at the forefront of decision making. A merging of the minds and diversity of thought lead to creativity and innovation delivering results that inspire the world.

**What does collaboration mean to you?**

Collaboration means creating partnerships and building bridges to achieve goals and objectives. It drives accountability and ownership and value, which drives change faster and with total quality. Diversity of people, thought and experiences enable us to challenge each other respectfully and still come together for the common purpose.

**How important is diversity support in leadership?**

Women and society rise together. Historically, women of color have been one of the most vulnerable populations globally. With the power of unity and representation, we must ensure that women's rights to equality, education and empowerment becomes a reality around the world.

**What are the three traits you see for women business success?**

Be proud of your identity, believe in yourself, and ensure your voice is heard because your message is powerful.

**What is the most impactful step towards ensuring women's leadership within a business?**

We give young women hope by connecting and leading by example. Mentoring instills confidence and motivation to take on risk, especially to go into uncharted territories. We can help our mentees springboard and aim higher and farther by teaching them to manage barriers and seek out successful pathways.

**is women's leadership critical?**

Women achieve seemingly impossible goals by caring about the experience of our fellow human beings as we take them along on the journey with compassion and grace.



**L**inda Peek Schacht, Executive Coach, Leadership Consultant and Speaker

**What does women business leadership look like in 2021? And beyond?**

Women business leaders are crucial in 2021 as corporations and small businesses respond to the challenges of the pandemic, the economic recovery, the massive outpouring for racial and social justice, and the threats to our democratic institutions that continue. As the Business Roundtable has recast the role of business, the spotlight moved to not only shareowners but employees, customers and community, with women leading with collaboration and empathy.

For me, 2021 will be a year focused on writing, speaking, and workshops on the infodemic affecting every sector of society. What role does business play in addressing the need for accurate information, the critical battle against misinformation, and bringing together a diverse workforce living in different realities. At what point do businesses engage when misinformation about their companies or democratic institutions affect not only profits but the greater good?

**What does collaboration mean to you?**

As a leadership quality: the secret sauce for good decisions and engaged buy-in

As the ability to drive change faster: sharing diverse thinking gets to the best idea faster

How it relates to personal pride: it's more about collective pride; we did this together

Specific WBC collaboration: There is nothing stronger than women working together toward a defined goal.

**How important is diversity support in leadership?**

Increasing representation of women of color: Support for advancing women of color and financing their businesses is just good sense, good business and the right thing to do.

Building a sisterhood: Let's not repeat the mistakes of the suffrage movement. One sisterhood moving toward a goal that benefits all.

**What are the three traits you see for women business success?**

Persistence, Excellence, Collaboration

What is the most impactful step towards ensuring women's leadership within a business?

Women helping other women. Women helping men see the value in both individual women and in a diverse leadership team. As I have throughout my career, my advocacy includes hiring women, developing women, and asking the question "where are the women?"

**Why is women's leadership critical?**

What would the world look like today if more women were in leadership positions to prepare for and address the pandemic, to ensure broad distribution of economic aid, to bring people together across the divides, to not shy away from the bold action that these challenges require? I want to see that world.



**E**lizabeth Magennis,  
President, ConnectOne  
Bank

**What does women business leadership look like in 2021? And beyond?**

Leadership should always be based on selecting and recognizing the best person for the job regardless of gender. I was recently promoted to President, not because I am a woman but, because I play an integral role in growing the company to be a top-performing bank.

**What does collaboration mean to you?**

Collaboration as a leadership quality means breaking down barriers, putting the issues on the table and driving change, together, to make an impact. As the African Proverb says, “If you want to go fast, go alone; but if you want to go far, go together.” Without cultivating a culture that thrives off collaboration, no one can succeed. We must connect because together we are always better.

**How important is diversity support in leadership?**

Diversity in leadership is not only beneficial, but necessary. Seeing challenges and potential areas for growth and improvement through a different lens can only be achieved if perspectives are uniquely different from one another, allowing for an overall forward thinking mentality.

**What are the three traits you see for women business success?**

- Communication - You hear what isn't being said.
- Persistence - You drive yourself with purpose.
- Sense of urgency - You anticipate and plan for “what if.”

**What is the most impactful step towards ensuring women’s leadership within a business?**

Recognize unconscious bias in your organization, empower and create an environment of inclusion and challenge women to lean in.

**Why is women’s leadership critical?**

Children cannot become what they cannot see. As the mother of two daughters, I am always pushing them to their fullest potential. As Ayn Rand said: “The question isn't who is going to let me; it's who is going to stop me.”



**L**ori Marcus,  
Founder, Courtyard  
Connections LLC

**What does women business leadership look like in 2021? And beyond?**

The pandemic has been troubling for women, as significant numbers of women have had to take on double duty: home-schooling children while trying to manage their careers. Prior to the pandemic, we didn't have adequate infrastructure (e.g. affordable flexible childcare) for working women to thrive, but the pandemic has created greater issues for women.

**What does collaboration mean to you?**

To bring about significant change, we need to collaborate and work together. There are so many wonderful organizations working to make advances for women, but we can move faster and more effectively if we collaborate (vs. compete) and share insights/resources vs. working at cross purposes.

**How important is diversity support in leadership?**

Increasing the representation of women of color is incredibly important. Our leadership should reflect the makeup of our country's population, and it's not possible to do this without ensuring better representation of women of color in all levels of leadership.

**What are the three traits you see for women business success?**

- I believe women should lean on some of their natural gifts:
1. Being able to see around the corner, anticipating issues and opportunities.
  2. Dealing with colleagues in a thoughtful, caring, and empathetic manner, and
  3. Listening first, seeking to understand before seeking to be understood.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Women tend to be overly mentored but under sponsored. We need to not only be generous in giving women words of wisdom, but also using our leadership power to sponsor them for expanded roles and a path to realize their full potential.

**Why is women’s leadership critical?**

The most successful leadership teams include members with diverse perspectives -- this diversity means age, gender, race, background, perspective, etc. This helps to avoid “group-think”. Given that women are 50%+ of the population, it's impossible to have the best possible leadership team if you don't have women in leadership.





**M**argaret Resce Milkint, Man Partner, Insurance Head, Diversified Search Group

**What does women business leadership look like in 2021? And beyond?**

It's a new day where fresh outlooks, collaboration, and coalitions are center stage. The driving force in DEI is women

advancing other women via executive sponsorship, mentoring, networks and holistic relationships. Celebrating and leveraging our female edge as synergy builders is paramount to our success. A keen focus on social responsibility, justice and equity is the way we must lead now.

**What does collaboration mean to you?**

It is centered on trusted relationships, honorable partnerships and "living & breathing" networks that are curated, cultivated and treasured.

It must be part of one's personal mission, code and mantra. Investing personally, taking risks for the greater good and stepping into the unknown must become our armor as we move forward.

The mission spirit of WBC permeates all industry sectors igniting creativity, collegial growth and immeasurable respect. Edie Fraser's vision is real, personal and compelling and welcomes all leaders to step in and step up!

**How important is diversity support in leadership?**

DEI must be demonstrated in action not in words. Leaders who understand the data are armed to lead candid conversations with accountable action plans.

Increasing representation of women of color is at a crucial juncture—this is the time to amplify the efforts. What we have done is not enough. Mobilizing efforts in the Boardroom and in the C-Suite is crucial now and measuring outcomes will keep us accountable on progress.

Building a sisterhood is the secret sauce and the heart of our collective mission—trusted partnerships, empathy, kindness, active engagement make all the difference.

**What are the three traits you see for women business success?**

- Bold Curiosity
- Courageous Positivity
- Elegant Grit

**What is the most impactful step towards ensuring women's leadership within a business?**

Generosity is the key. Serving with compassion and action. Mentoring broadly and proactively. I am committed to all of these tenants in my servant leadership with the ISC Group as US Chair, as the Chair of the Women in Insurance Initiative, as the Founder of AllInTent—a place of welcome and belonging for the DEI Community of Insurance.

**Why is women's leadership critical?**

"Women's leadership is game-changing—it shines a light on the myriad of gifts that female leaders bestow with their unique blend of relentless drive and gentle nurturing, bold agility and honorable purpose, rare elegance and maverick spirit combined effortlessly and delivered powerfully."



**M**arta Newhart, Chief Communications Officer, Westinghouse Electric Company

**What does women business leadership look like in 2021? And beyond?**

Growing our businesses and moving toward new operating models that include a much more mobile and remote workforce.

There is a wave of inclusion that includes women in top roles that is mobilizing a more progressive and empathetic workforce.

Business leadership is in a consequential moment: That moment is about Inclusion.

**What does collaboration mean to you?**

Ensuring that the best outcome is the result regardless of who brings it forward. The world and markets are changing faster than anyone can keep up with. Because of that and the pandemic it has tested our ability to drive change. We have to make sure that our people understand the case for change and how it will improve long term success. Women supporting other women is what we do best. WBC Collaboration will lift voices and amplify the value we all bring to the organization.

**How important is diversity support in leadership?**

It's essential to our ability to drive innovation and increase the bottom line. If we put the same process rigor and discipline we do in those areas, as diversity we would be in a different place. There is an inclusion divide similar to the digital divide we focused on twenty years ago. The inclusion divide now means that not all voices of color are represented or are expected to be similar to each other. There is work to be done here. Regardless of our ethnicity, race or representation, as women we know the hurdles and the need to elevate our sisterhood.

**What is the most impactful step towards ensuring women's leadership within a business?**

One size does not fit all when recruiting top women in leadership roles nor is for our leadership styles. In my work, I've advocated to root out assumptions and bias that will help more women be accepted into roles that we are not highly represented in.

**Why is women's leadership critical?**

Good leaders organize and align people around what the team needs to do. Great leaders motivate and inspire people with why they're doing it. That's purpose. And that's the key to achieving something truly transformational."—Marillyn Hewson

"We've sat on the leaders side of the table long enough to know what the leadership side needs. We bring it because we've been there"....Marta Newhart



**M**ia Mends, Chief Administrative Officer, Sodexo North America

**What does women business leadership look like in 2021? And beyond?**

Women will continue to be relevant for bringing their heads and hearts to work and revealing authenticity. Authenticity

engenders trust and gives permission to others to show vulnerability, provides the clarity to navigate complex situations and the courage to lead with conviction. Women excel in moments of volatility which is why they will thrive in 2021.

**What does collaboration mean to you?**

Collaboration conveys inclusive leadership. It's about harnessing the unique gifts and talents of a diverse workforce and leveraging them to solve problems and advance business objectives. Collaboration actualized ultimately validates people and demonstrates that they are seen and valued. This kind of recognition of people drives engagement, performance and company growth.

**How important is diversity support in leadership?**

It's critical. Leaders have the responsibility to encourage and support the talented, underrepresented members of our workforce by not just helping them to build their network, but also by providing stretch assignments and actively cultivating change.

It's important to empathize and recognize that our experiences of inequality are not equal and to understand nuance on issues of race.

**What are the three traits you see for women business success?**

Learning agility, compassion, impeccable work ethic.

**What is the most impactful step towards ensuring women's leadership within a business?**

Creating psychological safety and an environment that allows women to come to work every day and feel like they can live their truth and thrive professionally. Then, companies need to enact the recruiting, promotion and retention practices that ensure women are elevated. Measurement is also critical. Set targets and milestones and track them.

**Why is women's leadership critical?**

The fact that women are not reaching their full potential in organizations has created a significant market failure in modern business. More businesses would thrive financially if women were equal participants in the marketplace. Beyond it being the right thing to do on a human level, it's simply good for business.



**N**elly Pitocco, Head Solution Engineering & Innovation, T-Mobile

**What does women business leadership look like in 2021? And beyond?**

I look forward to seeing women leading and growing businesses across different industries as the norm and not the exception.

**What does collaboration mean to you?**

Collaboration is fundamental to the success of a leader and her team. It encourages problem solving, inspires innovation and fosters high employee engagement and growth.

**How important is diversity support in leadership?**

Leadership's vocal and operational support of diversity, equity and inclusion is critical. Businesses are stronger when we bring together the unique talents, backgrounds and perspectives of diverse teams.

**What are the three traits you see for women business success?**

Authenticity: who we are and how we present ourselves. The honor and integrity we bring to every decision we make and interaction we have and the passion and desire to leave things better than we found them.

**What is the most impactful step towards ensuring women's leadership within a business?**

Women need sponsors and allies to represent them in rooms where decisions about their careers are made. If formal sponsor or protégé programs are not available, women need to be very deliberate about developing advocates who can speak up on their behalf.

**Why is women's leadership critical?**

There are clear benefits to having women in leadership positions. Women bring different perspectives and new approaches to solving problems, are great mentors and coaches and inspire trust and collaboration. At the end of the day, women make up over 51% of the population and should be represented accordingly.

**Michelle Wren**

COO, Genuent and Talent Path

2020 Global Power 150  
Women in Staffing

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**P**amela Craig, board memberships and former CFO, Accenture

**What does women business leadership look like in 2021? And beyond?**

Women business leadership is more ubiquitous. Women everywhere are accepting the challenge: the more we do, the more we create.

**What does collaboration mean to you?**

WBC's collaboration with so many women's organizations is leading to more and more that would not have happened before. Data we never had can be publicized and encourages people to act, mentoring and sponsoring up-and-coming women in business is more high profile, research and program and investment is shared. This is progress!

**How important is diversity support in leadership?**

Diversity is not an option. It must be there in order to achieve better outcomes.

**What are the three traits you see for women business success?**

Confidence, competence and caring.

**What is the most impactful step towards ensuring women's leadership within a business?**

Getting the stretch opportunities and being willing to "take a flyer" (i.e. risk on someone's potential).

**Why is women's leadership critical?**

Women's leadership proves that success is obvious.



**P**atricia Q Connolly, Executive Director, Drexel University's Raj Kamla Gupta Governance Institute

**What does women business leadership look like in 2021? And beyond?**

Women's business leadership in 2021 will have a chorus of voices from all generations and ethnic backgrounds. We will see women leaders of different groups and causes focus on what is essential for the whole.

**What does collaboration mean to you?**

Collaboration succeeds when a leader can recognize and draw on others strengths to bring them all together without any agenda other than the end goal. WBC's initiative of Parity in the Workplace defines true collaboration.

**How important is diversity support in leadership?**

Diversity is the critical foundation that will change the face of business leadership.

**What are the three traits you see for women business success?**

Focus, intelligence and emotional intelligence.

**What is the most impactful step towards ensuring women's leadership within a business?**

Become the voice in the room that adds meaningful content and supports those who do the same. Always take the time to listen and to be available for those who seek your advice.

**Why is women's leadership critical?**

Without a woman's voice, all you have is a vacuum devoid of critical insights.



**P**atricia Glaser Shea, President, Givful

**What does women business leadership look like in 2021? And beyond?**

Women leaders in 2021 must carry forward the business skills of their male counterparts while being empathetic, authentic, inclusive and systems-thinking.

**What does collaboration mean to you?**

Collaboration is working towards a common goal with others. Collaboration is essential if you want to achieve the most, using the fewest resources in the shortest period of time. Remember "if you want to go far, go together."

**How important is diversity support in leadership?**

To have the "best of the best," you consider the potential of all. Diversity gives leaders access to broader and deeper talent, diverse insights and unlimited wisdom from a wide range of experiences.

**What are the three traits you see for women business success?**

Strong back, open mind and heart and the ability to pivot when necessary.

**What is the most impactful step towards ensuring women's leadership within a business?**

Women must always be in "the room where it happens." I will make sure that women are always invited and always considered for any opportunities over which I have influence.

**Why is women's leadership critical?**

I believe -actually I know- if you "give a man a fish; he eats for a day. Teach a man to fish; he eats for a lifetime. Teach a woman to fish, and she feeds the village."





**R**enee Pepys Lowe, President, RPL Enterprises

**What does women business leadership look like in 2021? And beyond?**

As a serial entrepreneur, I believe every woman needs the opportunity to succeed, to pursue her dreams, have access to capital and people who believe in her talents and ideas, and

create her story.

**What does collaboration mean to you?**

Strong collaborations are powerful and can make the difference between good and great. WBC was created on the basis of collaboration and I love seeing WBC and C200 working together to focus on the continued success of women. We are making a difference together.

**How important is diversity support in leadership?**

Having a company that sees diversity as one of the greatest traits and leading with a diverse Executive Team is the perfect way to establish a culture. Not only did I primarily employ women, I am proud to say that our Leadership Team was a sisterhood because of its diversity. It made a difference. We all succeeded individually and together and made such an impact.

**What are the three traits you see for women business success?**

Confidence, courage and empathy.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Every company and organization needs a leader and having a woman at the helm creates a unique and welcoming culture, more inclusion and the opportunity for success. My greatest joy comes from mentoring former foster youth as they pursue Advanced Degrees and further their career and family goals. Giving back is pure fun and so rewarding.

**Why is women’s leadership critical?**

I had the privilege of being surrounded by a strong mother, grandmother and great-grandmother and their drive allowed me to succeed and, now, witnessing my daughters grow up to be strong leaders and create their own path is pure joy! As Ralph Waldo Emerson says, “do not follow where the path may lead. Do instead where there is no path and leave a trail.”



**R**ohini Anand, Strategic Business Leader, Rohini Anand LLC

**What does women business leadership look like in 2021? And beyond?**

Women business leaders will be critical in forging new pathways to help organizations pivot in response to COVID-19 and social justice crises.

**What does collaboration mean to you?**

For me, the essence of collaboration is captured in the African proverb, “to go fast, go alone. To go far, go together.” Collaboration across the ecosystem is essential to accomplish outcomes in today’s complex global economy. WBC exemplifies collaboration by partnering across disparate organizations to achieve ambitious goals.

**How important is diversity support in leadership?**

Advancing women is about being intentional in ensuring that women of color are advanced and represented in the C-suite, board room and leadership pipeline.

**What are the three traits you see for women business success?**

Authenticity, courage and risk taking and strategic leadership.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Lifting other women up and paying it forward by sponsoring and mentoring women are key to advancing women in business. This includes sponsorship by both men and women. I am intentional about sponsoring women of color and young women, who are our future in the process I am learning and being stretched.

**Why is women’s leadership critical?**

As Ayn Rand once said, “the question isn’t who’s going to let me in; it’s who is going to stop me.”





**S**haron W. Reynolds,  
President and CEO,  
Devmar Products

**What does women business leadership look like in 2021? And beyond?**

In 2021, women business leadership received a statistical boost that took place during the prior year. From elevating women

on corporate boards precipitated by laws passed in New York, California and Michigan, to our very first woman Vice President of the United States of America, women's leadership in 2021 means breaking through that mental barrier to become unstoppable.

As a CEO, it is my responsibility to demonstrate exceptional leadership in action and to encourage newcomers to walk boldly into their leadership roles with authenticity, fearlessness, humility, and confidence.

**What does collaboration mean to you?**

Collaboration is having the ability to empower others to contribute their best work and ideas.

There is no time like the present to accelerate change for the future of women in leadership roles. We must hold decision-makers accountable for ensuring that all women, including women of color, have a seat at the table.

My three-year-old grandchild is a bright, rambunctious little girl. She will learn the importance of collaboration at an early age as being a necessary strategy for getting things done efficiently. Teamwork makes the dream work!

The Women Business Collaborative epitomizes the essence of women working together for the common cause of elevating women in all 9 represented action initiatives, creating a broad spectrum of leaders that seep into the fiber of next steps for change.

**How important is diversity support in leadership?**

Diversity support in leadership is paramount for women of color and in particular African American women. We must rid leaders within organizations that continue to perpetuate this lack of diversity with a renewed sense of purposeful change that reflect communities across America.

Women must work together for the common good.

**What are the three traits you see for women business success?**

Courage, persistence, purpose.

**What is the most impactful step towards ensuring women's leadership within a business?**

Thinking of ways to elevate others before self, take credit for nothing and give back generously.

**Why is women's leadership critical?**

"The question isn't who's going to let me; it's who is going to stop me," Ayn Rand



**S**heila C. Boyington, President  
and CEO, Thinking Media/  
Learning Blade

**What does women business leadership look like in 2021? And beyond?**

Women's business leadership needs to take on a new role. As women, our expanding role in managing the home, health of those around us (parents and children), learning for students, and, of course, then our own companies or careers. This is a year where multi-tasking has taken on a new meaning.

**What does collaboration mean to you?**

Collaboration is a vital piece of leadership to be able to take the best of those around you to ensure that the best actions are made by you as a career woman and, of course, to grow the impacts of organizations like the Women Business Collaborative.

**How important is diversity support in leadership?**

As an Indian woman STEM leader, it is vital that we are able to create opportunities to motivate the next generation to pursue STEM and Computer Science as a career.

**What are the three traits you see for women business success?**

Passion, hard work and networking.

**What is the most impactful step towards ensuring women's leadership within a business?**

Believing in your skills, your willingness to work hard, and reaching back to help those behind you, can be impactful in building you and your success in the business world.

**Why is women's leadership critical?**

Follow your PASSION- Plan, Act, Study, Socially-Conscious, Innovate, Open-Minded, Network - using this as a road map can lead to success!



**S**hoshana Grove, CEO,  
International Bridge INC

**What does women business leadership look like in 2021? And beyond?**

More government women in the PAS and SES as well as more private sector women in the C-suite and Board Room.

**What does collaboration mean to you?**

Collaboration, to me, is creating synergy with my clients and internal stakeholders to bring financial value.

**How important is diversity support in leadership?**

When the government and the private sector embrace diversity, they increase productivity, value and financial performance.

### **What are the three traits you see for women business success?**

All leaders need the same traits: empathy, proactivity, trustworthiness.

### **What is the most impactful step towards ensuring women's leadership within a business?**

Amplifying the successes of women. I belong to several women's advocacy groups and one of the primary goals is promoting women into the next role.

### **Why is women's leadership critical?**

Team members do their best work in an inclusive environment where everyone's ideas matter and where every success is celebrated as a collaboration. Valuing the unique strengths of each team member to drive synergy ensures success.



**S**tacey D. Stewart,  
President and CEO,  
March of Dimes

### **What does women business leadership look like in 2021? And beyond?**

In 2021, I think women business leaders will need to focus on navigating a very uncertain economic environment and maintain optimism as we recover from the COVID-19 pandemic with wider distribution of the vaccine.

### **What does collaboration mean to you?**

Collaboration is the key to business success and to success overall. Very few people can ever succeed on their own. We need strong teams and partners especially during tough times. We also have to be reliable partners and leaders ourselves for those that depend on us.

### **How important is diversity support in leadership?**

In our businesses and organizations, we do business and our work in diverse environments. To succeed, we must reflect the diversity of our customers and communities. Women supporting women is an important part of this. It's an honor to serve as a woman of color and the CEO of an organization because I believe I bring a unique perspective to the ways in which we serve others.

### **What are the three traits you see for women business success?**

Courage, confidence and risk-taking.

### **What is the most impactful step towards ensuring women's leadership within a business?**

Sponsorship of other women is critical. This goes beyond mentorship, which is also important, but sponsoring other women really provides a path for future growth and development for high performing women and it may be the best way for them to get the advancement opportunities they deserve.

### **Why is women's leadership critical?**

Beyond intellect and innovation, women bring insights and empathy to business leadership that provides an advantage for any organization.



**S**teven Rowell, Change  
Management Consultant,  
Author, Speaker

### **What does women business leadership look like in 2021? And beyond?**

Women business leadership in 2021 is a burgeoning opportunity of "yes, and," where improvements are happening more rapidly, and we still have much to do in terms of implementing systemic, cultural shifts and improvements. Collaboration is key. I believe 2021 is a great year for advancements in "Men as Allies" and Women mentoring Women.

### **What does collaboration mean to you?**

Quite often I hear women executives and owners share "vulnerability is not okay," between themselves, especially within the same corporation. As an advocate of Men as Allies, and an optimist for the potential of lasting culture change in support of women in business, we need to reach deep beneath the surface to create a climate of authentic transparency without fear of reprisal.

### **What are the three traits you see for women business success?**

My experience has been that women in business who consistently exercise managerial courage diplomatically, pragmatism with emotional intelligence and negotiation skills with financial acumen eradicate the delusion that "men are better than women in business and leadership," and frankly inspire men to "uplevel" their performance in healthy, positive ways.

### **What is the most impactful step towards ensuring women's leadership within a business?**

Where I see the greatest need for lasting change in ensuring women's leadership within a business is in the "evolution of men's thinking," which means that the "Men as Allies" work is critical to our collective success. This evolution of thinking, change in our cultural conversations about women as leaders and genuine engagement of men, anew, will support "Women in the Pipeline" initiatives as well.

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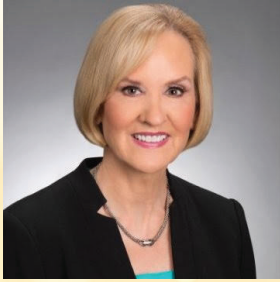


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**S**ue Burnett, CEO, Burnett Specialists / Choice Specialists

**What does women business leadership look like in 2021? And beyond?**

Hopefully, women will return to the workplace in 2021 and lead their companies in person again. Many companies are promoting women to CEO roles and this will continue to increase. More women are graduating from college than men, which will help women rise to the top.

**What does collaboration mean to you?**

Being able to collaborate with others is important to leaders because it creates successful teamwork. This allows change to be implemented faster and more smoothly. Having the WBC pull so many organizations together means that goals will be achieved faster with more input and experience from members.

**How important is diversity support in leadership?**

More women of color in corporate, political and non-profit leadership positions will mean that their experience and opinions will be heard and will impact their organizations. Having all races of women working together definitely creates a bond in their friendship and helps build a sisterhood.

**What are the three traits you see for women business success?**

Persistence, empathy and decisiveness.

**What is the most impactful step towards ensuring women's leadership within a business?**

I did an Employee Stock Ownership Plan for my company ten years ago and now we have 780 vested owners of our company. We are a certified woman owned business and 67% of our owners are women. Most of my management team are women, so there is no glass ceiling in our company. They will continue leading the company in the future whenever I retire.

**Why is women's leadership critical?**

Women leaders are more empathetic, detail minded, open minded and caring than most male leaders. Those traits are important to the success of a company and to the success of the U.S. in the years ahead.



**S**usan Skerritt, Independent Director, Tanger Factory Outlet Centers Inc and other boards

**What does women business leadership look like in 2021? And beyond?**

Real progress has been accomplished in making boards more gender diverse. Women now hold more than 25% of corporate board seats. As a member of four corporate boards, I am focused on corporate approaches to hiring and the development of executives and how diversity is effectively considered in those activities. With more women at the board table, human capital management should improve.

**What does collaboration mean to you?**

I believe unselfish collaboration among diverse teams always drives better results. As results improve, members of those teams take pride in their accomplishments and continue to collaborate. It's a wonderful virtual circle.

**How important is diversity support in leadership?**

Diversity needs to be grounded in the benefits that it delivers to an organization. By reflecting the diversity of customers among its employees, executives and board, better capital allocation decisions are made and result in better profitability.

**What are the three traits you see for women business success?**

For women to be successful in business they need grit, tenacity and a sense of humor.

**What is the most impactful step towards ensuring women's leadership within a business?**

As an executive and CEO, and now as a board member, I am focused on ensuring that the organizations which I work with make the best use of their human capital. That means ensuring that women are given an equal opportunity to succeed and to take on leadership roles. As an individual, I devote significant time to supporting the development of, and providing ideas and feedback to, other women.

**Why is women's leadership critical?**

If women's leadership capabilities are not fully recognized and realized, we are missing out on half of our productive human assets.





**V**anessa Kay, EVP and Managing Director, Moët Hennessy Prestige

**What does women business leadership look like in 2021? And beyond?**

2020 spurred a faster pace of necessary change towards a more flexible, inclusive and diverse workplace.

I hope leadership roles are no longer qualified by our gender; that so many of us will lead by example, that identifying someone as a “woman business leader” will seem as odd as lauding a “male business leader”.

**What does collaboration mean to you?**

Collaboration and working as a team are paramount to success, where every member has a personal as well as a professional stake, which means I have done my job well.

At WBC, I am committed to bringing in new partners and to giving a greater voice to many organizations, such as Women of the Vines & Spirits, that are working to make the alcohol beverage industry more inclusive.

**How important is diversity support in leadership?**

Diversity is crucial to any business’ success. We are not selling to one type of person; our ranks need to reflect our customers. Any endeavor that is going to be successful relies on different points of view and life experiences.

In the past, it has been vital for women to rely on other women in the business world because it has been dominated by men. In the future, I hope we will have the luxury of building a business “family,” that includes our sisters.

**What are the three traits you see for women business success?**

The first is not seeing a trait as gender specific. Intelligence, a strong work ethic, and being a team player are not relegated to men or women.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Throughout my career, I have been passionately invested in supporting women and a fierce advocate and sponsor of junior talent which we know is critical to ensure that women are given the right opportunities and exposure to prepare for future leadership roles. The more women step up to lead, the more our leadership won’t be questioned.

**Why is women’s leadership critical?**

I live in a country where until 100 years ago, we didn’t have the right to vote. Now we have a female vice president. Seeing ourselves represented in leadership roles speaks to the importance of equity, and the true success of any company is when everyone’s voices are not only heard, but valued and rewarded.



**V**elma Deleveaux, Principal, Booz Allen Hamilton

**What does women business leadership look like in 2021? And beyond?**

We need to advance bold visions. We must stop making apologies for the decisions we make; including the people we hire that look like us. We need to pass this on to our

daughters at an early age.

**What does collaboration mean to you?**

It embodies both attitude and action.

**How important is diversity support in leadership?**

Diversity is a business imperative; for the top and bottom line. It is more important that women understand that we must support each other to expand the pie. Some of us buy into the notion (advanced by men) that it’s either me or you. It’s actually about both of us when we expand “the pie” of opportunities.

**What are the three traits you see for women business success?**

Vision, collaboration and diligence.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Building and nurturing a strong team, setting clear expectations and obtaining advocacy at very senior levels.

**Why is women’s leadership critical?**

Women’s leadership is more critical than ever. The future of the next generation depends on it.



**K**aren R. Jenkins, President and CEO, KRJ Consulting LLC

**What does women business leadership look like in 2021? And beyond?**

2021 brings new opportunities for women in business leadership in the boardroom and in leadership roles within businesses. The concerted efforts of organizations like WBC has continued to display the advantages of having a diverse leadership team that includes women and women of color.

**What does collaboration mean to you?**

Collaboration is the ability to leverage the energy, skills and experience of others to accomplish mutual goals and objectives.

### How important is diversity support in leadership?

Diversity support is a critical component, as is with any successful initiative. Having an inclusive culture begins with leadership that sets standards and monitors the results.

### What are the three traits you see for women business success?

Confidence in one's ability, competence to perform and connections with an effective network.

### What is the most impactful step towards ensuring women's leadership within a business?

Ensuring women's leadership requires a 360 approach. This includes leveraging the leadership of an organization, the women leaders and the mentors that will help to support their efforts to succeed. I take pride in mentoring women business leaders through a complimentary group mentoring and coaching program- "Eat. Learn. Grow."- leveraging my experience, knowledge and lessons learned.

### Why is women's leadership critical?

A wider perspective, an improved sense of awareness and more effective decision making.



**D**r. Andrea Hendricks,  
Senior Exec Director,  
D&I, Cerner Corp

### What does women business leadership look like in 2021? And beyond?

Women business leadership continues to look promising based on solid engagement with community partners. I see collaborative efforts forging now more than ever, designed for individual growth and elevating

leadership capabilities for new and improved direction. Women business leaders must continue to break through barriers and become empowered for success.

### What does collaboration mean to you?

Collaboration is key to success for all levels of leadership, especially for women and POC leaders. To navigate successfully in uncharted waters we must view one another as collaborators, not competitors. We must redefine collaboration or their business ideas might perish. To make change and mitigate disparate impacts facing women and POC business leaders, collaboration is everything.

### How important is diversity support in leadership?

Diversity support in leadership is important for business. Increasing representation at all levels, especially for women of color, is a must. When you see diverse representation at all levels, it allows one to belong, to matter and power forward. This will bring a variety of perspectives and experiences in collaboration to businesses and improve innovation.

### What are the three traits you see for women business success?

The three traits I believe hold true for women business success: vision, beliefs and positivity. Successful women have vision on where hopes and dreams can take them. They must maintain belief that they can do it and remain positive and resilient through successes and challenges faced on a day-to-day basis. Keep a positive attitude in life and know how to leverage others

### What is the most impactful step towards ensuring women's leadership within a business?

The most impactful steps for women leadership success is sponsorship relationships and allyship from men. The lack of strong sponsors and allies are keeping women from advancing into leadership and the positive growth needed of their companies. I spend considerable effort mentoring, sponsoring and engaging with young girls and women--a core empowerment relationship for success.

### Why is women's leadership critical?

Women's leadership is critical because progress cannot happen without diversity of perspective in leadership. It is imperative that women have a seat at the table. Women create long lasting impact at homes, communities and workplaces. Women bring transformational intersectionality to everything, which will allow for greater diversity, inclusion, equity and belonging.





**J**udith M. von Seldeneck,  
Chairman and Founder,  
Diversified Search Group

**What does women business leadership look like in 2021? And beyond?**

The challenges of 2020 have been a wake-up call and they've heightened awareness that all sectors need to invest in new, and more diverse talent. The global economy is here to stay and the war for talent is real. Studies show that more diverse companies achieve far greater profits. It's no longer just a good thing to do; it's a business imperative.

There is a wave of new leaders coming of age who are forward-thinking and have a passion for equity. They're influencing leadership in business with their values and it's making a difference that is here to stay. Our executive search firm has close to a 50-year history of successfully recruiting C-Suite women executives. I plan to continue working on that endeavor until "our maker calls me."

**What does collaboration mean to you?**

We started the WBC to help prioritize what the biggest challenges are for women in business today and to bring resources and power together to really make a difference. There is nothing more powerful than women coming together to help each other.

**How important is diversity support in leadership?**

Critically important. It doesn't happen without intentional leadership. Women face unique challenges as leaders and the support of other women has been essential to my success.

**What is the most impactful step towards ensuring women's leadership within a business?**

Diversity does not happen without leadership that drives it. At Diversified Search, we've always had a diverse leadership team focused on doing things differently. And I think it's no surprise that as a result, we have a track record of consistently getting the most diverse candidate pools and placing the most diverse candidates in the industry. We're now one of the fastest-growing recruiting firms in the U.S. and we were ranked #5 by Forbes last year as one of the best. It's also important for women to support women, and throughout my career, I've tried to do just that with my time, energy and, resources. I am starting a fund to support Women Entrepreneurs.

**Why is women's leadership critical?**

Women make up 50% of the population and 50% of the talent; they bring a different perspective in terms of learned and innate skills which is so important around key decision making.



**G**wen Young, COO, Women  
Business Collaborative

**What does women business leadership look like in 2021? And beyond?**

Business leadership looks more diverse in terms of color and ethnicity but also background. As well as leadership looks more purpose driven with a commitment to building trust, empathizing with team members and driving effectiveness together.

**What does collaboration mean to you?**

Collaboration means acting together with trust and respect to drive impact. It is both the idea of agreeing to a common goal and acting purposefully to drive outcomes.

**How important is diversity support in leadership?**

Diversity is critical to understanding the needs of all stakeholders, from clients and consumers to colleagues and employees. Diversity needs to be built in a way that ensures belonging and is inclusive so that we can hear and respect differing perspectives.

**What are the three traits you see for women business success? \***

Communication, empathy and confidence.

**What is the most impactful step towards ensuring women's leadership within a business?**

The most impactful step a company can take to ensure women's leadership is to demonstrate the commitment from the top, CEO level and to ensure all men and women have equal access to information and opportunities.

**Why is women's leadership critical?**

Women's leadership is critical to ensuring policies, business outcomes and opportunities are impactful for all individuals and communities.





**A**ndrea Conner, CEO,  
Stevenson Conner

**What does women business leadership look like in 2021? And beyond?**

Women’s business leadership looks like diversity of race and a collaboration of women across the spectrum, bringing the unique skills that come naturally to them to

leadership. We will see a more transparent and compassionate approach to doing business where all voices are heard. I’m excited to see the difference this will make in our world.

**What does collaboration mean to you?**

Collaboration means diversity of thought for the purpose of innovation and community. In the case of WBC, it means that a village of women and men stand behind nine action initiatives that make businesses thrive and our world a better place because both women and men are economically empowered.

**How important is diversity support in leadership?**

Diversity in building a sisterhood that supports one another and sets an example across generations. Role models are important.

**What are the three traits you see for women business success?**

Living authentically, fostering collaboration and courageous acts.

**What is the most impactful step towards ensuring women’s leadership within a business?**

The most important step is ensuring that women’s voices are heard at every level of any organization from the mailroom to the boardroom.

**Why is women’s leadership critical?**

Women see the world through multiple lenses that bring a full picture of what is valued in society. Women are stakeholders at every level of society and can influence the best and the worst in humanity.



**S**andra Baer, President,  
Personal Cities

**What does women business leadership look like in 2021? And beyond?**

2021 will bring more gender diversity to managerial positions worldwide. We are seeing the power of this changing balance reflected

in profitability, respect for the organization, and a new spirit of innovation. As CEO of Personal Cities, I have seen an increasing number of women entrepreneurs and investors with ground-breaking ideas that solve real city challenges—surely more to come.

**What does collaboration mean to you?**

The convergence of crises affecting our world—from the pandemic to social and racial injustice—make this the perfect time to form new collaborations. Creating new relationships and coalitions will help us move from “the way we have always done it,” to new outcomes that value diversity of thought, perspective, gender, education, and color. The women of the WBC reflect this fresh set of lenses.

**How important is diversity support in leadership?**

As we move to a more diverse workplace, we change the performance and productivity of every organization. Furthermore, we build a sense of belonging that translates into a sisterhood where we all contribute, a community of respect and integrity. All of us at WBC see this future and are working to make it our world.

**What are the three traits you see for women business success?**

Women must have a personal vision and passion for their work and life. They must never underestimate the power of other people in their lives as teachers, colleagues, partners and compass setters. If they are willing to “take a leap and build their wings in flight,” they will find more than success—they will find the joy of work and the reward of helping others succeed.

**What is the most impactful step towards ensuring women’s leadership within a business?**

The best action to ensure women’s leadership is to be a leader—to listen, to understand what is really happening in the world of work. As we make new relationships, we must always look for ways to help women and ensure they have a place at the table.

**Why is women’s leadership critical?**

“Now is the perfect time for transformation. Working together, we will build new collaborations to shape a stronger, more diverse, more compassionate set of leaders.”



**P**atrice D'Eramo,  
Informational Technology  
Sales and Marketing  
Leader

**What does women business leadership look like in 2021? And beyond?**

Women have the uncanny ability to build remarkable teams that can often be described as sustainable, compassionate, diverse, focused and can make things happen in a way that is lasting while solving for the greater good.

**What does collaboration mean to you?**

Collaboration, when done right, shows up when a team has a clear vision and purpose, they work across boundaries, ask and listen for each other's input and build upon each other's ideas. They arrive and execute a better and stronger solution. I always say when collaboration is done right, it is the most exhausting and exhilarating feeling.

**How important is diversity support in leadership?**

Diversity, within leadership, should be non-negotiable. Data shows that it is best for business, our communities and the world. It has been proven time and time again, we just need to accelerate the implementation into overdrive action.

**What are the three traits you see for women business success?**

Passion, resiliency and thick skin to push forward when people are pushing back.

**What is the most impactful step towards ensuring women's leadership within a business?**

I've entered chapter two in my life, carrying on the work I did when I was in corporate America. I feel strongly about nurturing young girls and women to be the best they can be; showing them the possibilities, providing them the support and sponsorship to persevere and the aircover to take risks. I've committed heart and soul to ensure more women rise to leadership.

**Why is women's leadership critical?**

It is the right time and the stakes are so high. We must have more women in leadership positions to make a difference in our communities and country. That is a no-brainer



**S**usan Mazza, CEO and  
Founder, Random Acts of  
Leadership

**What does women business leadership look like in 2021? And beyond?**

Women are uniquely suited to lead in a world that has had to rapidly embrace virtual connection and increasing collaboration. My role is to help women prepare to both create and make the most of new opportunities to elevate their leadership and their impact.

**What does collaboration mean to you?**

Collaboration is working together toward a shared aspiration. It is essential to developing influence and elevating contribution. The WBC provides a platform of collaboration that lifts us all.

**How important is diversity support in leadership?**

From an everyday leadership perspective, with diversity of representation comes diversity of thought and perspective as well as alignment with the world we serve. If we want to lead the way to growth and innovation, diversity at every level is essential.

**What are the three traits you see for women business success?**

Purpose-driven, confidence and persistence.

**What is the most impactful step towards ensuring women's leadership within a business?**

Seek opportunities to give women a hand-up to reach their potential with skills, knowledge and advocacy. I participate with professional women's organizations as well as offer coaching and programs that specifically address the challenges business women face.

**Why is women's leadership critical?**

"We is a far more potent force than me." Magic happens when we focus on our interconnections and how we can support each other in achieving the remarkable together. Women's leadership is critical now because we need leaders who can cultivate an empowered "we" to face today's challenges and rise to new opportunities.



**Julie Kantor, President and CEO, TwoMentor**

**What does women business leadership look like in 2021? And beyond?**

We understand we are a nation divided by politics and separated by the pandemic. We must define our living legacies with integrity, action, accountability, and purpose. I believe in getting back to the

personal touch by championing 1:1 human connections that we have been losing societally. As CEO of Twomentor, we proudly advance mentoring and sponsorship to elevate a diverse skilled workforce.

**What does collaboration mean to you?**

Women’s Business Collaborative has been a breath of fresh air for me- bringing Mission (Advancing women in the workplace, onto corp boards and more), Membership (a Sisterhood of Leaders and new friendships), and integrity to a Movement. Being able to build around a noble cause meaningful connections, support of stellar partnerships (like Catalyst, Paradigm for Parity) makes WBC a one-stop-shop.

**How important is diversity support in leadership?**

When leaders mentor and sponsor (champion) in our likeness, the top echelons of corporate America will stay the same. The hiring room is not a meritocracy - candidates are championed. When leaders mentor and sponsor diversely we get more diversity! A lot of leaders don’t realize this and have not put together deliberate plans for who they will champion yearly. I actively champion 5 - 10 people now

**What are the three traits you see for women business success? \***

1. Authentic Listening Followed By
2. Strategic Action,
3. Real Championing of Others.

**What is the most impactful step towards ensuring women’s leadership within a business?**

I will mentor and sponsor others who want to have a societal impact. I have moved from day-to-day operations to board roles and am a serial entrepreneur. Currently I serve on the Leadership Council of Women’s Business Collaborative, have a company Twomentor that runs mentoring and sponsor initiatives ( + train the trainer), National Board of ActiveMinds.org that is stellar in mental health space.

**Why is women’s leadership critical?**

Women, we need to know we have power, we are more than enough and we can mentor and sponsor diversely to drive more diversity. Time to get into the sponsor game which men have done well for centuries. Mentors advise and experience share, Sponsors advocate and champion! We’ve got this!



**Cindy Burrell, President, Diversity in Boardrooms**

**What does women business leadership look like in 2021? And beyond?**

How can I help others as well as myself? For more of us to thrive, we need to intentionally assist other women in their leadership journey. In my business of Diversity in Boardrooms, we recruit qualified

women and people of color for corporate board positions. On a volunteer basis, I assist women in accelerating their capability in becoming a qualified board candidate.

**What does collaboration mean to you?**

Collaboration is not just “being nice” to others; it’s finding out specific ways you can make a difference. For example, proactively refer a qualified board candidate to another corporate board director to expand their Board network and accelerate their corporate board journey.

**How important is diversity support in leadership?**

We are a diverse, successful country. If you are white and only have white friends, then you have blinders on and you are missing opportunities to gain knowledge and build connections with other talented people.

**What are the three traits you see for women business success?**

Life long learner; adaptable to change; commitment to achieving your goals.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Help other smart women to succeed so that when you achieve a higher level, you will not be alone.

**Why is women’s leadership critical?**

Alone I can do so much and together we can do so much more!





**Sunny Slaughter, CEO, Sunny Slaughter Consulting, LLC**

**What does women business leadership look like in 2021? And beyond?**

Women business leadership must reflect the authentic lens, voice and perspective of global society. It normalizes, racial, ethnic and cultural diversity in business practice. It also ensures women of color are respected, acknowledged, promoted, engaged and paid appropriately for the experience and expertise they bring to the table, Boardroom and C-suite. I look forward to leading these efforts.

**What does collaboration mean to you?**

Collaboration means the opportunity to build, grow and make positive changes with others.

**How important is diversity support in leadership?**

Racial and cultural diversity in leadership increases the economic viability and sustainability of any business and builds a sisterhood of trust and reliability.

**What are the three traits you see for women business success?**

Leadership, authenticity and agility.

**What is the most impactful step towards ensuring women's leadership within a business?**

Increasing racial diversity, economic empowerment and advancing women of color. In 2021, I will release RESET 90™, an engagement and empowerment tool for women where I will offer individual and group coaching sessions.

**Why is women's leadership critical?**

Women's leadership is crucial because change is necessary. "When women lead, they listen and hear the people they surround themselves with."



**Jennifer Martineau, President and Founder, Leap and Inspire Global**

**What does women business leadership look like in 2021? And beyond?**

Women business leadership is inclusive, collaborative and focused on end results, as well as how the work is done. Just as in a family or a village, women realize that the success of one person depends on the success of all people. Women will lead organizations paying attention to the success of the business, as well as that of its employees, stakeholders and community.

**What does collaboration mean to you?**

Collaboration is a core leadership capability. Leadership does not happen alone; it happens when two or more people resolve a complex challenge by using the combination of their unique talents. Collaborative teams come to more innovative solutions to challenging problems faster than an individual would and have a sense of pride from being part of a truly collaborative team.

**How important is diversity support in leadership?**

Diversity in leadership is critical. Decision-makers and policy-makers must have the life experiences of the people they represent. When we talk about women in leadership, we need to be clear that we don't just mean white women. We mean women of all colors, faith practices, ability levels and gender identities. Women need to see ALL other women as members of the same sisterhood.

**What are the three traits you see for women business success?**

Successful women in business will be collaborative, inclusive and outcome-oriented.

**What is the most impactful step towards ensuring women's leadership within a business?**

My passion and focus is on helping leaders and organizations build more equitable, inclusive cultures that sustain diversity. Creating a culture where all employees feel welcome and included leads organizations to be more innovative, stronger performing and more sustainable. This is where I focus my time and energy now.

**Why is women's leadership critical?**

As Mao Zedong has said, "women hold up half the sky."



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**C**arol Gordon, Consultant and Founder, Carol Gordon

**What does women business leadership look like in 2021? And beyond?**

As women advance into roles on Boards and the C-suite, they must seize the opportunity to promote diversity, collaboration and model the true meaning of equal opportunity. I will continue helping companies, large and small, to understand the power of a respectful workplace and its value to the individuals who work there and the bottom line.

**What does collaboration mean to you?**

A collaborative leader creates a culture where a person feels safe to bring their authentic self to work, resulting in diversity of thought and breakthrough changes. When a culture is built on trust and respect, change can occur at greater speed. Employees feel valued and accepted when meaningful collaboration happens allowing them to accomplish their best work.

**How important is diversity support in leadership?**

We need to honor each other and assist in bringing out our greatest gifts. Mentoring women is vital to this process. All women need to have their voices heard, and those of us considered the majority must assist those whose voices have been historically suppressed.

**What are the three traits you see for women business success?**

Keen sense of self, negotiation skills and inclusive and collaborative network.

**What is the most impactful step towards ensuring women's leadership within a business?**

Exploring unconscious bias, mentoring and inclusion in major policy making roles. I will continue to work with leaders to help them understand the power of servant leadership while creating programs and processes to ensure fair treatment and respect in the workplace.

**Why is women's leadership critical?**

Women make things happen no matter what hurdle or obstacles come their way.



**D**ebbie Peterson, Business Keynote Speaker, Career Growth Strategist, Mentor

**What does women business leadership look like in 2021? And beyond?**

Women's business leadership is moving into a phase of self-exploration. Authenticity is a trait of most successful leaders. Now that the case is being made that a balance of leadership and leadership styles means better business, women will be exploring how to bring more "feminine" leadership traits to their industries.

**What does collaboration mean to you?**

Collaboration is inviting and welcoming others into your work; personal or professional. As Vice-Chair of the Board of ATHENA International, I resonate with its explanation that reaching out beyond what we know can invite others to contribute their gifts.

**How important is diversity support in leadership?**

A critical element of women in business is building a community of people around them. You have to have people who get you, have your back and will tell you what you need to hear instead of what you want to hear. The more diverse your community, the more impact you will have when you lead.

**What are the three traits you see for women business success?**

Authenticity as you have to know who you are to lead effectively. Learning constantly because to have success you are always learning and seeking to understand. If you close your mind to learning, you're done as a leader. Collaboration, because it doesn't happen alone.

**What is the most impactful step towards ensuring women's leadership within a business?**

For women to advocate for one another and get past the mindset of there only being one seat at the table. There will be more than one seat at the table when we make room for it in attitudes first. My approach to this is through mentoring. Being mentored by amazing women leaders, mentoring others and facilitating mentoring programs and relationships to promote this kind of advocacy.

**Why is women's leadership critical?**

It's not an either/or world; it's AND. The balance of leadership worldwide depends on you lending your voice too.





**C**arrie Peele, President and CEO, Mako Documents

**What does women business leadership look like in 2021? And beyond?**

Leaders always live in the future. As women in leadership in 2021, it is our obligation to reach back and help others to

find success. We need to fill our shoes to mentor others so they are successful in the future.

**What does collaboration mean to you?**

Collaboration is my middle name. For many years, I never believed anyone was my competitor. If you were in the same industry with me, we would always figure out how we could work together and both win at the many opportunities available.

**How important is diversity support in leadership?**

It is our duty to support diversity and inclusion. I am the founding member of The Diversity Project. The Diversity Project was founded to develop and deliver innovative solutions to address disparities in capital access and business services, support and opportunities experienced by minorities, women, veterans, and other underserved communities.

**What are the three traits you see for women business success?**

Grit, a can-do attitude, and a, “no is really a maybe.”

**What is the most impactful step towards ensuring women’s leadership within a business?**

As a woman business owner, it is my responsibility to align opportunities for women on my team to be heard, able to speak freely and solve problems.

**Why is women’s leadership critical?**

A successful woman is one who can lay a firm foundation with the bricks others have thrown at her.

# What Are The Top 10 Traits Of Leaders

(100 women business leaders surveyed)

**#1 Collaboration**

**#2 Persistence and Resilience**

**#3 Empathy**

**#4 Confidence**

**#5 Integrity**

**#6 Authenticity**

**#7 Communications**

**#8 Purpose**

**#9 Courage**

**#10 Learning**



**R**obert Reiss, Founder and Host, of the CEO Show

**What does women business leadership look like in 2021? And beyond?**

In 2021 women CEO leadership has finally advanced where it is no longer the aberration, but, in fact, the desired result. We now have documented the data and women CEOs are not only achieving outstanding financial and performance results, but they bring a heightened level of collaboration— an essential element, especially in challenging times like these-- to enterprises.

**What does collaboration mean to you?**

Throughout almost 1,000 CEO interviews, I've over and over again seen the most important job of a CEO is culture. The key to culture is collaboration; collaboration drives understanding, buy-in and fosters new, innovative ways to galvanize a culture and drive a shared vision.

**How important is diversity support in leadership?**

Diversity support in leadership is essential. Without mentors and pipelines of women of color, we cannot hope to ever get our talented leaders to their right positions.

**What are the three traits you see for women business success?**

I will just share the one area where we need to focus to drive success for women: getting more women into significant P&L roles.

**What is the most impactful step towards ensuring women's leadership within a business?**

We need to continue to have more women board members so we create a stronger pipeline of mentors.

**Why is women's leadership critical?**

Women leadership is an economic issue. In 2012, in my Forbes column, I said we needed to quickly get to fifty Fortune 500 women CEOs. We bounced between 25 and 29 for years. Then, WBC emerged in 2018 with the plan to bring the top forty women's organizations together in an unprecedented collaboration. I believe that WBC's vision was the driver that has finally moved us past 40 Fortune 500 CEOs.



**A**na Dutra, Director CME Group, Global Board Director

**What does women business leadership look like in 2021? And beyond?**

2021 will be a great year for female leaders. With a new government that values diversity and celebrates female leaders, regulators and legislators who are committed to promoting competent women and a phenomenal roster of women on the supply side, I am confident that we will see female leadership on the rise.

**What does collaboration mean to you?**

Collaboration is the ability to hold hands and join a team with a common purpose to make the impact of the whole bigger than the sum of the impact of the individual parts. The WBC Board Initiative, which I chair, has brought together some of the most successful organizations in the market. They joined forces to achieve a common goal and we are getting there, one victory at a time.

**How important is diversity support in leadership?**

Diversity breeds innovation, multiple perspectives and, ultimately, success. We become the best versions of ourselves when we join forces with people from all types of backgrounds and experiences. We learn from each other, win together and learn from mistakes. In this journey, we evolve from being just a group of people, to becoming a team and supportive sisterhood.

**What are the three traits you see for women business success?**

Agility, curiosity and drive.

**What is the most impactful step towards ensuring women's leadership within a business?**

Building the pipeline. As we promote, mentor and support other women, we create a strong talent pipeline. I have spent my life and career helping women achieve their goals, network and develop their personal brands. As we become successful, it is our responsibility to give back and pay it forward.

**Why is women's leadership critical?**

As I always say to my daughters, when faced with the opportunity to lead, ask yourselves: "what is the worst thing that can happen if this doesn't work out?". Provided the answer doesn't include death, prison or bankruptcy, go for it and enjoy the ride!





**Rebecca Shambaugh, President, Shambaugh Leadership**

**What does women business leadership look like in 2021? And beyond?**

Leading in 2021 will call for embracing ambiguity and being an architect for adapting and changing in a dynamic business environment.

This must involve embracing a growth mindset and constantly innovating. Based on my insights, I've found it's essential to believe in oneself, which breeds self-confidence, leading to people believing in you as a leader.

**What does collaboration mean to you?**

Collaboration means being a unifier—creating interconnections and tapping the wider range of thinking and decision making to support a common purpose. Whether in organizations or teams, we're better together. Collaboration is the tool that helps leaders drive change, cultivate an inclusive culture and activate innovation.

**How important is diversity support in leadership?**

It's essential to increase representation of all women, including women of color, and tap into a wide diversity of thought and backgrounds. Most companies operate with one hand behind their back and don't tap the full spectrum of talent—women. Supporting diversity means demonstrating the right behaviors and norms that ignite a broad range of perspectives, leading to a high-performance culture.

**What are the three traits you see for women business success?**

Successful businesswomen demonstrate agility and adaptability, have a vision behind their leadership and not only find their passion, but live it. This means discovering your passion, embracing it and aligning your work around things you care about. Passion drives your purpose and is reflected in the success of your business, and allows us to resiliently lead through turbulence and stability.

**What is the most impactful step towards ensuring women's leadership within a business?**

In SHAMBAUGH's Gender Equity practice, we've seen this involves showing organizations where they are falling short. SHAMBAUGH's women's leadership programs point the way by helping women develop core leadership skills while increasing their value across the organization. But successful implementation of these learnings after the program is what separates successful change from business as usual.

**Why is women's leadership critical?**

I have always believed that when women rise and achieve equality, we all rise. This will happen when women see their role as helping other women; each woman who rises as a leader lifts others. Many positive outcomes that benefit the whole company emerge from women's leadership if the organization is open to and taps into the unique strengths and value that women bring to the table.

March/April 2021



**Michael P. Norris, Global Business Leader**

**What does women business leadership look like in 2021? And beyond?**

It is pure joy to see women and women of color achieving success in business. Expect elevation of women and women of color in 2021 and forward, as the "Time in Now."

We recognize talent, tenacity and passion. Frankly I have been an advocate for decades leading consumer product companies and then leadership at Sodexo. While at Sodexo we formed Sodexo MAGIC LLC. and of course, women led and still do. As former Chief Operating Officer for Sodexo, Inc. I hired top women in the key positions and supported giant steps in DE&I. In fact, Sodexo went from "worst to first" in Diversity and we learned the value of the brand leadership as we applied it to our success. We will see increased representation of women of color.

**What does collaboration mean to you?**

Relationships mean everything as success is achieved internally and externally. Those who collaborate are the leaders and gain "followers." They collaborate to win and know inclusive leadership is a differentiator. Collaboration success means you can transition—pivot to see change occur faster. Then with success comes celebration of the team, of your customers too.

**How important is diversity support in leadership?**

My life has been promoting diversity and engagement as stated; it drives business. Diversity is our work force, our customer base and a necessity. It is also a brotherhood behind a sisterhood that we make music together.

**What are the traits you see for women business success?**

A passion and drive to innovate and contribute, Building and celebrating the team.

Count me in as an advocate, a colleague and a mentor. Now I am proud to be on the Women Business Collaborative (WBC) board and a champion of change.





**M**elissa Peak, Global Lead Workforce Strategy, AWS

**What does women business leadership look like in 2021? And beyond?**

Decisive and impact oriented. In this moment of global crisis, women have the opportunity to lead by leveraging our empathy along with bias for action.

**What does collaboration mean to you?**

Collaboration is the dividing line between dreams and results. It is the human privilege to choose to work together to achieve shared goals. Make no mistake, it is a choice. Often going against what one “feels” like doing, but when we choose to lead collaboratively, we reach goals faster and live in community, an essential element to a thriving life.

**How important is diversity support in leadership?**

Women and men who are the leaders driving change understand that diverse teams are a business imperative. Diversity is as essential to building world class businesses as customer retention. Sisterhood of a diverse community of changemakers is better.

**What are the three traits you see for women business success?**

Customer obsession, no-drama leadership (being the calm voice in this current storm) and activating teams to solve problems.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Create a baseline understanding that businesses win when the leaders reflect the customer. Everything else flows from that shared understanding.

**Why is women’s leadership critical?**

Women bring differentiated leadership skills to every decision-making table. Without women at that table, decisions will be sub-optimal.



**L**isa Jacobs, Partner, DLA Piper, Commissioner, Uniform Law Commission

**What does women business leadership look like in 2021? And beyond?**

Women have a seat at every table, in every room, on every level, in all business endeavors; we are accorded the same rights, responsibilities, roles, remuneration and respect as our male counterparts; we are empowered to realize our highest potential and to use our skills and talents to facilitate the achievement of an organization’s goals; we then pass it on.

**What does collaboration mean to you?**

Using experience to build the necessary network and environment to effect change: including mentoring, outreach, education, sponsoring, introducing, training and connecting. Relying on the skills and talents of others to complement our efforts. Fostering a dynamic, supportive and creative atmosphere to spur creativity, agility and responsibility.

**How important is diversity support in leadership?**

Diversity brings multiple perspectives and skill sets to an organization; a powerful opportunity to optimize outcomes by employing a broader thought base. Embracing diversity fosters understanding and empathy, bridges chasms, and assists in building trust and enhancing collaboration.

**What are the three traits you see for women business success?**

Creativity and innovation: the ability to assess a situation, be open-minded, evaluate options, and think outside the box to a solution that is new and effective. Perseverance: women tend to try harder but not necessarily smarter; we must continuously assess and evolve. Collaboration: focus on team building; optimizing with complementary and diverse skills.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Ensure that changing the gender dynamic is a top priority of senior leadership: they must walk the walk. The women’s initiative I co-founded at my firm focuses on providing soft skills and communication training, support, resources and mentorship to women, helping them shape their path and guide their career. We shine brightest when we are engaged and empowered.

**Why is women’s leadership critical?**

Success paid forward will foster success. As competent, resilient women take an increasing role in commerce, we will change the entrenched perceptions regarding women’s ability to lead and excel, creating more opportunities for other women. We will break the glass ceiling and soar, as will the businesses we lead.



**B**alaji Ganapathy, Global Head of Corporate Social Responsibility, Tata Consultancy Services

### What does women business leadership look like in 2021? And beyond?

In the post-COVID era, purpose-centric, inclusive, equitable businesses will thrive and women will play a pivotal role in leading companies, governments and startups on that journey. 2021 is already seeing glass ceilings being shattered across sectors and I see a growing trend where women will shepherd companies on a path towards stakeholder capitalism and long-term value creation.

### What does collaboration mean to you?

Collaboration is at the heart of leading high performing teams towards audacious outcomes and the WBC Board is a perfect example of accelerating the pace of equal position, power and pay for women in business.

### How important is diversity support in leadership?

True success comes from inclusive growth, which can only be achieved through diverse leadership. It is imperative that Boards, executives and leaders spearhead efforts to increase representation of women, minorities and underrepresented groups in leadership roles.

### What are the three traits you see for women business success?

Purpose-led, empathetic, and inclusive.

### What is the most impactful step towards ensuring women's leadership within a business?

Cultivating a culture of innovation and collaboration, with clear career pathways and role models is key in ensuring women's leadership within a business. TCS employs over 165,000 women who lead digital transformation for our customers and I am proud of women leaders on my team who are creating equitable, inclusive pathways for millions of women, youth and marginalized groups around the world.

### Why is women's leadership critical?

Women's leadership is foundational in rebuilding our economies and societies to be more equitable, inclusive and sustainable in a post-COVID world.

## ABOUT WBC

The Women Business Collaborative (WBC) is an unprecedented alliance of women's business organizations, corporations, trade associations, researchers and the media accelerating...

The advancement of diverse female representation in C-Suites and boardrooms

The achievement of gender diversity and parity in the workplace

The growth of women-owned businesses and their access to sources of capital

WBC is an "accelerator" organization. We are dedicated to building a movement to rapidly change the numbers. #WBCFasterTogether.

## BACKGROUND

The number of organizations dedicated to advancing gender and diversity in C-Suites and boardrooms has proliferated. Each has a distinct mission and value proposition, but all are aligned with the goals of WBC. Despite the work of the many pioneering organizations, it has been estimated that at the current rate of growth, it will take decades to achieve.

Women Business Collaborative was therefore created to take action together; inform, educate, advocate for and celebrate the full partnership of diverse men and women leaders. We leverage one another's strategic priorities and core competencies to drive the numbers up.

## WHAT WE DO TO ADVANCE OUR AGENDA FOR CHANGE

**CONNECT:** We share like-minded organizations' best practices, strategies and results to drive the advancement of female leaders in business and to achieve gender and diversity parity along the way

**COLLABORATE:** We engage and convene organizations to achieve accelerated results

**AGGREGATE:** We leverage resources and build unity

**COMMUNICATE:** We use every vehicle possible to spread information and results

**CELEBRATE:** We tell the stories and share actions and outcomes



**A**manda Pullinger, Chief Executive Officer, 100 Women in Finance

**What does women business leadership look like in 2021? And beyond?**

Industry expertise, good risk management, and a range of experience are traditional traits, but strong communication skills (listening and speaking), collaboration, and inclusion of diversity in decision-making are the new norm.

As CEO of 100 Women in Finance, a global professional membership organization, I aim to empower women by providing access to programming and a global network that will help women gain these leadership skills.

**What does collaboration mean to you?**

Leaders need many different eyes and ears on any issue.

Engaging the industry, including men and other organizations, enables our vision for demographic change to scale and accelerate.

As a leader, I have the vision but can't do it alone. Pride comes through seeing the vision become tangible through collaborative efforts.

It takes a village. We can all learn from each other as leaders.

**How important is diversity support in leadership?**

Inclusion can no longer be passive. Deliberate inclusion is essential in creating more opportunities for women of color. Once you are deliberate, incredible role models emerge who can create the change we need to see for the next generation. Over the past 20 years, we have created strong long term personal relationships between industry women who care about each other. This is sisterhood.

**What are the three traits you see for women business success?**

Visibility, collaboration, lifelong learning.

**What is the most impactful step towards ensuring women's leadership within a business?**

Both deliberate sponsorship (internally) and peer support (externally)

100WF provides peer engagement opportunities at each stage of a woman's career.

**Why is women's leadership critical?**

To tackle complex issues, we need diverse voices. Women leaders tend to be more comfortable with a team approach to problem-solving, so women are critical in this regard.



**B**etsy Berkhemer-Credaire, CEO, 50/50 Women on Boards

**What does women business leadership look like in 2021? And beyond?**

New corporate respect for women's leadership will have greater focus in business this year, due to recognition that involvement of more women leads to better performance of companies.

That's the key business factor that all companies understand and should act on for their own benefit.

**What does collaboration mean to you?**

All of the above, of course. Collaboration at 5050WOB means effective communication among women's leadership organizations, as well as engagement within corporations to educate more women about accelerating their career trajectories toward ultimate corporate board involvement.

**How important is diversity support in leadership?**

Extremely important. At 5050 Women on Boards, our educational programs that enhance leadership skills, Get on Board! Workshops and Path to the Boardroom, have always and, are increasing our outreach to include women of color. Our goal is gender-balanced boards, including women of all racial and ethnic backgrounds.

**What are the three traits you see for women business success?**

Optimism, Teamwork, and Visibility

**What is the most impactful step towards ensuring women's leadership within a business?**

Engagement in organizations outside of one's job--such as employee affiliate groups, industry trade associations, nonprofit organizations, city or state commissions and, ultimately, corporate board leadership. Women (and men) must, of course, do their jobs very well, but carve out time to develop leadership skills and visibility within their company and even outside their company.

**Why is women's leadership critical?**

"Women's intuition" often brings perspective to issues and helps solve difficult situations. Yet, the words "women's intuition" are not often used and are, in fact, sometimes dismissed as not having value. Women's intuition relates to judgment and one's thinking process that is lost if women are not in the room. Wise leaders--men and women--appreciate the value and benefits of these two words..





**M**ary McDougall, Vice President, Astia

**What does women business leadership look like in 2021? And beyond?**

Astia sees women having success across all industry sectors, and especially distinguishing themselves in fields that have long-term impact such as healthcare and the environment. Many take a holistic approach and run their companies to meet ESG (environmental, social, and corporate governance) goals.

**What does collaboration mean to you?**

Information sharing among stakeholders is key to achieving alignment and driving successful change. We unite our communities of investors and advisors on a common platform to eradicate bias.

WBC breaks down information silos and shares knowledge among members, focusing our energy on driving change forward.

**How important is diversity support in leadership?**

The data shows that increasing diversity makes good business and societal sense - it reduces group think, and increases performance. Eradicating bias from leadership positions is critical to our global success - lack of equity represents a \$12 trillion missed opportunity in global GDP.

**What are the three traits you see for women business success?**

Willingness to promote yourself and your company to recruit customers, employees, and/or investors.

A bias towards action to enable timely decisions, continuous learning, and quick course corrections.

Strategic partner selection to minimize friction and free up resources to achieve goals.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Eradicating bias in the investment community so that women-led businesses achieve parity in access to capital is the fastest way to impact women’s leadership, power and influence.

**Why is women’s leadership critical?**

Equality for women in leadership positions and entrepreneurship not only represents a strong business thesis as women-led teams outperform, but the social effects are impossible to overstate: women hire more diverse teams, and entrepreneurship represents most new job creation and wealth creation.



**A**nn Playter, President, Athena International

**What does women business leadership look like in 2021? And beyond?**

2021 will require healing and relationship building, skills that women excel at. Entrepreneurial women can build new and unique ways to move forward. 2020 was detrimental for women in the workforce. 2021 needs to be a year of growth for women leaders. My vision is that ATHENA International can have an impact on making that happen.

**What does collaboration mean to you?**

Collaboration is foundational to finding the best path to resolve a problem or reach a goal. Diversity of thought is how everyone brings their superpower to the table. The collaborative solution is best as everyone “owns” the resolution because their input is valued. WBC’s collaboration can become exponential in its impact.

**How important is diversity support in leadership?**

Diversity in background, ethnicity, skills and life experience is critical to leadership. It’s the only way to engage all hearts and minds to move us forward in a cohesive way. Representation for women of color and underrepresented groups is necessary. We must change this world together and there is no one group or individual that can take us there.

**What are the three traits you see for women business success?**

The ATHENA Leadership Model represents 8 principles of authentic leadership. I believe the top three principles for women’s business success are to Live Authentically, Advocate Fiercely and Foster Collaboration. Bring your authentic self to the table, collaborate with those who share your passion, and advocate for what is right.

**What is the most impactful step towards ensuring women’s leadership within a business?**

The most impactful step in ensuring women’s leadership is to bring your full, authentic self to the business and to mentor emerging women leaders. As President of ATHENA International, it is my goal to reach as many girls and women as possible to cultivate the belief that they can BE the leader they want to SEE in this world.

**Why is women’s leadership critical?**

The way women lead is essential to elevating our world to a better place. Women bring their heart, mind and soul to leadership by their ability to understand people and work in a collaborative way. I think the late Supreme Court Justice, Ruth Bader Ginsburg, says it best: “Fight for the things you care about, but do it in a way that will lead others to join you.”



**K**imber Maderazzo, Chair, C200

**What does women business leadership look like in 2021? And beyond?**

With all of the good news about more women advancing in leadership roles, the bad news is that progress still leaves a lot to

be desired. For example, women lead 40 of the Fortune 500 companies.

C200 partnered WBC and Catalyst to create a comprehensive report that outlines the current state of women in the top echelon of leadership roles.

**What does collaboration mean to you?**

As a Chairperson for C200, collaboration with WBC has allowed C200 organization to achieve our objectives for the organization faster. We could not have moved this fast without WBC partners.

**How important is diversity support in leadership?**

C200 is a sisterhood of diverse leaders, the diversity allows us to be complete.

**What are the three traits you see for women business success?**

1. A woman's woman
2. Humility and willingness to learn
3. Passionate about what they do

**What is the most impactful step towards ensuring women's leadership within a business?**

My goal is to show that when women are intentional about helping other women, it makes a difference. Unfortunately, there can be a big gap between intention and impact.

What can you do today to help another woman in her career? These efforts don't take much time, but they can make a huge impact, especially if more and more women take consistent action.

**Why is women's leadership critical?**

As the Chairperson (and a longtime member) of C200, I have seen firsthand how women have the power to lift each other up. We have a long way to go before we see equity and equality in the C-Suite and boardrooms. But as women leaders, the onus falls on us to ensure the next generation has equal access to opportunity in business.



**L**orraine Hariton, President & CEO, Catalyst

**What does women business leadership look like in 2021?**

It's visible and intentional in advancing women into P&L roles, and in cultivating inclusive workplaces in the private sector. For me, it means being a consistent, inclusive leader.

**What does collaboration mean to you?**

Collaboration is a key leadership quality required to innovate and drive change. It also represents an opportunity to broaden the depth of our work, as Catalyst has in developing the Women CEO initiative with the WBC.

**How important is diversity support in leadership?**

Diversity support is critical in leadership. It helps increase representation, retain top talent and remain competitive in the market.

**What are the three traits you see for women business success?**

The ability to set and execute goals, hold yourself accountable, and be empathetic.

**What is the most impactful step towards ensuring women's leadership within a business?**

I'm a staunch advocate of mentorship and sponsorship to develop a pipeline of talented women leaders.

**Why is women's leadership critical?**

Every organization needs strong leadership, and women are strong leaders. The question isn't why is women's leadership critical, but why not?





**T**racy M. Byham, Ph.D. Chief Executive Officer, DDI

**What does women business leadership look like in 2021? And beyond?**

The pandemic negatively impacted women business leaders in 2021. If organizations don't take proactive actions to ensure diversity in selection, promotion decisions, high-potential pools and development opportunities, then COVID-19 will have far-reaching consequences for women by causing a larger gender gap in leadership pipelines.

**What does collaboration mean to you?**

As an Industrial/Organizational Psychologist, the definition I use when assessing emerging executives is that it is an influential partnership where leaders leverage relationships and align together for speed, innovation and win-wins.

Personally, an African proverb resonates strongly when I think of collaboration: "If you want to go fast, go alone. If you want to go far, go together."

**How important is diversity support in leadership?**

Whether a new leader or executive, happy endings for women leaders are almost always made possible by-in-large by important people. Those people are usually the allies she didn't know she had, who lent their privilege to help make her voice louder and clearer. Allies are those who stand up for others in the face of injustice.

**What are the three traits you see for women business success?**

The essential traits for women to succeed in business are authenticity, an insatiable curiosity, and the ability to bring out the best in others.

When women lead with authenticity, their actions mirror what they believe and feel. Insatiable curiosity drives them to learn and grow. An ability to bring out the best in others is knowing that their success and the success of people they lead are equal.

**What is the most impactful step towards ensuring women's leadership within a business?**

One of the most important things is to know your metrics and ensure you're using clear, objective data to steer your organization's efforts. Always declare your targets and track your progress toward a more diverse and inclusive organization. This will tell you where to focus and what defining actions you should initiate or emphasize. Data is only as good as how you use it.

**Why is women's leadership critical?**

It is clear that we need to develop female potential early and if we are going to create the diverse leadership bench of the future. When we do that, that's how we'll change the world.



**D**r. Sheila Robinson, Founder, Publisher & CEO, Diversity Woman Media

**What does women business leadership look like in 2021? And beyond?**

When I think of what business women leadership looks like in 2021, the first thing that comes to mind is when you fly on an airplane, the flight attendant instructs you to "put your oxygen mask on first" before helping others. Might I add, make sure it is secure! Self-care will be crucial in 2021, as this is the year for healing, recovery, hope, and our resilience to forge ahead is critical.

**What does collaboration mean to you?**

Working towards a common goal is powerful, and the opportunity to learn from each other, share resources and combine efforts positions us to accomplish more goals even faster. That is "PowHERful"!

**How important is diversity support in leadership?**

We live in an era where no one wins unless everyone is included. It is like trying to complete a puzzle with missing pieces. You can't get where you are going unless you have the right directions, and where we are trying to go as a society requires the voice of diversity. Your journey is in vain if it is not inclusive.

**What are the three traits you see for women business success?**

- 1) Selflessness; I have witnessed greed and unethical behavior ruin markets and how selfless leaders add value to lives and even change history. Selfless leaders are competitive, focused and win for the good of ALL.
- 2) Empathy; empathetic leaders have foresight, are innovative, strategic and have the ability to understand the needs of others.
- 3) Transparency equals trust, engagement and integrity.

**What is the most impactful step towards ensuring women's leadership within a business?**

Acknowledgment and commitment from the influencers and decision makers. Once that happens, Education and Measurements on equitable policies and procedures that will be enforced to ensure women's leadership.

**Why is women's leadership critical?**

Women have the power to influence their "dinner table." We influence how our spouses, partners and mates go into their workspaces and social places and how our children go into their schools and play places. We have the power to influence behaviors and mindsets right in our homes that will carry out to our communities, society, nation and possibly world.



**K**risty Wallace, Chief Executive Officer, Ellevest Network

**What does women business leadership look like in 2021? And beyond?**

We will not only see more women in leadership roles, but hear their voices amplified more fully. This diversity of perspective and ideas will be key towards building back better.

**What does collaboration mean to you?**

Collaboration is essential to successful leadership. It means idea sharing to develop better ideas, resource pooling to increase impact, and the peer support that every leader needs.

**How important is diversity support in leadership?**

We must be intentional when it comes to diversity and have this intent extend across the entire business. Listen to others so as to fully understand the inequities, create a path towards eliminating them, set goals and hold everyone accountable for achieving them. True leaders understand that without intent, there is no action.

**What are the three traits you see for women business success?**

Curiosity, compassion, collaboration.

**What is the most impactful step towards ensuring women's leadership within a business?**

You can't hope that equality will magically happen and you can't put it on the bottom of the priority list. The most impactful step is to hire more women, pay them what they deserve, promote them -- be invested in their success.

**Why is women's leadership critical?**

This is a time of hope where we can take all of the business structures and norms that have been turned on their head this past year and create something that works for the good of all employees. Women have seen first hand the impact of these foundational cracks on our livelihood, families and communities. As leaders during this time, we'll usher business into a better future that works for all.



**M**onica Smiley, Editor and Publisher, Enterprising Women

**What does women business leadership look like in 2021? And beyond?**

In this virtual world we are living in with the impact of the COVID-19 pandemic, we see more clearly than ever the power of connecting. Women business leadership means speaking up and speaking out, building connections and coalitions, and bringing diverse voices together.

**What does collaboration mean to you?**

Collaboration means reaching out to others to work together towards common goals, building coalitions, and using our collective voices to impact change.

**How important is diversity support in leadership?**

Diversity support in leadership is absolutely critical. We cannot leave anyone behind. We are all richer in ideas and more impactful when all voices are heard. I am delighted to see that the incoming Biden Administration is fulfilling its promise to make the administration reflect the diversity of our great country.

**What are the three traits you see for women business success?**

First, resilience--especially needed this past year when all of us were challenged like never before.

Second, courage--as a woman in business, we have to be strong, brave, and lead the way.

Third, --self-confidence, to believe in ourselves, that we are enough, that we can set a high bar and achieve it.

**What is the most impactful step towards ensuring women's leadership within a business?**

Give women the tools they need to succeed and believe in them. Provide opportunities for them to challenge themselves. They will deliver.

**Why is women's leadership critical?**

"Our country faces so many challenges. Women's leadership has never been more critical. We need to fully utilize the talent and gifts of women to meet those challenges. To waste or underutilize the leadership skills that women have to offer would be a tragedy."





**D**avid Chun, Founder & CEO, Equilar

**What does women business leadership look like in 2021? And beyond?**

I expect the pace of change of women in leadership roles to continue to increase in 2021 and beyond. With the combination of more women in positions to impact change and a

strong pipeline of talent to draw from, we'll continue to see numbers increase in the next decade.

**What does collaboration mean to you?**

As a Bay Area NBA Golden State Warriors fan, I'm a big believer in strength in numbers. It's exciting to see so many influential women leadership groups work together and find ways to collaborate simultaneously on multiple initiatives. To truly affect change, we'll need to invest resources on issues up and down organizations.

**How important is diversity support in leadership?**

As a man of color, I certainly experience a unique kinship with other Asian Americans. We have all shared experiences, both good and bad, that are unique to our community and bring unique perspectives. With greater ethnic diversity, we'll have less blind spots and ultimately lead to better outcomes.

**What are the three traits you see for women business success?**

- Visibility.
- Support.
- Collaboration.

**What is the most impactful step towards ensuring women's leadership within a business?**

We need to continue to mentor and encourage women leaders to go beyond their comfort zones to achieve their full potential. I'm excited by our research in this area and the many high potential women on our team.

**Why is women's leadership critical?**

It's critical to invest and develop 50% of the available labor pool to ensure America maintains its global leadership.



**C**ystal E. Ashby, Independent Consultant and Interim President & CEO, Executive Leadership Council (ELC)

**What does women business leadership look like in 2021? And beyond?**

The number of women in senior leadership roles increased during 2020 but not quickly enough. These

numbers must continue to rise in 2021, at the C-suite level and on boards. The ELC recently celebrated several Black women members' moves into C-suite level and board roles. My job, as Interim CEO, as a Black woman, is to keep reminding private sector colleagues that there is still much to be done.

**What does collaboration mean to you?**

Collaboration is a leadership muscle that allows everyone to feel valuable in the process of decision making. It's the exploration of ideas to a solution that extends beyond one's own perspective and experience. Trust, effective communication and productivity become enhanced. It's the true celebration of differences. WBC epitomizes the power of collaboration.

**How important is diversity support in leadership?**

Support of diversity is a critical trait of successful leadership. Women of color demonstrate, as they have for many decades, the power they bring to accomplishing the missions of their organizations through solidarity. I cannot help mentioning the examples: Kamala Harris, Stacey Abrams, sororities of The Divine 9. Sisterhood! If we believe, talk, walk it, we cannot help but succeed.

**What are the three traits you see for women business success?**

Leadership evolves through moments in time. We often hear visionary, highly strategic, decisive. There are many traits that I have seen in the extraordinary group of women leaders I know as they have handled their business. I highlight: courageous, authentic and comfortable with ambiguity. Empathy underlies all of these. It allows us to lean in as mentors and sponsors.

**What is the most impactful step towards ensuring women's leadership within a business?**

We must give them preparation, P&L's, visibility! Sponsorship from executive leaders, using political capital, to ensure women can navigate through the system and advance. It is not only my responsibility, it is my passion -- advocating for women, especially Black women, to succeed. OPPORTUNITY will result in ascension into leadership positions.

**Why is women's leadership critical?**

Women lead distinctively. Women build, sustain, drive excellence, working solutions to the world's problems. The private sector needs what women offer: a rich source of leadership and diversity of innovation, beyond profits. Choosing women to lead is the significant difference between being a good company and a world class one.



**J**ohanna (José) Zeilstra, Chief Executive Officer, Gender Fair

**What does women business leadership look like in 2021? And beyond?**

Women leaders will take on transformation in 2021 as businesses need to pivot, innovate, and accelerate. Women leaders will inspire people to bring their authentic selves to work so that they can focus on the task at hand. They will establish a culture where everyone feels they belong and can do their best work. Unless we leverage diversity in America, we will not succeed on a global basis.

**What does collaboration mean to you?**

Collaboration means bringing one's strengths to the table and recognizing that none of us have all the pieces to the puzzle. It means being humble enough to understand one's constraints and working with others to fill the gaps. It is the opposite of competition. WBC has moved beyond dialogue to creating a forum for taking action by bringing the best minds together to solve problems.

**How important is diversity support in leadership?**

As our country is, and becomes more, diverse, we cannot have leadership and organizations built to meet the needs of one identity. Women have long recognized strength in community - a sisterhood - to support, encourage and inspire, not only each other but also the next generation. Organizations that recognize that diversity is a strength, not a problem to overcome, will succeed in the future.

**What are the three traits you see for women business success?**

Setting a vision. Communicating that vision. Inspiring teams to accomplish the vision.

**What is the most impactful step towards ensuring women's leadership within a business?**

Get out of their way! Women are natural leaders and have so much to offer, yet they face too many barriers. When we remove those barriers, whether it is paid leave, equal pay, harassment and biases, businesses will perform better. Gender Fair rewards those companies that provide enablers and remove barriers to women's success, while incentivizing other companies to do better.

**Why is women's leadership critical?**

Women bring a different perspective, but also a different leadership style, that is more important today and in the future than it has been in the past, including empathy, inclusiveness, and persuasiveness. Women also make, on average, 85% of consumer buying decisions - at least \$5Trillion per year. If women are not represented, there is a gap between what a company produces versus what society needs.



**L**oretta McCarthy, Managing Partner, Golden Seeds

**What does women business leadership look like in 2021? And beyond?**

Women in leadership means strength, wisdom, judgement, inclusiveness and empathy. Those are the strengths of all leaders. It is at last recognized that women often excel at these attributes. This is not new in 2021, but has been emboldened by the female heads of state who were recognized for their leadership during the COVID-19 pandemic, and, of course, the first ever female U.S. Vice President.

**What does collaboration mean to you?**

Nothing important gets done without collaboration. It takes many forms: teamwork, negotiation, conciliation, listening, and mutual respect. A commitment to collaboration is a commitment to constructive progress of common goals. This is the genius of the WBC - the assimilation of individuals and groups drawn together to leverage their common goals.

**How important is diversity support in leadership?**

Every conversation and deliberation is more productive if the participants are diverse, period. And that means diverse in all ways - gender, race, religion, age, sexual orientation, etc. The conditions must exist for open and honest dialogue about the challenges of working with each other. The goal must be for diversity to be the standard and not the exception.

**What are the three traits you see for women business success?**

1. Integrity
2. Decision-Making
3. Ability to Inspire

**What is the most impactful step towards ensuring women's leadership within a business?**

In the work I do as a leader of Golden Seeds, we are determined to ensure that women entrepreneurs have the opportunity to create and scale successful companies. We advocate every day for women in leadership, as we are confident that they will, in turn, create diverse corporate cultures and become positive role models with their own leadership skills.

**Why is women's leadership critical?**

The world sorely needs to take full advantage of the leadership offered by women - full of wisdom, collaboration, power, respect and transformation.



**V**iola Maxwell-Thompson,  
President & CEO,  
Information Technology  
Senior Management Forum  
(ITSMF)

**What does women business leadership look like in 2021? And beyond?**

The percentage of women business leaders will increase in 2021. The “table” will be expanded so that more qualified women will have a seat and lend their voices to the success of businesses worldwide. Inaugurating the first female V.P. is reflective of a shift in the importance of creating diverse, equitable, and inclusive leaders.

**What does collaboration mean to you?**

A leader who places importance on collaboration creates an environment where everyone contributes to the solution and is responsible for the outcome. The WBC collaboration epitomizes the power of collective organizations focused on one vision – equality.

**How important is diversity support in leadership?**

Companies that embrace diversity will outperform ones that do not. As a result, the focus has been on advancing women into leadership. However, when we talk about diversity in its true form, it’s more than just gender diversity. We must intensify our focus on increasing the representation of women of color in leadership to truly realize performance increases.

**What are the three traits you see for women business success?**

To listen, to embrace the importance of integrity, and to display an ability to be understanding.

**What is the most impactful step towards ensuring women’s leadership within a business?**

A business must demonstrate a commitment to change. This requires the appointment of enterprise-wide mentors/coaches and advocates who have the influence, experience, and desire to see her excel.

**Why is women’s leadership critical?**

Women see the world through a different set of lenses than men. Women of color see it differently than white women. These perspectives and experiences generate unique insights into how we address a situation or solve a problem.

“It’s the collaboration of all voices, thoughts, and experiences that will change the landscape and outcomes of this world.”



**L**upita Colemenero,  
Executive Vice President,  
LATINASStyle

**What does women business leadership look like in 2021? And beyond?**

Although progress is being made, we need the present leadership to move the agenda forward. It is not good enough to simply “get there,” you must act once you are there.

**What does collaboration mean to you?**

- a) Be willing to help others
- b) Share resources
- c) Mentorship

**How important is diversity support in leadership?**

Diversity in leadership is very important in securing different points of views from people of different backgrounds, age, and education, understanding where people’s opinions come from, and making the voice of diversity stronger, as it is the only way to move the agenda forward. But it is also imperative to start teaching our kids at a very early age about diversity and its critical importance for a better nation and a better world.

**What are the three traits you see for women business success? \***

- Resilience
- Continuing learning
- Solid network

**What is the most impactful step towards ensuring women’s leadership within a business?**

Creating a team work environment, adding value to your customers, to your employees and to your community, and giving back every time you can and make it a habit.

**Why is women’s leadership critical?**

Because women have a unique ability to bring people together from different points of view, willingness to listen, and evaluate.





**E**sther Aguilera, President & CEO, Latino Corporate Directors Association (LACD)

**What does women business leadership look like in 2021? And beyond?**

2021 presents an opportunity for women of color to come into positions of power. Significant initiatives have been introduced to promote gender, racial and ethnic diversity in the boardroom. It will change the board landscape to have more women that are ethnically diverse.

**What does collaboration mean to you?**

Collaboration bolsters innovative ideas and leverages the collective skills and resources for greater impact. WBC is a prime example of a leading women’s organization driving change together. I am especially proud of the keen priority of the WBC in pulling-up all women, with a strong emphasis on Latinas and women of color.

**How important is diversity support in leadership?**

Gender diversity must be inclusive of ethnicity and race. In my role as CEO of LCDA, we are uplifting Latinas in business through networking, programming and promoting them to serve in the boardroom as powerful voices at the decision-making table. Too often, Latinas are the least represented in the boardroom seats, yet they are the most entrepreneurial.

**What are the three traits you see for women business success? \***

Resilient, resourceful, and results-driven. Also, the ability to collaborate leading to business innovation. Lastly, women are strong advocates, creating a space to open doors for other women.

**What is the most impactful step towards ensuring women’s leadership within a business?**

The most impactful step is coaching, mentoring, and sponsoring high potential employees like themselves. At LCDA, we are passionate about opening the doors for others. We run the BoardReady Institute to provide Latina business leaders with the tools, mentors, and network to succeed. As important, we empower Latinas to be their own strongest advocates.

**Why is women’s leadership critical?**

Women’s leadership is integral to building business success in a changing marketplace.



**R**ochelle Campbell, Director Board Recruitment & Special Projects, National Association of Corporate Directors (NACD)

**What does women business leadership look like in 2021? And beyond?**

Leaders are often only as successful as the people with whom they surround themselves. Leadership should always focus on inclusivity—of opinions, individuals, and backgrounds. My hope is for boards to bolster their support of female leaders and help ensure inclusion for women across organizations – who have been heavily impacted by the COVID-19 pandemic.

**What does collaboration mean to you?**

The phrase “a rising tide lifts all boats” was made famous by President Kennedy in 1963 and remains relevant today. When we collaborate as leaders, organizers, and purpose-driven individuals, our work will “lift all boats”; only together do we have the ability to overcome barriers and ensure equity for all.

**How important is diversity support in leadership?**

A leaders’ support of diversity is a critical part of ensuring an organization is effectively overseeing its enterprise risk management. Whether in the boardroom where critical governance issues are discussed, or in the C-suite where strategy is established – diversity provides the critical perspectives to ensure innovation and safeguard against disaster.

**What are the three traits you see for women business success?**

There are dozens of skill sets and traits that define success as a whole and as a female business leader. The top of my list includes resiliency, curiosity and the ability to give and receive support—especially to the development and enablement of other women, and importantly the career growth of women in the BIPOC community.

**What is the most impactful step towards ensuring women’s leadership within a business?**

It is critical that leaders consider recruitment, retention, and promotion through a robust lens that looks beyond traditional education or functional roles. I work with women interested in board roles by showing them how to better articulate and demonstrate their value and support boards looking for new directors by helping them to rethink the potential candidate skill sets.

**Why is women’s leadership critical?**

Female leadership is critical to elevating diversity, not just toward the goal of representation (though that matters) but toward normalizing diverse perspectives across all levels of business. Corporate America needs to work toward a fundamental paradigm shift where allyship and mentorship are a structured part of business, guaranteeing pipelines from entry-level to future board members.



**J**en Earle, Chief Executive Officer, National Association of Women Business Owners (NAWBO)

**What does women business leadership look like in 2021? And beyond?**

Leadership has to look different because the world is different. We have been forced to pivot and find new ways to work remotely with teams and customers and lead with both strength and heart through unprecedented times. It's taken a flexible mindset and a focus on people. I am part of a local, national and global team and constantly working to become a better version of myself. I want to inspire our organization to be part of something bigger than themselves—a movement propelling women into political, economic, and social spheres of power worldwide.

**What does collaboration mean to you?**

There's a quote I love by Helen Keller: "Alone we can do so little; together we can do so much." To me, collaboration is an instrumental quality to any leader's success. No one can accomplish alone what they can in a group with others.

**How important is diversity support in leadership?**

Diverse thought and inclusion of all people are critical. Women want to see themselves in an organization like NAWBO. It creates a sisterhood where they know other women have their back, and they have theirs.

**What are the three traits you see for women business success?**

Adaptability, empathy, resiliency.

**What is the most impactful step towards ensuring women's leadership within a business?**

NAWBO's founding mission is to create leaders for a world of change. The most impactful thing I can do is make sure everything we do honors and propels this mission. We have a Leadership Academy each year that focuses on women's leadership, so we can all be the change we want to see.

**Why is women's leadership critical?**

Women's leadership balances the leadership of our male counterparts and allows women to bring their unique perspectives, experiences, and attributes like communication, empathy, etc. to the table to be part of the solution to issues of disparity and inequality.



**S**arah Alter, President & CEO, Network of Executive Women (NEW)

**What does women business leadership look like in 2021? And beyond?**

In 2020, Mckinsey and Lean-in's 'Women in the Workplace Study' showed that 1 in 4 women are considering leaving the workforce, and we're in danger of losing years of progress. The outlook is dire right now due to the pandemic, which means that supporting women's leadership must be a priority.

**What does collaboration mean to you?**

The best way to collaborate is to be an ally. As Madeleine Albright said, "there's a special place in hell for women who don't help other women." But I'd also say there's a special place in heaven for men and women who do! Leverage your position and support others.

**How important is diversity support in leadership?**

Supporting women of color is pivotal. Countless studies have confirmed that diversity of perspective in an organization is critical to success. One of NEW's top priorities is supporting the advancement of all women, particularly women of color. It's a pivotal, foundational part of how we work.

**What are the three traits you see for women business success?**

Empathy, or appreciating others' perspectives; drive, which speaks for itself; and accountability – what is the role you need to play as a servant leader?

**What is the most impactful step towards ensuring women's leadership within a business?**

I've said it before, and I'll say it again – allyship is of the utmost importance, and one of the best ways to express that allyship is through active sponsorship. If you can help a woman on to the next phase of her career, do it!

**Why is women's leadership critical?**

Women are the majority. We're the majority of adults with college degrees, the majority of consumers, the majority of the U.S population. It's simple. Yet, we're still the minority in leadership, and that must change.





**K**elly Williams, Chair & Co-CEO, PEWIN

**What does women business leadership look like in 2021? And beyond?**

Female leadership in private equity business in 2021 and beyond will be increasingly about female business ownership for portfolio

companies and investment funds. As we see leaders like Holly Haines, Suzanne Yoon, Lynne Chou O’Keefe, and others achieve outstanding returns in private equity, the conversation should turn to women owned and led firms and their success.

**What does collaboration mean to you?**

Collaboration means not getting in the way of something someone is doing but looking for ways to complement and amplify it. My motto is: “I will not spend one moment making another woman’s life more difficult.” Collaboration among organizations, particularly non-profits, is essential to their success and survival.

How important is diversity support in leadership?

Committing much of my career to increase diversity in leadership, I think it is the essential element to ensure the future success for our country and world. Women of color have been some of the most critical elements of my success as clients, advisors, and confidantes. The strong, clear-eyed vision that comes from having women of color at the table cannot be underestimated.

**What are the three traits you see for women business success?**

1. Ability to keep your eyes on the prize,
2. Using your powers for good,
3. Focus on Followership.

**What is the most impactful step towards ensuring women’s leadership within a business?**

The most impactful step to ensure women’s leadership within business is to tell them the truth: What does it take to advance, what is holding them back, who is holding them back, what are the expectations, and what are opportunities? Failure to provide feedback and guidance is the biggest impediment for women.

**Why is women’s leadership critical?**

In a country where women represent more than 50% of the US population, women’s leadership is essential in order to assure that the aspirations and potential of the people of the United States have the best likelihood of being achieved.



**V**icki Saunders, Founder, SheEO

**What does women business leadership look like in 2021? And beyond?**

Shared power and influence among women. This year we will see increased collaboration among women and communities of women

in business, global awareness of the disproportionate impact of COVID-19 on women, and a collective effort to remedy it. Finally, I’m seeing a new recognition and appreciation that small business owners drive our economies, and we start allocating capital accordingly.

**What does collaboration mean to you?**

Collaboration requires a clear sense of your contribution and how it can add to the whole. When we come together at WBC, we see the value of our contribution and that we are one step removed from creating the conditions for women in business to thrive. Collaborating towards common goals is the only path forward for collective transformation.

**How important is diversity support in leadership?**

At SheEO, we have been building relationships at the speed of trust in our highly diverse community. It takes deep work to examine our biases and get into relationships to heal. Including all perspectives in our design of systems and structures is the only way to co-create a world that benefits all.

**What are the three traits you see for women business success?**

Being centered on our deeply rooted purpose makes it easier when the going gets tough. Openness to what you see in the world, what it’s revealing to you about your contribution, and how you need to iterate is critical—finally, persistence. The one thing we know for sure is what we have planned is not what’s going to happen. Being persistent, open and on purpose is my guide.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Ensuring that your investors, team and Board values align with your goals and vision is critical. When I was early in my career, I didn’t understand this. It’s why I started SheEO, to protect and support women leaders with visions to create change that don’t always fit our current mental model of leadership. Find the others, surround yourself with supporters, and you can FLY.

**Why is women’s leadership critical?**

51% of the population’s ideas, innovations, and perspectives have not been woven into our systems. We are living in a very unbalanced world, and the results speak for themselves. When we include all perspectives, we’ll have a far better world that works for all.





**C**hristine Bongard,  
President, The WIT  
Network

**What does women business leadership look like in 2021? And beyond?**

The role of women business leaders is to step up in supporting other women in their organizations and communities. We need to push from wherever we stand to make more opportunities for women. We must implement mentoring programs and take the time now to train women in our organizations to move up the ladder. I plan to use The WIT Network as a vehicle for these programs

**What does collaboration mean to you?**

With collaboration, things get done faster. You are able to take advantage of a variety of skills of a team. Collaboration means more creativity and unique ideas come together to make a full solution. With the WBC, many hands make light work. We are able to share the workload but also take advantage of the larger network of all the organizations. The power of teamwork!

**How important is diversity support in leadership?**

Diversity support must come from the top. That sets the tone for the organization that it is important and a key goal for the company. When others see that, they will follow. Leadership must set an example by driving diversity on teams and meetings. The data shows that the success of a company will be far greater with diversity throughout an organization.

**What are the three traits you see for women business success? \***

Confidence like never before in all areas of life. Continued learning and open to change - look at opportunities with a fresh set of eyes for growth. Collaboration-- working with others to drive change.

**What is the most impactful step towards ensuring women's leadership within a business?**

Companies must implement mentorship programs and success plans to drive women to the top. It will not happen organically at first. The advocacy of The WIT Network is to work with organizations to drive this change and to coach the leader

**Why is women's leadership critical?**

"Women belong in all the places decisions are being made." - Ruth Bader Ginsburg. She is right. The future belongs to equitable board rooms and leadership teams. Innovation and problem solving must come from diverse teams in order to serve the greater population. We must build a better vision of the future so that young women will feel confident and inspired to reach their dreams!



**P**eggy Northrop, Chief  
Executive Officer,  
Watermark

**What does women business leadership look like in 2021? And beyond?**

The women leaders in the Watermark community are focused on their "bigger why." It's not just about being more effective. They are asking, "What kind of leadership do we want to model? How do we become more inclusive and compassionate ourselves and then socialize those values in our companies and communities?". It's exciting to be part of this conversation.

**What does collaboration mean to you?**

I like to say that I don't have any good ideas by myself. The best solutions come out of collaborating with others, staying open to fresh ideas, and continually saying "yes, and...".

**How important is diversity support in leadership?**

It's been demonstrated again and again that building diverse teams isn't just the right thing to do as humans -- it's essential for business success. The next phase will be when businesses make meeting diversity goals part of performance assessments. Leaders who cannot or will not do that will eventually be seen as actively harmful.

**What are the three traits you see for women business success? \***

Persistence, collaboration, and resilience.

**What is the most impactful step towards ensuring women's leadership within a business?**

There aren't enough female mentors to go around for women who want to rise in their organizations. The companies we work with who are most successful at advancing women's leadership are doubling down on educating men to be better allies and champions, as well as making sure their women leaders have access to professional development training.

**Why is women's leadership critical?**

Women are really made for this time. Collaborating and being flexible aren't solely women's qualities, of course, but we tend to operate that way by default, and these are exactly the skills needed when facing multiple crises.



**P**amela Prince-Eason,  
President & CEO, WBENC

**What does women business leadership look like in 2021? And beyond?**

I believe women will continue to exert their leadership traits in both the public and private sectors. I personally have never been more interested than I am now in utilizing my leadership strengths to make a difference.

**What does collaboration mean to you?**

Collaboration is one of the most important traits and practices we have. I pride myself in ensuring that I listen and understand others and within the WBC I find women with a common mission and vision who work together to create a greater good.

**How important is diversity support in leadership?**

Supporting diversity as a leader is one of the only ways we will make the changes and usher in the future leadership and representation that is needed. There is no doubt in my mind that inclusion leads to the best results and representation of all at the highest levels of any organization is required.

**What are the three traits you see for women business success? \***

Walk the talk, collaboration, and integrity.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Providing clarity on requirements of roles, ensuring a development path exists for advancement to all roles, and personally working to develop and/or mentor others.

**Why is women’s leadership critical?**

“Women’s Leadership is Critical to the long-term success of business, government, and society!”



**B**arbara Smoot, President  
& CEO, Women for  
Economic and Leadership  
Development (WELD)

**What does women business leadership look like in 2021? And beyond?**

Hopefully more inclusive of women of color.

**What does collaboration mean to you?**

Solving today’s problems is often complex, involving multiple systems, requiring teamwork from a diverse group of people, companies, and industries. Truly successful groups understand that it is about enlarging the pie, not fighting over the pieces. This is why WELD is excited to be a part of the WBC – there is a true spirit of collaboration to uplift women and women of color.

**How important is diversity support in leadership?**

Countless business cases explain why this is important. The question should be, “how do we impact the numbers?”. It starts at the top with boards holding management accountable to build diverse teams and reflect it in compensation. Boards must walk the talk and be diverse themselves. This is why WELD is focused on increasing the number of women and women of color on for-profit boards.

**What are the three traits you see for women business success?**

Women with all kinds of leadership traits are successful. Women business owners need access to capital, real opportunities for contracts, and the removal of hurdles and criteria that they have to meet that are not imposed on businesses run by men.

**What is the most impactful step towards ensuring women’s leadership within a business?**

We need to move beyond the discussions around mentorship and focus on sponsorship instead.

**Why is women’s leadership critical?**

The fact that we still have to explain and justify shows how far we still have to go.





**C**andace Waterman,  
President & CEO, Women  
Impacting Public Policy

**What does women business leadership look like in 2021? And beyond?**

Women’s business leadership in 2021 is about evolution! 2020 was a year like no-other and every day brought about new challenges. However, we had to persevere

and navigate successfully through the storm. In 2021, we have to hold onto the grit that took us through 2020 and add compassion and fearlessness so that we can continue on the road to sustainability.

**What does collaboration mean to you?**

“It takes a village” is not just a quote, it is a mantra that is true in collaborative success. As we drive change for the business owners we represent and support, we must relax individualism and meet at the intersectionality of our collective values and join our voices for change in the women’s business community.

**How important is diversity support in leadership?**

Diversity is being asked to the party, and inclusion is being asked to dance! With the impact of systemic racism and its effect on every part of our personal and business life, building an inclusive eco-system for everyone to feel comfortable at the table is imperative. It will take intentional inclusion to have a true impact.

**What are the three traits you see for women business success?**

Being communicative, strategic, and a servant-leader.

**What is the most impactful step towards ensuring women’s leadership within a business?**

It is most important to be a servant-leader. This ensures you are meeting people where they are and pulling them up to reach their greatest potential—leading while serving is beneficial to everyone involved.

**Why is women’s leadership critical?**

Women are a force to be reckoned with and critical to the success of every facet of our country. Show me a successful woman, and I will show you a tribe of women who are standing behind her to catch her when she falls, to support her, and cheer her on.



**D**ee Dee Sklar, Global Co-  
Chair, Women in Fund  
Finance

**What does women business leadership look like in 2021? And beyond?**

Women need to make decisions about leadership roles earlier in their careers and decide “is the view worth the climb?” and accept accountability for moving careers

forward for peers as well as reports. Choosing to be a leader is the first decision.

**What does collaboration mean to you?**

Collaborative Strategy within your business or company includes continued learning both internally and externally. WBC, along with other select groups, gives us the opportunity to share ideas and strategies for dealing with plans and challenges.

**How important is diversity support in leadership?**

In each of my past and current experiences, diversity is an important ingredient and driver of success. I have implemented such a culture exceeding 50/50 of women 40-45 leading global banking finance businesses, and now in board and advisor roles.

**What are the three traits you see for women business success?**

Recognizing opportunity, partnership, and being both a sponsor and mentee to others as well as finding your own sponsors and being a sponsor.

**What is the most impactful step towards ensuring women’s leadership within a business?**

Recognizing talented women and helping them with moving their careers forward by supporting them to take on new challenges even if it means losing them to other areas of your firm or supporting their moves to external firm choices and paths.

**Why is women’s leadership critical?**

We are naturally more organized, and we know how to compartmentalize our needs and responsibilities, including family, allowing us to realize our potential. I admit there were points in my 40-year banking career where I stayed too long. Yet, I moved my experiences forward and broadened my knowledge with each of the six firm moves I made and always accepted more responsibility given the opportunity.





**L**eslie Dukker Doty, Chief Executive Officer, Women in the Boardroom

**What does women business leadership look like in 2021? And beyond?**

If 2020 revealed anything about women in business, it's that they make great leaders, especially in a crisis. Women use emotional intelligence to engage all constituents,

leading to business success. The visibility of women leaders during COVID-19 directly resulted in an increase in women CEOs and board members. In 2021 and beyond, I only see this momentum continuing.

**What does collaboration mean to you?**

Collaboration is a key leadership quality because it emphasizes listening, so new ideas and diverse points of view are heard, discussed, and, most importantly, valued. Just being heard leads to greater buy-in of new strategies, which drives change more quickly. This is reflective of WBC partners openly collaborating on ideas to help women achieve equality in business, which will drive more change.

**How important is diversity support in leadership?**

Diversity support in leadership is paramount for organizational success as companies perform better with diverse workforces reflective of their stakeholders. Increasing women of color within organizations must come from the C-Suite, takes planning, is part of goals, and measured. Talent pipelines for women of color need to be built at all levels to create community and mentorship opportunities.

**What are the three traits you see for women business success? \***

Accountability, empathy, and decisiveness.

**What is the most impactful step towards ensuring women's leadership within a business?**

Creating opportunities for mentorship and sponsorship of women leaders is a critical step to increasing women's leadership within business. Providing advice as a mentor and increasing women's visibility through sponsorship, to be considered for new opportunities, will ensure women's advancements. I continue to advise new mentees in all stages of their careers.

**Why is women's leadership critical?**

"When women leaders are in organizations, it is proven that companies pivot, transform, grow faster and have increased shareholder value because women bring the culture, skills, experience and emotional intelligence that is proven to effectively drive a company to success."



**D**r. Rosina L Racioppi, President & CEO, WOMEN Unlimited Inc.

**What does women business leadership look like in 2021? And beyond?**

With a heightened awareness of the value women bring to leadership, organizations have increased their focus on ensuring their culture supports a robust, diverse talent

pipeline. WOMEN Unlimited, Inc. partners with corporations who see this as a critical business strategy.

**What does collaboration mean to you?**

Working with a diverse group of leaders as we work towards our goals ensures we expose different perspectives. The result of these rich discussions and shared perspectives allows us to arrive at creative and innovative solutions. Like many of the WBC members, we have been focused on gender parity. Through our collaboration, we will achieve our goals faster, together.

**How important is diversity support in leadership?**

It is critical! There has been much research on the business case on the power of diversity. To be successful, it requires organizations to be ALL IN- leaders understanding their role, managers identifying opportunities, and women raising their hands.

**What are the three traits you see for women business success? \***

Tolerance for ambiguity, empathy, and adaptability.

**What is the most impactful step towards ensuring women's leadership within a business?**

Creating organizational momentum to achieve gender parity requires leadership to adopt a strategic business plan.

**Why is women's leadership critical?**

If the journey to gender parity were an easy one, we would be at our destination already. However, it is a slow, arduous process because there is as much to be undone as there is to be done.



**J**oan Haffenreffer, President, Women's Forum, NY, Managing Director CAO, Global Public Affairs, Citi

**What does women business leadership look like in 2021? And beyond?**

Women leadership in 2021 is more urgent than ever before and will accelerate, given the immense effort

underway to build inclusive executive leadership and board representation. I am proud Citigroup named Jane Fraser CEO, a first for a major U.S. bank. Women in senior executive roles enable companies to positively shape corporate culture beyond equality and leverage all talents.

**What does collaboration mean to you?**

As President of the Women's Forum of New York, I collaborate with over 500 women leaders in New York and 7,000 globally to advance our mission of driving progress and transformation for all women. We are a learning community built around sharing life experiences. Advising and mentoring other women executives is a two-way learning experience which can have tremendous multiplier effects. Working with the impressive WBC partner organizations is an important way of leveraging the impact of our work.

**How important is diversity support in leadership?**

Company leaders must reflect all constituencies who drive our economic growth and the customers and communities we serve. Deploying the full benefits of the "network effect" means creating opportunities for formal and informal learning through community-based activities and mentoring.

**What are the three traits you see for women business success? \***

Integrity, quiet confidence, and determination.

**What is the most impactful step towards ensuring women's leadership within a business?**

Mentoring women is essential to ensuring their success in business. As head of Citi's Global Public Affairs Talent Development Initiative, I help advance women's careers through mentorship, mobility programs, and innovation funds to encourage people to consider change.

**Why is women's leadership critical?**

In addition to technical know-how, women make great mentors, know how to work through compromises, bring invaluable experiences and critically important soft skills that drive creative solutions. In short, women are foundational to business success and sustainability.



**S**ubha Barry, President, Working Mother Media

**What does women business leadership look like in 2021? And beyond?**

Women lost over 156,000 jobs in December alone, more than 100% of the total job losses that month. Gender pay equity progress may be set back 8+ years. Companies in the private sector need to look

internally at policies and evaluate how to better support women and caregivers. Flexible work options, care giving benefits, and inclusive cultures can reverse the trend.

**What does collaboration mean to you?**

Leading with empathy and humility means you'll be more collaborative. It's the multiplier effect that could be your superpower. Competitors finding a common purpose lifts both higher.

**How important is diversity support in leadership?**

Without visible role models to emulate, employees from underrepresented groups struggle to rise. You cannot be what you cannot see. Diverse employee representation and inclusive cultures give companies a competitive advantage as an employer as the population changes.

**What are the three traits you see for women business success? \***

Confidence and self-awareness, the courage to take risks, having a vision.

**What is the most impactful step towards ensuring women's leadership within a business?**

Seek out mentorship and sponsorship opportunities, give women stretch assignments, identify high-potential women and give them P&L experience in early and mid-career. I have made a personal commitment to mentoring multicultural women. If every leader would commit to mentoring other women, especially those who don't look like them, think of the possibilities!

**Why is women's leadership critical?**

Women lead collaboratively with a sense of truth and decisiveness. They are good listeners and use facts and data to guide their thinking. They are adept at building consensus and look for win-wins. "In today's fractured society, you don't change minds by convincing someone that their belief systems are wrong. You do it through acts of compassion and empathy." Women simply do this better.



# WBC Executive Rountable Series



**W**hen the pandemic hit, the WBC knew we had to evolve and adapt how we deliver our content. We also knew that we had a business platform and an opportunity to provide collective leadership to decision-makers facing a whole new set of challenges and opportunities. We had the opportunity to engage with executives across the United States on leading through crisis and the changing face of business leadership.

The focus on **gender equity and diversity** impacts all aspects of company management and performance from discussions of the future of work for what will likely be a far greater proportion of remote workers, to recalibrating to changes in customer behavior and retooling how supply chains function; and, potentially, redefining business performance metrics. Leaders are rapidly making changes to the way they

lead, unlocking greater innovation through high levels of engagement of their workforces; reinventing collaboration; embracing shareholder capitalism; and putting greater emphasis on trust leadership -- including the importance of leading with empathy and building a different level of trust with their employees. As one CEO recently put it, the crisis has led to an "acceleration of the future." Great leaders see this moment in



time as a unique opportunity for self-calibration and mapping out a strategy for transformation that works for their individual organizations.

To date, over 3,000 people have joined our sessions, which have been centered around WBC’s mission and vision of equal position, pay and power for all business women.. Through two main series: 1) CEO Roundtables and 2) Executive Roundtables, featuring C-Suite leaders, WBC has been at the forefront of amplifying *collective thought leadership* in the areas of decisive leadership, human capital, inclusive cultures and teams, technology and diversity.

Moderated by Robert Reiss, Chief Executive Officer, The CEO Forum Group and Rebecca Shambaugh, President, SHAMBAUGH Leadership (both WBC Board members) each CEO session is followed with a Forbes.com article that includes key insights.

WBC has co-hosted several of the sessions with its Partner Organizations, providing a leadership platform for their networks and shining a light on their offerings. Special recognition to WBENC, WPO, NAWBO, Springboard Enterprises, Golden Seeds, C200, SheEO, Astia and PEWIN who came together to frame the challenges and opportunities for women entrepreneurs and their access to capital.

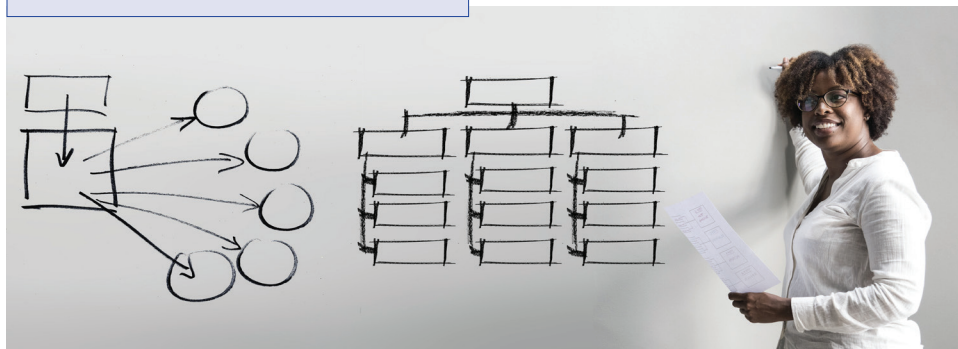
Make sure you tune in to hear the stories of prominent leaders who are shepherding their organizations through the crisis, forging new norms that include innovative approaches to living and prospering. To watch past sessions, click the “Webinars” section under <https://www.wbcollaborative.org/insights> or visit our YouTube channel.

**SAMPLE CEOS WHO HAVE PARTICIPATED**  
(Corporate and/or Divisional CEOs)

- Greg A. Adams, Kaiser Permanente
- Erik Anderson, Topgolf Entertainment Group / WestRiver Group
- Brandon Barnholt, KeHE Distributors
- Kelly Caruso, Shipt, Inc.
- Kelly Coffey, City National Bank
- Trish Costello, Chief Executive Officer, Portfolia
- Heyward Donigan, Rite Aid
- Gina Drosos, Signet Jewelers
- June Felix, IG Group
- Caroline Feeney, Prudential Financial, Inc.
- Carly Fiorina, Carly Fiorina Enterprises
- Joele Frank, Joele Frank, Wilkinson Brimmer Katcher
- Brian A. Gallagher, United Way Worldwide
- Brian Garish, Banfield Pet Hospital (Mars)
- Margo Georgiadis, Ancestry
- Kara Goldin, Hint
- Shoshana Grove, International Bridge
- Damon T. Hininger, CoreCivic
- Chieh Huang, Boxed
- Kathy Ireland, kathy ireland Worldwide
- Richard Kennedy, Skanska USA
- Denis Machuel, Sodexo
- Erica Lee, Marquis Who’s Who
- Deanna M. Mulligan, The Guardian Life Insurance Company of America
- Joel Peterson, JetBlue Airways
- Deirdre Quinn, Lafayette 148 New York
- Zeta Smith, Sodexo North America
- Melissa Smith, Wex
- Stacey D. Stewart, March of Dimes
- Steven B. Tanger, Tanger Factory Outlet Centers, Inc.
- Toni Townes-Whitley, Microsoft
- “Tiger” Tyagarajan, Genpact
- Teresa White, AFLAC U.S..

**C-SUITE LEADERS WHO HAVE PARTICIPATED**

- Sue Bergamo, Episerver
- Kimberly Betts, Deloitte Services
- Virginia “Ginny” Clarke, Google
- Dr. Asha Collins, Genentech
- Wendy Davidson, Kellogg’s
- Martin Davis, The Southern Company
- Tracy S. Doaks, N.C. Department of Information Technology
- Joanne Dwyer, CVS Health
- Nicole Fontayne-Bardowell, DART
- Jill Hershey, Salesforce
- Chris Hollander, Panera Bread
- Julie Holzrichter, CME Group
- Duda Kertész, Johnson & Johnson Consumer Health
- Michelle Lee, Berkeley Lab
- Janice Little, Lowes
- Lucibeth Mayberry, Core Civic
- Mendy Mazzo, Skanska USA Building
- Lisa A. Naylor, Allegheny County Airport Authority
- Susan Rothwell, Valassis
- Mary Tinebra, Mercer





## THESE ORGANIZATIONS MAKE UP THE WBC

### OUR PARTNER ORGANIZATIONS

100 Women in Finance  
50/50 Women on Boards  
Astia  
ATHENA International  
C200  
Catalyst  
Culture@Work  
Diversity Best Practices  
Diversity Woman Media  
Ellevest Network  
Enterprising Women Magazine  
Gender Fair  
Golden Seeds Venture  
Him for Her  
Hispanic IT Executive Council (HITEC)  
Information Technology Senior Management Forum (ITSMF)  
LATINASstyle  
Latino Corporate Directors Association (LCDA)  
National Association for Female Executives (NAFE)  
National Association of Corporate Directors (NACD)  
National Association of Investment Companies (NAIC)  
National Association of Women Business Owners (NAWBO)  
Network of Executive Women (NEW)  
Paradigm for Parity (P4P)

Private Equity Women Investor Network (PEWIN)  
SheEO  
Springboard Enterprises theBoardList  
The Executive Leadership Council (ELC)  
The WIT Network  
Thirty Percent Coalition  
U.S. 30% Club Watermark  
Women Corporate Directors  
Women for Economic and Leadership Development (WELD)  
Women Impacting Public Policy (WIPP)  
Women in Fund Finance  
Women in the Boardroom  
Women Presidents' Organization (WPO)  
WOMEN Unlimited  
Women's Business Enterprise National Council (WBENC)  
Women's Forum of New York  
Working Mother Media

### RESOURCE PARTNERS

Bloomberg's Gender Equality Index  
Equilar  
DDI  
CEOx  
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# 104 BUSINESS LEADERS

