MAKE IT HAPPEN

HOW WOMEN LEADERS **UNLEASH** THEIR STRENGTHS



FOR EARLY CAREER WOMEN

A QUEST RESEARCH REPORT

CO-AUTHORS LAUREN NOËL CHRISTIE HUNTER ARSCOTT

SIGNATURE SPONSORS



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FOREWORD

FROM THE SIGNATURE SPONSOR

The stories you are about to read have the power to inspire. But more than that, personal stories have the power to really challenge us.

Resilience is a powerful tool. Yes, we are all in control of our own success, however to make it work, this must be matched with the support and encouragement from those around us. At Baker McKenzie we have made it a critical business issue to improve the number of women in both partnership and leadership positions. Gender targets have been set, bespoke mentoring and sponsorship programs have been designed and we are committed to change.

Evidence shows that companies who have at least thirty percent women in leadership positions will be most successful in retaining female talent. For women who currently occupy leadership roles, investing time and effort in being positive role models for the next generation of women, will help encourage them to aim high, achieve their goals and prove that as women we can and will "make it happen!"

My special thanks goes to Lauren Noël and Christie Hunter Arscott of QUEST who conducted the many interviews you'll find throughout the report. I am sure you will enjoy reading the different stories, and perhaps you too will feel inspired.

Best regards.

Constanze Ulmer-Eilfort

Member of the Global Executive Committee of Baker McKenzie Chair of the Global Diversity & Inclusion Committee

A LETTER FROM THE AUTHORS

We study early career women – the topics that matter to them, their impressions of the workplace, their aspirations, and the successes and obstacles they face while trying to lead meaningful and fulfilling lives. To date, most research and talent strategies have focused on women at the senior leadership, executive, or board level but we believe that is too late. Research shows that companies have a promising opportunity to capture by focusing on women at early career stages. Our work and research have reaffirmed our fundamental belief that early interventions can alter the shape of the female talent pipeline. It is this shift, with its increased focus on early career women, that has the potential to improve the gender balance in our organizations, industries, and communities.

Our specialization in qualitative and applied research has allowed us to amplify women's voices and bring the richness of their stories to life. Our work has been informed by studying and working with thousands of women around the world. Our research, Taking Charge, drew from interviews with more than 60 women executives globally and provided a roadmap for high potential women who have their eyes set on reaching the highest levels of organizations. Our study, What Executives Need to Know about Millennial Women, identified five key themes that early career women value; themes that organizations can focus on to ensure they are attracting, advancing, and retaining female stars. These works have laid the foundation for this piece of research: "Make It Happen: How Women Leaders Unleash Their Strengths."

Our prior research and our ongoing interactions and conversations have provided us with as many questions as solutions. What we have found is that the next generation of women leaders are demanding a deeper level of visibility; visibility that transcends professional images of women and their biographies. When asked what they wanted to know most about women executives, early career women responded: "We want to get to know the woman behind the bio." Beyond visibility 'of' the person, the next generation of women leaders are calling for visibility 'into' the person. They want to understand the human behind the work, behind the accolades, behind the professional headshot and profile. When looking for inspiration, they see where women are now without understanding their journeys, including the tradeoffs, tough choices, disappointments, and adversities they had to overcome.

Early career women understand that building a career and life they love (and thrive in) is no small feat. Instead, they find they are navigating a <u>labyrinth</u> of obstacles, twists, turns, and often dead ends. They desire to learn from the stories of triumph, defeat, and resilience of those who have gone before them as they chart their own paths and navigate the ups and downs of their own career journeys. We thank the amazing women leaders featured in this report for their transparency, empathy, and vulnerability. Thank you for providing us with a deeper level of visibility into your journey and the inspiration to craft our own.

Lauren Noël & Christie Hunter Arscott

UNCOVERING LEADERSHIP SKILL SETS & MINDSETS

When asked about the characteristics and capabilities that paved the way for their success, women leaders spoke both of the skill sets that have contributed to their rise and of the mindsets that have shaped their overall outlook and approach to building meaningful careers and lives.

When it comes to skill sets, these women display deep technical expertise. Their day-to-day activities and responsibilities showcase their mastery of their fields, whether it be human resources, legal affairs, risk management, operations, or other areas. They also possess a high level of industry knowledge coupled with an understanding of their organizational contexts and cultures. They have a breadth of functional business knowledge and display broad-based business acumen. They understand the core business functions that drive bottom line impact. In addition, they are highly skilled communicators, strategic thinkers, problem solvers, and people motivators.

While each leader has demonstrated and celebrated skillsets, each individual's success was largely a result of their mindsets and perspectives. Their technical skill sets were table stakes. Mindsets were their critical differentiators and career catalyzers to unleash their strengths.

Six mindsets stood out as key themes among the executives we interviewed.

These women leaders are **individualistic** with a strong sense of personal responsibility for their career growth and progression. They are **collective**, having a strong appreciation for the contributions others have made to their careers. They have an appetite for **adventure** and an ability to embrace uncertainty and take on risks. They believe that those who 'fail to **plan**, plan to fail' and purposefully chart out their own goals and activities. They focus **inward** to build self-knowledge and improve their capabilities. They look **outward** and are knowledge seekers, curious about the world and those around them.

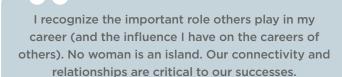
FIGURE 1

WHAT MINDSETS DO WOMEN LEADERS DISPLAY?





I am in charge of my own career and life. I am responsible for my growth and progression. It is up to me! I assume personal responsibility for where I am now and where I want to go.









I take on risks and embrace uncertainty, having faith in my ability to overcome the challenges that come with unpredictability. I am adaptable, opportunistic, and resilient.



I proactively identify and prioritize my goals and objectives. I allocate time and energy to align with these priorities. I am purposeful and conscious in my choices, focus areas, and allocation of time.







I dedicate time to personal reflection and self-development. I know a deep understanding of self is the key cornerstone of all other aspects of my career and life.



I seek to understand the world and those around me. I am hungry for knowledge and new insights. I am committed to learning from new inputs, interactions, and influencers. I am curious, an inquisitive listener, and question-asker.



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MASTERING MINDSET DUALITIES

What our research revealed is that the mindsets women leaders have in common are not static, simple, or singular. Through our in-depth interviews, these individuals revealed one core commonality: they view these mindsets as a series of dualities. What would appear to be contradictory or conflicting mindsets (see Figure 1) are essential elements to the success of each leader. Mindsets have made the difference in accelerating their careers. These leaders, as Doug Ready and Alan Mulally write, "see complexity not in a zero-sum manner but rather through the yin and yang lenses of dualities." Building upon the work of Carol Dweck on mindsets and Susan David on emotions, our research revealed that women leaders unleash their strengths through mastering a set of three mindset dualities.

They display 'mindset agility': the ability to pull or release different mindset levers depending on their context, career stage, and aspirations.

(See Figure 2)

Their mindsets are fluid and flexible. They recognize that they are in charge of their own lives, while also understanding the collective impact of others on their career trajectories. They purposefully and proactively plan, yet are also opportunistic and willing to take on uncertainty and risks. They focus on building a deep understanding of their values and their strengths, while also seeking input and new ideas from those around them. It is this ability to understand and act on the delicate balance between these dualities that has propelled their careers. Their stories serve as a blueprint for how the next generation of women leaders can use 'mindset agility' to unleash their strengths and build careers they thrive in.

FIGURE 2

MASTERING MINDSET DUALITIES: THREE LEADERSHIP LEVERS



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DUALITY #1: INDIVIDUALISTIC & COLLECTIVE

"It is up to me" was a common statement ringing through the research. Each woman expressed a sense of personal responsibility when it came to her own career, indicating that she has the ability to purposefully take charge of her own path. Women leaders viewed themselves as the active producers of their own trajectories rather than passive pawns or victims of circumstance, timing, and luck. They did not have the expectation that anything would be given to them. They were not entitled and did not believe that they were deserving of some break. They viewed themselves as the CEOs of their own careers with the autonomy to take proactive action towards their goals every day.

By contrast, they also expressed a deep appreciation for critical roles others have played in their careers. There were no references to being a 'self-made' woman and instead, each interviewee spoke glowingly of the contributions and impact key mentors, connections, relationships, and role models had on their lives. They also expressed a desire to pay it forward to others by taking collective ownership for the success of those around them.

When asked what has made the difference in her career, Constanze Ulmer-Eilfort, Partner and Global Executive Committee Member, Baker McKenzie, points to a combination of personal responsibility and surrounding herself with allies who support her: "I make it happen by saying 'yes' to opportunities," she explains. "It is also important to have people around you who will support you and stand beside you."

The women we met have mastered the balance between the 'I' and the 'We', or as we phrase it the individualistic mindset and collective mindset. These women displayed individual responsibility and collective appreciation, understanding their role as well as the roles of others in their leadership path.



Constanze Ulmer-Eilfort

THE INDIVIDUALISTIC MINDSET

Get in the driver's seat and get rid of victim mentality. You must be the driving force of your own success. This was the resounding advice from women leaders.

Katie Taylor, Former President and CEO of Four Seasons Hotels and Resorts, grew up in the small town of Oshawa, Ontario. The second of five children, Taylor was the first person in her family to go to university and had opportunities that previous generations in her family never imagined. "I was just a kid from a small town trying to make my way in the world. I felt a need to drive my own career," she explains.

Claudia Prado, Partner and Former Global Executive Committee Member, Baker McKenzie, agrees: "Women must take ownership of their careers. They cannot wait for people to take care of their careers. They need to take control of their destiny. Women must feel that they are in the driver's seat, not the passenger's seat. They have to drive the car to be successful."

Betsy Myers, former senior advisor on women's issues to Presidents Bill Clinton and Barack Obama, calls for early career women to "own it." Being the driver is about taking ownership of your career direction and your choices. She encourages us all to think: "How do I empower myself instead of feeling like a victim? Take victim out and put power in."

The individualistic mindset is founded on the concept that we are not the passenger in our life's journey nor are we the passive victim of someone else's driving and directions. Instead, we must take the steering wheel into our own hands.

INDIVIDUALISTIC APPROACHES & ACTIONS FOR ASPIRING LEADERS

Flip the Script: Think 'Why Not Me?' (Instead of 'Why Me?').

In 1991, the Chief Operating Officer of the Federal Reserve Bank of Boston was retiring. As a result, the Boston Fed was in search of a new COO. Cathy Minehan had worked at the Federal Reserve Bank of New York for 24 years. There had never been a woman COO at any Federal Reserve Bank at that time, but that did not stop Minehan from putting herself forward for the position. "By that time, I had managed every operation at the Fed of New York. So, I called the President of the Boston Fed and said: 'I know you are looking for a Chief Operating Officer. Why don't you interview me?' He replied that he had not considered Minehan for the position but agreed to meet her for dinner to discuss. She interviewed and got the job. Minehan's promotion to COO was groundbreaking, but she humbly describes the move as a natural next step. "I saw an opportunity and took advantage of it," she explains.



Cathy Minehan

This 'why not me?' mindset is typical of the female executives we met. Minehan's inclination to put herself forward for the role stems from her optimistic outlook on the world. Early on in her career, Minehan was often the youngest person and only woman in the room. While some may view youth and being significantly outnumbered by men as barriers, Minehan explains without hesitation that she 'loved it.'

"There has never ever been a time in my life when I have regretted being a woman. I never felt that it was a drawback. I never felt it was a hindrance.

I never felt that being a woman and trying to move up was a problem."

- Cathy Minehan

Our executives suggest that it is often up to you to be your own best advocate. Others may not always consider you for an international assignment, new role, or speaking engagement. As a result, it is up to you to be confident in the value that you bring to an opportunity and put yourself forward.

Proactively Seek Out Grassroots and Line Roles.

Leena Nair, Chief HR Officer, Unilever, has achieved many firsts. She is the first female, first Asian, and youngest ever CHRO of Unilever. In 2007, Nair became the first woman in the Management Committee of Hindustan Unilever in 90 years, heading HR. She was also appointed the first woman on Unilever's South Asia Leadership Team a year later. One key to her rise has been putting her hand up for what she calls 'grassroots roles.' I said, 'Yes, I will go to a factory to learn how soap is made.'

Several women mentioned that their careers accelerated because they were willing to go to places where few of their colleagues would go. The cities to which they traveled and the roles they were in were not glamorous, but the experience was critical. They learned where consumers buy products, how channels are managed, and the ins and outs of the trade. Their advice? If you have an opportunity to learn how growth happens in your business – how oil rigs are made, how a hotel is run, or how a factory is managed, this may be the break that could make the difference in advancing your career.

Knock on the Door.

When Linda Hill, Professor of Business
Administration at Harvard Business School,
was a freshman at Bryn Mawr College,
she took a bold action. The legendary
B.F. Skinner, arguably the most influential
psychologist of the 20th century was
a professor at Harvard University. Hill
desperately wanted to meet him. So, she
did what few would do. When visiting a
friend in Boston during October break,
she picked up the phone and gave Skinner's
office a call. When someone answered, much



Linda Hill

to her surprise, it was Skinner himself on the line. Hill took a chance and asked if she could meet the guru. To Hill's surprise, Skinner happily agreed. "It was a formative day in my life," says Hill, who was recently named as one of the top ten management thinkers in the world. "I partly attribute my research interests and focus on learning theory to the day we spent together." Her advice to women about how to make things happen in their own lives?

"Just knock on the door. Pick up the phone."

- Linda Hill

The lesson from our executives is that when you want to achieve something, you should take action. "Whatever you want, you already have. It's just on the other side of your action," says Karen Brown, a diversity and inclusion executive, based in Chicago. For example, are you hesitant to pick up the phone to call a sales lead, pitch your idea at a meeting, or apply for a new role? The women we met would say 'just do it.' In fact, several of our interviewees said that 'just do it' was their mantra. They take the view, 'what's the worst thing that can happen?' and go for it.

Lead with 'Yes' When You Go Beyond Your Comfort Zone.

These leaders highlighted the importance of proactively seeking out opportunities. Yet, on occasion, they were unexpectedly offered an exciting role - to manage an important project, open a new office, or lead a deal. It is vital to jump on these assignments and lead with a 'yes', they say. High-powered women partly attribute their rise to the top to taking on engagements and promotions that go beyond their comfort zone. They mention that, when offered stretch roles, too many women come across as hesitant or are apt to state the reasons why the initiative would not work for them, instead of leading with a simple 'yes.' These leaders do not over-analyze or over-communicate to others the pros and cons of taking on additional responsibility. They are willing to take on new areas and figure things out along the way.



Constanze Ulmer-Eilfort

Consider the story of Baker McKenzie's Constanze Ulmer-Eilfort. Several years ago, she was a Partner with a successful practice. When she was asked if she would consider running for Managing Partner of the German and Austrian offices, she reflected on the opportunity and discussed it with her husband and friends. Ultimately, she went for it and was elected. A self-described introvert, the campaign and election process was one of the biggest challenges she has faced in her career to-date. But, her willingness to say 'yes' to this opportunity has been a game-changer in her career. She was re-elected Managing Partner after a successful three-year term and was recently named to Baker McKenzie's Global Executive Committee.

"Say yes to opportunities that come your way. Whenever you have a chance, go for it."

- Constanze Ulmer-Eilfort

Ulmer-Eilfort, a mother of three, explains that this 'say yes' mindset also applies to women who are returning to work after having a child. "I often see mid-career women when they have children say, 'I'm not sure I can make it. I don't know how it's going to be when the child is born.' They tend to communicate to their colleagues that they are unsure when and how they will not return to work.

I always tell them, 'make them feel that you are coming back. Make them feel that they can count on you.' It is easier to tell them later on that you need another two or three months than at the beginning to say, 'I may come back in one year, perhaps in two years, or I may come back at 40%.' If you do that, then no one relies on you and people don't think that you will go for it," she explains.

Many executives mentioned that with each challenge accepted and conquered, they gained confidence. Not all had the initial goal of reaching the highest corporate ranks. Yet, with each accomplishment, they gained more belief in themselves. "With each promotion, I've reflected on the experience, thinking 'I can do this.' Gaining more responsibility has given me reason to believe in myself. Now, I'm the President of a brand," says Julie Hauser-Blanner, President, Brioche Dorée. Peerapan Tungsuwan, a Partner in Baker McKenzie's Bangkok office, echoes this sentiment. "One small success leads to a second, then a third, and so on, until you don't need to count your wins anymore. You start to do well and people believe in you and follow your guidance. Confidence comes from the successes that you slowly have over time," she says. When saying 'yes' to stretch opportunities, these women said that you may have to 'fake it until you make it.'



Julie Hauser-Blanner

"Act like you belong. Introduce yourself with confidence. Have a good handshake. Look people in the eye because others will sense your fear. Own it."

- Megan Costello



Hamidah Naziadin

Once you step out of your comfort zone, don't simply congratulate yourself for saying 'yes'. Our executives have another message: solve a problem. "The world has enough people who point out problems. Solve one that comes your way," says Nora Abd Manaf, Group Chief Human Capital Officer, Maybank Group, who is based in Malaysia. Not only do these women take on stretch roles, they are relentless problem-solvers once they assume the position. They put forth solutions to the challenges their organizations face. For example, CIMB Group's Hamidah Naziadin used her creativity to solve a problem when she and her team created a staff rejuvenation program to promote an organization that cares for its people's well-being.

This program allows for staff to organize and prioritize what matters to them whilst maintaining a balance between work and life. The employee is given an option to take up to 6 months away from work with job and opportunities remaining unchanged upon their return from their "time off". Employees take advantage of this initiative for expanded maternity leave, travel, and more. The program was such a success that it is now a key feature in CIMB's HR policies. "We turned a problem into an opportunity by being creative," Naziadin explains.

They also advise that you bring your own vision to the new role.

"Make the job your own. When you take on a new challenge, have the confidence to bring your own perspective and way of working to the position. When you do things in a way that is natural to you, you are more consistent and it is easier for others to understand you. Create a job that actually inspires you."

- Ritva Sotamaa

Their message is clear: lead with a 'yes' when taking on opportunities that go beyond your comfort zone. When you assume the role, solve a problem and put your own imprint on the job. Along the journey, you will gain experience, confidence, and a reputation as someone who can take on big challenges.

Put Yourself at the Center.

Our executives advise that you 'say yes' to stretch assignments. But, as a high-potential woman, many exciting opportunities will come your way. This begs the question: which types of roles could truly make the difference in accelerating your career?

Minehan has a viewpoint on this that has served her well. "I like being at the center of things," she explains. Early in her career, Minehan worked to make herself the secretary of various groups. "I found if I were the secretary of the group, then I could manage the agenda and who was doing what. This gave me the opportunity to interact directly with the chairman. As secretary, I ended up calling a lot of shots," she says. This thought process stayed with her throughout her early years at the Federal Reserve Bank of New York. "The New York Fed is the center of the markets in New York, the financial district, and the markets in the United States. For a number of years, I ran the Fed wire funds and securities transfer, which sounds quite operational, but it's where all of the markets in the United States settle every day. Each and every day, I was participating in a massively important thing," she says.



Karen Brown

Karen Brown has a similar view. When she was working for Marriott early in her career, the hotel chain was hiring many managers to run the hotels. Brown voiced her passion for training others and volunteered to groom the new leaders of Marriott's properties.

"Training the leaders of Marriott's hotels accelerated my career to places I could never have imagined. I met a lot of people and traveled to new hotel locations. Right out of college, I was at the center of the action."

- Karen Brown

When a new opportunity comes your way, consider how central the role is to your company. Is the position essential to your

organization's growth? Will the role connect you to key decision-makers at your firm? If you are at the center of things, the new position could advance your career.

Start Small... Then Scale.

What if you do not have the opportunity to take on a highly important project at your organization right now? Several women noted the importance of starting small. For example, one executive mentioned that her firm's Twitter feed is maintained by a junior associate, who is a year out of law school and is a social media maven. She knows everything about how to get the most Twitter followers. As a result of managing the Twitter feed, she is demonstrating her ability to take initiative, run with things, and lead. Is there a small committee, project, or process that you could run at your company?

Starting small applies to getting your voice heard as well. Consider how Leena Nair built her confidence to speak up in meetings early on in her career when she was one of the few women in the room. "I used to have a little book in which every time I spoke up, I would draw a star. If I opened my mouth five times, then I would draw five stars. If I made a point that really resonated, I gave myself double stars. By doing this, I kept myself accountable," she explains. So, think about an initiative that would be level-appropriate for you to own or small ways that you can articulate your point of view. By gaining small wins, doors will start opening for bigger opportunities.

Leverage Your Differentiators and Unique Point of View.

Be confident that your unique perspective on the world is what makes you valuable to your organization. You likely bring a level of diversity to your team. For example, perhaps you are the only woman, millennial, or person of Southeast Asian origin in your group. Rather than viewing this as a hindrance, take this as an opportunity to bring a different point of view.

Consider the unique mission that Margie Yang, Chairman, Esquel Group, laid out for Esquel.

"I do not make shirts. I make a difference."

- Margie Yang

Soon after joining Esquel, Yang made it a point to say that Esquel's mission extends beyond making money. As a result, she encourages the company's leaders to tackle large issues such as addressing climate change and closing the wealth gap. Yang's vision inspires employees at Esquel to think and dream big. Yang explains that her ability to see the world through a unique lens is what makes her stand out. "I bring a different perspective and way of looking at challenges and how to set goals," she says.



Margie Yang

CIMB Group's Hamidah Naziadin also prides herself on her ability to think differently.

"What defines me is thinking outside the box and being a game changer."

- Hamidah Naziadin

Case in point is CIMB Group's 'CIMB Fusion Programme' that Naziadin, who is based in Kuala Lumpur, spearheaded along with her team. In the program, early career talent joins two companies, giving them exposure to different industries – banking and non-banking – which plays very well in terms of what is required for leaders today; versatility and adaptability in a world where everything is borderless. This was Naziadin's brainchild and was brought to life to attract the best minds to work for the company. She made a bold and conscious decision to partner with her main competitors, making them her allies instead. She believes that in today's environment and in the future, to pave the way forward, the key attributes for success will be agility, innovation and adaptability, to name a few.

The 'CIMB Fusion Programme' incorporated these elements by creating partnerships across different businesses in order to build these attributes for its talent. The exposure to different industries gives the talent the opportunity to experience different work environments, cultures, and industries. Ultimately, it allows the individual to choose the most suitable career from themselves. "With the CIMB Fusion Programme, we challenged the norm and it took a lot of courage and self-belief to go ahead with the program" says Naziadin.

This program is highly successful and Naziadin has managed to build that alliance across several industries, including auditing, consulting and technology. She enjoys challenging the norm and has become a notable game changer in the industry where she recognizes that in order to thrive in the industry, one must continuously challenge oneself and think differently. This can be seen from the program and initiatives that she has put in place to help grow the industry she serves, the organization she is a part of, and the people who work in it.



Hamidah Naziadin

Be confident that what makes you different is what makes you great. If you have a great idea that is a bit out-of-the-box, put it forward. Ultimately, your ability to bring a unique perspective and point of view to the challenges your organization faces, will make you stand out.

THE COLLECTIVE MINDSET

Walk into Kristen Robinson's office at Fidelity and the first thing you will notice are colorful scarves hanging on the wall. "I keep my office door open and my team flies in and out all the time. I have my wall of pashminas for my team to use because it's freezing in here," she says with a laugh.

In this borderless world where everything is changing so fast, the ability to connect is crucial. High-powered women have a deep passion for people. They recognize the contributions of those who have contributed to where they are and enjoy paying it forward, watching others succeed, and creating a roadmap for their team's success. "I find deep meaning in creating an infrastructure of individuals underneath me that are the next successors within the organization. I make it happen by inspiring people and touching people's lives," says Julie Hauser-Blanner, President, Brioche Dorée.

Our executives emphasized the importance of working with other people, building relationships and consensus, seeking input from experts, co-creating, and creating partnerships. The women we met emphasize the importance of having people around you whom you can trust.

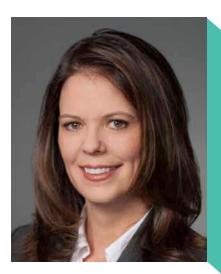
They stressed that a benefit of collaborating with people across and outside your organization is that as others get to know you, opportunities will present themselves.

It takes a village to raise a leader.

COLLECTIVE APPROACHES & ACTIONS FOR ASPIRING LEADERS

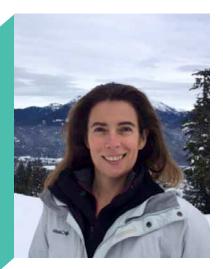
Schedule Time with Influencers.

Many of the women we met said that they schedule connectivity into their daily agendas. They consider 'what am I going to do today that will advance my connections? What investment am I going to make in my relationships that will drive the success of my career going forward?' For example, several executives mentioned the importance of setting up a lunch or a meeting with someone who can positively impact your professional destiny. For example, this could be your supervisor or the head of your practice group. In this conversation, ask them what you are doing well, how you can enhance your efforts, and what you can help them with. They also suggest that it is most productive to hold this meeting outside of the office in an informal setting.



Kristen Robinson

One woman mentioned that she did this when she was about to be up for Partner at her firm. She did not know where she stood on the partnership track so she reached out to the head of her group and asked him to meet over lunch. They had an open discussion about the partnership path and fostered a relationship that aided her in getting nominated to Partner the following year. What is important to note is that the group head said that no other associates did this. For her, reaching out to cultivate this relationship made an essential



Anna Maloney

difference in her career. Be deliberate and proactive in cultivating your network. In particular, consider if there is a person who could help advance your career and schedule a time to meet with him or her. Taking this small step could make a big difference in accelerating you to new heights.

Surround Yourself with Positive Advocates Who Challenge You.

When Baker McKenzie's Anna Maloney climbed Mount Kinabalu in Malaysia with her husband and three young children, she was struck by the strength that comes from being surrounded by good people. "What stood out to me on the hike was the power of the group. Everybody worked together to support everybody up the mountain, from an 80-year-old lady to our eight-year-old son.

At one point our daughter became light headed due to the altitude and a few 20-something guys swooped in to entertain our sons so that we could focus on our daughter. This group culture where everybody supported each other to get up (and down) the mountain was a beautiful thing to watch," she says.

High-powered women build ties with those who help them climb mountains and endure trying conditions.



Susie Flook

"Surround yourself with good people who want to lift you up, help you, and encourage you. Don't let the turkeys get you down. You're worth more than that,"

- Susie Flook

Consider the story of how Cathy Minehan rose to be the President and Chief Executive Officer of the Federal Reserve Bank of Boston. In 1994, Minehan was Chief Operating Officer of the Boston Fed. It was a job she loved and a role she had trained 24 years to do. Then, by virtue of the Federal Reserve Act, she became Interim President of the Boston Fed when the former President left to become the President of the American Stock Exchange. The President role was not a job she had ever thought about. Clearly, she had a deep understanding of monetary policy but she was not a PhD

economist, which is the typical background of a Fed President. When the search for the President of the Boston Fed began, Minehan was not planning on putting herself forward. This is the moment when her community lifted her up.

Minehan had gotten involved in the Massachusetts Women's Forum, which is a group of senior-level women executives from around Boston. "From the moment the President left, my friends from the Mass Women's Forum were calling me on the phone saying 'of course you are going to put your hat in the ring. You are going for this job." Minehan was still hesitant but her friends pressed on.

"My memory is that three or four of them caught up with me, forced me into a room, and yelled at me," she explains with a smile. Minehan went for the job and got it. "I never thanked my friends enough for encouraging me to put myself forward for the role. Becoming President of the Boston Fed was an amazing experience. I would have lost an incredible opportunity had I not put my hat in the ring and jumped in with both feet," she says.

Once Minehan became President, her community continued to help her, and the Boston Fed, rise. Her initial fear that people would not take her seriously in Boston – the home of Harvard, MIT, the National Bureau of Economic Research, and so much expertise on monetary policy – quickly faded. Just about every premier economist at the time wanted to help. They wanted to help the Boston Fed be the best Federal Reserve Bank. They wanted to help monitor the policy in the US to be the best that it could be. They were part of Minehan's economic advisory council. They met with her quarterly. She went to dinner with them.

"It was amazing. I know most of the senior people in the economics world who are making a difference because they reached out to me and I reached out to them. They saw me as someone they could talk to and persuade. In some ways, perhaps it was better that I was not a PhD economist because I did not come with a lot of preconceptions other than I knew what a central bank should do and I knew what monetary policies should do."

- Cathy Minehan

No person is an island, and these high-powered women believe they owe a debt of gratitude to those that helped them to succeed. They have climbed the ranks thanks, in part, to the help and support of others. The advice from high-powered women leaders is clear. Surround yourself with people who make you better.

Don't Go at it Alone: Seek Out Support in Challenging Times.

The women we met emphasize the importance of being humble and vulnerable enough to reach out to others and ask for help. For example, when Esquel Group's Queenie Huang was 29 years old, she was given the assignment of building Esquel's latest, modern garment factory in Foshan, China. It was Huang's first major project of her career and she found herself in the middle of a chaotic situation. The general manager of the factory had been fired and had left a large, semi-completed construction project behind, the team was young and inexperienced, and the rainy season had led to construction delays. With a long list of tasks ahead of her – worker recruitment and training, machine selection and procurement, production planning, and more – Huang realized she needed help. Rather than try to go at it alone, Huang reported the challenge to Esquel's Chairman, Margie Yang.



Queenie Huang

Yang assigned two other young women leaders to the project, so that Huang and two teammates could work on building a state-of-the-art factory together. The three-person cross-functional team reworked the project plan and built a world-class garment factory. "When a situation is out of one person's control, you have to be honest and admit that a single person cannot fix all the issues. You have to find support and resources," advises Huang, who has been with Esquel for more than twenty years.



Megan Costello

When determining whom to ask for help, Megan Costello, Executive Director, Women's Advancement for the City of Boston, suggests reaching out to people who are your truth tellers. "Some mentors will sugarcoat advice. The most helpful people to me have been the ones who will tell me straight out, 'this is what you are doing wrong or this is what you need to do differently," Costello says. She pays it forward by helping other women.

"We have to amplify other women's voices.

If I am in a meeting and I see a female colleague struggling to make a point, sometimes I stop the meeting and say, 'I think Jane wants to say something. Jane, what were you just saying?"

- Megan Costello

The notion of one person having all the answers is implausible, hence the need for lots of consultation, communication, and collaboration. High-powered women assemble teams that fill gaps in their skill sets so they can win as a team. They reach out to experts, colleagues, mentors, and senior-leaders for advice and assistance. Their message is consistent: Reach out and ask for help when you are struggling. People will be honored to be solicited for input. Ask, 'what am I doing wrong? What could I do differently?' If you are willing to ask for help, you will likely find more than enough people who will offer advice, support, and resources.

Go Beyond Traditional Networking: Connect on Passion.

Many of the women we met emphasize that building a network should be a top priority, but admit that networking does not come naturally to them. They highlight that meeting new people has long term benefits so it is tempting to skip an event to meet a pressing deadline. What's more, attending networking dinners often means missing valuable family time – a trade-off that left many of the women we interviewed rethinking how to build their network in better ways. Plus, these driven leaders often cite that they need a reason to be at a networking event beyond idle social chatter.

As one executive said, "The problem with me is I am never comfortable doing nothing. I am not comfortable going to the networking events. If I am running the networking event, that is okay. But, I don't like to just hang out. I have never had that capability."

Linda Hill, Professor of Business
Administration at Harvard Business School
offers a helpful viewpoint on how to build
a network in a meaningful way. "My advice
is to build a network around a passion,"
Hill says. For example, when a young
professor Hill sat on the board of the Boston



Linda Hill

Children's Museum, which has enabled her to meet people from a wide variety of backgrounds—including a senior executive who made possible her first global consulting assignment.

"The key is to follow your passion first, and view the networking benefits as secondary. Think about what you would do if you did not get paid for it because that is your true passion."

- Linda Hill

This philosophy has also served Minehan well. A lifelong education advocate, she used her vacation time to volunteer to organize programs for her children's school when they were young. When she first arrived in Boston as Chief Operating Officer of the Boston Fed, she led many of the discussions that the Fed was having around education reform. "Participating in discussions about how money was being budgeted for education in Massachusetts paid off. By digging in on that, I got a role at the table," Minehan says. As a result, the Mayor called on her to chair the search committee for the new public school superintendent in Boston. "I got to know a lot of people by leading that search," she explains.

Take the time to reflect on what you enjoy doing. Then, seek out networks that align with and further your interests. For instance, search for an upcoming event where the topic genuinely interests you. Have you always wanted to learn how to code or train for a marathon? Passionate about mentoring girls in your community? Register for an event or get a group together regularly that aligns with your natural passions, feels distinctly "you", and is not a logistical challenge to attend.

More connections and chances to build upon your interests will naturally follow. You will be more likely to fuel your network and tap into your authentic passions if you seek out opportunities that you are truly interested in. This sense of community is deeply important as it provides a sense of camaraderie that adds richness and meaning to your life and a valuable sounding board for the variety of challenges you face, including balancing work and family, career switches, difficult projects, and more.

Build Relationships Outside of Your Area of Expertise.

When Linda Hill was a junior faculty member at Harvard Business School, there was a lunch table in the school's faculty lounge that many people 'just knew' was only for senior member faculty. Hill was not aware of the senior status 'required' to sit at this lunch table. From her earliest days at HBS, Hill would happily each lunch at the table, befriending many senior faculty members from across disciplines.

As a result, she built strong relationships with older, more senior faculty with varied expertise from marketing to finance to operations. This also enabled her to build ties across generations. "In later years, this helped me get things done as I had broad networks across the school. My advice is to build networks where you might be a bit uncomfortable at first," Hill says. This philosophy has continued to guide her. Several years ago, she had an opportunity to be on the board of a New York based company where she knew the industry well. Instead, she opted to be on the board of an oil and gas company in Texas; one to which she thought she could make a contribution, but was in many ways outside of her comfort zone.

Pursue networks that are a bit 'out of the box' for you. Take advantage of events or meeting people that pique your interest, yet are outside of your industry, even if they do not directly relate to your current job. Doing so will broaden your perspective and your ability to get things done.

Meet with Your Predecessors.

"Jobs are about your relationships with people."

- Betsy Myers

When Myers was about to take her first job in Washington running the Office for Women Business Owners, she took an important step before she started the role. "I called every single woman who had been the leader of that office. There were ten of them. Those women became my anchors," Myers says.



Betsy Myers



Betsy Myers

She organized a half-day gathering and asked them: 'What were the initiatives that you championed? What worked? What did not work? Who were the members of Congress that were your allies?' She has taken the same approach before starting each new role in her career. "I never understood why when people take a job, they do not spend time with the person who had the job before them. If you go to those people, they will save you months of figuring it out on your own," she says.

Before starting a new position, Myers also takes the time to meet with current executives. When she first started working at the White House, she met with current leaders before she started. She asked them: 'What are your ideas? What do you think the President needs to do? What are the three issues I should take on in my first six months?'

"I never think I know everything. I go to people who know more than me and ask for help. That way, I put together allies around me that will support me."

- Betsy Myers

Once Myers assumed her first role in the White House, she assembled a committee from federal agencies that were working on women's issues that met bi-weekly. The group discussed such questions as: 'What are you doing in your agency on women? What should the President know about? What could we work with you on?' "That's where I got all my ideas," explains Myers.

When you take on a new position, knowing what has been done before and what the major strategic issues are is critical to your success. Take the time to meet with your predecessors and current leaders before you start. Once you assume the role, continue to tap into the expertise of others who are working on similar issues. Doing so, will give you valuable ideas and will save you precious time.

Leverage Your Humanity as a Point of Connectivity.

Each year, Unilever's Leena Nair sets a goal for herself to learn something new. Next year, she will take a Spanish course. In the past, she has learned how to play an instrument or has signed up for a digital class. One thing that she has repeatedly tried to learn but cannot is driving. "Every three or four years, I say 'I have to master this driving thing' but I fail," she says.

Learning how to drive is on her list for two years now. "I want to show my children that I can fail badly at something and still succeed," she explains. Her sons' response? "They say, 'Don't make a life philosophy out of everything, mom. Just chill. It's okay. You can't drive," she says with a laugh. Nair's sons keep her grounded. This sense of humanity is what enables Nair to connect with people at Unilever's offices globally. "Being more human is a big part of what I always say. I want HR to be more human. I want organizations to be more human," she says.

Senior executives often have to make difficult decisions. They recognize that the actions they take impact people's lives. As one interviewee said, "I take action with conscience and with full consideration of the consequences my decisions have on individuals, as well as the business." Several leaders mentioned that their least favorite aspect of any role is when they need to downsize a function or let go of an employee with whom they have a strong relationship. Several mentioned that they regretted times when they emphasized process and protocol over humanity when firing an employee. During these challenging times, they say it is more important than ever to approach conversations and decisions with a softer, human touch. Many of the women we met described themselves as authentic. 'What you see is what you get' is a phrase we often heard. They mentioned that they do not check their personalities at the door upon entering the office. For some, this has not always come naturally.

"Early in my career, I had this life of church and state, where my team never knew who I was as a person. They did not even know that I had siblings. As I matured, I learned that it was not to my advantage to take this approach."

- Karen Brown

Early in her career, Brown received harsh 360-degree feedback in her performance review that encouraged her to change. She started actively observing how other leaders she admired connected with their teams. "What I have done over the years is to simply be myself. I share who I am and when I am happy or sad. Because I open myself up to others, it gives my team permission to open up. I ask my colleagues, 'what's going on with you?' I allow others to share where they are personally but I do not push them," she says. Baker McKenzie's Peerapan Tungsuwan, who is based in Thailand, echoes this sentiment.

"You have to be true to yourself. Don't let others expectations define who you are. Believe in your own character and continue to be yourself."



Peerapan Tungsuwan

- Peerapan Tungsuwan

Baker McKenzie's Claudia Prado also makes an effort to show her authentic self to others.

"It is very important to show that you are a real person.

Some women think that in order to succeed, they need to be tough and they can't show their emotions. I have found that this is not the case. Most of the time I am happy, but if I have to cry, I will cry. When my sons were young, I would bring them to the office. It is about having this humanity that people need so much."

- Claudia Prado

One way that Prado demonstrates her humanity is to reach out to her junior colleagues at Baker McKenzie when they are wrestling with how to juggle work and family. She strongly believes that women can combine work and family and not have one exclude the other. On several occasions, she has visited junior-level women at their homes soon after they have had a baby. "I go and talk with them and show them that I have gone through this as well and I have a balanced, happy life. I have saved a lot of them in their careers. It is rewarding for me to see them flourishing at the firm. They needed that comfort at a time when they thought their whole world was falling apart," Prado explains.

It is to your advantage to bring a sense of humanity to the office as this will enable you to build stronger connections with others. Open up about what is going on in your personal life, to your level of comfort. When you make difficult decisions, consider the impact that your choices will have on people's lives. Reach out to colleagues when they are struggling. Our executives note that people are looking for leaders to be more human so any steps you can take to bring a sense of humanity to the office will pay dividends.

DUALITY #2: ADVENTURER & PLANNER

While one may think that having an appetite for adventure, spontaneity, and risk taking may appear to be in conflict with diligent efforts to plan one's career, the women leaders we interviewed displayed a dynamic combination of both.



Katie Taylor

Katie Taylor sums up the inherent tensions in being planned and purposeful about your next steps in life, yet being opportunistic and open to new adventures:

"A certain amount of planning and thinking about your destination, journey, and where you want to be is helpful. I was never a rigid personal career planner. But, every couple of years, I would pause and take stock of how my ambition, capabilities, and capacity had evolved and then think about my next step. I think that is a good thing for people to do early in their career because that is when you should be taking more risk around finding what you love to do, finding a value system and a company that resonates with you. You want to be guiding yourself through that exploratory period with some level of determination so that you are getting out of it what

you need to learn. Then, as your career progresses, take advantage of opportunities that present themselves. Step up and grab hold of new challenges."

The women we met articulated bold goals, were unapologetically ambitious, and future focused. Meanwhile, the same leaders jumped from secure jobs to risky startups because of a conversation on a plane or moved to a new country with their children while leaving their partner at home due to an unexpected international role. They were goal-orientated and yet open to adventure, new opportunities, and spontaneous connections or interactions that may reshape or reframe their career plans. Their appetite for adventure and ability to embrace uncertainty (even when appearing contrary to their best laid out plans) was rooted in their deep positivity and faith in their own resilience and ability to bounce back from challenges. Instead of 'Why?', they ask 'Why Not?'.

The world's best entrepreneurs have a vision and a plan but are open to change, evolution, growth, and new opportunities. These women leaders have adopted an entrepreneurial approach to their own careers and lives - where adventure and planning are two parts of the same dynamic whole.

THE ADVENTURER MINDSET

"Life intervenes in a way that is often unpredictable, so try to make conscious choices about what gets in and what gets out of your life. But, be ready to change on a moment's notice because tomorrow the dog gets sick, the next day your sister-in-law broke her wrist, and the day after that, you mother has gone to the hospital," explains Katie Taylor.

Many of the women we met shared this attitude that they see life as an adventure. "Leadership and love are gutsy", one said. It is important to be open to change and take risks. Try something different. Believe that regardless of the outcome, you will figure it out. Many of the women made bold moves in their careers and their lives from moving countries to taking a job based on a gut feeling or short interaction to leaving high-level and celebrated roles because they were not happy. When asked what skills the next generation of leaders need, many of the interviewees spoke to adventurer traits such as risk taking, not fearing failure, adaptability, opportunism, resilience, and flexibility.

"Future leaders have to be adaptable. I always tell my team that they have to love the color gray. Embrace the gray," says Kristen Robinson, Senior Vice President Digital Experience, Fidelity. Nothing is black and white.

ADVENTURER APPROACHES & ACTIONS FOR ASPIRING LEADERS

Throw Away the Script.

Many of the women leaders we interviewed mentioned that their career paths had taken twists and turns. Often, these diversions turned out to be some of the most rewarding and valuable experiences of their work and personal lives. "Life is not a movie script that you write and then have everybody else act in it," explains Margie Yang, Chairman of Esquel Group, the world's largest woven shirt maker.

"Don't be a control freak. You cannot always optimize to your plan.

Sometimes you are given opportunities that are different than what you expected. Don't write them off just because they differ from your original plan. They could turn out to be wonderful surprises that you never expected. As my Indian yoga teacher says, 'Go with the flow.' That is a very important philosophy of living. You have to go with the karma."

- Margie Yang

Yang, who is based in Hong Kong, has embraced this philosophy in her own life and has enjoyed the plot twists along her journey. For example, when her father was unexpectedly ill, she took time off to care for him. Now, she spends time traveling with her 92-year-old mother. "I am grateful for the opportunity to still have a mother who is 92 and can travel with me. I have learned to appreciate that because that is something I never put into the original script for my career and life," she says.

Yang explains that this can be a challenge for driven women, who have an alpha dog mentality. She says high-potentials often have the view that 'I could have been even better had I just given everything.' "This is where you have to be mature. At my age, I congratulate myself for having balance and making the right choices," she says.

The women we met emphasized the importance of building a life outside of work. "It is really important not to build a life in the context of a career, but to build a career in the context of a life," Su-Mei Thompson, CEO, Media Trust, explains. Many of the women we met shared a similar sentiment. For some, this means a deep commitment to family. For others, the notion of building a life involves pursuing outside interests, such as sports, hobbies, religion, or charities. They have people and interests that help them maintain perspective and provide them with support and consolation when things are not going well at work.

For some, building a life means taking a break from their careers. When taking a pause, one common lesson these executives shared is the need for senior women to advertise that their careers have not been linear.

"Do not airbrush out a career break from your resume or from your conversations with others. It is so important for women to know that they can take a break and still come back to a successful career."

- Su-Mei Thompson

Many of life's greatest opportunities and rewarding moments are the plot twists in your journey. Be open to the unexpected even if it does not follow the original plan you had in mind. Life does not always happen the way you think it is going to, so the more flexible you can be - the better. For these executives, agility and adaptability in the face of new opportunities and priority shifting has been



Su-Mei Thompson

Take the Leap. Push the Envelope.

critical to their ability to embrace adventure and thrive.

"As women, we often feel like we have to be 100% ready in order to move forward. But, if you are 50% or 75% there, jump. Just do it. Chances are, you will figure the rest of it out," says Megan Costello. Many of the women we met shared a willingness to go beyond their comfort zones, try new things, and take a risk.

This risk-taking mindset is typical of top female executives. Think of Esquel Group's Jenny Cui, who is based in Hong Kong. For more than two decades, Cui had been a successful sales executive at Esquel. Then, she had the opportunity to become the Managing Director of Esquel Accessories and Packaging and Esquel Paper Products. When she assumed the role, the division had 3000 vendors, 2000 employees, and 250 global customers. Cui explains that the new opportunity was a stretch because it was out of her area of proven expertise. "I was hesitant when management told me that I had this opportunity. My comfort zone is in sales and the new role was in operations. As the MD of the whole operation, I needed to manage an entire channel and many more people than I had in my prior role. I had to come out of my comfort zone to take on this challenge," she says. In essence, Cui had to build her confidence that she could rise to the occasion. "The first thing I had to overcome was myself. I had to gain back my confidence. Only then could I have an impact, work with my team, and move on. 'What do I know about operations?' I thought. What I have is my common sense. Common sense is business sense. I realized I had the business sense to run this operation," she explains.



Kate Stonestreet

We heard many stories like Cui's of women who had stepped outside of their comfort zone to take a risk and it paid dividends. Consider Baker McKenzie's Kate Stonestreet. There are two defining moments in Stonestreet's life when she took chances that paid off for her personally and for Baker McKenzie. After attending University in the United Kingdom, she took a chance and moved to Hong Kong. The move was where she joined Baker McKenzie and truly found herself.

"I stepped out of my comfort zone and moved to the other side of the world to see what would happen. Hong Kong is where I became 'Kate' as opposed to being 'Malcolm's daughter' or 'Emma's sister'."

- Kate Stonestreet

The second defining moment in her career was the flipside of the first – her decision to leave Hong Kong after 15 years. She was successful in her job at Baker McKenzie and had a great group of friends in Hong Kong but everything changed when she returned to the United Kingdom to attend her best friend's wedding. At the wedding, she met the man that would eventually become her husband and the father of her twins. After a 14-month long-distance relationship, she decided to give up the security and life she had in Hong Kong to find her future in Birmingham. The risk paid off as she was able to remain with Baker McKenzie and has now been with the firm for 25 years. She has assumed greater responsibility over time and has risen to the role of Global Director of Operations, while building a life with her husband, and now eight-year-old children.

The women we met have a few philosophies they follow when taking a risk. First, they always have a plan B. They have a back-up plan in mind – for example switching companies or going back to their previous position or status quo – if the risk does not work out. Second, they don't go-it alone, particularly when proposing initiatives that others may view as out-of-the-box. "When you want to push the envelope, bring people along and help them understand the issue you are trying to push forward. If you have a collaborative mindset, then you are going to find people who are interested, want to support you, and want to learn more about the way you are thinking," says Baker McKenzie's Anna Maloney. So, when in doubt, go for it, just keep a plan B in mind and don't be a stand-alone platform.

Redefine Risk. Redefine Failure.

A poster that reads 'risk is where you least expect it' hangs in Professor Linda Hill's office at Harvard Business School. Many of the women we met explained that they have innovative perspectives on risk and failure. For example, consider Katie Taylor's viewpoint on the subject: "Where other people might see risk, I have always also seen opportunity inside the risk. When faced with a new challenge consider, 'what can I learn, what experience can I gain?'" she advises.

As Nelson Mandela said, "I never lose. I either win or learn." Many of these executives shared the view that if they took a risk and failed, then the upside is that they learned something. "Risk is where all the learning takes place. This is how you grow into the person you can be," says Betsy Myers, Former Senior Advisor to Presidents Bill Clinton and Barack Obama. We heard countless stories of women who had been turned down for opportunities. But, it did not bother them. As a result, they had the chance to apply that learning to the next challenge and move on. They recognize that they can only progress if they are prepared to fail. Many mentioned that they asked themselves one central question before taking a risk: 'what's the worst thing that could happen?' If they could live with it, they went for it.

"People tend to think when they see women and men in successful positions that they have never failed. Reality is otherwise. You fail a number of times. But you just succeed a little more often than you fail. When you fail, tell yourself, 'this is a moment of misery. What will it take for me to make this a moment of delight?' The moment you embrace failure you become capable of greatness you never imagined."

- Leena Nair

For example, Nair led the charge to reinvent Unilever's recruitment process for graduates. Recruitment is now entirely digitized. To apply to work for the company, applicants play twelve games for two minutes each, upload a selfie video, and go through a discovery center, all assessed digitally. Thus far, the initiative has been a success. More than 250,000 people have applied, 3500 applicants have been interviewed, and 800 people have been selected to work at Unilever under the graduate scheme. "Disrupting the recruitment process was a risk. But, because I am ready to embrace failure, more people applied to work at Unilever. Learn to pilot, experiment, and do early tests. What's the worst that can happen? It can flop and we can go back to doing three interviews per applicant. If you don't take risks, you don't move forward," says Nair.



Leena Nair

The women we met also viewed risk taking as a daily activity. Consider Su-Mei Thompson, CEO, Media Trust's viewpoint on the subject:

"It is not just about taking a few big risks but about pushing yourself each day to get outside of your comfort zone. If you go from A to D, that could be a big leap that's just too scary and too risky. But, if you break it down and make it your goal to go from A to B, and then from B to C, and so on, and you have people behind you, then I think more women will end up in top leadership roles."

- Su-Mei Thompson

Several of the women we met faced significant challenges in their work and personal lives. For example, one leader explained that within a 24-hour period, she lost her job, top consulting client, and her husband told her he wanted a divorce. Another interviewee lost a child. Another lost her sister and took on a supportive role for her sister's children. Others faced infertility. Several noted cultural conflicts within their families. Know that if you face similar challenges you are certainly not alone. These remarkable women did not wallow in sadness. Rather, they held the optimistic viewpoint that there is always a better tomorrow. This mindset was the only way that they could propel themselves forward.

In addition, what helps many of our executives have risk appetites and the ability to bounce back from challenges, setbacks, and failures, is that they have thick skins. "If you are not thick skinned, then you are always worried about how you will fail. You are too busy dealing with yesterday that you are not moving on to tomorrow," Margie Yang says.

Our executives encourage you to look at risk-taking and failure with a new perspective. Taking a risk may increase the chance that you may be set back. However, a setback or challenge is only a failure if you do not capitalize upon the opportunity to learn. Do not let falters or missteps hurt your confidence. Move on to the next challenge. Only by pushing yourself out of your comfort zone will you have the opportunity to rise to new heights.

THE PLANNER MINDSET

Betsy Myers encourages individuals to answer the question: "Are you living an inbox life or an outbox life?"

An inbox life is reactive and spontaneous. It lacks structure and involves replying to all items that get sent your way. An outbox life is proactive and focuses on planning, allocating time and energy to identified priorities and key areas of influence.

The women leaders featured in this report are not only purposeful and proactive in their choices, focus areas, and allocation of time, but also planned in their approaches to move from aspiration to action.

They are the living examples of an 'outbox' life.

PLANNER APPROACHES & ACTIONS FOR ASPIRING LEADERS

Make Conscious and Collaborative Choices.

"The biggest challenge that I faced in my career was trying to rise to the Chief Executive Officer role at Four Seasons at the same time as I was trying to maintain a happy marriage raising three children."

- Katie Taylor

Katie Taylor sums up the struggle of making decisions around managing work and life: "It is like Ginger Rogers and Fred Astaire. She is doing exactly what he is doing except backwards in high heels. This is the truth of a female executive's life."

For Taylor, addressing this challenge requires making daily conscious choices. "Women have to be disciplined about our daily conscious choices. We must make decisions about what gets in and what gets out. When we add things to our life, we must decide what to subtract, in order to make room," she says.

When making these decisions, Taylor advises to include your family in the process. "We have to be more conscious about what we agree to take on and get involved in. People say that this way of thinking causes women to back off of work. I would say it absolutely does not. Prioritize that promotion or new job opportunity in a discussion with your partner and family. Don't forget that if you get a new job, everybody in your house gets a new job. Your husband has a new job. Your nanny has a new job. Your children have new jobs. Everybody has a different life because you have changed



Katie Taylor (5th from left)

yours. What are you going to do differently to support the change and help to make it work?"

Taylor advises that perhaps the most important decision that many women will make is who to choose as a partner. Her lesson on what to look for? She explains: "I don't think the most important quality in a husband or a partner is somebody who will share the chores. It is somebody who thinks you are better than you think you can be. You need somebody who is going to pick you up when you fall down and encourage you when you are uncertain. I am really lucky to have that in my life." Many women we met shared this sentiment that the most important quality in a partner is someone who will always say, 'you can do it, go for it.'

When setting your priorities, Anna Maloney, Director of Risk, Governance, Knowledge, and Partnership Affairs, Baker McKenzie, advises focusing on really understanding what matters to your children.

"You need to know what matters to your children.
You can't be at every event. If your child is a great runner,
prioritize being at the athletics carnival. If they are a great singer,
make sure that you prioritize getting to the choir performance.
Really understanding your children and knowing what matters
to them is critical because that helps you ensure that you don't
miss key events. That helps you avoid living with regret."

- Anna Maloney

Also, Maloney has always expressed to her team that her children are a priority. "If I need to be somewhere for my children, I don't make excuses as to why I had to leave a meeting or leave work early. I explain that my child has a medical appointment or an athletic event. I have never hidden from the fact that my children exist and are a very high priority," she says.

Male or female, there are no shortcuts to becoming a senior executive. The hours are long. The travel is exhausting. The stress is high. Make no mistake that the women we met have made significant sacrifices. Some moved to new countries to take on dream roles and their partners did not follow them. Others work such long hours that the only time they have with their children during the week is a bedtime story each night. But, what is important is to make decisions consciously and in partnership with those who matter most to you.

Define Your Why (Purpose), What (Goals) and How (Actions).

The women we met emphasized the importance of thinking about what you want to achieve and creating a plan that outlines how you will get there. CIMB Group's Hamidah Naziadin says "You need to know what you want to make happen".



Hamidah Naziadin

Consider the three-year planning exercise that Naziadin does that helps her tremendously and you may find value in as well. Envision yourself three years from now and what you want to achieve by then – for example building a strong department or traveling to the places on your bucket list. It is vital to envision what you want to achieve, not what others – your mother, father, boss, or friends – expect of you.

Naziadin suggests sitting down for 15 minutes a day for three consecutive days to reflect on your goals and write them down. That way, it is short, crisp, fast and focused. It allows more focus and attention to what your goals and plans are, reflect on the day and allow your plans to evolve. When completing this exercise, she suggests considering such big questions as: What is your core

purpose in life? Where do you derive the most meaning? What does success look like for you? Where are you in your life? After completing this initial exercise, she suggests focusing on what you need to accomplish each day, week and month to achieve your goals.

"By doing this, you have clarity on what you want to work towards.

Your career and life is a journey of small steps. You can start

planning now and can carve out small steps each day to

slowly reach your goals."

- Hamidah Naziadin

We encourage you to try this exercise. It is crucial to know what you want to achieve. It is also vital that your day-to-day actions on your calendar reflect your priorities. Look back at your calendar for the past several months. Only then will you see if your actions align with your priorities. Knowing what success means to you is fundamental to creating a fulfilling work and personal life. In fact, gaining clarity on this is one of the most important things you can do. Then follow with action (and accountability for action!).

In addition, these executives emphasized the importance of identifying and articulating your ambitions to others. Unilever's Leena Nair has lofty goals for what she wants to achieve for herself and for the company. She is not afraid to say them out loud. "One of my principles is to dream big," she says. She talked about becoming the Global Head of HR for Unilever eight years before she assumed the position. She told her teams that she would be the best CHRO the world had ever seen and that she would reinvent and set the standard for the position for any company.

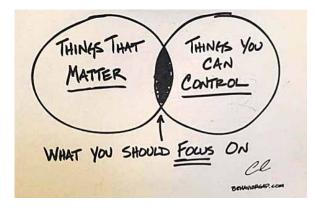
When Hindustan Unilever was losing 50,000 man days a year to employee relations troubles in India, as head of HR then, she voiced her goal to reduce days lost to zero. Two years later, the target was achieved. Now, she wants to ensure five million women get empowered through Unilever's value chain. "Put your dreams out there. Be vocal about the way you think. One of the things that holds women back is their perceived lack of ambition.

They fear standing up there and expressing themselves. Ambition inspires people. You want to be an inspiring leader. You can't inspire others by saying, 'I will do a little better than I did yesterday.' What inspires people is to say you will set the benchmark, change the world, or be the best. It takes guts. It takes courage. It takes confidence. Face the fear and say your big dream out loud," she says.

To advance your career, it is vital to set goals and have conversations about what you hope to achieve. Don't just think 'I should get a promotion or take this opportunity.' Actively pursue those conversations and be an active driver of your own destiny. As you progress up the ranks, aim to inspire others. Lay out your vision for your team, group, or organization, in a way that is appropriate for your career stage. Err on the side of articulating a bold vision, as this is more likely to inspire others.

Focus On The Intersection Of What Matters + What You Can Control.

The women we met emphasize that their lives include a lot of 'noise' – full email inboxes, office politics, requests that distract from goals, and more. 'Ignore the noise,' was a common refrain that we heard. How do high-powered executives maintain their energy? Kristen Robinson, SVP Digital Experience, Fidelity, offers a helpful mental model about how to sift through incoming distractions. "I focus on the intersection of what matters and what I can control. If it matters and I can control it, I will be relentless. If it does matter but I do not control it, I let it go - not necessarily forever, but for now," she explains.



Source: Carl Richards / Behavior Gap

Ritva Sotamaa, Chief Legal Officer, Unilever, agrees. "Make sure you focus on the things you can actually influence. I have the ability to let go of the negative issues that do not really matter in the end. I remain optimistic and focus on productivity, rather than getting immersed in unimportant details," she says. As you drive towards your goals for your business, career, and yourself, stay focused on what you are trying to achieve. Of course, remain open to ideas that are presented to you, but recognize that you will be faced with a lot of noise. Go confidently towards what matters and what you can control.

Prioritize and Plan for Time for Yourself.

As a general rule, women tend to put themselves last. By the time they are done with being a good employee, partner, mother, daughter, sister, friend, and daughter-in-law, their needs end up at the bottom of the priority list. The women we met are meticulous about ensuring they carve out some time for themselves.

Jennifer Trock, a Partner in Baker McKenzie's Washington DC office, learned this lesson the hard way. When she was a mid-level associate at a prior law firm, an intense work engagement propelled her to re-think her approach to balancing work and life. Several years ago, she was working on a project, which was one of the most interesting and groundbreaking of her career at the time. The project was so exciting and demanding that she fully (and quite willingly) immersed herself in work for eight months straight, including overnights in the office. "For that time period, I made no time for myself, relationships, or anything outside of work," explains Trock. When the project ended, she was surprised to see how her personal life had changed in such a short period of time.

"I tried to pick up my personal life where I had left it that summer and I found that there were relationships that were lost. Things had changed so much because I had not struck any kind of balance. While the project was professionally rewarding, I was struck by the personal cost."

- Jennifer Trock



Jennifer Trock

Trock learned from the experience the importance of carving out time for herself. She recognizes that it may not always be possible to take a two-week vacation or even a day off. So, she suggests finding short windows of time to re-charge. "It is critical that you find some time for yourself. Take whatever you can get, whenever you can get it. Find a few minutes every day when you do not need to be focusing on work and do something just for you. Practice self-care." she advises.

High-powered executives recognize that they need time to re-charge. Each one has a unique way of doing so. For some it is fitness, for others it is cooking, painting, poetry, or meditation. The important thing is to know what you need to do to boost your energy and carve out time to do that. They mention that it

is particularly important to do this in times of high-stress at work. You do not need to take an all or nothing approach. Scheduling in a few hours a day or a week of 'me time' makes a significant difference in your productivity, energy, outlook, and relationships.

DUALITY #3: INWARD & OUTWARD

When interviewing leaders such as Leena Nair, CHRO of Unilever, and Betsy Myers, former senior advisor to President Clinton and President Obama, one is struck by their inquiry-based approach to all human interactions. These leaders are prime examples of individuals who ask as many questions about you as they answer about themselves.

Their curiosity about the world and those around them is undeniable. They embody a spirit of inquiry that touches everyone they meet.

For Leena, Betsy and the other women leaders featured in this report, their outward mindset co-exists with their inward mindset. Their desire to learn more about the world around them is coupled with a deep understanding and ongoing exploration of self.

"In leadership, I believe in the inner game and the outer game. My purpose, agility, resilience and personal mastery is my inner game. I can control that. How good I am at my inner game determines my outer game, which is the impact I have, the difference I make, the systemic thinking I do, and the strategy I set. Both have to go together. The more self-aware and centered I am as a leader, the bigger difference I can make," says Leena Nair, Chief Human Resource Officer, Unilever.



Leena Nair

THE INWARD MINDSET

The Inward Mindset is a focus on understanding and improving oneself. The women we met prioritized inward reflection and personal growth. Many women had spiritual or meditation practices, carving out time and space for solitude, reflection, and personal exploration.

Along the same vein, the leaders shared that they seek intrinsic sources of inspiration: "Inspiration comes from within," they say.

They take time to tap into their personal motivations and leverage inner inspiration as their drive.

As Leena Nair highlighted, a deep understanding of oneself is viewed as the cornerstone of all other aspects of one's career and life. In the hustle and bustle of day-to-day life, competing priorities, busy seasons, and aggressive corporate agendas, women leaders invest time in deepening their knowledge of self and leveraging this knowledge to fuel self-improvement, exploration, and personal development.

INWARD APPROACHES & ACTIONS FOR ASPIRING LEADERS

Take Time to Build a Deep Understanding of Your Values (Use These as Your Guide).

Our executives have a strong sense of who they are. Their values guide the decisions - big and small - that they make. They stick to their principles and stay true to their beliefs.

"It is important to have a clear sense of yourself and your personal values. If you have authentic, deeply held beliefs about how to behave and treat others and you have a clear sense of how you want yourself and your company to be regarded, these principles are bigger than the daily decisions that you have to make and are incredibly helpful at times of crisis and indecision."

- Su-Mei Thompson

Susie Flook, Group General Counsel, The Body Shop, agrees. "I hold true to my principles. I influence as many people around me as I can to keep true to those values, stand tall, and to believe that those principles will prevail," she says. When explaining the values that they hold dear, a few essential elements emerged:

One value - **drive** - stood out above and beyond the rest. The women stressed that there are no shortcuts to success. A surprising number of the executives we met came from humble or challenging backgrounds. This instilled in them a strong drive to succeed and provide a better life for their families. They draw from their history, past experiences, and circumstances to propel themselves to make an impact to the industries, organizations, and people they serve.



Leena Nair

Consider Leena Nair, Unilever's Chief HR Officer, who grew up in a small town in India. She was the first girl in her family to have the opportunity to attend a proper school that taught English and had a formal curriculum. Each day, she cycled twenty-four miles to get to her modest school and back. Now, as a senior leader, her upbringing inspires her to pay it forward. "I am very centered on my purpose.

My purpose is about igniting the human spark in everyone to build a better business and a better world. I have a deep sense of responsibility to do everything I can to make a huge difference and that drives me. I still feel like I have so much to do to make the world a better place," she says. CIMB Group's Hamidah Naziadin, whose father passed away when she was three years old, tells us how she has inherited the resilience of her late mother who single-handedly raised her and her siblings. She embodies this resilience today, continuing to press forward and always bouncing back from trying and challenging times. Naziadin has incorporated this mind-set and philosophy in her efforts to take CIMB and its people to the next level. Looking back at her humble beginnings, Naziadin shares that it is clearly evident that the lessons she learned are rich and strong in value, which in turn has given her the resilience and passion to continuously strive forward.

"My childhood is made up of stories that tearjerker movies are made of. My parents had an interracial marriage and both were disowned by their families at the beginning. A sense of belonging was not there for me. That shaped me. I have a drive to matter because I was a person who was almost non-existent. I am always looking out for minority interests.

I believe in giving people second chances and a platform to have a voice."

- Nora Abd Manaf

Or, consider Kate Stonestreet, who grew up in a small village of 200 people in the north of England. Stonestreet and her siblings were raised by her father because her mom left the family when Stonestreet was a young girl. "My children clearly are what drive me to do well. I want to create stability for their future that I did not have growing up," she explains. Perhaps what surprised us most during our conversations with these high-powered women was that more often than not, these senior executives had challenging childhoods. Yet, these difficult early years instilled in them a strong drive to succeed, give back, and make an impact.

These high-powered executives are also exceptionally **gritty**. Although they are at the top of their fields, they are not arrogant and are happy to get involved in the micro details of their organizations. Consider Su-Mei Thompson. When she was applying to business school, one of her referees wrote this about her: 'Nothing is beneath her and nothing is beyond her.' "I definitely feel that these two strands define me and underscore my success. I was the CEO of a small under-resourced NGO. I had to do a lot of things that were pretty basic and menial. At the same time, I was trying to be that transformational visionary pushing the organization to be ahead of the curve in a rapidly changing world," Thompson explains.



Nora Abd Manaf

Another value - **empathy** - was a common theme that many of the leaders mentioned. "I have a strong sense of empathy. This has led me to be passionate about tackling inequality for women and girls and other under-represented groups to ensure they have a stronger voice," says Thompson.

The women we met had a deep sense of **gratitude** as well. "I am deeply conscious of the opportunities that I have. I want to make a difference in the world because I am so grateful for everything that has happened that brought me to where I am today," says Nair, who keeps a gratitude journal. She writes down three things she is grateful for each day and shares them with her children.

These senior leaders also highlighted the importance of having **fun** and having an **optimistic** outlook. "There is so much pressure on young women today. I think we could all stand to lighten up a bit, especially on the short term measuring stick," says Katie Taylor. Others reinforced the value in bringing their personalities to the office. Nora Abd Manaf learned the importance of fun from one of her mentors.

"Early in my career, I was so driven and had such a strong desire to prove myself, that I was not always likeable.
A mentor told me to 'let my hair down.' I realized I did not know how to relax. It was the first time that anyone had given me permission not to put the problems of the world on my shoulders."

- Nora Abd Manaf

Or, think of Leena Nair, who is the self-described best Bollywood dancer within Unilever. "No one challenges me, so I must be the best," she says with a laugh. Nair's favorite quote is, "Life isn't about waiting for the storms to pass. It's about dancing in the rain." Ultimately, these women bring a sense of joy and optimism to their careers and lives. They understand that tough times will pass, so they do not dwell on them. They enjoy life to the fullest and are able to keep problems in perspective.

Many of the executives we met also stated that they are unfailingly **inclusive**, **kind**, and **respectful** to everyone – whether they are interacting with the doorman or the CEO. They recognize that relationships matter and they believe that they never know when somebody they meet at an event one day, could be their boss in the future.

The point here is not to necessarily adapt these values as your own (although we think these themes are a great place to start) but to take the time to reflect on what your personal values are. Knowing what matters most to you, the values, traits and characteristics you want to embody, will make difficult decisions easier because you can use your these as a guide.

Reflect on What You Love to Do and Go Confidently Towards What Energizes You.

The women we met are deeply passionate. Consider how they speak: "I fell in love with the Fed," says Cathy Minehan. Or, "everybody asks me about how come I have so much energy and can go non-stop? It is because I am passionate about what I do. Anything I do comes from the heart," explains CIMB Group's Hamidah



Claudia Prado

Naziadin. Some of these leaders highlighted that women who are extremely passionate about their careers sometimes feel guilty. Fidelity's Kristen Robinson explains the importance of articulating your passion for work with pride. "I have always just loved to work. Especially being a working mom, it is okay to say you actually love what you do at work. It is commendable to say, 'I go to work because I love it,'" she says.

Consider Baker McKenzie's Claudia Prado, who is deeply passionate about many aspects of life: her career, family, cooking, and seeking adventures, to name a few.

"First and foremost, you need to have a passion. I am very passionate about my career and my family. For me, it has not been about doing one thing without the other. It has been trying to cope with both and doing the best I can."

- Claudia Prado

She explains that building a career was not always easy. Although she was born and currently lives in Brazil, she comes from a traditional Middle Eastern family. "I am the fourth out of five children and the only one who decided to pursue a professional career," she says. Her eighty-seven-year-old mother still calls each evening to see if she has returned home from work. Prado has held many senior-level positions at Baker McKenzie – Partner, Managing Partner, Global Executive Committee Member – but above all, she makes her family her priority. She is the mother of three sons, the oldest of whom is twenty-seven, and she has never missed either of her children's birthdays. Also, she loves to cook. "For me, the most sacred thing is to cook lunch on Sundays. This is a Middle Eastern tradition of providing love and care," Prado says.

The message here is to live a passionate life. Take the time to reflect on what excites you, both in and out of work, and go confidently towards that. Love what you do for as many hours of the day as is humanly possible. Where do you get energy? What do you enjoy doing? When time is flying by at work, what are you working on? You will invest more discretionary effort into work you enjoy so it is worth it to invest the time to reflect on your passions.

Benchmark Internally.

"Resist the urge to look sideways at your peer group for benchmarking. Make your benchmark internal.

How is your family doing? How is your career progressing?

Are your children thriving? Is your marriage getting better by the day?

Set your own personal benchmarks.

You can't have it all, but you can have 'your' all."

- Katie Taylor

Too often, we hear women benchmarking themselves against a co-worker or talking about their life in comparison to their sister, mother, or their friends. Yet, remember that these people have made completely different choices. They have lives that in no way mirror yours. You do not know the inner workings of their financial situation, marriage dynamics, and other factors. High-powered women leaders suggest looking inward to assess how you are doing.

Practice Self-Compassion.

Even though they have reached the highest levels of their professions, many of these highpowered executives suffer from impostor syndrome – a persistent fear of being exposed as a fraud. As one said, "every day I doubt myself. I doubt that I am good enough to be where I am. I have a fear that I will be found out." As a result, these ambitious women stressed the importance of being kind to yourself. This is especially important when you step out of your comfort zone and fail. For example, consider Maybank Group's Nora Abd Manaf's story of when she was a young leader at Intel. "Early in my career, I was working in an operations role, which was beyond my area of expertise. I do not remember being taught how to make decisions about shipping and how to know whether we had enough chips. But, because of the time zone difference, I was in charge," she says. In the early days of working in this job, Manaf made an error. "I made the wrong call and it literally could have cost Intel millions. I sent a ship off and said we had enough chips in stock when we did not," she explains. The team frantically scrambled to fix the mistake and by lunch time, the error was resolved. At the end of the day, Manaf asked her boss when she would be fired.

His reply shocked her and remains of value to her. "The experience shaped me because nobody blamed me. Nobody looked at me with daggers in their eyes," she says. Today, as a senior leader, Manaf takes this lesson forward when she leads teams. She also brings the lesson inward as it enables her to bounce back from inevitable setbacks. "I have been wrong in my career, but I have been right more than I have been wrong. The most powerful guidance I can give is not to be too hard on yourself and bounce right back," she says.

Peerapan Tungsuwan, a Partner in Baker McKenzie's Bangkok office, learned a similar lesson early in her career. She joined Baker McKenzie as a summer clerk during law school and earned a permanent position with the firm after graduation. She had always been a successful student, so she was surprised to discover that during her first two years as an associate, she was struggling. She almost quit, yet decided to stay at the encouragement of her colleagues and coaches at Baker McKenzie.

"I had to recognize and work on my weaknesses. The experience made me a fighter. I now teach young associates to work on their weaknesses but not to lose their self-confidence. Work on your weaknesses and do not run away from problems. But, appreciate your strengths because those are your wings."

- Peerapan Tungsuwan

Despite her early struggles, Tungsuwan has flourished at Baker McKenzie and has been one of the key leaders who has built up the firm's healthcare practice in Asia. Her experience as a young associate taught Tungsuwan to be compassionate towards herself and others. She currently loves coaching associates who are struggling and enjoys helping them succeed. "I never give up on people," she says.

Margie Yang says practicing self-compassion can be challenging for driven women, yet it is essential. She says, "Love yourself today without having to make your goals happen. Respect yourself and say 'I am wonderful' even without having to do something more. You can't always be chasing after dreams. It is important that we focus on the person that is here and now and appreciate that person. Every morning hug yourself and say 'I love you. You are fantastic.' Then, go out in the world. Now you are the warrior."

THE OUTWARD MINDSET

While the Inward Mindset is a focus on understanding yourself, the Outward Mindset is a focus on understanding the world and those around you.

The women leaders we met display a deep interest and curiosity beyond themselves. They have a hunger for knowledge, new insights, and a commitment to learning from interactions with others and influencers. They have commitment to ongoing learning and broad-based knowledge acquisition, even if it is not necessarily related to their role, industry, or organization. They are inquisitive listeners, question-askers, and self-described 'perpetual students.'

For example, Betsy Myers discusses seeking to understand the person behind the work and displays relentless curiosity about everyone who crosses her path. The women we interviewed use their focus on self and their inward understanding as an anchor for their outward facing exploration. Their lives and careers are shaped by their spirit of inquiry. Curiosity is the cornerstone of their leadership approach, resulting in ongoing opportunities for new learning and ideas.

OUTWARD APPROACHES & ACTIONS FOR ASPIRING LEADERS

Be Curious About the World.



Linda Hill

When Harvard Business School's Linda Hill was a child, her family frequently relocated. She often felt lonely when she arrived in a new place, but she always made fast friends with the local librarian. "I have always been intellectually curious," she explains. Today, Hill conducts research all around the world. When traveling, she is quick to get a sense of the place, culture, and people. Katie Taylor takes a similar view. "I have always loved September because it reminds me of the start of the school year and cracking open a new textbook," she says.

The women we met often described themselves as curious. They are relentless learners. They explained their need to grow, otherwise they fear they will stand still. They ask questions, are open-minded, invest time reading about their industries and other news, and take on new initiatives so they can learn. "What inspires me is learning new things," explains Baker McKenzie's Constanze Ulmer-Eilfort. "When I became Managing Partner, I learned to tackle new challenges. I gained the confidence to stand up in front of 500 people and speak freely. Being in new positions opens up doors. You see things which you would have otherwise never seen. I find that very inspiring."

The women highlight the importance of being curious about the world.

"When you are curious, you start asking questions.

This is when you can expand on and improve on things that you know.

Curiosity will make you grow."

- Hamidah Naziadin

Karen Brown has a similar viewpoint. As a child, her family often moved due to her mother's job. "We had a nomadic way of living. What this taught me is a sense of wonder about the world," she says. Brown, who was born in Jamaica and has traveled to over fifty countries, has a curiosity about other people and cultures. When she visits a new location, she goes to the schools to discover how people learn. She goes to Parliament, where power lies, to see how decisions are made that affect the local citizens. In her career, she brings this curiosity to each new role she assumes. As a diversity and inclusion expert, Brown has worked for companies across many different industries. Whenever she is joining an organization in a new industry, she reads everything she can find about the industry, asks her boss for a male and female mentor to help her understand the business, attends earnings calls, and reads the company's quarterly reports. "Doing this research builds my confidence so that I can connect with others in large and small settings and can ultimately create relevant solutions for business leaders," she says.

Baker McKenzie's Jennifer Trock partly attributes her curiosity about the world to her childhood. Like Hill and Brown, Trock's family frequently moved. She attended thirteen schools before graduating high school. Surprisingly, she enjoyed it.

"It pushed me to embrace change, which has been helpful professionally. We are always adapting to change from our clients and re-thinking the way our practice works.

Being adaptable to change is such a critical part of keeping pace with a fast-paced industry."

- Jennifer Trock

In her current role, Trock often leads committees, where she puts her natural curiosity to use. "People want to do the right thing but they need direction. What has not worked is to ask the group, 'what does everybody think we should do?' What has worked for me is going to people individually and getting their input on a one-on-one basis. Then, I incorporate it into a vision for the committee with tasks and milestones that people can achieve. There's no one-size fits all; find a person's natural talent and try to hone in on that," she explains.

The lesson from these executives is clear. Ensure that you are always learning. Seek out opportunities inside and outside of work to learn something new. When considering taking on a new position, consider how much the role enables you to grow. Attend events and talks even if they do not directly relate to your current job. Read every day. Ask questions and seek input from others. Remaining curious about the world around you will not only make you a more interesting person, but it also will prove valuable in advancing your career.

Be a Student of People.

Katie Taylor is the former President and Chief Executive Officer of Four Seasons Hotels and Resorts. When she retired after 24 years at the iconic global company, the luxury hotel chain had 90 locations in almost 40 countries with a staff of 35,000 people servicing millions of guests. How did Taylor succeed at running a highly decentralized, geographically dispersed business?

"I have an ability to learn from and get along with lots of types of people. I am defined by the positive elements of my relationships with people from different walks of life."

- Katie Taylor

Taylor's leadership approach is rooted in her humility and connectedness. "One of the things that I used to spend time on was making sure that if I were out in the field visiting a property, I would meet and say hello to as many Four Seasons employees as was humanly possible in my time available. This was a hallmark of my leadership style. In the end, what came out of it was a better customer experience, a better employee experience, and ultimately a better business that we were building," says Taylor.

Taylor has an overall approach to and philosophy on crafting meaningful and productive relationships. "I am a student of people. One of the things I tell young executives is to build time into their schedules to become students of people and masters of relationships. This is a roadmap for how you can turn relationships into



Katie Taylor

improved business results, stronger leadership, and enhanced productivity. I spend time thinking about the needs, wants, desires, and irritants of the people around me - customers and colleagues alike. I devote time that a lot of people would say 'wow, what are you doing sitting around talking to people for hours on end?' The reason is I want to learn and understand what problems they have that I can help solve," she says.

Su-Mei Thompson, CEO, Media Trust, takes a similar approach. At one point in her career, she was working on a change initiative and received the feedback that she was not taking enough time to get to know people. She was so focused on achieving results that she was not investing enough effort in cultivating ties with those around her. "I was too focused on the business agenda - on spreadsheets, timelines, and action points instead of really taking the time to nurture the personal relationships with the people whose lives were going to be affected by the program," she says.

The Global Head of HR at the company suggested that Thompson start handwriting notes on notecards to people on her team, wishing them happy birthday, congratulating them on a job well done, or saying have a great vacation. It worked.

"As a senior woman leader, I learned the hard way that people are looking for signals that you can be a leader, but you're still warm, humble, and nurturing."

- Su-Mei Thompson



Leena Nair

Leena Nair also invests time in visiting and getting to know what matters to the people who work at Unilever. This is not simply a nice thing to do. She explains that growing your relationships is directly linked to growing your business. "You need to know what happens in the day-to-day life of the person who works in your company. Then, you know the labors of how growth happens in your business. The big thing in establishing myself was that I really knew how the business ran."

By taking the time to reach out to Unilever's employees, Nair knows what matters to the people who work in her business. She spends 2 weeks of almost every month visiting every cluster and country that Unilever operates in globally.

Being a student of people requires seeking to better understand those around you and leaving time for connectivity and conversation. Some leaders label it as the new humanistic way of working. Others, such as Betsy Myers, highlight the importance of "seeking to know the person behind the work." Why? Relationships are at the core of the human experience both in and out of work. Building a trusted network infuses work with different viewpoints and insights that will inform your approaches and decisions, while simultaneously helping those around you feel heard and understood. Understanding your people is essential to understanding your business.



ASSESS YOURSELF: HOW AGILE ARE YOUR MINDSETS?

Please indicate how often you do the following. Insert the number associated with your answer in the appropriate column.



Please indicate how often you ...

INDIVIDUALISTIC		
Think 'Why Not Me?', instead of 'Why Me?'		
Put yourself forward for grass roots and line roles		
Proactively seek out opportunities outside of your comfort zone		
Individualistic Mindset Total:		
COLLECTIVE		
Schedule time with influencers		
Seek support in challenging times		
Pursue networks that are 'out of the box' (e.g. outside of your industry, unrelated to your current job)		
Collective Mindset Total:		
Difference Between Individualistic & Collective Totals:		

Please indicate how often you do the following. Insert the number associated with your answer in the appropriate column.



Please indicate how often you ...

ADVENTURER		
Deviate from your plans because of unexpected opportunities or interactions		
Take risks in your career (e.g. a stretch role, international opportunity)		
Have faith in your ability to bounce back from failures, challenges & setbacks		
Adventurer Mindset Total:		
PLANNER		
Make conscious, well thought out, and deliberate choices in your career		
Proactively plan and prioritize your goals and activities		
Prioritize and plan for time for yourself		
Planner Mindset Total:		
Difference Between Adventurer & Planner Totals:		

Please indicate how often you do the following. Insert the number associated with your answer in the appropriate column.



Please indicate how often you ...

INWARD		
Reflect on what you love to do (what energizes you, what you are passionate about)		
Practice self-compassion		
Take time to build a deep understanding of your values (and how these guide your decisions)		
Inward Mindset Total:		
OUTWARD		
Seek to understand the person behind the work (e.g. the people you work with)		
Pursue opportunities to learn something new (not directly related to your role, organization or industry)		
Ask questions in interactions with others		
Outward Mindset Total:		
Difference Between Inward & Outward Totals:		

MINDSET AGILITY REFLECTION



Which mindset duality grouping (1. Individualist & Collective; 2. Adventurer & Planner; 3. Inward & Outward) has the greatest discrepancy between your totals? (e.g. the greatest difference between your totals within one category)

ACTION



Reflect on the impact that this discrepancy has on your career and life. How is your leaning towards one mindset over another impacting your work, sense of fulfillment, direction, and those around you?

Knowing your predisposition to adopt one mindset over another, write down two to three ways you could enhance your agility in this category and take a more flexible approach moving forward. For instance, if your greatest discrepancy is between your planner mindset (high score) and adventurer mindset (low score), your action could be as simple as 'When deciding whether to take on a risk and facing a fear of failure, connect with an advocate, sponsor or influencer for support and guidance.'



Which mindset (individualistic, collective, adventurer, planner, inward, outward) received the lowest total?

ACTION



Re-read the section of this report focused on the mindset you display the least often. Write down any key insights, anecdotes, stories, or pieces of advice from the women leaders featured in this research that resonate with you.

Write down two to three actions you can take over the next three months to trial this mindset. Can you schedule time with influencers? Take time to proactively plan your priorities and time allocation for the next few months? Take on a stretch role?

Share your actions with a colleague, friend or family member who will hold you accountable for action. Take stock of how adopting this mindset makes you feel and what the impact is on your career and life.

LESSONS FROM LEADERSHIP: MINDSET AGILITY

The leaders of today 'make it happen' by embracing complexity and marrying what appear to be contradictory mindsets into a dynamic and agile approach toward their careers, their organizations, and their lives.

They have the strategic ability to pull and release each mindset lever to differing degrees depending upon their context and objectives. They reconcile tensions by adjusting their approaches and actions along a continuum of mindset dualities that appear contradictory but in fact can be complementary. Their mindsets are fluid, flexible, and not fixed. This is 'mindset agility.'

Just as limiting beliefs about ourselves, capabilities, strengths, and defining features create self-imposed barriers, fixed mindsets also prevent us from exploring the powerful levers in our career toolkit.

We can fall victim to a life of immovable mindset extremes:

- We have either an 'individualistic' mindset or a 'collective' mindset. We may believe our success is our sole responsibility and overlook the opportunity to build upon the generosity and support of others. Alternatively, we may wait for those around us to elevate us and remain in a standstill as we do not assume personal responsibility for our career.
- We are either an 'adventurer' or a 'planner'. We may be so meticulously planned that we overlook unexpected and potentially career changing opportunities or turn them down in fear of deviating from our controlled approach. In contrast, we may be an adventurer who wants to leave room for spontaneity, yet that results in us shunning plans and proactive approaches to prioritizing what is important to us. We end up living an unorganized, inefficient, and reactive 'inbox life', rather than crafting an 'outbox life' according to our priorities, goals, and objectives.
- We are either 'inward' focused or 'outward' focused. We may prioritize our self-development
 and exploration at the expense of opening our eyes, ears, hearts, and minds to the critical inputs
 and insights provided by those around us. Alternatively, we may be so curious about the outside
 world and our endless quest for external knowledge and expertise that we leave no time or space
 to build a deeper understanding of ourselves.

With 'mindset agility,' the tradeoffs above do not exist. It is not a game.

Women leaders who have crafted careers and lives they love have done so by understanding the delicate, dynamic, and powerful balance of mindsets. They have a strong sense of personal responsibility, yet also understand the importance of connectivity and the role that collaborative efforts play in supporting their careers and lives. They are adventurers seeking risks, adapting to uncertainty, and being opportunistic all while purposefully and proactively planning the 'why', 'what', and 'how' of their careers. They have a plan but are open to it changing. They seek a deeper sense of themselves and invest in their personal reflection and development, yet they do not lose sight of their outward lens and hunger for external knowledge, interactions, and insights to fuel their approaches to life and work.

For aspiring leaders, the lesson is simple: embrace 'mindset agility.'

Future leaders do not have to exist in the black and white of forced mindset dichotomies. Instead, they can embrace the gray in between and learn how to adjust their mindset levers to unleash their strengths, thrive in their careers, and build meaningful, exciting, and fulfilling lives.

"I MAKE IT HAPPEN BY



... walking the talk and taking action.

 Hamidah Naziadin, Group Chief People Officer, CIMB Group, Malaysia



... being vulnerable and holding myself accountable to do the little things every day that allow me to have an impact.

- Leena Nair, Chief HR Officer, Unilever, United Kingdom ... being curious about the world and always daring to take on new challenges.

- Queenie Huang, Managing Director, Esquel Enterprises Limited, P.R.C.



-Julie Hauser-Blanner, President, Brioche-Dorée, USA



forward.

 Cathy Minehan, Former President and Chief Executive Officer, Federal Reserve Bank of Boston, USA

... just doing it. Do not wait around for the perfect moment or total readiness which may never come. In other words – 'Make hay while the sun shines'. If you spot an opportunity in the market, it is very likely that others might see it too. Therefore, act quickly to seize the opportunity to become a leader in the market. It is all about identifying an opportunity and possibility and moving quickly with it. There is no perfect moment. Create, learn, and improve along the way. It is not about being completely sure you will succeed. But knowing that if you wait, you may not have success at all.

- Peerapan Tungsuwan, Partner, Baker McKenzie, Thailand



... being forward-thinking; respecting people who are different and working as a team to turn diversity into creativity.

- Margie Yang, Chairman, Esquel Group, Hong Kong



... empowering people around me.

- Kristen Robinson, SVP, Digital Experience, Fidelity, USA



... continuing to challenge myself.

- Jenny Cui, Managing Director of Esquel Accessories & Packaging (EAP) and Esquel Paper Product (EPP), Esquel Group, Hong Kong



... striving to empower the people around me to know they can walk through any door, sit at any table, have any job and any life they want.

- Su-Mei Thompson, CEO, Media Trust, United Kingdom



... being a partner you would like to have.

- Nora Abd Manaf, Group Chief Human Capital Officer, Maybank Group, Malaysia



... hard work, determination and a belief that I can do it. You have to believe in yourself, and others. I have been given opportunities and taken them with both hands, silencing the inner doubt and going on to prove myself. It is not always easy, but that's life!

- Kate Stonestreet, Global Director of Operations, Baker McKenzie, United Kingdom



... constantly stretching myself to learn, especially that which is unfamiliar to me. This could range from traveling to countries with cultures that are completely opposite of what I'm accustomed to, attending an event, listening to and/or reading content outside my area of expertise.

- Karen Brown, Diversity & Inclusion Executive, USA



... being determined and positive.

- Claudia Prado, Partner, Baker McKenzie, Brazil



... being enthusiastic, clear, concise, and definitive.

- Susie Flook, Group General Counsel, The Body Shop, United Kingdom



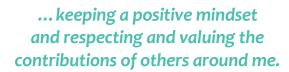
... having honest and sincere relationships with people, by being inclusive, and by not being afraid of big ideas and taking risks.

- Megan Costello, Executive Director, Women's Advancement for the City of Boston, USA



... empowering the people around me.

- Ritva Sotamaa, Chief Legal Officer, Unilever, United Kingdom



 Anna Maloney, Director of Risk, Governance, Knowledge & Partnership Affairs, Baker McKenzie, Australia



... saying yes to opportunities that come my way.

- Constanze Ulmer-Eilfort, Partner and Global Executive Committee Member, Baker McKenzie, Germany



... being flexible, determined, and not afraid of failure.

Jennifer Trock, Partner, Baker McKenzie, USA



... helping others fulfill their ambitions.

- Linda Hill, Wallace Brett Donham Professor of Business Administration, Harvard Business School, USA



... upholding a courageous commitment to integrity and core values, having an optimistic and resilient spirit, and being committed to personal evolution through intense curiosity and continuous learning.

- Kathleen Taylor, Chair of the Board, RBC, and former President and CEO of Four Seasons Hotels and Resorts, Canada



... being open to opportunities that give me butterflies and where I can make a difference-then being willing to take risks to get there.

- Betsy Myers, Former Senior Advisor on Women's Issues to President Barack Obama and President Bill Clinton, USA

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Our sincere thanks go out to the executives who were interviewed for this project and shared their insights with us:



Nora Abd Manaf Group Chief Human Capital Officer Maybank Group Kuala Lumpur, Malaysia

Nora Abd Manaf is Group Chief Human Capital Officer, Maybank. Aside from leading the people transformation program of the Maybank Group since 2009, she is actively engaged in the country's financial and business employers' circles in her roles which include Chairman of the Malayan Commercial Banks' Association, Chairman of the Human Resource Management and Development Group under the sponsorship of IBBM and Bank Negara Malaysia. She is the Vice-President of the Malaysian

Employers Federation and also a Member of the Malaysia's National Labour Advisory Council. In 2013, Ms. Nora was inducted into the Global HR 50 World Top 50 Human Resource Professionals.



Karen Brown
Global Diversity & Inclusion Executive
Chicago, Illinois, United States

Karen has fifteen years of global experience dedicated to pioneering the path for diversity & inclusion across multiple profit and non-profit industries. She recently served as Global Chief Diversity & Inclusion Officer for Baker McKenzie and prior to that for Monsanto Company. A sought-after speaker, Karen has frequently been recognized globally for her work. She has received the Outstanding Women in Leadership Award from Women Leadership Congress & Awards, in Mumbai, and DiversityInc's Top 50 Companies for Diversity awards for sustainable strategies

implemented at Rockwell Collins, Baxter International and Monsanto.



Megan Costello
Executive Director, Women's Advancement
City of Boston
Boston, Massachusetts, United States

Megan's passion has always been in politics and government, especially ensuring that women's voices are heard and included. In 2012, she joined President Barack Obama's reelection campaign in Iowa as a Region Field Director, managing 21 out of 99 counties. Megan spent many years on the campaign trail, but decided to join Boston Mayor Marty Walsh's administration because her passion has always been to advance women in politics and government. She also sits on the board of NARAL Pro-Choice

America's Political Action Committee; on the External Advisory Board of the Center for Women in Politics and Public Policy (CWPPP) at UMass Boston; and is a member of the Boston Women's Workforce Council.



Jenny Cui

Managing Director of Esquel Accessories and Packaging (EAP) and Esquel Paper

Product (EPP), Esquel Group

Hong Kong

Jenny Cui joined Esquel Group, a textile and apparel manufacturer with 56,000 employees in China, Malaysia, Mauritius, Sri Lanka and Vietnam, in 1993. She has held various positions including Executive Trainee, Sales Executive, Sales Manager, and Sales Director in the group. In 2016, she was appointed as the Managing Director of Esquel Accessories and Packaging and Esquel Paper Products. Jenny received a Bachelor's degree in Ocean Engineering and Ship Architecture from Shanghai Jiao

Tong University in 1990, and an MBA from University of Dubuque in 2000.



Susie Flook
Group General Counsel
The Body Shop
Brighton, United Kingdom

Susie Flook is currently Group General Counsel and Company Secretary for The Body Shop International Plc with responsibility for all legal matters on a global basis. The Body Shop produces skin and hair care products and accessories, which are sold worldwide mainly through a franchise system. Susie was previously the company's Group Intellectual Property Counsel. The Body Shop International is a wholly owned subsidiary of Natura (Brasil) International BV and Natura Cosmeticos S.A of Brazil.

Susie is also a Founding Director and Past President of the Association of Corporate Counsel (ACCA's) European Chapter, and served as a member of the main board of the Association in the USA for six years until 2013. Susie won the prestigious ACCA Member of the Year Award in 1999 and in 2003 received the Law Society of England and Wales Gazette Lifetime Achievement Award for outstanding service to the in-house counsel profession.



Julie A. Hauser-Blanner
President
Brioche Dorée
Dallas, Texas, United States

Julie Hauser-Blanner is the President of Brioche Dorée, North America, a Groupe Le Duff Company Brand. The restaurant chain has more than 500 locations worldwide and Hauser-Blanner's responsibility is to launch the concept in the United States. She is the first female President to lead a brand in the Groupe Le Duff portfolio. Julie is a restaurant industry veteran with over 20 years of performance driven and forward-thinking operations experience. Most recently, Hauser-Blanner ran foodservice

at Bass Pro Shops. Before that, she held various positions at Bloomin' Brands Inc., including regional vice president of Bonefish Grill and vice president of global operations at Outback Steakhouse.



Linda Hill
Wallace Brett Donham Professor of Business Administration
Harvard Business School
Boston, Massachusetts, United States

Linda A. Hill is the Wallace Brett Donham Professor of Business Administration at the Harvard Business School. She is the faculty chair of the Leadership Initiative and has chaired numerous HBS Executive Education programs. She is the author or co-author of many award-winning articles and books on leadership. She is the co-author, with Kent Lineback, of *Being the Boss: The 3 Imperatives of Becoming a Great Leader*. She is also the author of *Becoming a Manager: How New Managers Master*

the Challenges of Leadership (2nd Edition). In 2014, Professor Hill co-authored Collective Genius: The Art and Practice of Leading Innovation. She has sat on numerous boards including the State Street Corporation, Eaton Corporation, the Rockefeller Foundation and Art Center College of Design.



Queenie Huang

Managing Director

Esquel Enterprises Limited

Gaoming District, Foshan, Guangdong Province, P.R.C.

Queenie Huang is the Managing Director of Human Resource Management in Esquel Group. Esquel is a leading textile and apparel corporation that has more than 55,000 employees worldwide. Queenie's responsibility is managing the Human Resource in China. She joined Esquel as a managing trainee and after 23 years' in house development, she is a apparel industry veteran. She held various positions in Esquel Group, including Director of corporate technical development center, Director of

Garment Operation, China, Managing Director of Branding & Distribution.



Anna Maloney
Director of Risk, Governance, Knowledge, and Partnership Affairs
Baker McKenzie
Sydney, Australia

Anna Maloney is the Director of Risk, Governance, Knowledge & Partnership Affairs at Baker McKenzie Australia. Anna graduated from Sydney University (Arts/Law) and has been with Baker McKenzie for over 14 years. She started as a solicitor in the Baker McKenzie Sydney office (1996-1998) and then returned in 2005, after practising as a solicitor in London for several years. Since returning to Baker McKenzie in 2005, Anna has worked across the business in the areas of governance,

partnership affairs, risk and knowledge. Anna is married, with a 17 yr old daughter and 15 and 14 yr old sons.



Cathy E. Minehan
Former President and Chief Executive Officer
Federal Reserve Bank of Boston
Boston, Massachusetts, United States

Cathy E. Minehan is an active profit and not for profit board member of entities engaged in major commercial activity, healthcare and education. She is the Managing Director of Arlington Advisory Partners LLC and has a wealth of experience in over 45 years at various executive and CEO levels. Ms. Minehan retired from the Federal Reserve Bank of Boston in July 2007 after 39 years, having served as the President and Chief Executive of the Boston Bank and a member of the

Federal Open Market Committee from July 1994 on. From August 2011 to June 2016 she served as Dean of the School of Management at Simmons College. Currently, Ms. Minehan is a director of Bright Horizons Family Solutions LLC, The MITRE Corporation and the Brookings Institution. She is also Chair of the Board of Trustees of the Massachusetts General Hospital, a Board Member of Partners Healthcare System. She is co-chair of the Boston Women's Workforce Council.



Betsy Myers

Former Senior Advisor on Women's Issues to President Barack Obama and President Bill Clinton

Boston, Massachusetts, United States

As a senior adviser to Barack Obama's Presidential Campaign, Betsy served first as Chief Operating Officer and then as Chair of Women for Obama. During the Clinton Administration, Betsy spent several years at the U.S. Small Business Administration in posts that included Director of the Office of Women's Business Ownership. She then moved to the White House as President Clinton's senior advisor on women's issues and Director of the Office for Women's Initiatives and Outreach. Betsy is the author

of Take the Lead: Motivate, Inspire, and Bring Out the Best in Yourself and Everyone Around You.



Leena Nair
Chief HR Officer
Unilever
London, United Kingdom

Leena Nair is the first female, first Asian, youngest ever CHRO of Unilever and member of the Unilever Leadership Executive (ULE), which is responsible for delivering Unilever's business & financial performance. Leena bears overall responsibility for the human capital of Unilever, which operates across multiple regulatory and labour environments spread over 190 countries. She also heads the Diversity and Inclusion agenda for the organisation ensuring that its workforce

is truly diverse and inclusive. In 2007, Leena became the first woman in the Management Committee of Hindustan Unilever in 90 years heading HR. She was also appointed the first woman on Unilever South Asia Leadership Team a year later, which is the team responsible for Unilever's growth in each of the following markets: India, Pakistan, Bangladesh, Sri Lanka and Nepal, currently around €6 billion.



Hamidah Naziadin Group Chief People Officer CIMB Group Kuala Lumpur, Malaysia

Hamidah Naziadin is Group Chief People Officer for CIMB Group. In this role, she provides the overall strategic leadership for HR of CIMB Group across ASEAN. She transformed HR from an administrative function into a key business enabler, contributing to the Group's rapid growth into a leading ASEAN financial institution that it is today. She has nearly 30 years of experience in HR in the financial industry, of which 25 years were with the Group. She also spearheads corporate responsibility

initiatives for the Group, focusing on community development, sports, and education.



Claudia F. Prado
Global Executive Committee
Former Chair of Global Diversity & Inclusion Committee
Baker McKenzie

Claudia F. Prado is a member of the Firm's Global Executive Committee, and Former Chair of the Global Diversity & Inclusion Committee. She was the Regional Chair of the Latin America Regional Council. With more than 30 years of experience with the Firm in advising clients, she has received various recognitions throughout her career. Most recently, she received the Lifetime Achievement Award for her Outstanding Contribution with the Legal Profession by Chambers and Partners as well as the 2015 Diversity

Initiative of the Year Award from Latin Lawyer magazine, one of Latin America's leading legal publications, as recognition of her efforts and commitment to furthering the advancement of women in the region's legal profession.



Kristen Robinson
SVP, Digital Experience
Fidelity
Boston, Massachusetts, United States

Kristen is senior vice president, Digital Experience, at Fidelity Investments. Prior this this role, she was senior vice president, Women and Young Investors for Personal Investing, a unit of Fidelity Investments that provides retail brokerage, mutual funds, managed accounts, and other financial products and services to millions of individual investors. Prior to joining Fidelity in 2007, Kristen held senior-level executive positions in multiple start-ups, including leading global multichannel distribution,

client services and operations for security identity and credential bureau market disruptor Geotrust (acquired by Verisign) and later as managing director for a smart card software company in Hamburg, Germany. Earlier in her career, she held several sales and service leadership roles at Global Crossing.



Ritva Sotamaa Chief Legal Officer Unilever London, United Kingdom

Ritva Sotamaa joined Unilever in 2013 as Chief Legal Officer. As member of Unilever's Leadership Executive, she is responsible for Unilever's Legal, Intellectual Property and Business Integrity functions. She joined Unilever from Siemens AG, where she was General Counsel for the global Healthcare business since 2009, based in Germany.



Kate Stonestreet
Global Director of Operations
Baker McKenzie
London, United Kingdom

Kate Stonestreet is the Global Director of Operations at Baker McKenzie. She has been at the Firm over 20 years, starting her career in Business Development in Hong Kong, before taking on a Regional BD role for Asia Pacific. She received her MBA from the University of Western Ontario (Toronto), studying part time at the Hong Kong campus. She was appointed to the role of COO of the Hong Kong/China/Vietnam/South Korea offices in 2000. She returned to the UK in 2004 as the

Regional COO for EMEA. She has recently been promoted to the role of Global Director of Operations. Kate is based in London. She is married and has 8yr old twins.



Kathleen Taylor
Chair of the Board
RBC
Toronto, Ontario, Canada

Kathleen (Katie) Taylor is Chair of the Board of RBC. She has served on the Board since 2001, where she has chaired the Human Resources and Corporate Governance Committees, and served on the Audit and Risk Committees. She is also Chair of the Board of the Sick Kids Foundation, a member of the Board of Trustees for the Hospital for Sick Children and a Co-Chair of the SickKids Capital Campaign. Katie is a director of Air Canada and a member of its Audit, Finance and Risk, Human

Resources, and Governance and Nominating Committees.

She is also the Vice-Chair of the Adecco Group and a director of the Canada Pension Plan Investment Board, where she serves on the Audit and Human Resources Committees. Katie is the former President and Chief Executive Officer of Four Seasons Hotels and Resorts. During her 24-year career with the iconic global company, she held a number of senior leadership roles and was instrumental in building the firm's global brand and its international portfolio of luxury properties.



Su-Mei Thompson Chief Executive Media Trust London, United Kingdom

Su-Mei Thompson is Chief Executive of Media Trust, a non-profit organisation based in London which channels the creativity and skills of the media and creative industries to benefit charities, marginalised communities and young people. Between 2009 and 2017, Su-Mei was CEO of The Women's Foundation, an NGO dedicated to the advancement of women and girls in Hong Kong through research, community programmes, education and advocacy. In 2013, she also founded the 30% Club Hong

Kong, a group of chairmen and CEOs committed to bringing more women onto corporate boards.

Su-Mei holds law degrees from Cambridge and Oxford and an MBA from IMD where she was the first woman to graduate on the Dean's list. Among many other honors, she has been recognised as one of Hong Kong's 100 Most Influential People by Debrett's and the South China Morning Post.



Jennifer Trock
Partner
Baker McKenzie
Washington D.C., United States

Jennifer Trock is a partner in Baker McKenzie's International Commercial Practice Group and Global Aviation Group in Washington, DC. She co-leads the Firm's unmanned aerial systems focus team and chairs the ABA's Forum Air & Space Law's Drone committee. Jennifer has been recognized by Chambers USA, Aviation Regulatory – National (2007-2016) and has also received honors from Euromoney's Guide to the World's Leading Aviation Lawyers, Infrastructure

Journal and The Washingtonian.



Peerapan Tungsuwan
Partner
Baker McKenzie
Bangkok, Thailand

Peerapan Tungsuwan is a corporate and M&A partner in Bangkok office with specialties in highly regulated industries, including the healthcare industry. She is currently Chair of the AEC Healthcare Harmonization Sub-committee of Baker McKenzie's Asia Pacific Healthcare Industry Group, of which she was head from 2007-2013. Within the Bangkok office, she heads the Healthcare Industry and Natural Resources Groups and co-leads the Mergers & Acquisitions practice group

and Japan Advisory Group.



Dr. Constanze Ulmer-Eilfort
Partner and Global Executive Committee Member
Baker McKenzie
Munich, Germany

Dr. Constanze Ulmer-Eilfort has more than 20 years of experience in advising high technology, pharmaceutical and media companies on the protection and commercialization of intellectual property rights. She advises on a broad range of agreements such as collaboration and license agreements, R&D agreements and agreements with academic institutions. Furthermore, she is also seasoned in the field of copyright. Dr. Ulmer-Eilfort is ranked by JUVE, Legal 500 and Chambers

as a leading lawyer in life sciences transactions and in copyright and has been awarded with the "Overall Outstanding Female Practitioner Award" at the 2016 Euromoney European Women in Business Law Awards and the PMN Awards as Managing Partner of the year 2015. She was the managing partner of the German and Austrian offices from 2012-2017.



Marjorie Yang Chairman Esquel Group Hong Kong

Marjorie Yang is Chairman of Esquel Group, a leading Hong Kong-based textile and apparel manufacturer with operations throughout the world. She is dedicated to sustainable development and environmental conservation and is a strong advocate in promoting innovative technologies. Marjorie is a Member of the advisory board of CSAIL (Computer Science and Artificial Intelligence Lab) at MIT. She also serves as Member of various advisory boards including Harvard University, Harvard Business

School, MIT Sloan and Tsinghua University's School of Economics and Management.



THE WOMEN BEHIND THE BIOS





ABOUT THE AUTHORS



Lauren NoëlFounder & Managing Director
QUEST

Lauren Noël is the Founder & Managing Director of QUEST, a global leadership center for early career women. Lauren is an active researcher and writer. Lauren's work focuses on engaging, advancing, and inspiring women in the first decade of their careers. Her publications include: 'What's Your Superpower?' (The European Business Review, November-December 2017), 'Be the Company Millennial Women Love' (London Business School Review, May 2015), 'How to Be a Company for Millennial Women' (Diversity Executive, July 2015), 'What Executives Need to Know about Millennial Women'

(ICEDR, 2015), 'How Women Take Charge of their Careers' (Business Strategy Review, Autumn 2014), 'Taking Charge - A roadmap for a successful career and a meaningful life for high potential corporate women leaders' (ICEDR, 2012), 'What Executives Really Need to Know about Employee Engagement' (Accenture Institute for High Performance, 2011) and 'Talent Management Takes Action' (ICEDR, 2011). In addition, her research has been featured in Forbes, the HBR Blog Network, Elle, Boston.com, Diversity Executive, and others.

In 2017, Lauren was named to the Thinkers50 Radar list of the 30 management thinkers globally who are shaping the future of how organizations are managed and led. In 2017, Lauren was shortlisted for the Thinkers50 'Talent' award, which recognizes 8 thought leaders globally who are contributing to the field of talent management. In 2013, Lauren was named an Emerging Leader by the Boston Business Journal. She holds an MBA from the MIT Sloan School of Management and a BA in Economics from Middlebury College.



Christie Hunter Arscott
Principal
QUEST

Christie Hunter Arscott, is the Principal of QUEST, a global leadership institute for early career women. She is an internationally recognized leadership advisor and researcher, specializing in gender and generational strategies. In 2017, Christie was selected for two distinct honours: The Global Thinkers50 Radar List (the 30 management thinkers most likely to shape the future of how organizations are managed and led) and the biennial Thinkers50 Talent Award shortlist (the 8 thought leaders around the world who are making significant contributions to the field of talent management). Also in 2017, she

was nominated to serve on the Women's Leadership Board (WLB) of the Women & Public Policy Program at Harvard Kennedy School.

As one of the first Rhodes Scholars to pursue graduate research in Women's Studies, Christie has been featured by Harvard Business Review, the World Economic Forum, London Business School Review, Forbes, Fortune, Business Insider, Diversity Executive, European Business Review, Director Magazine, The Washington Post, TIME, and Fast Company, among others. In 2016, her writing was selected for the Harvard Business Review collection of the top HBR articles on diversity: a 20-article collection, curated by Harvard editors, which features the best research pieces on diversity published by Harvard Business Review. In 2017, she was featured as a contributor in the Bloomsbury Press / Thinkers50 book "Dear CEO - 50 Personal Letters From The World's Leading Business Thinkers".

Christie received her Bachelor's degree in Political Science from Brown University and a certificate of Distinction in General Management from Stanford University's Graduate School of Business. She holds two Master's degrees from the University of Oxford: one in Women's Studies with a focus on gendered leadership styles in the corporate environment and one in Comparative Social Policy with a focus on family-friendly policies across geographies.

About QUEST

Founded in 1991, the International Consortium for Executive Development Research (ICEDR) is a global consortium of leading companies and exemplary business schools focused on talent management, leadership development, and enterprise wide change. ICEDR runs QUEST, a global leadership institute, resource center, and network for women in the first decade of their careers. QUEST equips early career women to prosper in their careers with the goal of level setting talent pipelines in organizations around the world.

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