

The Premier Professional Event for Women

SIMMONS

LEADERSHIP CONFERENCE



Sallie Krawcheck
Wall Street Executive



Viola Davis
Award-Winning Actress



Josie Natori
CEO, The Natori Company

Women of *Influence*

Tuesday, April 2, 2013

simmons.edu/leadership



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EMC²

Dear Friends:

Welcome to the 2013 Simmons Leadership Conference, *Women of Influence*.

Today marks the 34th anniversary of this renowned event, which is recognized as the *world's premier professional conference for women*.

Second to none in providing exemplary programming, the conference once again presents a phenomenal program guaranteed to inform, empower, and energize participants. *Women of Influence* is a fitting theme for the 2013 event, featuring exceptional speakers who have not only shaped their own professional destinies but also, through their example, whether in business or the arts, have inspired us to look at new ways in which we can influence the world.

Today's program offers a variety of skill-building workshops, interesting panel discussions, a corporate marketplace, and the chance to network with nearly 3,300 women at all stages of their careers. Attendees also have special opportunities to interact with the speakers during question-and-answer sessions as well as book-signing breaks.

The Simmons Leadership Conference has once again partnered with extraordinary sponsors. Without their support, we could not provide the high-quality programming we deliver each year. Please allow some time to visit their booths in the Corporate Marketplace. We are most grateful for their generosity and participation in today's event.

Please know that all proceeds from the Conference provide scholarships to graduate students attending Simmons College. Thank you for helping us to reach our goal. Enjoy this extraordinary day.

Sincerely,

Helen G. Drinan '75LS, '78SM
President
Simmons College



Joyce J. Kolligian '89SM
Executive Director
Simmons Leadership Conference



The Day at a Glance

6:45–8:00 Registration & Continental Breakfast

8:00–8:30 Welcoming Remarks

Commonwealth Complex, Seaport WTC, Lower level

Joyce J. Kulhawik
Master of Ceremonies

Helen G. Drinan
President, Simmons College

Linda Connly
Senior Vice President, Global Inside Sales &
Mid Market Geo Division, EMC Corporation

James Carmody
Vice President and General Manager, Seaport World Trade Center

Neal Clapper
Senior Vice President, Americas Technology Services,
HP Enterprise Group, Hewlett-Packard Company

Kathleen Weslock
Senior Vice President, Human Resources, Cisco Systems

8:35–9:25 Opening Keynote

Leadership Lessons for Women in Business

Sallie Krawcheck
Commonwealth Complex, Seaport WTC, Lower level

9:35–10:55 Concurrent Morning Sessions

1. Personal Finance: *The Savage Truth about Money*

Terry Savage
Waterfront Ballroom, Seaport WTC, Lower level

2. Communication: *Staying Sane in a Crazy Busy World*

Victoria Labalme
Cityview Ballroom, Seaport WTC, Upper level

3. Signature Dialogue: *Managing Crises*

Judy Smith with Cheryl Howard, DBA
Plaza Ballroom, Seaport Hotel, Plaza level

4. Multicultural Marketing: *Working with Customers Not like You*

Kelly McDonald
Seaport Ballroom, Seaport Hotel, Mezzanine level

5. Mentoring: *Making Mentoring Work*

Stacy Blake-Beard, PhD
Amphitheater, Seaport WTC, Mezzanine level

6. Negotiations: *Getting from Nice to Yes*

Lois Frankel, PhD and Carol Frohlinger, JD
Harborview Ballroom, Seaport WTC, Upper level

10:55–11:25 Meet the Speakers Book-Signing Break

Corporate Marketplace, Seaport WTC, Lower level

11:25–12:15 Morning Keynote

Winning in a World Transformed by Social Media

Charlene Li
Commonwealth Complex, Seaport WTC, Lower level

12:15–1:30 Luncheon

Commonwealth Complex, Seaport WTC, Lower level

1:30–2:20 Afternoon Plenary Session

Claiming Your Voice Through It All

Anna Deavere Smith
Commonwealth Complex, Seaport WTC, Lower level

2:30–3:50 Concurrent Afternoon Sessions

7. Personal Finance: *The Savage Truth about Money*

Terry Savage
Waterfront Ballroom, Seaport WTC, Lower level

8. Communication: *Staying Sane in a Crazy Busy World*

Victoria Labalme
Cityview Ballroom, Seaport WTC, Upper level

9. Signature Dialogue: *From Manila to Manhattan* *An Entrepreneurial Life*

Josie Natori with Teresa Nelson, PhD
Amphitheater, Seaport WTC, Mezzanine level

10. Multicultural Marketing: *Working with Customers Not like You*

Kelly McDonald
Seaport Ballroom, Seaport Hotel, Mezzanine level

11. Business Panel: *Exploring the Mentoring Imperative*

Panelists: Roynan Jones, Vice President, Global Manufacturing
and Logistics, EMC Corporation
Tami Mallett, Vice President & Enterprise Group IT CIO
Hewlett-Packard Company
Kathleen Weslock Senior Vice President, Human Resources
Cisco Systems
Moderator: Stacy Blake-Beard, PhD
Harborview Ballroom, Seaport WTC, Upper level

12. Negotiations: *Getting from Nice to Yes*

Lois Frankel, PhD and Carol Frohlinger, JD
Plaza Ballroom, Seaport Hotel, Plaza level

3:50–4:20 Meet the Speakers Book-Signing Break

Corporate Marketplace, Seaport WTC, Lower level

4:20–5:20 Closing Keynote

On Becoming a Woman of Influence

Viola Davis with Moderator Anna Deavere Smith
Commonwealth Complex, Seaport WTC, Lower level

5:20–6:00 Connection Reception

Corporate Marketplace, Seaport WTC, Lower level

Conference Schedule

6:45–8:00 Registration & Continental Breakfast

8:00–8:30 Welcoming Remarks



Joyce Kulhawik

Simmons College alumna Joyce Kulhawik is a Boston broadcasting legend. As the Emmy Award-winning arts and entertainment critic for WBZ-TV for more than 25 years, she covered local and national events from Boston and Broadway to Hollywood. She has regularly reported live from the red carpet at the Oscars, the Grammys, and the Emmys, as well as from major news scenes including ground zero in New York City in the immediate aftermath of 9/11. Kulhawik also co-hosted the nationally syndicated movie-review show *Hot Ticket* with Leonard Maltin and was a continuing co-host

on *Roger Ebert and the Movies*. She currently serves as President of the Boston Theater Critics Association, a member of the Boston Society of Film Critics, and a writer for *Exhale* magazine. A three-time cancer survivor, Kulhawik also lends her expertise as an arts advocate and cancer crusader all over the region.

8:35–9:25 Opening Keynote: *Leadership Lessons for Women in Business*



Sallie Krawcheck

Opening the conference is Sallie Krawcheck, widely regarded as one of the most powerful women on Wall Street for more than a decade. Throughout her rise from equity analyst to president of Global Wealth & Investment Management for Bank of America, she remained an outspoken advocate for fair dealing—not just for customers and investors, but also for women working in the industry. From her unique vantage point, Krawcheck offers an inside view of the challenges and opportunities for women in business, as well as the risks and rewards of ascending to the highest levels of influence.

9:35–10:55 Concurrent Morning Sessions

1. Personal Finance: *The Savage Truth about Money*



Terry Savage

Today's economy gives everyone the jitters. How is it possible to plan confidently for the future when conditions are so uncertain? Not to worry, says renowned personal finance expert Terry Savage. While financial markets may change, the basic truths about money management do not. For anyone just starting out, starting over, or nearing retirement, Savage has no-nonsense advice about surviving and thriving in these challenging economic times.

2. Communication: *Staying Sane in a Crazy Busy World*



Victoria Labalme

We wake up stressed just thinking about the day ahead. Our weeks are consumed with non-stop commitments and to-do lists. In her dynamic, interactive presentation, Victoria Labalme reveals how to move beyond this “crazy busy” mindset by reconnecting with our Through Line™ what motivates us to do what we do. Using her powerful communications tools, Victoria helps us discover how to tap into our unique gifts to connect with others to bring creativity and expressiveness back to everyday business interactions.

3. Signature Dialogue: *Managing Crises*



Judy Smith

From competition to collaboration - Judy Smith is America's go-to guru for crisis management. The real-life inspiration for the Shonda Rhimes television drama *Scandal*, she has worked behind the scenes to guide politicians, corporations, and celebrities through some of the highest-profile events of our time, including the impeachment of President Clinton, the Enron congressional inquiry, and the BP oil spill. In her fascinating and informative dialogue with Simmons Vice President Cheryl Howard, Smith reveals the lessons learned from these public relations disasters—and particularly how collaboration can be used to stop personal and professional crises before they start.



Cheryl Howard, DBA

4. Multicultural Marketing: *Working with Customers Not Like You*



Kelly McDonald

Exceptional service has become more important than ever in building brand loyalty. But in today's global marketplace, customers and prospects have widely varying definitions of good service depending on their age, gender, location, and cultural background. No one understands this better than marketing maven Kelly McDonald, who wrote the book on reaching multicultural audiences. In her high-energy, content-rich presentation, McDonald uses a variety of business success stories to explain the how-to's of cultivating diverse consumers.

5. Mentoring: *Making Mentoring Work*



Stacy Blake-Beard, PhD

Mentoring has become a must for women on the executive track. As a nationally recognized authority on the dynamics of mentor relationships, Simmons professor and business consultant Stacy Blake-Beard can attest to the power of formal programs to help move employees into senior positions, forge meaningful relationships across teams, and foster an inclusive corporate culture. In this timely seminar, Blake-Beard describes best practices in mentoring for organizations that want to raise the bar on professional development and improve employee morale, retention, and recruitment.

6. Negotiations: *Getting from Nice to Yes*



Lois Frankel, PhD

Women often fail to recognize opportunities to negotiate and mistakenly associate negotiation with confrontation. Professional workshop leaders Lois Frankel and Carol Frohlinger, co-authors of *Nice Girls Just Don't Get It*, use real-life situations to demonstrate how to avoid these traps and achieve winning results in both personal

and professional interactions. Entertaining as well as educational, this highly experiential session offers practical tips and techniques for planning for successful negotiations, dealing with difficult people, and more.



Carol Frohlinger, JD

10:55–11:25 Meet the Speakers Book-Signing Break

11:25–12:15 Morning Keynote: *Winning in a World Transformed by Social Media*



Charlene Li

People around the world are using blogs, social networking sites, YouTube, and podcasts to discuss products and companies, publish their personal news, and find their own deals. The groundswell of social technologies is global, unstoppable, and affects every industry. While many companies view this revolution as a threat, bestselling author and thought leader Charlene Li knows how to turn the use of social media to advantage. Based on her extensive research and experience with dozens of companies, Li provides a definitive guide to protecting and strengthening your organization's public image in this rapidly evolving environment.

12:15–1:30 Luncheon

1:30–2:20 Afternoon Keynote: *Claiming Your Voice Through It All*



Anna Deavere Smith

Anna Deavere Smith is a rare combination of innovative playwright, gifted actor, and inspiring educator. In her remarkable one-woman plays, she draws on hundreds of personal interviews with legendary as well as everyday figures to explore issues of community, character, and diversity in America. Mimicking her characters' actual words and gestures, she presents "assemblages of stories" that inspire audiences to think a little differently about difficult subjects like poverty and racism. In this very special presentation, Deavere Smith relates her own story about becoming a powerful voice for social change.

2:30–3:50 Concurrent Afternoon Sessions

7. Personal Finance: *The Savage Truth about Money*



Terry Savage

Today's economy gives everyone the jitters. How is it possible to plan confidently for the future when conditions are so uncertain? Not to worry, says renowned personal finance expert Terry Savage. While financial markets may change, the basic truths about money management do not. For anyone just starting out, starting over, or nearing retirement, Savage has no-nonsense advice about surviving and thriving in these challenging economic times.

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We wake up stressed just thinking about the day ahead. Our weeks are consumed with non-stop commitments and to-do lists. In her dynamic, interactive presentation, Victoria Labalme reveals how to move beyond this "crazy busy" mindset by reconnecting with our Through Line™ what motivates us to do what we do. Using her powerful communications tools, Victoria helps us discover how to tap into our unique gifts to connect with others to bring creativity and expressiveness back to everyday business interactions.

9. Signature Dialogue: *From Manila to Manhattan—An Entrepreneurial Life*



Josie Natori

Fashion designer Josie Natori crossed continents, navigated several careers, and surmounted countless obstacles to create the global company that bears her name. Crediting her entrepreneurial nature to growing up in a matriarchal society and to the support of her close-knit Filipino family, she has continued to expand her upscale lingerie line into a multifaceted lifestyle brand. In her candid conversation with Simmons professor Teresa Nelson,

Natori talks about her life in the notoriously competitive apparel industry and the business philosophy that has enabled her company to flourish in the global marketplace.



Teresa Nelson, PhD

10. Multicultural Marketing: *Working with Customers Not Like You*



Kelly McDonald

Exceptional service has become more important than ever in building brand loyalty. But in today's global marketplace, customers and prospects have widely varying definitions of good service depending on their age, gender, location, and cultural background. No one understands this better than marketing maven Kelly McDonald, who wrote the book on reaching multicultural audiences. In her high-energy, content-rich presentation, McDonald uses a variety of business success stories to explain the how-to's of cultivating diverse consumers.

11. Business Panel: *Exploring the Mentoring Imperative*



Roynan Jones



Tami Mallett



Kathleen Weslock

Many organizations embrace mentoring as a strategy for fostering leadership development and succession for high-potential employees, but there is still much to be learned about the

process. For women in business who manage to find mentors, the question remains whether it actually pays off in terms of promotions and career satisfaction. And for mentors and mentees alike, it is often unclear how to structure roles and responsibilities to ensure success. During this lively panel discussion, corporate leaders debate the tangible and intangible benefits that they have derived from their own experiences on either side of the mentoring relationship.



Stacy Blake-Beard, PhD

12. Negotiations: *Getting from Nice to Yes*



Lois Frankel, PhD

Women often fail to recognize opportunities to negotiate and mistakenly associate negotiation with confrontation. Professional workshop leaders Lois Frankel and Carol Frohlinger, co-authors of *Nice Girls Just Don't Get It*, use real-life situations to demonstrate how to avoid these traps and achieve winning results in both personal



Carol Frohlinger, JD

and professional interactions. Entertaining as well as educational, this highly experiential session offers practical tips and techniques for planning for successful negotiations, dealing with difficult people, and more.

3:50–4:20 Meet the Speakers Book-Signing Break



Book-Signing & Sales

Books are available for purchase beginning at 6:45 a.m. in the Corporate Marketplace on the lower level. Please make your purchases early in the day to avoid standing in long lines during breaks. Tote bags are provided for carrying books and other items.

Published speakers are signing books during both the morning and afternoon breaks at 10:55 a.m. and 3:50 p.m. in the Corporate Marketplace.

Join the conversation on Twitter:
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4:20–5:20 Closing Keynote: *On Becoming a Woman of Influence*



Viola Davis

For much of her career Viola Davis garnered wide acclaim for her moving portrayals in small but pivotal roles on both stage and screen. But her galvanizing performance as a maid in *The Help*—a role that echoed the experiences of her own mother and grandmother in the pre-Civil Rights South—propelled her from character actor to star. Joined on stage by interviewer extraordinaire Anna Deavere Smith, Davis will describe her road to success and her hopes for

expanding the acting opportunities for people of color and bringing an authentic black experience to the big screen.



Anna Deavere Smith

5:20–6:00 Connection Reception

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Speaker Profiles



Stacy Blake-Beard, PhD

Stacy Blake-Beard is a professor at the Simmons School of Management and a senior faculty affiliate of the Center for Gender in Organizations. A specialist in organizational behavior, she focuses her research on the challenges and opportunities offered by mentoring relationships and on how these relationships may be changing as a result of increasing workforce diversity. She is particularly interested in the issues women face as they develop mentoring relationships and the dynamics of formal mentoring programs in both corporate and educational settings. Blake-Beard has consulted on issues of diversity, mentoring program implementation, and team building for organizations that include Chase Manhattan Bank, The Compact for Faculty Diversity, and PepsiCo. She also sits on the advisory boards of *Essence* magazine's Best Places for African American Women to Work, MentorNet, and the Harvard Project on Tenure.



Viola Davis

A compelling presence on both stage and screen, award-winning actress Viola Davis brings a memorable authenticity and depth of feeling to the complex women she portrays. Involved in theater from her high school years, she performed in a variety of television and film projects before her breakout Broadway role in *King Hedley II*, for which she won both a Tony Award and Drama Desk Award. Davis later received another Tony for her leading role in *Fences*. In between times, she garnered several best supporting actress nominations for her riveting turn in the film version of *Doubt* and again for best actress for her indelible performance in *The Help*. Women in Film recently recognized Davis's accomplishments with a Crystal Award for excellence in film, and *Time* magazine named her to its 2012 list of the 100 Most Influential People in the World.



Anna Deavere Smith

Playwright, performer, and educator Anna Deavere Smith created a unique art form combining theater, social commentary, journalism, and intimate reverie. Marking this theatrical breakthrough are her two Obie Award-winning, one-woman plays, *Fires in the Mirror* and *Twilight: Los Angeles 1992*. Ever versatile as an actress, Deavere Smith has a recurring role in the hit television series *Nurse Jackie* and has appeared in such notable films as *Rachel Getting Married*, *Philadelphia*, and *The American President*. She is also author of several books, including *Letters to a Young Artist: Straight-up Advice on Making a Life in the Arts*. Currently a professor at NYU's Tisch School of the Arts, she is founder of the Anna Deavere Smith Works, dedicated to expanding the role of artists in civic discourse. A past recipient of a prestigious MacArthur Foundation "Genius" Fellowship, she is now researching a new play as artist-in-residence at the Center for American Progress.



Lois Frankel, PhD

Dr. Lois Frankel, President of Corporate Coaching International, literally wrote the book on succeeding in business. In fact, she has published several international bestsellers on women's leadership, including *See Jane Lead* and the hit series *Nice Girls Don't Get The Corner Office*, *Nice Girls Don't Get Rich*, and *Nice Girls Just Don't Get It* (with Carol Frohlinger). A licensed psychotherapist and former human resources professional in a Fortune 10 company, Frankel has consulted with a veritable who's who of multinational corporations and pioneered many of the coaching models that are standard practice today. In keeping with her mission to empower women and girls, Frankel founded the Bloom Again Foundation, providing financial assistance to economically vulnerable working women faced with medical emergencies. She also developed the MOSTE (Motivating Our Students Through Experience) mentoring program, matching inner-city girls with successful professional women.



Carol Frohlinger, JD

Carol Frohlinger is an affiliated faculty member of the Simmons School of Management and co-founder of Negotiating Women, Inc., an advisory firm that teaches women how to get to yes more confidently and competently in all aspects of their lives. Co-author of *Her Place at the Table* and *Nice Girls Just Don't Get It*, she draws on her wide-ranging experience as a practicing attorney, sales executive, and commercial banker to dispense practical negotiating tips through such major media outlets as CBS MoneyWatch, NPR, Martha Stewart Living Radio, *Women's Health*, and the *New York Times*. She has been honored by The International Alliance for Women with its World of Difference Award and was named by the *Irish Voice* to its Top 50 Most Influential Women list. Among other pro bono work, Frohlinger volunteers with The InterOrganizational Network (ION) on efforts to increase the number of women on the boards of America's publicly held companies.



Cheryl Howard, DBA

As Vice President of Marketing and Admission at Simmons College, Cheryl Howard leads university-wide efforts to raise brand awareness, competitively position the college, and manage media outreach to prospective students. An alumna of the college, Howard returned to Simmons after nearly 20 years at The Gillette Company, where she served in a number of national and international marketing, branding, and customer relations positions. In her last assignment at Gillette, she was vice president of a multi-million dollar division that produced some of the nation's top personal care products. Howard has also taught courses in marketing, consumer behavior, and advertising at several Boston area colleges. She currently sits on the board of directors of The Efficacy Institute, a consulting group providing services to urban public schools and community/human services agencies, and is a member of the Middlesex County Chapter of The Links, Inc.

Speaker Profiles Continued...



Roynan Jones

Roynan Jones is Vice President of EMC's Global Manufacturing and Logistics organization, leading a team that provides sales order fulfillment in more than 20 countries and is responsible for more than \$10 billion in revenue. A 25-year veteran of the technology industry, she spearheaded startup of the Global External Mfg (GEM) organization within EMC, a strategic initiative to grow sales while providing increased flexibility and agility with expanding product lines and volumes. GEM is now responsible for approximately half of manufacturing's revenue shipments. Jones was a participant in "Leadership in the Fast Lane at EMC," a program offered jointly with the Simmons School of Management. As an alumna, she is part of a group of senior-level women who develop programs and resources for high-potential employees. Jones also serves as the executive sponsor of EMC's Asian Circle.



Sallie Krawcheck

Widely considered the most powerful woman on Wall Street during her tenure, Sallie Krawcheck is past President of Global Wealth & Investment Management for Bank of America. In this role, she headed up the world's largest wealth management business, overseeing \$2.3 trillion in client balances held at Merrill Lynch and U.S. Trust. Krawcheck previously served as CEO and Chairman for Citi Global Wealth Management, as well as Chairman and CEO of Sanford C. Bernstein & Company. Among many other accolades, she was named CNBC's Business Leader of the Future, one of *Time* magazine's Global Business Influentials, *Fortune*'s Most Influential Person Under the Age of 40, and *Institutional Investor*'s top CFO in financial services. Krawcheck currently serves on the Bretton Woods Committee, the board of Carnegie Hall, and the investment committee for The University of North Carolina at Chapel Hill. She is also on the advisory boards of Gold Bullion International and Motif Investing.



Victoria Labalme

Creative communications expert Victoria Labalme brings two decades of entertainment industry experience to the art of high-impact business communications. Along with more than 200 performances of her one-woman show, she has appeared at comedy clubs, on Broadway, primetime news shows, and HBO's *Sex & The City*, as well as in dozens of television commercials. Her company, Victoria Labalme Communications, specializes in training Fortune 100 executives, sales professionals, entrepreneurs, and industry leaders in the principles learned from her performing career about engaging audiences and conveying information effectively. Her client list includes major corporations ranging from Microsoft, Starbucks, MacDonald's, Oracle, Verizon, Blue Cross Blue Shield, Intel, New York Life Insurance, and the Million Dollar Round Table. As a tribute to her accomplishments, Labalme was awarded the coveted Council of Peers Award for Excellence by the National Speakers Association and inducted into the Speakers Hall of Fame in 2011.



Charlene Li

An influential thought leader and critically acclaimed author, Charlene Li is among the world's foremost authorities on social media and emerging technologies. She is founder of Altimeter Group, a research-based advisory firm that helps companies and industries leverage disruption to their advantage. Before starting her own company, she was vice President and Principal Analyst at Forrester Research and a consultant with Monitor Group. Li is the co-author of the bestseller *Groundswell: Winning In A World Transformed By Social Technologies*, as well as author of *Open Leadership: How Social Technology Can Transform the Way You Lead*. A much sought-after public speaker, she has keynoted top international conferences such as the World Business Forum, World Economic Forum, and Web 2.0, and appeared on *60 Minutes*, *The McNeil NewsHour*, *ABC News*, *CNN*, and *CNBC*. Li currently serves on the board of directors of the Harvard University Alumni Association and the board of advisors for the Poynter Institute.



Tami Mallett

Tami Mallett is Vice President and Enterprise Group CIO for Hewlett Packard. In this role, she oversees delivery of information technology to meet the needs of the Enterprise Group, including the Enterprise Sales Force. She also is responsible for delivering information technology for pan-HP functions of sales, quote to cash, product quality, R&D, and growth markets. Over her 30-year career in information technology, Mallett has held senior leadership positions working with most functional areas in the company. She has also led the information technology setup for many countries, and has extensive international experience leading teams in India, China, Malaysia, Mexico, and Costa Rica. Mallett has been honored with a Top Twenty Women in Technology award and was recently named to the Board of Directors for the National Center for Women and Information Technology.



Kelly McDonald

A nationally recognized expert on multicultural marketing and business trends, Kelly McDonald has spent more than 20 years in global advertising—the last 10 as president of her own company. Specializing in strategic market segmentation, McDonald Marketing has been named twice as one of the country's top agencies by *Advertising Age*, and has assembled an impressive client list that includes industry giants such as Toyota, Harley-Davidson, Sherwin-Williams, State Farm, and Miller/Coors. McDonald is the author of the business bestseller *How to Market to People Not Like You: "Know It or Blow It" Rules for Reaching Diverse Customers*, and her recent follow-up book, *Crafting the Customer Experience for People Not Like You*. Known as a high-energy, high-content speaker, McDonald has been featured on *CNBC*, *CNNMoney.com*, and *Sirius/XM Radio*.

Speaker Profiles Continued...



Josie Natori

Since founding the Natori Company in 1977, CEO Josie Natori has expanded her elegant lingerie collection into a lifestyle brand that now includes a ready-to-wear line, linens and home accents, swimwear, fragrance, and eyewear. A native of the Philippines, she began her business career on Wall Street, climbing the corporate ladder to become the first woman vice president in investment banking at Merrill Lynch. On a whim, she brought an embroidered Filipino shirt to a buyer in Bloomingdale's, and Natori Company was born. With her strong ethic of giving back to the community, Natori sits on the boards of the Asian Cultural Council, the Orchestra of St. Luke's, the Statue of Liberty-Ellis Island Foundation, Women in Need, and the Fashion and Design Council of the Philippines. Natori is the recipient of Fashion Group International's prestigious Humanitarian Award and the Lakandula Award, considered the highest honor for a Filipino citizen.



Teresa Nelson, PhD

Dr. Teresa Nelson holds the Elizabeth J. McCandless Professor of Entrepreneurship Chair and is Director of the School of Management's Entrepreneurship Program. Her teaching, research, and consulting focuses on issues of entrepreneurship and global business, most particularly around start-up and growth company governance and top management team dynamics. She has also been engaged for more than a decade with global business issues, especially China and the European Union. Dr. Nelson had more than 10 years of business experience in business consulting, government, and politics before returning to school for her MBA and Ph.D. She has founded two businesses and works as an affiliate consultant with two others. She is a frequent speaker on issues of China and women's entrepreneurship.



Terry Savage

A nationally renowned expert on personal finance, Terry Savage writes a syndicated column for the *Chicago Sun-Times* and commentaries for Moneyshow.com, the popular investing website. In addition to frequent guest appearances on CNN, NBC, and CNBC, she is co-host of a daily show on CBS-TV featuring talk about money, the markets, business, and sports. Savage is also author of the newly updated *The Savage Truth on Money* and the best-selling *The Savage Number: How Much Money Do You Really Need to Retire?* Active in the American business community, she serves on the board of directors of the Chicago Mercantile Exchange Group and previously sat on the boards of McDonald's Corporation and Pennzoil-Quaker State Corporation. Along with two Emmys, Savage has won numerous awards for her financial writing, including the Outstanding Consumer Journalism award from the National Press Club award and the Outstanding Personal Finance Columnist award from the Medill School of Journalism at Northwestern University.



Judy Smith

Judy Smith, founder and president of Smith & Company, is among the country's top experts on crisis management. A former assistant U.S. attorney and deputy press secretary in the George H. W. Bush White House, she honed her public relations and communications skills during some of the most historic, high-profile events of our time, including the Iran Contra investigation, the Los Angeles riots, the confirmation hearings of Supreme Court Justice Clarence Thomas, the Monica Lewinsky scandal, and the congressional inquiry of Enron. In fact, her wide-ranging experience in crisis management—whether counseling Fortune 500 corporations, foreign heads of state, U.S. government agencies, or prominent sports figures—is the inspiration for the new television series *Scandal*. Smith has compiled the lessons learned over her fascinating career into a recent book, *Good Self, Bad Self: Transforming Your Worst Qualities into Your Biggest Assets*.



Kathleen Weslock

Kathleen Weslock is Senior Vice President and Chief Human Resources Officer at Cisco. In this capacity, she leads the company's global strategy for inclusion and diversity, talent design and performance management, compensation and benefits programs, and employee rewards systems. Weslock's responsibilities also include enabling corporate culture and assessing employee needs during the implementation of transformative, company-wide changes over the next two years. Before joining Cisco in 2012, she held leadership positions at SunGard Data Systems, Deloitte & Touche, Shearman & Sterling, Covance, Lehman Brothers, and William M. Mercer Companies. In her more than 20 years of HR experience, Weslock has played both consultative and practitioner roles, served as business impact advisor, and headed up initiatives that include executive training, succession employee relations, leadership development, and succession planning.

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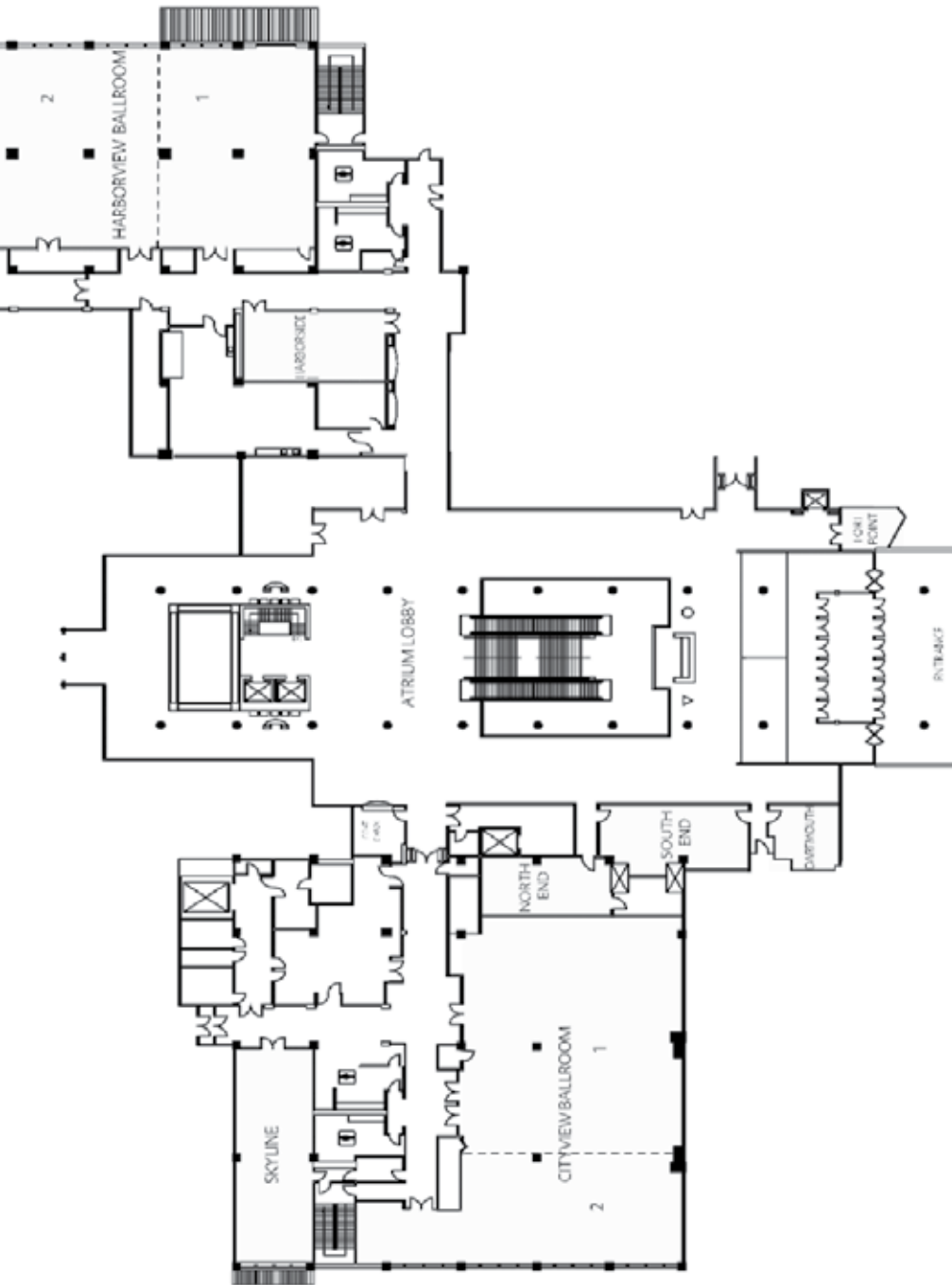
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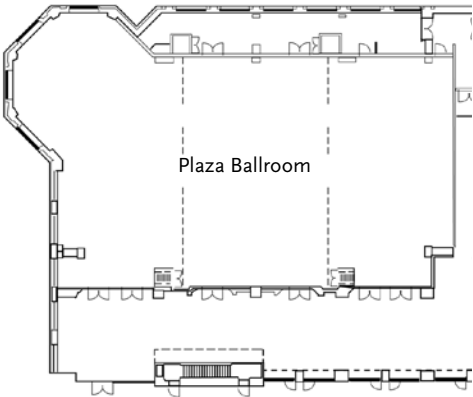
Lower Level



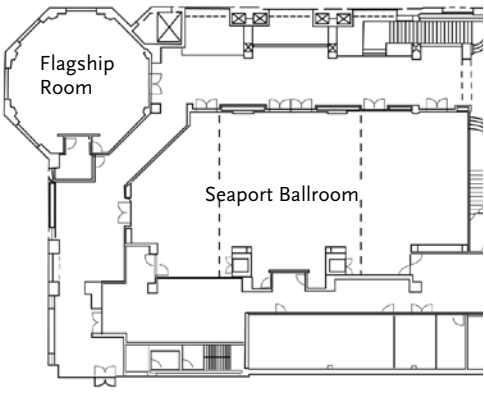
Mezzanine Level



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Plaza Level (upper)



Mezzanine Level

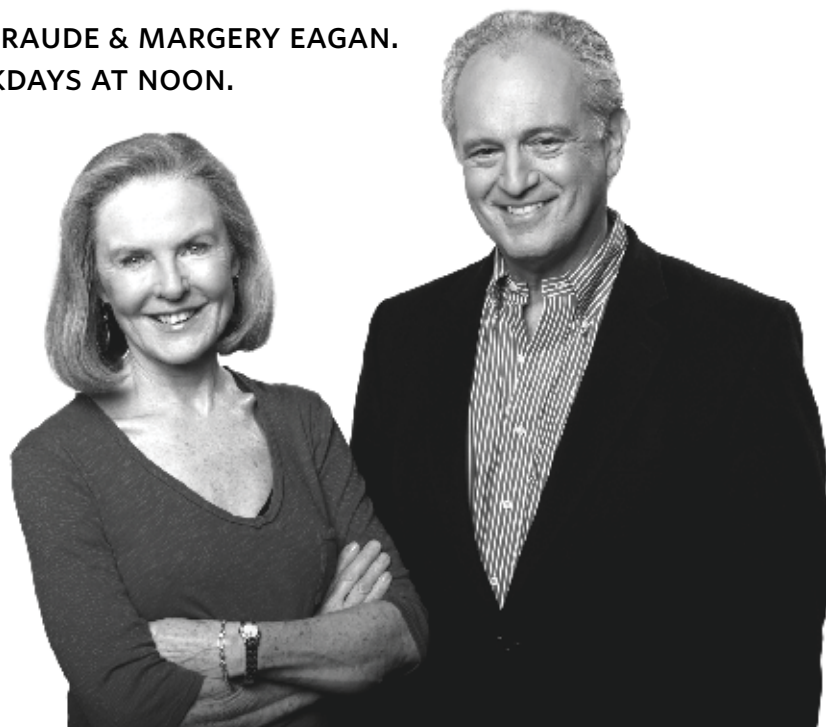


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2012 Leadership Conference Survey Results from Simmons College and Hewlett-Packard

Confronting Contradictions: Exploring the Tensions of Women as Breadwinners

Who is “bringing home the bacon” in your household? Chances are, if you are like 40% of American women today, you are now either the sole breadwinner in your home, or are contributing as much or more to the family’s earnings than your spouse/partner. Over the last two decades, fueled by the recent “man-cession” where men disproportionately lost employment, women have taken up the breadwinner role. In 1999, 19% of wives out-earned their husbands. By 2009, 29% did so. Increasingly, families are depending on the wife’s paycheck for more than “extras,” such as vacations and dinners out. In 2008, women in dual-earner couples contributed 45% of the family income.

This movement of primarily white, middle class, managerial women into the breadwinner role has captured the imagination of the popular press. On one hand, stay-at-home dads have been derisively called “trophy husbands” and “arm candy,” and on the other hand, they have been praised as “the perfect husband.” Women are castigated for emasculating men and abandoning their role as mothers, or called “Alpha Females” in recognition of their increased power at work and at home.

Something significant is changing in our culture, evidenced by all the name-calling of both men and women found on the unconventional side of breadwinning or homemaking. The question is: Why is it so disconcerting to find husbands taking care of the children and wives bringing home the paycheck? Perhaps the answer is: Because we are in a process of redefining femininity, masculinity, and the roles women and men fill in society today.

It has traditionally been assumed that men will be providers and women will be caretakers, and that men are supposed to be naturally aggressive, ambitious, competitive and forceful, while women are supposed to be naturally affectionate, tender, soft-spoken and sensitive to others. Society inundates us with messages about what women and men are supposed to act like, what roles they can fill, and even what types of jobs they can hold, e.g., “masculine” jobs such as construction and “feminine” jobs such as teachers. After growing up watching TV shows, where only 1% of male characters do housework compared to 28% of female characters, it is no surprise that by not following society’s expectations, caretaking men may find their masculinity questioned, while breadwinning women find their femininity and their ability to be good mothers questioned.

To better understand today’s shifting realities, we collaborated with Hewlett-Packard to explore the impact breadwinning/caretaking roles have had on women’s lives and careers. Through an online survey available both during and shortly after the 2012 Simmons Leadership Conference, we asked women to “reflect on a committed relationship,” which could be from the present or the past, involving either cohabitation or marriage, with either an opposite-sex or same-sex partner. Respondents then answered questions about that relationship while reflecting on their role as a “financial provider,” identifying as either Primary Financial Contributor (PFC) where they contributed 51% or more of the household’s total income, or Non-Primary Financial Contributor (Non-PFC), where they contributed 50% or less. Over 90% of the respondents reflected on a current relationship, 98% were in heterosexual relationships, and in that relationship 59% were PFCs.

Findings

Given the turmoil that accompanies any change, it is not surprising that our research uncovered many contradictions and tensions that our sample of women is facing.

Contradiction #1: Women are proud of their breadwinner status but keep it hidden.

The women in our sample were strong financial contributors. Female PFCs earned, on average, 88% of the household’s income; female non-PFCs contributed 44% on average. When asked to select among eight possible emotional reactions to their breadwinner role, the top two emotions PFCs selected were “proud” and “satisfied,” yet most kept their role private. Close family or friends are most likely to know who carries what role; co-workers and employers are least likely to know. When asked why they keep their role private, both PFCs and non-PFCs most strongly agreed that “it is not anyone’s business to know.” Women PFCs also keep their own breadwinning status private out of a desire to not embarrass their non-PFC partner. Additionally, roles were kept “hidden” even as they were determined. Both PFCs and non-PFCs most strongly agreed that their respective roles evolved over time “with-

out an explicit discussion,” and second most strongly agreed that their “roles were created in response to a particular circumstance (i.e., layoff, illness, etc.) without explicit discussion.”

Contradiction #2: Women take on breadwinning but retain home and child care roles.

While 59% of our women claim the role of breadwinner, they still continue to contribute significantly to childcare and homecare. When asked about homecare, 28.7% of PFCs claimed they did either all or significantly more than their partner, and another 51% said they contributed slightly more or equal to their partner. When asked about childcare, 26% of PFCs claimed they did either all or significantly more than their partner, and another 49% said they contributed slightly more or equal to their partner. In this way our PFCs straddle two roles: their “conventional” home/child care role while taking on their “unconventional” breadwinner role.

Contradiction #3: Women not slowing careers down, but still few women at the top

Whether our respondents were their households’ breadwinners or not, neither group is slowing down their careers: All strongly denied turning down promotions, taking a demotion, keeping a low profile to minimize advancement possibilities, or actively avoiding promotions. In fact, both PFCs and non-PFCs believed their contributor role had a positive impact on their other roles as a parent, partner and community citizen. PFCs claimed being the breadwinner actually had a positive impact on their careers and on their confidence in making a contribution as a “worker.”

While both our PFCs and non-PFCs denied engaging in actions that purposefully slowed their careers down, the numbers of women at the top of American organizations contradict their ambition. In the U.S., women constitute nearly half of the workforce, yet they hold just 3.2% of CEO positions and 16% of board seats in Fortune 500 companies. Even in our sample, after an average of 20 years in the workforce, only 17% of the respondents achieved VP or higher positions in their organizations.

Implications of Findings and Recommendations

Consistent with any change and transition, the U.S.’s current redefining of femininity and masculinity and women’s and men’s social roles has been marked by conflict, anxiety, and confusion. As more women move into the breadwinner role ideally a more egalitarian outcome may result: both sexes would be free to choose the role, breadwinning or caretaking, and the types of occupations, now deemed ‘gender neutral’, they can and will take up.

We urge female breadwinners to challenge themselves to no longer be silent about their role, both in negotiating the role with their partners and negotiating support with their employers. Naming and consequently claiming their role enables them to seek out the support from their family, friends and employers. Clearly it is risky to claim this unconventional role, but by doing so, women give permission for others to do likewise.

Second, women need to thoughtfully redefine the breadwinner role into a more sustainable work model than the historical one that men have followed. Some women may want to (or have to) step into a 60+ hours per week job. But given that so many female breadwinners still hold responsibility for home/child care, might not now be a good time to ask if there is a middle role, rather than a work-only or family-only dichotomous choice in roles? During this transition, we might want to consider a partnership where spouses/partners can share work and caretaking.

Finally, a critical player in seeking more sustainable, egalitarian and satisfying roles for male and female breadwinners is the employing organization. As the battle for top talent continues to amplify, organizations need to provide family-friendly policies that will support both male and female breadwinners. Our sample responded positively to all possible flexible work arrangements when asked, “How can employers support you in managing multiple roles?” In descending order, our breadwinners want the option to work at home, sabbaticals after blocks of employment, longer maternity leaves, and technology to minimize commute and travel time. As breadwinner roles become normative for women as well as men, family-friendly policies will benefit all employees and organizations alike.

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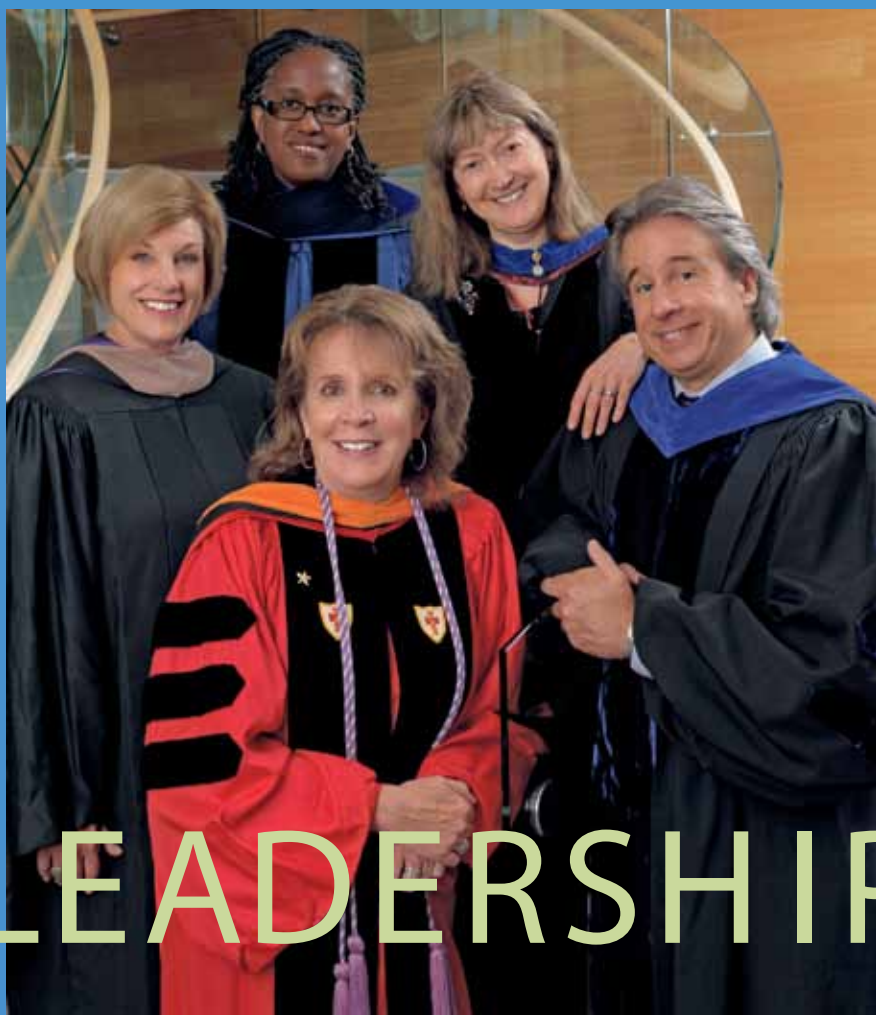
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