

The preeminent authority on women's leadership

SIMMONS

LEADERSHIP CONFERENCE

WOMEN *Leading*change

Tuesday, March 29, 2016



Geena Davis



Carla Harris



Anita Hill



America Ferrera



Ping Fu



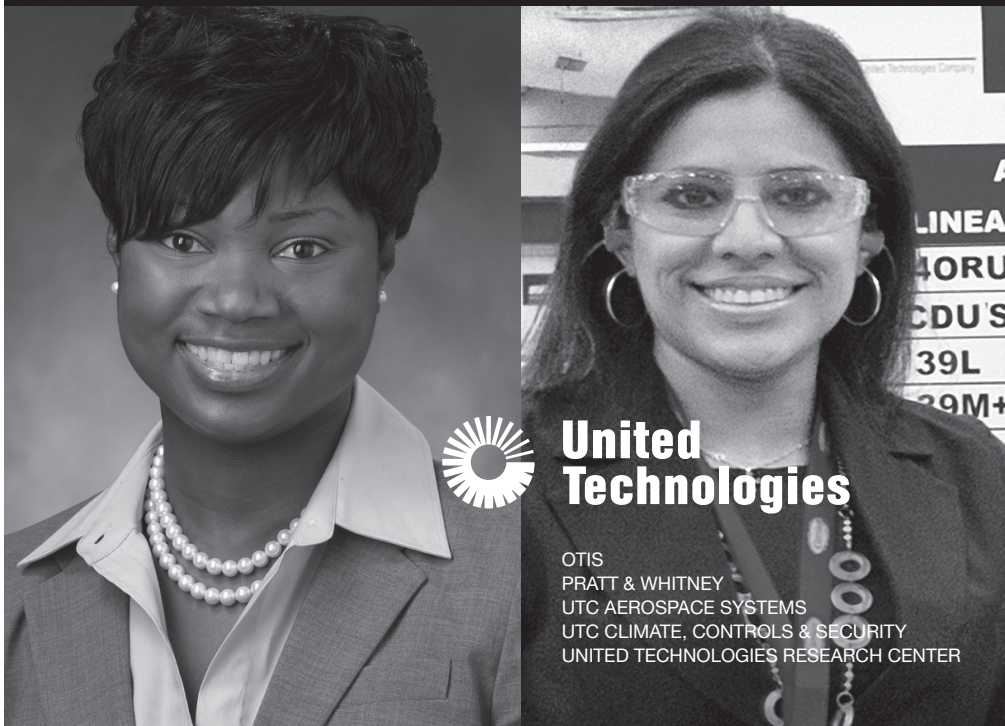
Leaders

At United Technologies, we believe that diversity and inclusion in our business and in leadership fosters open minds, differing perspectives and a willingness to welcome new ideas – the kind that drive the innovation we need to create new products and to deliver the best solutions for our customers and for the marketplace.

We are committed to developing the full talents of our entire workforce to ensure that women don't just strive but thrive as leaders.

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Simmons Leadership Conference 2016**



Dear Friends:

Welcome to the 2016 Simmons Leadership Conference, long recognized as the *world's premier leadership conference for women*.

Now celebrating its 37th year, today's program celebrates *Women Leading Change*, featuring a full roster of thought leaders and innovators from the worlds of business, media, healthcare, technology, innovation, philanthropy, and entertainment. Our speakers exemplify and embody change — personal and professional, practical and inspirational — as they offer candid stories about their experiences along the way to the top. They will also offer tactical skills, ground-breaking ideas, and principles for success for women on their own professional paths.

In between formal sessions there is time to visit our bookseller, Harvard Book Store, to purchase books, meet the speakers at book-signings, visit the Corporate Marketplace, enjoy a delicious lunch, and network with some of the more than 3,400 aspiring women who attend the Simmons Leadership Conference each year. As one 2015 participant put it, "This is the most empowering, impressive, and inspirational conference of the year!"

The Simmons Leadership Conference has once again partnered with extraordinary sponsors, without whose 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. In this ever-changing world, Simmons has always sought to respond to the needs of our sponsors and audience and so, we are pleased to announce that we will be bringing this transformative experience to the international stage in November 2016. The first Simmons International Leadership Conference will be held in Berlin, Germany on November 16-17, 2016.

Please know that your participation furthers the development and advancement of future corporate, organizational and civic leaders by helping to fund Simmons graduate scholarships. Thank you for helping us to reach our goal. Enjoy the day!

Sincerely,

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



Judy Benjamin
Executive Director
Simmons Leadership Conference



The Day at a Glance

6:45 – 7:45 Check-in & Continental Breakfast

7:45 – 8:30 Welcoming Remarks

Commonwealth Complex, Seaport WTC, Lower level

Joyce Kulhawik

Master of Ceremonies

Helen G. Drinan

President

Simmons College

Erin McSweeney

Executive Vice President, Global Human Resources

EMC Corporation

Marianna Accomando

Vice President of Sales and Assistant General Manager

Seaport World Trade Center

Maureen Waterston

Vice President and Chief Human Resources

Pratt & Whitney/United Technologies Corporation

Sue Arthur

Vice President and GM, US Health and Life Sciences Industry

Hewlett Packard Enterprise

David Long

Chief Executive Officer

Liberty Mutual Insurance Company

Maggie Ruvoldt

Executive Vice President and General Manager

2U, Inc.

Laura Gentile

Founder

espnW, The Walt Disney Company

8:35 – 9:25 Opening Keynote

Carla Harris, Vice Chairman, Wealth Management, Managing Director and Senior Client Advisor, Morgan Stanley

Commonwealth Complex, Seaport WTC, Lower level

9:35 – 10:55 Concurrent Morning Sessions

1. Signature Dialogue: *Bend Not Break: A Life in Two Worlds*

Ping Fu with Callie Crossley

Amphitheater, Seaport WTC, Mezzanine level

2. Negotiations: *Negotiating at Work: Turning Small Wins into Big Gains*

Deborah Kolb, Ph.D.

Plaza Ballroom, Seaport Hotel, Plaza level

3. Leadership & Innovation: *The Soul of the New Leadership: What Today's and Tomorrow's Leaders Do to Drive Productivity, Innovation and Trust*

Margaret Heffernan

Cityview Ballroom, Seaport WTC, Upper level

4. Health & Wellness: *The Upside of Stress: Why Stress is Good for You and How to Get Good at It*

Kelly McGonigal, Ph.D.

Harborview Ballroom, Seaport WTC, Upper level

5. Workplace Culture & Talent Retention: *Retain the Best, Confront the Rest: How to Shake Up Your Organization in the War for Talent*

Michelle Ray

Lighthouse I, Seaport Hotel, Plaza level

6. Business Panel: *Leading Change Outside the Lines*

Panelists: Laura Gentile, Founder, espnW, The Walt Disney Company

Liz Kelley, Vice President, Hewlett Packard Enterprise

Elizabeth Phalen, Senior Vice President, EMC Corporation

Moderator: Susie Gharib, Award-winning Business Journalist

Seaport Ballroom, Seaport Hotel, Mezzanine level

7. Entrepreneurship Panel: *Breaking Ground and Giving Back*

Panelists: Linda Alvarado, President and Chief Executive Officer, Alvarado Construction, Inc.

Felecia Hatcher, Chief Popsicle, Feverish Ice Cream

Moderator: Teresa Nelson, Ph.D., Professor of Entrepreneurship, Chair and Director of the Entrepreneurship Program, Simmons School of Management

Waterfront Ballroom, Seaport WTC, Lower level

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

Corporate Marketplace, Seaport WTC, Lower level

11:25 – 12:15 Morning Keynote

Geena Davis, Founder and Chair, Geena Davis Institute on Gender in Media, Academy Award-winning Actor

Commonwealth Complex, Seaport WTC, Lower level

12:15 – 1:30 Luncheon

Commonwealth Complex, Seaport WTC, Lower level

1:30 – 2:20 Afternoon Keynote

Anita Hill, Senior Advisor To the Provost, Brandeis University, Professor of Law, Public Policy and Women's Studies, Heller Graduate School of Policy and Management

Commonwealth Complex, Seaport WTC, Lower level

The Day at a Glance Continued...

2:30 – 3:50 Concurrent Afternoon Sessions

8. Signature Dialogue: *Meeting the Future*

Eddie Weiner

Amphitheater, Seaport WTC, Mezzanine level

9. Negotiations: *Negotiating at Work: Turning Small Wins into Big Gains (repeat of morning session)*

Deborah Kolb, Ph.D.

Plaza Ballroom, Seaport Hotel, Plaza level

10. Leadership & Innovation: *The Soul of the New Leadership: What Today's and Tomorrow's Leaders Do to Drive Productivity, Innovation and Trust (repeat of morning session)*

Margaret Heffernan

Cityview Ballroom, Seaport WTC, Upper level

11. Health & Wellness: *The Upside of Stress: Why Stress is Good for You and How to Get Good at It (repeat of morning session)*

Kelly McGonigal, Ph.D.

Harborview Ballroom, Seaport WTC, Upper level

12. Workplace Culture & Talent Retention: *Retain the Best, Confront the Rest: How to Shake Up Your Organization in the War for Talent (repeat of morning session)*

Michelle Ray

Lighthouse I, Seaport Hotel, Plaza level

13. Business Panel: *Leading Change Outside the Lines*

Panelists: Gail Baker, Senior Vice President, Engine and Environmental Control Systems, UTC Aerospace Systems

Precillia Redmond, Manager of Organizational Effectiveness and Strategic Project Management Services, Liberty Mutual Insurance Group

Maggie Ruvoldt, Executive Vice President and General Manager, 2U, Inc.

Moderator: Susie Gharib, Award-winning Business Journalist

Seaport Ballroom, Seaport Hotel, Mezzanine level

14. Gender Dynamics: *Engaging Men in the Battle for Advancement*

Jeffery Tobias Halter

Waterfront Ballroom, Seaport WTC, Lower level

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

Corporate Marketplace, Seaport WTC, Lower level

4:20 – 5:20 Closing Keynote: *A Conversation with America Ferrera*

America Ferrera, Actor, Producer and Activist

Commonwealth Complex, Seaport WTC, Lower level

5:20 – 6:00 Connection Reception

Corporate Marketplace, Seaport WTC, Lower level



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Conference Schedule

6:45 – 7:45 Check-in & Continental Breakfast

7:45 – 8:30 Welcoming Remarks



Joyce Kulhawik

An Emmy Award-winning journalist and Simmons College alumna, Joyce Kulhawik has been an integral part of New England's cultural landscape since 1978. Kulhawik is currently president of the Boston Theater Critics Association as well as a member of the Boston Society of Film Critics and Boston Online Film Critics Associations, delivering her reviews on arts, entertainment, and life at JoycesChoices.com. Among her numerous awards are an honorary doctorate in communications from Simmons College, induction into the Mass Broadcasters Hall of Fame, and the Governor's Award for her distinguished career from the New England chapter of the National Academy of Television Arts and Sciences.

8:35 – 9:25 Opening Keynote



Carla Harris

Wall Street powerhouse, accomplished singer, and inspiring author, Carla Harris is a product of her own good advice. In her high-energy, empowering style, she kicks off today's program explaining the battle-tested strategies that she used to launch and sustain her own successful career in the old boys' club of international finance. Whether you're just starting out, striving for a promotion, or looking for an altogether new direction, Harris has pearls of wisdom to share about moving forward, recovering from setbacks, and thriving through change.

9:35 – 10:55 Concurrent Morning Sessions

1. Signature Dialogue: *Bend, Not Break: A Life in Two Worlds*



Ping Fu

Ping Fu suffered years of untold deprivation and savage treatment during China's Cultural Revolution before being deported at the age of 25. But rather than breaking under these hardships, she developed amazing resilience and perseverance — qualities she put to good use in her career in the internet technology industry and ultimately as co-founder of the pioneering 3D software development company Geomagic. In this fascinating conversation with Callie Crossley, Fu reveals how her survival skills shaped her life story and her success as an entrepreneur.



Moderator
Callie Crossley

2. Negotiations: *Negotiating at Work: Turning Small Wins into Big Gains*



Deborah M. Kolb, Ph.D.

As Deborah Kolb makes clear, negotiations at work always take place within a context — of organizational culture, of prior negotiations, and of power relationships that dictate which issues are negotiable and by whom. As a result, negotiating for new opportunities, increased flexibility, or other needs means challenging the status quo, and even our small wins can grow into something bigger, for ourselves and for our organizations. This session is your chance to learn a set of strategic moves that guarantee better outcomes for all your workplace negotiations.

3. Leadership & Innovation: *The Soul of the New Leadership: What Today's Leaders Need to Do to Drive Productivity, Innovation and Trust*



Margaret Heffernan

In a world where change, surprise, and ambiguity are constants, no individual — no matter how brilliant — can possibly keep up with all she needs to know at any given moment. To be effective, then, today's leaders must build social capital within their organizations — an underlying sense of connectedness that engenders mutual reliance and trust. Drawing on her extensive experience as both an entrepreneur and consultant to CEOs around the world, popular TED Talks presenter Margaret Heffernan discusses the compounding benefits of social capital investments.

4. Health & Wellness: *The Upside of Stress: Why Stress is Good for You and How to Get Good at It*



Kelly McGonigal, Ph.D.

Psychologist Kelly McGonigal has news for you. Although stress has long been considered the enemy of health and well-being, she maintains that it can in fact be a positive force in our lives, making us stronger, smarter, and happier if we just learn how to embrace it. After explaining what the latest scientific research has revealed about the human brain's ability to learn from stress, McGonigal offers practical tips for cultivating a new mind-set that will not only bring greater energy and focus to your life, but also help you connect with others and strengthen your close relationships.

5. Workplace Culture & Talent Retention: *Retain the Best, Confront the Rest: How to Shake Up Your Organization in the War for Talent*



Michelle Ray

In today's highly mobile work environment, employees are much more willing to seize new opportunities where they find them. To retain their best and brightest workers, employers must therefore be willing to rethink traditional hiring, mentoring, and training practices. In fact, as leadership strategist Michelle Ray contends, it's time to shake up your organization in the war for talent and this means creating a culture that fosters high engagement, high morale, and a positive atmosphere. This high-content presentation explores the four factors critical to talent retention, the tangible and intangible motivators that affect employees' perceptions of an organization, and the myths and realities behind a high-performing workplace culture.

Conference Schedule Continued...

6. Business Panel: *Leading Change Outside the Lines*



Laura Gentile
The Walt Disney Company



Liz Kelley
Hewlett Packard Enterprise



Elizabeth Phalen
EMC Corporation



Moderator
Susie Gharib

The boundaries of the formal organization are distinct, codified in its management structure, processes, programs, and performance metrics. But what about the less familiar informal organization that operates under the radar — the culture, social networks, and communities of common interest that spring up organically? Although it's typically in this informal realm that “the magic” happens, it's also where formal corporate initiatives can bog down. In this dynamic panel discussion, thought leaders from some of the nation's top companies explain how to leverage elements of both factions to achieve peak performance over time.

7. Entrepreneurship Panel: *Breaking Ground and Giving Back*



Linda Alvarado
Alvarado Construction, Inc.



Felecia Hatcher
Feverish Ice Cream

Linda Alvarado and Felecia Hatcher are trailblazers in very different ways — Alvarado by building a multimillion-dollar construction business and buying a major league baseball team, and Hatcher by growing a successful gourmet popsicle business through strategic partnerships with

some of the nation's largest corporations. But what these innovators have in common is that both have made a strong commitment to opening the doors of opportunity to minority youth so that they can achieve their dreams as entrepreneurs. In this lively exchange, these two dynamic leaders talk about their business enterprises, their community involvement, and their formula for doing it all.



Moderator
Teresa Nelson, Ph.D.

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

11:25–12:15 **Morning Keynote**



Geena Davis

As an award-winning actor and now as an activist, Geena Davis has made a career of pushing boundaries. The latest challenge she has taken on is nothing less than to eliminate rampant gender inequality in the media, particularly in entertainment for younger children. In her impassioned keynote presentation, Davis brings 20 years of research and firsthand experience to her call for a more balanced and accurate representation of the roles that females play in today's world.

8 WOMEN *Leading change*

12:15–1:30 **Luncheon**

1:30–2:20 **Afternoon Keynote**



Anita Hill

Anita Hill was catapulted to fame — and infamy — in 1991 when she testified before the Senate Judiciary Committee against Supreme Court nominee Clarence Thomas. Although many viewers initially did not believe her, the tide of public opinion eventually turned in her favor and essentially brought tolerance for sexual harassment to an end.

Today, Hill turns her attention to the enduring symbol of the America Dream — the home. To achieve that ideal, Hill argues, we must engage in a new conversation about what it takes to be at home in America. Hill takes the stage to offer her vision of a twenty-first-century America — not one of

migration, but one of roots; not one simply of tolerance, but one of belonging; not just of rights, but also of community — a community of equals that encourages us to ‘reimagine equality’.

2:30–3:50 **Concurrent Afternoon Sessions**

8. Signature Session: *Meeting the Future*



Edie Weiner

As trend-watcher Edie Weiner warns, the pace of change is accelerating exponentially and organizations must learn to adapt much more quickly to the transformation that's occurring in the global economy. But she also insists that the convergence of new technologies and other advances have opened up a number of opportunities for companies with the vision to recognize the possibilities that are emerging. This is your chance to discover what one of the nation's top futurists has to say about the growth areas she predicts will define the future of business.

9. Negotiations: *Negotiating at Work: Turning Small Wins into Big Gains*



Deborah M. Kolb, Ph.D.

As Deborah Kolb makes clear, negotiations at work always take place within a context — of organizational culture, of prior negotiations, and of power relationships that dictate which issues are negotiable and by whom. As a result, negotiating for new opportunities, increased flexibility, or other needs means challenging the status quo, and even our small wins can grow into something bigger, for ourselves and for our organizations. This session is your chance to learn a set of strategic moves that guarantee better outcomes for all your workplace negotiations.



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Conference Schedule Continued...

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Margaret Heffernan

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Book Signing & Sales

Books are available for purchase in the Corporate Marketplace. Make your purchases early to avoid long lines.

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

13. Business Panel: *Leading Change Outside the Lines*



Gail Baker
UTC Aerospace Systems



Precillia Redmond
Liberty Mutual
Insurance Group



Maggie Ruvoldt
2U, Inc.



Moderator
Susie Gharib

The boundaries of the formal organization are distinct, codified in its management structure, processes, programs, and performance metrics. But what about the less familiar informal organization that operates under the radar — the culture, social networks, and communities of common interest that spring up organically? Although it's typically in this informal realm that “the magic” happens, it's also where formal corporate initiatives can bog down. In this dynamic panel discussion, thought leaders from some of the nation's top companies explain how to leverage elements of both factions to achieve peak performance over time.

14. Gender Dynamics: *Engaging Men in the Battle for Advancement*



Jeffery Tobias Halter

According to Jeffery Halter, as long as men make up the large majority of senior management, women's advancement in most organizations will remain a low priority. Indeed, most men are not ready or willing to have a real dialogue about cultivating women leaders, and the men who do want to help don't know how to support this effort. In this presentation, gender strategist Jeffery Halter explains why finding and engaging male champions in the conversation is so essential to getting women's leadership programs on the fast track.

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

4:20–5:20 Closing Keynote: *A Conversation with America Ferrera*



America Ferrera

Actor, producer, and activist America Ferrera has managed to pack a lot into her 31 years. In addition to an impressive list of stage, film, and TV credits, the award-winning star of *Ugly Betty* and *Superstore* has emerged as an outspoken leader against stereotype casting in Hollywood and as a tireless advocate for the political involvement of Latino youth. In this lively conversation with Joyce Kulhawik, Ferrera talks about turning her talents to stories that depict people as they really are and to causes that inspire her deepest convictions.



Moderator
Joyce Kulhawik

5:20–6:00 Connection Reception

Speaker Profiles

Linda Alvarado



Linda Alvarado is the first woman and first Hispanic to own a Major League Baseball franchise, the Colorado Rockies. In addition, her accomplishments as president and CEO of Alvarado Construction, a commercial general contractor and construction management firm, have opened doors for women and minorities to new careers. Alvarado has been a commissioner of the White House Initiative for Hispanic Excellence in Education, and named by both *Hispanic Business* and *Latino Leaders* magazines as one of the 100 Most Influential Hispanics in America. Her leadership in the realms of business, sports, and civic life has earned her numerous prestigious honors, including the Sara Lee Corporation Frontrunner Award, the Horatio Alger Award, and induction into the National Women's Hall of Fame. Alvarado has served on the board of trustees of The Rose Community Foundation, Qwest Communications Foundation, and Taco Bell Foundation, and is a founding member of The Colorado Latino Community Foundation. She is currently a corporate director of 3M and Pitney Bowes.

Gail Baker



Gail Baker is senior vice president, Engine Environmental Control Systems for UTC Aerospace Systems. Her role was recently expanded to include the Air Management Systems segment within EECS, which provides cabin air conditioning and pressurization systems, bleed and anti-ice systems, and fuel tank inerting systems for commercial and military aircraft. In her 30-year career at UTC, Baker has held a series of executive positions in functional areas — ranging from engineering and general management to business development and M&A strategy — that have benefited from her forward-thinking, customer-driven, and strategic growth ideology. In recognition of recent achievements, she and her team were awarded the UTC Board of Directors Trophy for a single sales campaign that added more than \$23 billion in new business to the UTAS portfolio. Baker is a member of the Wings Club and the Association of the United States Army, and sits on the Board of Directors of the General Aviation Manufacturers Association.

Callie Crossley



Boston broadcast journalist Callie Crossley is the host of WGBH Radio's *Under the Radar with Callie Crossley*. She also appears weekly on WGBH-TV's *Beat the Press* and *Basic Black*, and is a frequent guest commentator on CNN's *Reliable Sources*, the PBS *NewsHour*, and PRI's *The Takeaway*. Currently a Woodrow Wilson Visiting Fellow, Crossley guest lectures at colleges and universities about media literacy, media and politics, and the intersection of race, gender, and media. A former producer for ABC News *20/20*, Crossley was a senior producer of the critically acclaimed documentary series, *Eyes On the Prize: America's Civil Rights Years*. In 2014 Crossley received multiple awards for writing, producing, and cohosting *Witness to History: WGBH Radio's Coverage of the 1963 March on Washington*. She is also the recipient of Ford Hall Forum's highest honor in recognition of her extraordinary community service.

Geena Davis



One of Hollywood's most respected stars, Academy Award winner Geena Davis is known for her memorable portrayals of strong, quirky characters in such films as *The Accidental Tourist*, *Thelma and Louise*, and *A League of Their Own*. She also broke new ground in her Golden Globe-winning role as the first female President of the United States in the hit TV show *Commander in Chief*. Following up her acting success, she founded the Geena Davis Institute on Gender in Media and its programming arm See Jane, which engages with film and television creators to increase the percentage of female characters and reduce gender stereotyping in the entertainment industry. Davis also chairs the California Commission on the Status of Women, and is a partner with UN Women in the effort to change the way media represents women and girls worldwide. She currently brings her advocacy to the global stage by serving as the UN's Special Envoy for Women and Girls in the field of technology.

America Ferrera



Award-winning actress, producer, and activist America Ferrera first gained attention as one of Hollywood's most vibrant young talents with her starring role in *Real Women Have Curves*. She is perhaps best known, however, as Betty Suarez in the groundbreaking TV series *Ugly Betty*, a performance that earned her Golden Globe, Emmy, and Screen Actors Guild Awards. Ferrera currently produces and stars in the new workplace comedy *Superstore*, and recently launched her own television and film development company, Take Fountain Productions. In between times, she lends her acting talents to projects aligned with her longtime activism on behalf of women and the Latino community, including taking on the role of Helen Chavez, wife of Cesar Chavez, in a recent biopic of the farm labor organizer. Ferrera has also served as an artist ambassador for Save the Children and dedicated time to ONE, supporting women in underdeveloped nations facing the challenges of extreme poverty. She currently co-chairs the Voto Latino Artist Coalition, which works to encourage young Latinos to become politically active.

Ping Fu



Honored as *Inc. Magazine's* Entrepreneur of the Year in 2005, Ping Fu describes herself as an artist and scientist whose chosen expression is business. Fu is the co-founder and former CEO of Geomagic, a pioneering 3D software development company that fundamentally changed the way products are designed and manufactured, with applications that range from personalizing prosthetic limbs to repairing NASA space shuttles. She is currently vice president and chief entrepreneur officer of 3D Systems, which acquired Geomagic in 2013. Fu also serves on the National Advisory Council on Innovation and Entrepreneurship as well as the National Council on Women in Technology. Among many other honors, Fu has been recognized as an Outstanding American by Choice, an award presented by the US Citizenship and Immigration Services for significant contributions to her adopted country. She recounts the dramatic story of her journey from Mao's anticapitalist China to the high-stakes world of technology startups in her compelling memoir, *Bend, Not Break*.

Speaker Profiles Continued...

Laura Gentile



Laura Gentile is the founder of espnW, ESPN's first business dedicated to women who love sports. Now senior vice president of espnW and Women's Initiatives, she built the company from a blog into a multimedia operation encompassing digital, social, television, film, and events. Before launching espnW, Gentile was vice president and chief of staff at ESPN, where she was instrumental in bringing the ESPN brand to the ABC television platform. She also served as senior director of brand management in ESPN's consumer marketing department, with responsibility for driving the marketing direction for properties including the NFL, SportsCenter, and the NHL. She previously honed her marketing and advertising skills as a senior partner and management supervisor at Ogilvy & Mather Worldwide. Among other recent honors, Gentile was named to the US State Department's Council to Empower Women and Girls Through Sports and to the Women's Sports Foundation Advisory Panel.

Susie Gharib



Award-winning journalist and longtime business news analyst Susie Gharib is known for her no-nonsense interview style, taking on America's top power brokers from Wall Street to Washington. After 16 years as co-anchor of PBS-TV's *Nightly Business Report* (NBR), she currently serves as senior special correspondent for *Fortune* magazine and contributor to NBR and CNBC. Over her distinguished career, Gharib has worked at many of America's most prestigious print and broadcast organizations, including *Newsweek*, Associated Press, NBC, and WABC-TV/New York. She is a recent recipient of the Elliot V. Bell Award from the New York Financial Writers' Association for significant contributions to financial journalism, as well as a Gracie Allen Award for her profile of Harvard University's first female president Drew Gilpin Faust. Gharib is a member of the Board of Trustees of Case Western Reserve University and the Board of Advisors of Columbia University's School of International and Public Affairs.

Jeffery Tobias Halter



Jeffery Tobias Halter is president of YWomen, a strategic consulting company focused on engaging men in women's leadership issues. Drawing on more than 30 years of experience in sales, marketing, executive development, talent management, and diversity strategy, he helps organizations create plans to tap the power of women in both the workplace and the marketplace. Halter is the former director of diversity strategy at the Coca-Cola Company, where he managed integration of the company's diversity and multiculturalism strategies. He has also led best-practice work with such major corporations as McDonald's, SuperValu, Kraft, and Clorox. A contributing writer for the *Tom Peters Times*, *Women2Women Link*, and *PINK Magazine*, Halter is the author of *Selling to Men*, *Selling to Women* and *WHY WOMEN, The Leadership Imperative to Advancing Women and Engaging Men*. Halter currently sits on the Business Advisory Council of the Simmons School of Management.

Carla Harris



Carla Harris is vice chairman of Global Wealth Management and senior client advisor at Morgan Stanley. She formerly headed the Emerging Manager Platform — an equity capital markets initiative for the consumer and retail industries — and has extensive experience in the technology, media, telecommunications, transportation, industrial, and healthcare sectors. Harris was chair of the Morgan Stanley Foundation for a decade, and currently sits on the boards of several community organizations. Named by *Fortune* magazine as one of the most powerful black executives in corporate America, she was appointed by President Obama to chair the National Women's Business Council in 2013. Long committed to helping others in their own path to success, Harris has compiled her work and life wisdom into two books, *Expect to Win* and *Strategize to Win*, and also publishes occasional articles known as "Carla's Pearls." Harris is a renowned gospel singer who has performed at Carnegie Hall and released several albums.

Felecia Hatcher



Felecia Hatcher, Chief Popsicle of Feverish Ice Cream & Gourmet Pops, literally wrote the book on entrepreneurship and personal marketability. Author of *How to Start a Business on a Ramen Noodle Budget* and *The "C" Students Guide to Scholarships*, she tapped into her knack for marketing to form strategic partnerships with major companies — including Procter & Gamble, Google, Universal Music, Adidas, and Jamison Whiskey, to name only a few — to promote their new products through her ice cream trucks, carts, social media networks, and giveaways of private-label pops. Hatcher dedicates a portion of each sale to support PopPreneurs and Code Fever, two programs she co-founded that train urban teens about entrepreneurship and technology. Hatcher has been honored as one of the Empact Top 100 Entrepreneurs under 30 and as a Champion of Change for STEM Access and Diversity, and been featured on the *NBC Today Show*, The Cooking Channel, and *Grio's 100 African Americans Making History*.

Margaret Heffernan



Margaret Heffernan is an entrepreneur, renowned author, and mentor to senior managers and CEOs. After a successful turn as a BBC documentary producer, she moved to the US where she developed interactive multimedia products with Peter Lynch, Tom Peters, Standard & Poor's, and The Learning Company. She then joined CMGI where she led, bought, and sold leading Internet businesses, also serving as CEO of InfoMation Corporation, ZineZone Corporation, and iCAST Corporation. Heffernan synthesizes some of the lessons from her broad management experience in several award-winning books, including *Willful Blindness*, *A Bigger Prize*, and most recently *Beyond Measure: The Big Impact of Small Changes*. A popular TED Talks presenter, Heffernan blogs regularly for the *Huffington Post* and *Inc.com*. She also serves as a trustee of the London Library and sits on the Council of the Royal Academy of Dramatic Art, as well as on the boards of several private companies.

Speaker Profiles Continued...

Anita Hill



A compelling voice on issues of race, gender, and workplace discrimination in America, Anita Hill is university professor of social policy, law, and women's studies at Brandeis. As a young lawyer in 1991, she was propelled into the national spotlight with her courageous testimony during the Senate Judiciary hearings on Supreme Court nominee Clarence Thomas — testimony that helped spur groundbreaking court decisions and major shifts in corporate policies about sexual harassment in the workplace. In her candid and insightful autobiography, *Speaking Truth to Power*, Hill reflects on these events and on the personal toll taken by her public ordeal. Her latest book, *Reimagining Equality: Stories of Gender, Race, and Finding Home*, follows up with clear-eyed strategies for creating a fully inclusive society in post-recession America. Hill is former chair of the Human Rights Law Committee of the International Bar Association, and currently serves on the Board of Governors of Tufts Medical Center, as well as the Board of Directors of the National Women's Law Center and the Boston Area Lawyers Committee for Civil Rights.

Liz Kelley



Liz Kelley is a vice president at Hewlett Packard Enterprise, a multi-billion dollar information technology and services company. In this role, she is responsible for developing and executing large-scale, complex corporate initiatives and transactions on behalf of the company's largest IT services clients. Before moving to HPE in 2008, she had held multiple management and leadership roles in HP's legal department, in corporate transformation, and in the line of business. Kelley previously served as an attorney and strategic sourcing advisor, helping Fortune 500 and large government clients create technology solutions to enable transformation and drive business outcomes.

Deborah Kolb, Ph.D.



Deborah Kolb is the Deloitte Ellen Gabriel Professor for Women and Leadership (Emerita) and Distinguished Research Fellow at the Simmons School of Management's Center for Gender in Organizations. She was formerly executive director of the Program on Negotiation at Harvard Law School, where she currently co-directs The Negotiations in the Workplace Project. Kolb is also an adjunct professor at the INSEAD business school in Fontainebleau, France. In addition to her research, Kolb organizes and leads executive development programs for senior women and consults with organizations interested in retaining and advancing their best women leaders. The author of more than 100 articles on gender, negotiation, conflict in organizations, and mediation, she recently published a new book — *Negotiating at Work: Turn Small Wins into Big Gains* — offering practical advice for initiating and managing your own workplace negotiations to get the jobs you want, create new opportunities, and realize a manageable work and personal life.

Kelly McGonigal, Ph.D.



A Stanford University lecturer, bestselling author, and popular TED Talks presenter, health psychologist Kelly McGonigal is a leading expert in the new field of “science-help.” Her passion is to translate cutting-edge research in psychology, neuroscience, and medicine into practical strategies for improved personal health and happiness, as well as for organizational success and social change. She describes her groundbreaking work on motivation and resilience in two recent books, *The Willpower Instinct* and *The Upside of Stress*, as well as in numerous journal articles and media outlets that include *The New York Times*, *Web MD*, and *Women's Health*. A long-time practitioner of yoga and meditation, McGonigal previously served as editor-in-chief of the *International Journal of Yoga Therapy* and is a founding member of the Yoga Service Council. She also serves on the advisory boards of several nonprofit organizations that bring yoga and meditation to underserved and at-risk populations.

Teresa Nelson, Ph.D.



Teresa Nelson holds the Elizabeth J. McCandless Professor of Entrepreneurship Chair at the Simmons School of Management and is Director of the School's Entrepreneurship Program. Her teaching, research, and consulting focus on issues of entrepreneurship and global business, particularly the implications and outcomes of firms transitioning through growth stages up to and through initial public equity offering. The founder of two businesses herself, she has studied product, process, and performance changes as well as the implications of firm growth patterns on women as entrepreneurs of new ventures and within the corporation. Her experience in global business has translated into research on the markets of China and the strategic implications of the organization of global stock exchanges. As an affiliate of the Center for Gender in Organizations, Nelson is now engaged in multiple research projects to build knowledge around women and entrepreneurship, particularly in high-growth companies.

Elizabeth Phalen



Elizabeth Phalen, senior vice president at EMC Corporation, leads Data Protection & Availability Solutions within the Core Technology Division. With a team of more than 1,800 employees worldwide, she is responsible for an array of data protection, data mobility, and virtual storage products and services that drive more than \$3 billion in revenue. Phalen is a member of EMC's core technology executive staff and heads up the company's Engineering Leadership Forum across the full EMC portfolio. During her 15-year career at EMC, she also led the Powerpath engineering team as well as teams within the Storage Resource Management and Symmetrix host software product organizations. Her previous experience includes stints as an architect in the Lotus Consulting Group within IBM Global Services, and as a software engineer at Digital Equipment Corporation.

Speaker Profiles Continued...

Michelle Ray



Internationally renowned leadership expert Michelle Ray is CEO and founder of the Lead Yourself First Institute in Vancouver, Canada. Starting out her career in Australia's media industry, she worked her way up the management ladder to become responsible for the sales revenues of 25 radio and television affiliate stations. She subsequently led the sales team of one of the world's largest cinema advertising contractors. Ray also served as a program director for Junior Achievement, a nonprofit organization committed to educating future generations about business. As an entrepreneur for the past 20 years, she has delivered her powerful insights about leadership, accountability, and engaged workplaces to the C-suites and front-line staff of global corporations, academia, associations, and government groups. A frequent guest on TV news and current affairs programs across North America, Ray is a regular columnist for the *Globe and Mail's* Leadership Lab and author of *Lead Yourself First! Indispensable Lessons in Business and in Life*.

Precillia Redmond



Precillia Redmond is vice president and manager of organizational effectiveness and strategic project management services at Liberty Mutual Insurance Group. In this role, she is responsible for driving the strategic agenda for talent and enterprise services, from planning and development to execution and project management. In addition, she serves as chief of staff to the chief talent and enterprise services officer, and leads the organizational effectiveness function that builds change management capabilities, frameworks, and tools for use across Liberty Mutual. She previously held several executive positions in training and development and in communications at Liberty Mutual, including transformation leader for the company's evolving management system implementation. Earlier in her career, Redmond was a management consultant for PA Consulting Group, where she led large organizational transformation work stemming from M&A activity, product portfolio changes, and restructuring across the pharmaceutical, biotechnology, consumer products, and IT sectors.

Maggie Ruvoldt



Maggie Ruvoldt is executive vice president and general manager at 2U, Inc., an education technology company that partners with nonprofit colleges and universities to deliver online degree programs. With more than 20 years of experience in business operations, process improvement, and human resources, she has held positions in a range of organizations that include The Princeton Review, Johnson & Johnson, and Sterling Infosystems. In these roles, she has built HR departments and systems in both the United States and internationally. Along with her corporate positions, Ruvoldt has also headed up her own consulting company and served as a contributing writer for the *Electronic Recruiting Exchange*.

Edie Weiner



Edie Weiner, president and CEO of The Future Hunters, is one of the nation's most influential practitioners of social, technological, political, and economic intelligence-gathering. Since 1977, her firm has helped over 400 clients identify opportunities in the areas of marketing, product development, strategic planning, investments, human resources, and public affairs. At 29, she was the youngest outside woman ever elected to a corporate board, and she currently serves on the US Comptroller General's Advisory Board, as well as the boards of GOSO (Getting Out and Staying Out) and the Women's Forum. Weiner is co-founder of Belizean Grove, WomenCorporateDirectors (WCD), and Esteem Teams, an innovative mentoring program for at-risk inner-city girls. Named Fashion Group International's first Entrepreneur of the Year in 1998, Weiner is the recipient of NOW New York's 2011 Woman of Power and Influence Award and The World Future Society's 2011 Lifetime Achievement Award. Along with numerous articles and books, she is the co-author of the international bestseller *FutureThink*.

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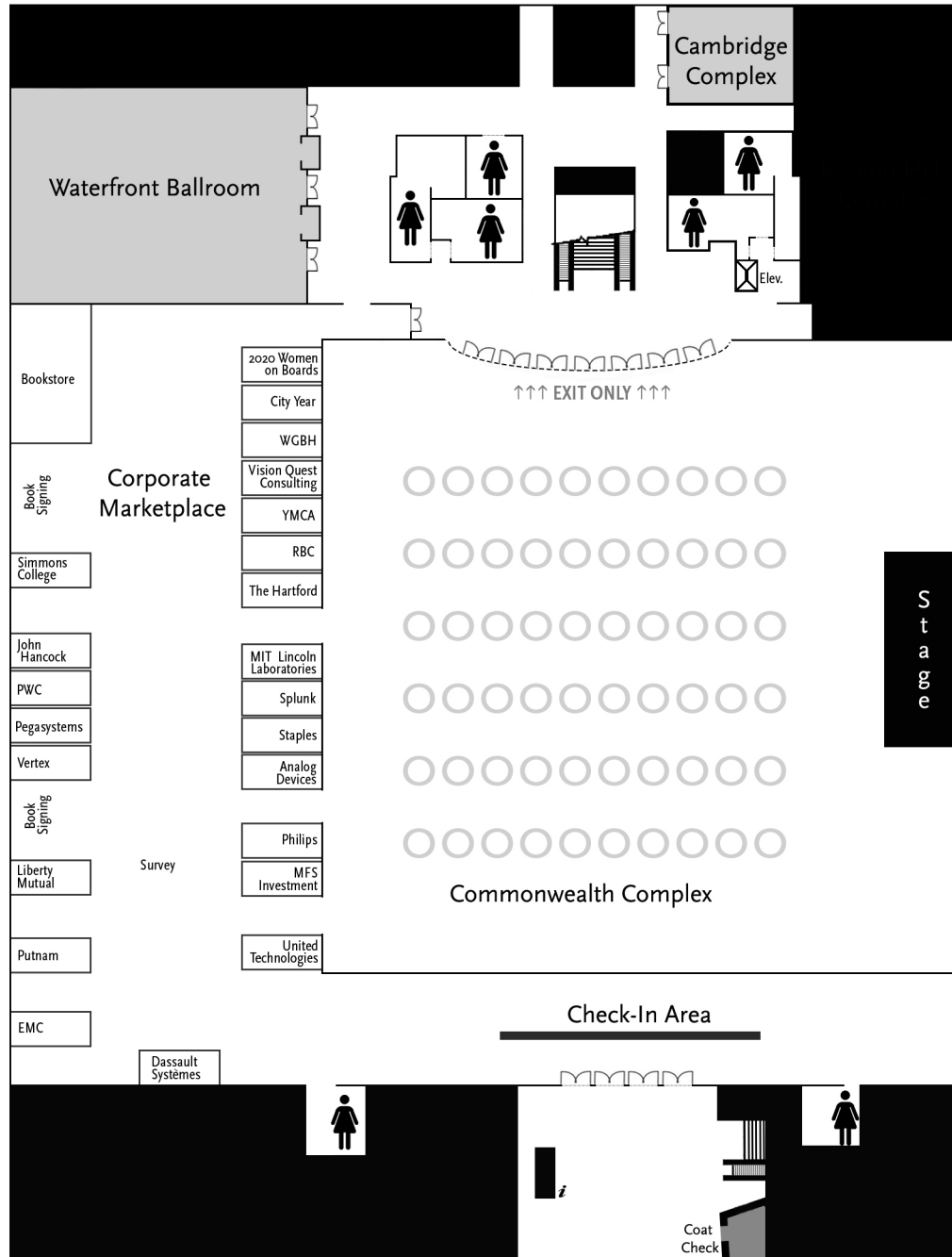
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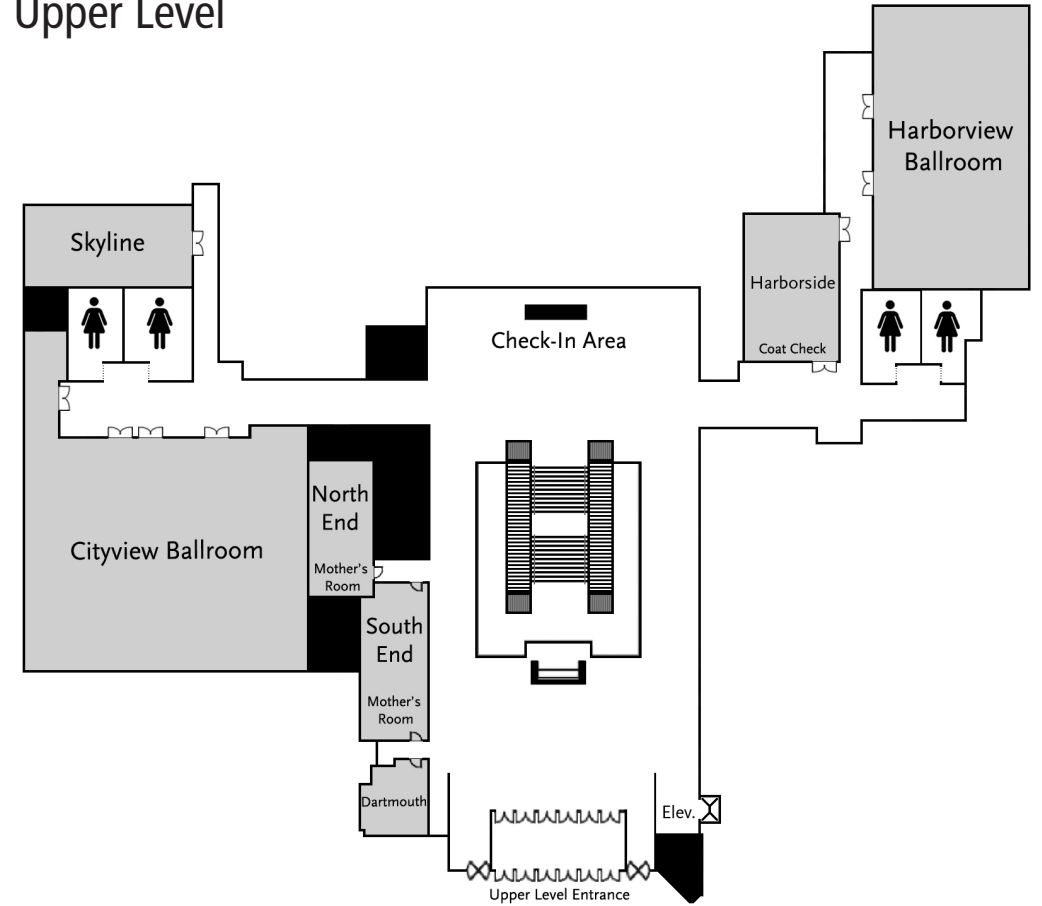


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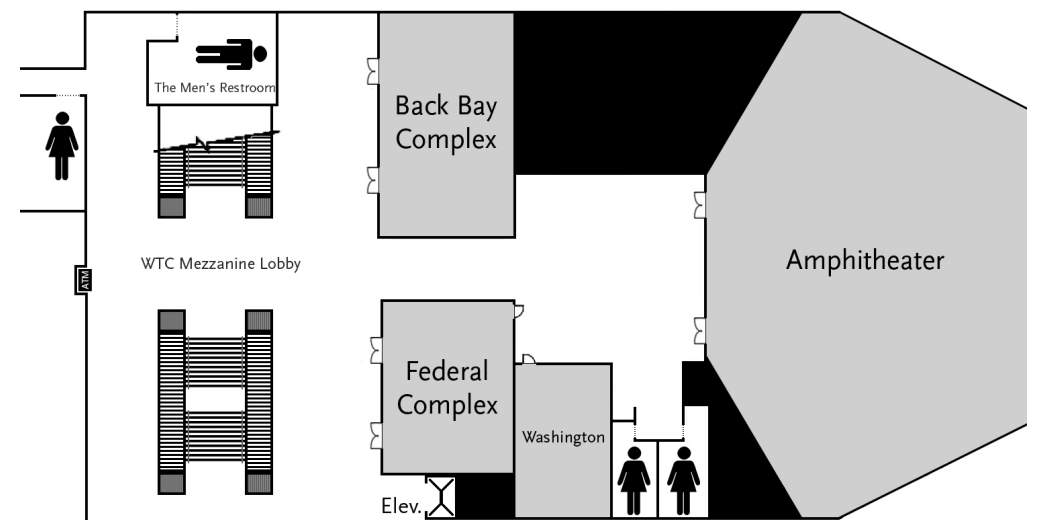
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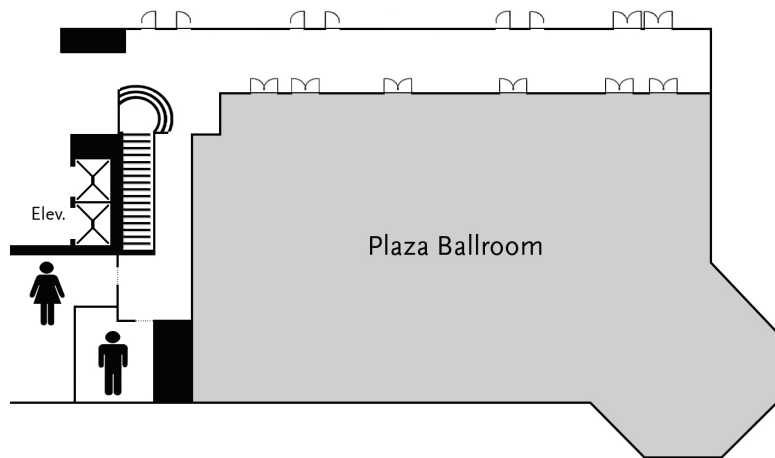
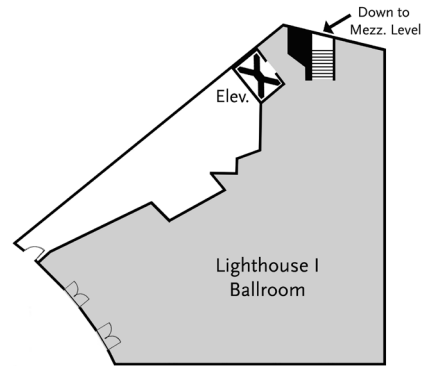


Mezzanine Level

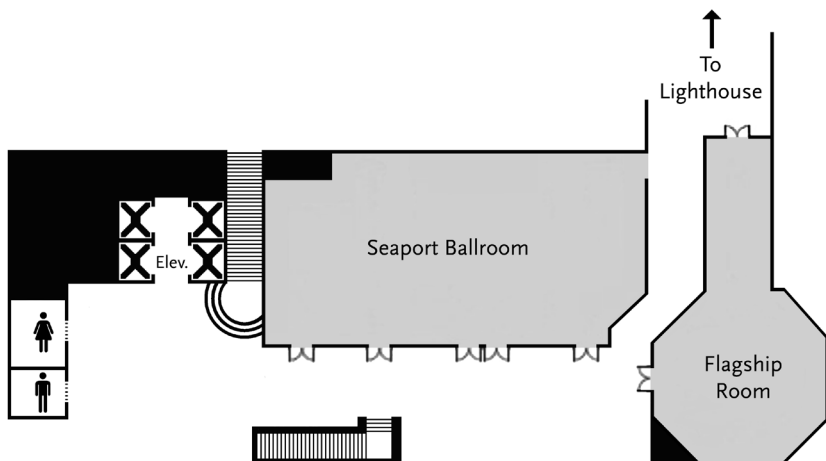
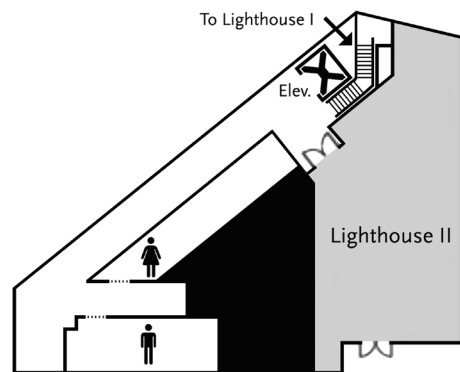


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The Reality of Working with Millennials: Using the Truth about Stereotypes to Improve the Multigenerational Workplace

By Susan Vinnicombe, Emma Parry, Patricia Deyton, and Katie Johnston

Organizations are working to create engaging and welcoming workplaces for Millennials while managing an unprecedented multigenerational workplace, with up to four generations working side-by-side. To keep up, many organizations turn to stereotypes about Millennials and the predicted tensions that exist when this younger generation engages with Generation X, Baby Boomers, and The Traditionalists at work.²

By recruiting, engaging, and retaining Millennials as a group using these stereotypes, organizations may be missing the mark if Millennials do not feel that they align themselves with these characteristics.

At the 2015 Simmons Leadership Conference, The Center for Gender in Organizations at Simmons School of Management took an academic look at whether women of these generations align themselves with the common stereotypes that are attributed to them. Women were asked, on a scale from 1 to 4, how much they personally align themselves with 32 individual characteristics that were found to be associated with each generation in the literature. Additionally, the women were asked how they would describe each of the four generations. The main research questions were:

- Are there commonalities between the stereotypes that each generation attributes to Millennials?
- Do Millennials identify with these stereotypes?

SIMMONS LEADERSHIP CONFERENCE 2015 SURVEY PARTICIPANTS	
314 women in the following categories:	
Millennials (born 1982-1999)	(~20%)
Generation X (born 1965-1981)	(~55%)
Baby Boomers (born 1946-1964)	(~20%)
Traditionalists/Silents (born 1925-1945)	(5%)

Observation #1: The perceptions that women in the Millennial generation hold about their own generation are broadly similar to the perceptions women from other generations have about Millennials.

Generations' Perceptions about Millennials The shaded boxes indicate characteristics shared between generations.		
Millennial	Generation X	Baby Boomer
Digital Native	Digital native	Digital native
Fun loving	Fun loving	Fun loving
Tech savvy	Tech savvy	Tech savvy
Values competence over tenure	Values competence over tenure	Values competence over tenure
Values instant communication and feedback	Values instant communication and feedback	Values instant communication and feedback
Values instant rewards and gratification	Values instant rewards and gratification	Values instant rewards and gratification
Embracing change	Embracing change	Individualistic
Competitive	Questioning	Questioning
Continuous learning	Values informality	Values informality
Work-life balance	Quick promotion	Self-focused

The top ten strongest characteristics that each generation attributes to the Millennial generation are compared. Six out of these top 10 characteristics most attributed to Millennials are shared between the Millennials, Generation X, and Baby Boomer generations, indicating that there is some similarity between characteristics typical of the Millennial generation across age cohorts. However, four of the characteristics were not shared between all groups, shown on the left. Also, there are characteristics the Baby Boomers and Generation X participants attribute to Millennials that Millennials do not share (questioning and values informality). These results indicate that while there is broad consistency on how Millennials are seen at work by women in different generational groups, there are some important differences.

Observation #2: Women within the Millennial generation ascribe different characteristics to themselves than to their own generation.

Millennials' Perceptions of Own Generation	Millennials' Self-Perceptions
Strongest-aligned Characteristics	
Competitive	Competitive
Continuous learning	Continuous learning
Tech savvy	Tech savvy
Values competence over tenure	Values competence over tenure
Values instant communication and feedback	Values instant communication and feedback
Digital Native	Independent
Embracing change	Likes emotional connection and support
Fun loving	Loyalty
Work-life balance	Respects seniority
Values instant rewards and gratification	Team builder
Weakest-aligned Characteristics	
Workaholic	Challenges rules
Values rules	Quick promotion
Loyalty	Attributes direction of one's life to external factors
Requires much supervision and feedback	Requires much supervision and feedback
Values hierarchy	Few interpersonal skills

Generation V. Self

The strongest and weakest characteristics in terms of how Millennials see themselves as individuals and how they see Millennials as a group were compared. Only half of the top 10 characteristics most commonly perceived as being typical of Millennials by Millennials were also commonly recognized by Millennials as being characteristic of themselves. The remaining five characteristics were different than the stereotypical characteristics attributed to them by not only Millennials, but also Generation X-ers and Baby Boomers. For example, although Millennials strongly felt that they individually valued loyalty, Millennials felt that their generation valued loyalty the least. Additionally, all other generations indicated that loyalty was a weak association with Millennials (not shown).

Conclusion

Managers of Millennials must take care not to assume that they understand Millennials as there is a considerable gap between how Millennials see themselves and how they see their generational group. There is also a considerable gap between how Millennials see themselves and how other generational groups see them. The notable finding in this study is that, contrary to previous studies, Millennials cannot be simply treated as one group. Individually, they are significantly different from one another.

Implications: These results suggest that a multigenerational workplace with Millennials needs to examine how stereotypes about Millennials are being utilized in recruitment materials, day-to-day management, development and promotion. To engage and retain Millennials within organizations more effectively, it is important to obtain an accurate impression of their individual characteristics, rather than relying on inconsistent stereotypes.

Endnotes

1. Fry, Richard. "Millennials surpass Gen Xers as the largest generation in U.S. Labor Force." Pew Research Center. N.p. 11 May 2015. Web. 14 Dec. 2015.
2. Fallon, Nicole. "Tackling the Challenges of the Multigenerational Workforce." BusinessNewsDaily.com. N.p., 16 June 2014. Web. 15 Jan. 2015.

Author Susan Vinnicombe is the Deloitte Ellen Gabriel Endowed Chair in Women's Leadership, Simmons College and Affiliate, Center for Gender in Organizations. Author Emma Parry is a Professor in Human Resource Management at Cranfield School of Management. Author Patricia Deyton is Associate Dean at Simmons School of Management and Director of the Center for Gender in Organizations. Author Katie Johnston is Coordinator at the Center for Gender in Organizations.

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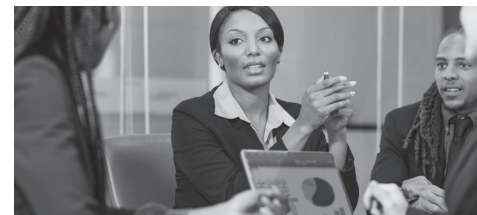
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Stage Manager

Event Staff

Registration and Check-in

Bookstore and Book Signing

Seaport Hotel Session Rooms

Public Relations

Check-in

Commonwealth Complex General Seating

Commonwealth Complex Premium Seating

Pre-Cons/Upper Lobby Check-in

WTC Session Rooms

Social Media

Green Room/Beacon Hill Complex

Commonwealth Complex General Seating

We extend our deep appreciation to all the staff and volunteers and to the Seaport World Trade Center staff who provided their time and talent to make this conference a memorable event.



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