

# DARE

## to compete

Thursday, April 2, 2015



**Sally Field**

Award-winning Actress, Activist



**Padmasree Warrior**

Chief Technology and Strategy  
Officer, Cisco Systems



**Arianna Huffington**

Chair, President, and Editor-in-Chief  
Huffington Post Media Group



**Christy Haubegger**

Celebrated Entrepreneur and  
Founder, *Latina* Magazine

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# SIMMONS

## LEADERSHIP CONFERENCE

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**EMC<sup>2</sup>**

Dear Friends:

Welcome to the 2015 Simmons Leadership Conference, recognized as the world's premier leadership conference for women.

Now celebrating its 36th year, today's conference takes as its theme, Dare to Compete, echoing the advice of Former Secretary of State Hillary Rodham Clinton in her inspiring speech closing out the 2014 conference.

The 2015 program highlights nationally renowned leaders from the worlds of business, media, sports, healthcare, finance, and entertainment – each offering candid stories about experiences along the way to the top, as well as practical knowledge, innovative 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 3,000 aspiring women who attend the Simmons Leadership Conference each year. As one participant said, "this is an opportunity to invest in yourself for a day and profit all year long."

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 support scholarships for students in graduate programs at Simmons College. 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

**David Goulden**

CEO of EMC Information Infrastructure

EMC Corporation

**James Carmody**

Vice President and General Manager

Seaport World Trade Center

**Elizabeth Amato**

Senior Vice President, Human Resources and Organization

United Technologies Corporation

**Aileen Allkins**

Vice President for Global Software Support Organization

Hewlett-Packard Company

**Shari Slate**

Vice President, Chief Inclusion & Collaboration Officer

Cisco Services

**Melanie Foley**

Executive Vice President, Chief Talent & Enterprise Services Officer

Liberty Mutual

**Cathy Graham**

Chief Financial Officer

2U, Inc.

8:35 – 9:25 Opening Keynote: *Changing the Culture of America's Favorite Sport*

Dawn Hudson, Chief Marketing Officer, National Football League

*Commonwealth Complex, Seaport WTC, Lower level*

9:35 – 10:55 Concurrent Morning Sessions

**1. Signature Dialogue**

***Portrait of a Singer: The Life and Music of Darlene Love***

Darlene Love with Katie Conboy, Ph.D.

*Amphitheater, Mezzanine level*

**2. Leadership Lessons: *Cracking the Confidence Code – What Women Need to Know***

Claire Shipman

*Plaza Ballroom, Seaport Hotel, Plaza level*

**3. Cultivating Innovation: *The New How: Creating Business Solutions Through Collaborative Strategy***

Nilofer Merchant

*Harborview Ballroom, Upper level*

**4. Health & Wellness: *Woman Warrior: You're Built to Compete – You Just Didn't Know It***

Pamela Peeke, MD, MPH, FACP

*Waterfront Ballroom, Lower level*



5. **Personal Change: *The Five-Second Rule: Achieve Breakthrough Performance in Life and Work***

Mel Robbins

*Cityview Ballroom, Upper level*

6. **Business Panel: *Winning with Women – Straight Talk About Where We Are Today***

**Panelists:** Cathy Graham, Chief Financial Officer, 2U, Inc.

Erin McSweeney, Senior Vice President of Human Resources

EMC Corporation

Shari Slate, Vice President, Chief Inclusion and Collaboration Officer

Cisco

**Moderator:** Jeffery Tobias Halter, President, YWomen

*Seaport Ballroom, Seaport Hotel, Mezzanine level*

7. **Personal Finance: *Women & Money: Your Seven Keys to Success***

Farnoosh Torabi

*Lighthouse 1, Seaport Hotel, Plaza level*

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

*Corporate Marketplace, Seaport WTC, Lower level*

11:25 – 12:15 **Morning Keynote: *Envisioning is the First Step to Becoming***

Christy Haubegger, Founder, *Latina* Magazine, Film Producer, Diversity Expert

*Commonwealth Complex, Seaport WTC, Lower level*

12:15 – 1:30 **Luncheon**

*Commonwealth Complex, Seaport WTC, Lower level*

1:30 – 2:20 **Afternoon Keynote: *Redefining Success: The Third Metric That Benefits the Bottom Line***

Arianna Huffington, Chair, President, and Editor-in-Chief of Huffington Post Media Group

*Commonwealth Complex, Seaport WTC, Lower level*

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

8. **Signature Dialogue**  
***How Women Can Win in Tech***

Padmasree Warrior with Arianna Huffington

*Amphitheater, Mezzanine level*

9. **Leadership Lessons: *Cracking the Confidence Code – What Women Need to Know***

Claire Shipman

*Plaza Ballroom, Seaport Hotel, Plaza level*

## The Day at a Glance Continued...

**10. Cultivating Innovation: *The New How: Creating Business Solutions Through Collaborative Strategy***

Nilofer Merchant

*Harborview Ballroom, Upper level*

**11. Health & Wellness: *Woman Warrior: You're Built to Compete... You Just Didn't Know It.***

Pamela Peeke, MD, MPH, FACP

*Waterfront Ballroom, Lower level*

**12. Personal Change: *The Five-Second Rule: Achieve Breakthrough Performance in Life and Work***

Mel Robbins

*Cityview Ballroom, Upper level*

**13. Business Panel: *Winning with Women – Straight Talk About Where We Are Today***

**Panelists:** Jill Albertelli, Vice President of NGPF-30K Programs

Pratt and Whitney (A United Technologies Corporation Company)

Aileen Allkins, Vice President, Global Software

Support Organization, HP

Mojgan Lefebvre, Senior Vice President and Chief Information Officer

Liberty Mutual

**Moderator:** Jeffery Tobias Halter, President, YWomen

*Seaport Ballroom, Seaport Hotel, Mezzanine level*

**14. Personal Finance: *Women & Money: Your Seven Keys to Success***

Farnoosh Torabi

*Lighthouse 1, 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: *A Conversation with Sally Field*

Sally Field with Joyce Kulhawik

*Commonwealth Complex, Seaport WTC, Lower level*

**5:30 – 6:00**

### Connection Reception

*Corporate Marketplace, Seaport WTC, Lower level*



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**#slc15**

**#womensleadership**

# Empowering the female leader, it matters.

At HP we believe that the development of female leadership not only ensures a just workplace, but a better bottom line. That's why HP is proud to sponsor the Simmons Leadership Conference. We're honored to support this year's event and advocate for the empowerment and advancement of women everywhere. For more information, go to **[hp.com/makeitmatter](http://hp.com/makeitmatter)**

**Make it matter.**



# 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](http://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: *Changing the Culture of America's Favorite Sport*



Dawn Hudson

One of the country's preeminent marketers, Dawn Hudson is a master of strategic brand development. She also has a long-time connection with the National Football League from her days as president and CEO of PepsiCo North America. Given the public discussion around domestic violence, she became the natural pick for a new chief marketing officer, charged with shoring up the embattled league's image not only among advertisers but also among its biggest growth market: women fans. Reporting from the front lines of this public relations challenge, Hudson describes how she is working to rebuild the brand and promote organizational change.

9:35 – 10:55 Concurrent Morning Sessions

## 1. Signature Dialogue

### *Portrait of a Singer: The Life and Music of Darlene Love*



Darlene Love

With one of the most recognizable voices of the 1960s girl-group sound, Darlene Love helped to launch a hundred hit records. But despite success as a much sought-after backup singer and as a performer on both stage and screen, she never quite achieved the recognition she richly deserved. That is until 2013, when release of the Oscar-winning documentary *20 Feet from Stardom* highlighted her extraordinary career harmonizing with some of America's musical

superstars. In this lively interchange, Love tells her inspiring story about life in and out of (and back in) the spotlight.



Moderator  
Katie Conboy, Ph.D.



## 2. Leadership Lessons: *Cracking the Confidence Code – What Women Need to Know*



Claire Shipman

Why is it that women feel they have to have 100% of the qualifications before asking for a promotion, while men will go for that new job with only 60%? Surprising new research suggests that confidence may well be what's missing – women today still doubt their ideas, their abilities, their right to lead. While part of confidence is hardwired, Claire Shipman shows how to overcome biology by adopting new behaviors that involve risk-taking and giving up on perfectionism. As she explains, no matter what stage you are in your career, acting on your best instincts and daring to be authentic lets you feel the transformative power of a confident life.

## 3. Cultivating Innovation: *The New How: Creating Business Solutions Through Collaborative Strategy*



Nilofer Merchant

Most organizations take the traditional view that executives in the boardroom define strategy and make others responsible for execution. But after extensive experience working with Apple, Adobe, HP, and many other dynamic companies, Nilofer Merchant discovered that the best way to create a winning plan is to engage employees at all levels in the process, so they not only believe in the strategy but are also equipped to implement it. In this informative presentation, Merchant outlines how to move from the top-down approach to a collaborative model that encourages buy-in, improves problem solving, increases creativity, and unleashes innovation.

## 4. Health & Wellness: *Woman Warrior: You're Built to Compete – You Just Didn't Know It*



Pamela Peeke, MD,  
MPH, FACP

According to health and fitness guru Dr. Pamela Peeke, women are formidable survivors and competitors—built to trek across Australia, maintain optimal marathon pacing, and still find time to breastfeed. Regardless of age, women are also able to become physically stronger, drop excess body fat, and build endurance. At the same time, women have the extraordinary mental agility to remain laser-focused on a goal while creating solutions that work for a group, enhancing communication and demonstrating empathy. Drawing on up-to-the-minute science, Dr. Peeke reveals how to harness your physical and mental powers to optimally control the mind-body and to fully embrace your inner warrior.

## 5. Personal Change: *The Five-Second Rule: Achieve Breakthrough Performance in Life and Work*



Mel Robbins

We live in a truly remarkable moment in time, with all the information, technology, social networks, and support to accomplish anything. Yet 100 million Americans feel stuck, 64% of employees are 'looking around', and a majority long for more money. If you're one of them, you could be your own worst enemy. In her no-nonsense style, Mel Robbins describes how daily life in the 21st century actually conspires against your ability to perform. By the end of this presentation, you will have an entirely new outlook on what you are capable of achieving and be armed with the motivation and tools to get it done.

**6. Business Panel: *Winning with Women – Straight Talk About Where We Are Today***



**Cathy Graham**  
2U, Inc.



**Erin McSweeney**  
EMC Corporation



**Shari Slate**  
Cisco



**Moderator**  
**Jeffery Tobias Halter**  
YWomen

Companies that view women as a strategic resource for solving critical business challenges have a huge competitive advantage. The question is how do these best-in-class organizations manage to win with women in the marketplace as well as in the workplace. Panelists from some of the nation's top companies will discuss how they are leading change for women in their own organizations, examining the kinds of initiatives that are succeeding and those that are not. Their wide-ranging discussion will cover such topics as creating women's leadership strategies, measuring achievement of goals and objectives, and engaging male champions and sponsors.

**7. Personal Finance: *Women & Money: Your Seven Keys to Success***



**Farnoosh Torabi**

Bestselling author Farnoosh Torabi brings her own experience to the podium as she outlines her well researched, wholly practical, and female-specific strategies for taking control of your finances – whether you're digging out from debt or trying to secure your retirement. Always on top of trends, she also addresses an increasingly common though little-discussed challenge: how to successfully manage your wealth, career, and relationship when you bring home the bigger paycheck. Whatever your circumstances, Torabi offers road-tested financial advice that will help you live a richer, happier life.

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

**11:25-12:15 Morning Keynote: *Envisioning is the First Step to Becoming***



**Christy Haubegger**

*Latina* Magazine founder, Christy Haubegger, started out with an ambitious dream: to literally change the complexion of women on the newsstand. Until 1996, no national publication – and few major advertisers – focused on the growing market of second-generation Hispanic women navigating between two cultures and two languages. As she has evolved her own career from publisher to producer to creative agent, she continues to make it her life's work to change not just how others think of Latinas, but also how they think of themselves. With her signature can-do attitude, Haubegger relates some of the most important lessons she has learned from her failures as well as her successes, inspiring women of all backgrounds to dream big.

12:15–1:30 Luncheon

1:30–2:20 Afternoon Keynote: *Redefining Success: The Third Metric that Benefits the Bottom Line*



Arianna Huffington

Arianna Huffington makes a compelling case for a new definition of success – another measure beyond money and position that is based on the ability to renew ourselves and find joy in both our jobs and our personal lives. Recent scientific and anecdotal evidence confirms that practices that make us less stressed also make us more productive, and she provides clear examples how these activities benefit not only employees’ families and their own health, but also a company’s bottom line. Eloquent and engaging, Huffington shares how “leaning back” makes for wiser leaders and that true success is about living the life you want.

2:30–3:50 Concurrent Afternoon Sessions

**8. Signature Dialogue**  
***How Women Can Win in Tech***



Padmasree Warrior

Women make up almost half of the US workforce but hold only nine percent of all IT management positions. Cisco’s Padmasree Warrior is at the top of that elite class, but has nevertheless managed to integrate her work as a global technology and business strategist with time out for family, art, meditation, and community – including mentoring other women in technology. In this candid conversation with her good friend Arianna Huffington, Warrior

outlines three essential rules for those who want to succeed in this male-dominated industry and encourages aspiring leaders to understand the vital importance of supporting and learning from other women.



**Moderator**  
Arianna Huffington

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**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.



### 13. Business Panel: *Winning with Women – Straight Talk About Where We Are Today*



Jill Albertelli  
Pratt & Whitney



Aileen Allkins  
HP



Mojgan Lefebvre  
Liberty Mutual



Moderator  
Jeffrey Tobias Halter  
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## 3:50–4:20 Meet the Speakers Book-Signing Break

### 4:20–5:20 Closing Keynote: *A Conversation with Sally Field*



Sally Field

After getting her acting start in situation comedy on television, Sally Field was told she wasn't good enough or pretty enough to make the move to the big screen. Two Oscars and two Golden Globe Awards later, she proved the skeptics wrong with her brilliant performances in such legendary films as *Norma Rae*, *Places in the Heart*, *Forrest Gump*, and *Mrs. Doubtfire*, among others. In her famously honest and forthright manner, world-acclaimed actress Field will sit down with Joyce Kulhawik to reflect on



Moderator  
Joyce Kulhawik

her five decades in the entertainment industry and the challenges she faced to gradually win control over her artistic career. She will also discuss her longtime work on the political stage to help identify and nurture women leaders in developing nations around the world.

## 5:20–6:00 Connection Reception

# Speaker Profiles

## Jill Albertelli



As Vice President of Pratt & Whitney's NGPF—30K Programs, Jill Albertelli is responsible for the development and certification of the PurePower PW1100G-JM and PW1400G engines, as well as their successful entry into service. Before being named to this role in 2014, Albertelli led the Supply Management organization, where she and her team oversaw the purchase and delivery of all raw materials, parts, and components for the company. During her tenure, she also played a key leadership role in the "One Company" supply chain integration between Pratt & Whitney and its sister aerospace divisions of the United Technologies Corporation. In her nearly 25 years at Pratt & Whitney, Albertelli has held several other senior management positions, including Vice President of Materials Management, Director of Materials & Logistics, Director of Aftermarket Sales, and Director of Cheshire Engine Overhaul Center.

## Aileen Allkins



Aileen Allkins is Vice President for HP's Global Software Support organization and its credo of "Exceed Expectations," a vision that she developed over a career dedicated to IT customer service. With more than 25 years of experience in operational and turnaround situations, she leads a team of about 2,000 professionals located around the world. Allkins is particularly adept at handling change management in multicultural environments, spearheading the assimilation of a number of acquisitions into a highly effective global support operation that has gained Technology Services Industry Association certification for superior performance and service capability. A champion of diversity in organizations, Allkins heads up HP UK's Women's Network and is a member of HP's Executive Board for Diversity and Inclusion. In recognition of these activities, she was named as one of the United Kingdom's Influential Women in IT in 2013.

## Katie Conboy, Ph.D.



Provost and Senior Vice President of Simmons College, Katie Conboy is the school's Chief Academic Officer. In this role, she serves on President Drinan's Operating Team, leads the Academic Council, and has overall responsibility for academic affairs for the five graduate schools as well as the women's undergraduate college. Formerly Provost and Vice President of Academic Affairs at Stonehill College, Conboy is a distinguished scholar in the fields of British fiction, Irish literature, and feminist theory. She is the co-editor of *Writing on the Body: Female Embodiment and Feminist Theory* and her numerous articles, essays, and book reviews have appeared in *ELH*, *Modern Language Studies*, and *Verse*, among other prestigious publications. Conboy currently serves on the boards of the American Conference of Academic Deans, Boston College High School, and Trinity Catholic Academy. She is also a past chair of the CAO Task Force for the Council of Independent Colleges. In her 'spare time', Conboy is an avid reader, music lover, and singer in her own right.

## Sally Field



The winner of multiple Academy, Golden Globe, and Emmy awards for best actress, Sally Field has been one of the most versatile and durable talents in Hollywood for more than 50 years. From her breakout performance in the miniseries *Sybil*, to her career-defining appearance in *Norma Rae*, to her star turn as Mary Todd Lincoln in *Lincoln*, Field has portrayed a full range of memorable, psychologically complex characters. She has also worked behind the scenes as a writer, director, and producer on both films and television. A longtime activist for women's rights, Field has served on the board of directors of Vital Voices Global Partnership, a nongovernmental organization that invests in emerging women leaders around the world, since 2002. Field is also a recent recipient of the Human Rights Campaign's Ally for Equality Award for her advocacy for gay rights issues.

## Cathy Graham



Cathy Graham is the Chief Financial Officer of 2U, Inc., an education technology company that partners with colleges and universities to deliver online degree programs. Graham led the company's successful initial public offering in 2014 and continues to head its planning, public company reporting, and financial controls functions. She brings more than 25 years of experience to the 2U executive team, including leadership of three previous IPOs that involved raising private equity and closing numerous strategic acquisitions and organizational sales. Over her career, she has served as CFO of Online Resources Corporation, a financial technology company, and VIA NET.WORKS, Inc., an international internet services and web-hosting provider. Graham was also Vice President of Finance and Investor Relations Officer for Yurie Systems, a telecommunications switch manufacturer, and headed the transition team after the sale of that company to Lucent Technologies.

## 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 develop comprehensive, measurable 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 strategies regarding diversity and multiculturalism. He has also led best-practice work with such major corporations as McDonald's, Super Valu, 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 the forthcoming, *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.

## Christy Haubegger



The visionary Founder and former CEO of *Latina* magazine, Christy Haubegger is a leading business figure and opinion maker on Hispanic issues. Even as a teen, she recognized the lack of positive images and information related to her experiences as a Mexican-American, and developed the business plan for *Latina* before finishing law school. The magazine's immediate success brought Haubegger numerous accolades from *Advertising Age*, the American Advertising Federation, *Newsweek*, and other media companies for her pioneering efforts to target the underserved Hispanic market. Currently an agent at Creative Artists Agency, she has expanded beyond print media to help clients develop movies, television shows, and business initiatives that better appeal to today's large and growing multicultural audiences. She has also brought her media and marketing expertise directly to the big screen, serving as associate producer for *Chasing Papi* and executive producer for *Spanglish*. Haubegger is on the board of Latina Media Ventures and the governing board of Management Leadership for Tomorrow, dedicated to increasing minority MBA candidates at top business schools.

## Dawn Hudson



A rare combination of high-energy executive, consensus builder, and sports aficionado, Dawn Hudson is the newly named Chief Marketing Officer at the National Football League. Until October 2014, Hudson was the Vice Chairman of The Parthenon Group, a Boston-based strategic consulting company. She also developed and led the firm's consumer practice, focusing on the food, beverage, and restaurant sectors around the globe. Hudson is the former President and CEO of PepsiCo's \$6 billion North American beverage business, where she helped to revolutionize tie-ins with sports organizations – scoring a major win in the cola wars by making Pepsi the NFL's official soft-drink sponsor. Before her move to PepsiCo, Hudson spent 13 years in the marketing, advertising, and branding strategy arena with leadership positions at major agencies such as DMB&B and Omnicom. Hudson is the former Board Chair of the LPGA and the Association of National Advertisers, and has also served on the boards of Lowe's, Allergan, Interpublic Group, and NVIDIA.

## Arianna Huffington



Arianna Huffington is the Chair, President, and Editor-in-Chief of the Huffington Post Media Group, as well as a nationally syndicated columnist, radio host, and author of 14 books. In 2005, she co-founded the Pulitzer Prize-winning *The Huffington Post*, a news and blog site that quickly became one of the most widely read, linked to, and frequently cited media brands on the Internet. Huffington has been named to *TIME* magazine's list of the world's 100 most influential people and the *Forbes* list of the world's 100 most powerful women. She currently serves on several boards, including HuffPost's partners in Spain, the newspaper *EL PAÍS* and its parent company PRISA; Onex; the Center for Public Integrity; and the Committee to Protect Journalists. Her latest book, *Thrive: The Third Metric to Redefining Success and Creating a Life of Well-Being, Wisdom, and Wonder*, debuted at #1 on the *New York Times* bestseller list in 2014.



## Joyce Kulhawik



An Emmy Award-winning journalist and Simmons alumna, Joyce Kulhawik has been an integral part of New England's cultural landscape since 1978. As WBZ-TV's (CBS BOSTON) long-time arts and entertainment anchor/critic, she's covered local and national events from Boston and Broadway to Hollywood. She also co-hosted the nationally syndicated movie review show *Hot Ticket with Leonard Maltin* and was a continuing co-host on *Roger Ebert @ the Movies*. 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](http://JoycesChoices.com). A three-time cancer survivor, she has been the honorary chairperson for the American Cancer Society's spring fundraising campaign since 1983 and continues to raise millions of dollars for the ACS's Hope Lodge in Boston. Among her numerous awards are an honorary doctorate in communications from Simmons, 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.

## Mojgan Lefebvre



Mojgan Lefebvre is Senior Vice President and Chief Information Officer for Liberty Mutual Insurance Global Specialty. In this role, she drives technology strategy and execution for Global Specialty's specialty, commercial, and reinsurance business entities. Lefebvre previously served as CIO for Liberty Mutual Commercial Markets, where she led the implementation of an award-winning claims analytics solution and executed a technology roadmap that helped transform the company from a multi-family group to single commercial markets unit. Prior to joining Liberty in 2010, Lefebvre was Executive Vice President and Global CIO for bioMerieux, a medical device company with 8,000 employees across the globe. She has also held various leadership positions in both business and technology at Teletech, eRoom, and Bain. Lefebvre is a lecturer with MIT Sloan's CIO development program, and an active advisory board member of Women In Insurance Leadership.

## Darlene Love



Extolled by *Rolling Stone* as one of the greatest singers of all time, Darlene Love has captivated audiences around the world for more than 60 years. A backup singer in Phil Spector's Wall of Sound hit factory in the early sixties, Darlene's vocals for The Blossoms, The Crystals, The Righteous Brothers, Dionne Warwick, Marvin Gaye, and Elvis Presley (to name only a few) set the stage for her emergence as a star in her own right. Her rock and roll classics—including *He's A Rebel*, *The Boy I'm Gonna Marry*, *Da Doo Ron Ron*, and the #1 holiday classic *Christmas Baby Please Come Home*—have earned her a place in the Rock and Roll Hall of Fame. Love is also a talented actress on stage and screen, appearing in the highly successful *Lethal Weapon* series and starring as herself in the Tony-nominated Broadway musical, *Leader of the Pack*.

## Erin McSweeney



Erin McSweeney is the Senior Vice President of Human Resources at EMC, overseeing the company's Product and Marketing Divisions and supporting over 10,000 employees worldwide. With nearly 30 years of experience as an HR professional in a variety of high tech and services startup companies and turnarounds, she is known as a strategic change agent with a track record of transforming organizations and cultures. Before moving to EMC, McSweeney was Chief Human Resources Officer at VCE—a joint venture of EMC, Cisco, and VMWare—responsible for all HR operations and services, including talent acquisition, training, performance management, professional development, and employee programs. During her tenure on the leadership team, VCE grew into a \$1 billion global company with about 1,500 employees. A licensed attorney, McSweeney holds memberships with the Massachusetts Bar Association as well as the New England Human Resources Association and the Society of Human Resource Management.

## Nilofer Merchant



Business visionary Nilofer Merchant has launched more than 100 products that have netted \$18 billion in sales. Over her 20-year career, she has worked for major companies such as Apple and Autodesk, as well as for startups in the earliest days of the Web. Blue chip brands such as Symantec, HP, Yahoo, and Google have also sought her guidance on developing new product strategies and entering new markets. A prolific writer and famed TED talk presenter, she has written innovation columns for *BusinessWeek* and *Forbes*, and maintained her insightful *Yes & Know* blog for more than a decade. In her bestselling *The New How: Creating Business Solutions Through Collaborative Strategy*, Merchant explains how teams can close the gap between strategy and execution. Her followup book, *11 Rules for Creating Value in the #SocialEra*, was chosen by Fast Company as one of the best business books of 2012.

## Pamela Peeke, MD, MPH, FACP



Known as the “doc who walks the talk,” Dr. Pamela Peeke is founder and CEO of the Peeke Performance Center for Healthy Living. A thought leader in the science of integrative medicine, she is a nationally renowned expert in nutrition, metabolism, stress, and fitness. She has been named a Pew Foundation Scholar in Nutrition and Metabolism, Assistant Professor of Medicine at the University of Maryland, and Fellow of the American College of Physicians and the American College of Sports Medicine. A master teacher and communicator, Dr. Peeke is the lifestyle expert for WebMD's 90 million members, chief medical correspondent for *Discovery Health TV*, a featured TED conference speaker, and a regular columnist and blogger on cutting-edge health and wellness issues. Dr. Peeke has written several bestsellers, including her latest book explaining the science of food and addiction, *The Hunger Fix*.

## Mel Robbins



An expert on strategic thinking, leadership, and motivation, Mel Robbins is a regular CNN and FOX News commentator and legal analyst. She is also an award-winning syndicated talk radio host and the founder of Inspire52.com, a content hub providing news and entertainment for women. Starting out as a public defender in New York City, Robbins moved on to DuPont's corporate litigation team and served in management roles at several successful technology startups before launching her own executive coaching firm. Her client list includes Google, Johnson & Johnson, Fidelity, and Partners Healthcare, among other top-level companies. In addition to hosting A&E's hit reality series *Monster In-Laws*, she has made countless appearances on *Good Morning America*, *Dr. Phil*, *Anderson Cooper*, *The Today Show*, *The Talk*, *Oprah*, and *FOX Business*. Robbins is the author of the bestselling *Stop Saying You're Fine*, a no-nonsense guide to managing change and increasing productivity.

## Claire Shipman



A regular contributor to *Good Morning America* and other ABC News broadcasts, award-winning journalist Claire Shipman has been a Washington insider for most of her career. With previous stints as White House correspondent for NBC News and as a Moscow-based foreign correspondent for CNN, she has covered politics and international affairs for more than two decades. Over her career, she has conducted in-depth interviews with many of the world's most influential newsmakers, from US presidents to foreign royalty. At the same time, Shipman has hosted several White House and State Department panel programs on women's business issues, particularly those related to the professional and personal choices afforded by new economic trends. Expanding on these themes, she has co-authored two *New York Times* bestsellers: *Womenomics: Work Less, Achieve More, Live Better*, and *The Confidence Code: The Art and Science of Self-Assurance—What Women Need to Know*.

## Shari Slate



Cisco Vice President, Chief Inclusion and Collaboration Officer Shari Slate is a widely recognized thought leader focused on the tangible business value of inclusion and the links among inclusion, collaboration, and innovation. At Cisco, she is directing the integration of new models of inclusion and collaboration that will guide critical next practices in realizing the \$19 billion opportunity presented by the Internet of Everything over the next decade. Slate is a 2014 honoree of the YWCA's Tribute to Women in Industry Awards, and has been named one of *Diversity Woman Magazine's* Stars Who Mean Business and one of the California Diversity Council's Most Influential Women in California. Before joining Cisco, Slate was Chief Diversity Office and Director of Global Community Affairs at Sun Microsystems. She currently serves on the boards of the California State University Foundation as well as of numerous charitable and community initiatives.

## Farnoosh Torabi



Personal Finance Expert and TV personality Farnoosh Torabi is on a mission: to help people take control of their finances so they can live their richest, happiest lives. She has personally coached a wide range of audiences, from college students and couples to Fortune 500 executives. A contributing editor at *Money Magazine* and frequent contributor to *DailyWorth*, Yahoo! Finance, and *The Today Show*, Farnoosh is the author of several bestselling books, including the recently published *When She Makes More: 10 Rules for Breadwinning Women*. Her work and advice have also appeared in *The New York Times*, *The Wall Street Journal*, *Time*, *Real Simple*, and *Marie Claire*, among other notable publications. In addition to hosting *Financially Fit* on Yahoo! Finance – the #1 personal finance series online, Torabi has coached real individuals facing real money challenges on shows such as Yahoo's *Remake America*, soapNet's *Bank of Mom & Dad*, and TLC's *REAL SIMPLE*.

## Padmasree Warrior



Padmasree Warrior is Chief Technology and Strategy Officer at Cisco. In this role, she helps direct technology and operational innovation across the company and oversees strategic partnerships, mergers and acquisitions, integration of new business models, incubation of new technologies, and cultivation of world-class technical talent. Before joining Cisco in 2008, she was Executive Vice President and CTO of Motorola. Widely recognized for her creative and visionary leadership, Warrior has received the World of Difference Award from the International Alliance for Women, been named to the *Forbes* list of the world's 100 most powerful women, and been inducted into the Women in Information Technology International Hall of Fame, among innumerable other honors. She currently serves on the board of trustees of Cornell University, as well as the boards of the Gap, Box, Inc., and Thorn, a foundation that protects children from sexual exploitation through digital media.



# SIMMONS LEADS



**Morning Session: 7:30 am – 11:30 am**

***The Art & Science of Cultivating Radical Resiliency***



**Eileen McDargh**

CEO, McDargh  
Communications and the  
Resiliency Group

Award-winning business author, commentator, and speaker Eileen McDargh was so popular that she became the first and only speaker to present at the conference for two consecutive years. She returns again for an interactive session where attendees will redefine resiliency, experience the difference between change and transition, learn how and when to use resiliency skills, and explore how leaders can create their own sustainable strategy for resiliency as a competitive advantage.

**Afternoon Session: 1:30 pm – 4:30 pm**

***Igniting Focus, Creativity, and Productivity***



**Juliet Funt**

CEO, WhiteSpace®  
At Work

Back by popular demand, Juliet will build upon the memorable program she gave us in 2014, delving into WhiteSpace® at Work's rich body of actionable business content. This session will focus on support systems and devices that promise to improve our work but in reality hijack our time and resources. Funt will also explore the "Invisible Habits of Excellence" - a constellation of internal behaviors - to help organizations, their leaders and employees flip the norms of business in order to reclaim their creativity, productivity and engagement.

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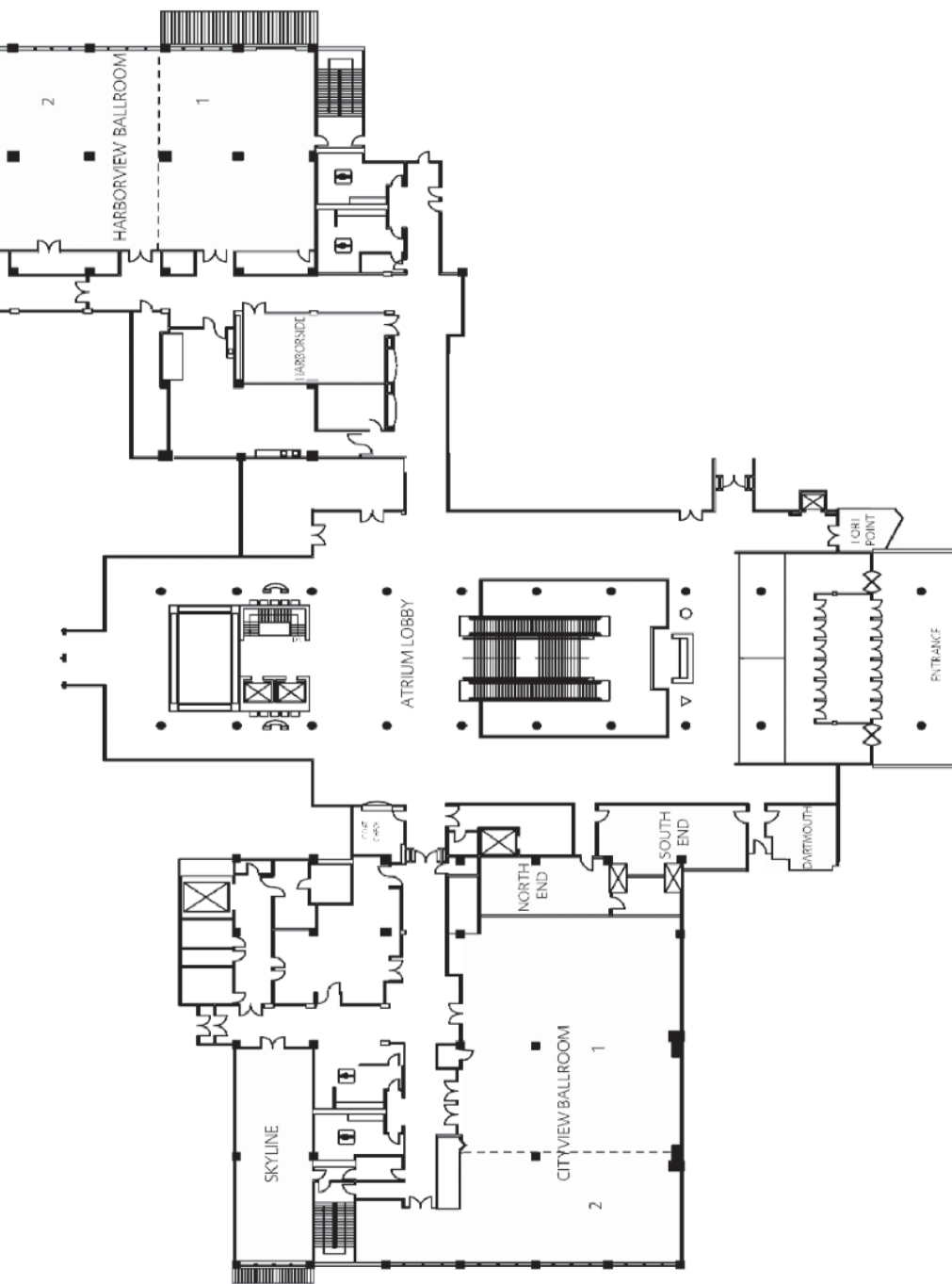


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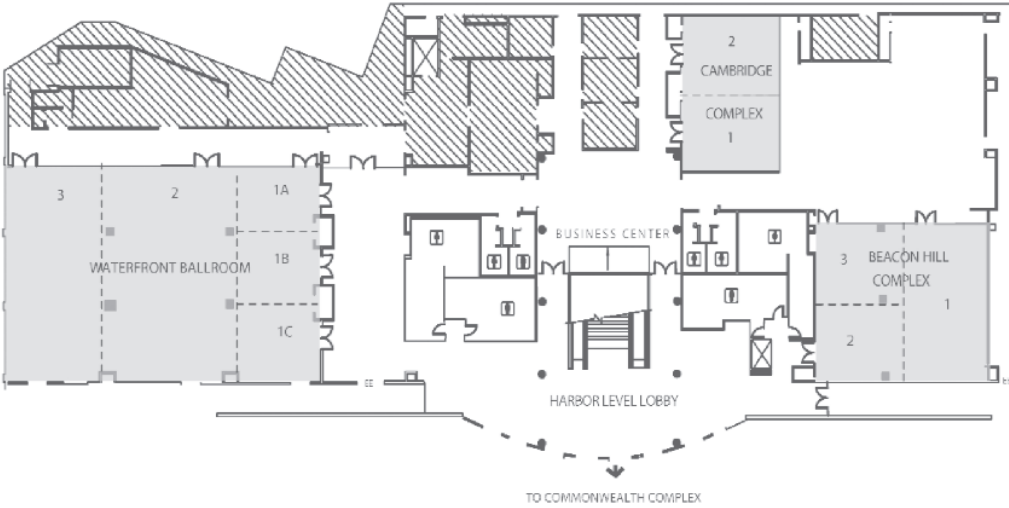


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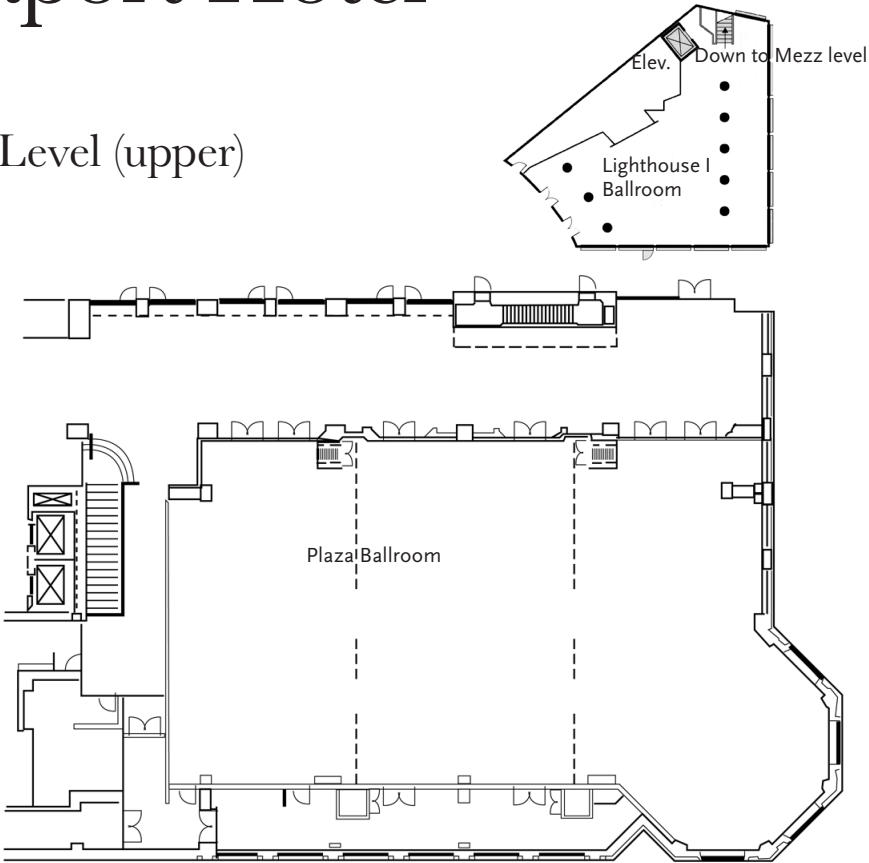


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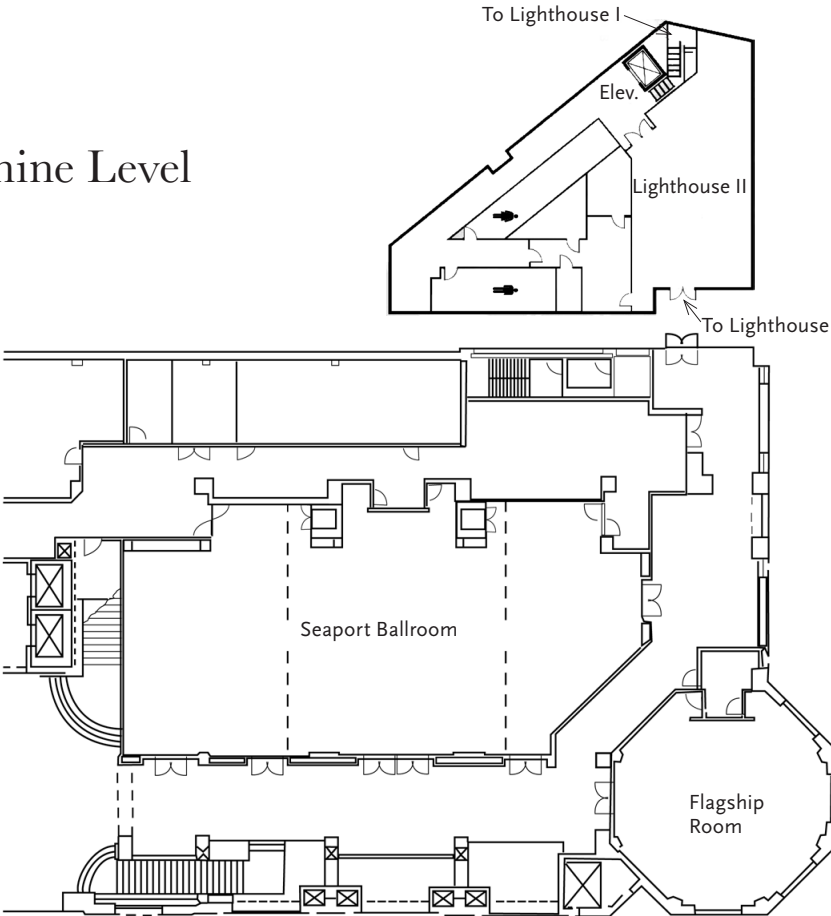


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## DEFINING LEADERSHIP TODAY: A REPORT FROM THE 2014 SIMMONS LEADERSHIP CONFERENCE SURVEY

There have long been unwritten expectations for how men and women are supposed to act in American society: women have been expected to be and rewarded for being nurturing and communal; men have been expected to be and rewarded for being assertive and agentic. In 1974, Sandra Bem began to document these characteristics by asking her undergraduate co-eds to look at an inventory of traits and identify which were “more desirable” for a man to enact and which were “more desirable” for a woman. Her research produced 20 neutral characteristics that were judged to be no more desirable for a man than for a woman to enact (called “androgynous”) as well as 20 “masculine” characteristics and 20 “feminine” characteristics.

Many researchers have continued to explore these traits, essentially ascertaining what “acting like a girl” means. Others have sought to update the Bem Sex-Role Inventory (BSRI). In 2003 Prentice and Carranza verified and refined the BSRI, examining a group of 100 traits, including the original 40 from Bem, and once again asking college students to rank the desirability of each trait for a man or a woman in American society. They created a list of characteristics that were generally perceived positively for a human to possess regardless of gender, but were also significantly more positive when embodied by a woman (prescriptions for women) or embodied by a man (prescriptions for men). Their list described what men and women were supposed to act like: men were supposed to be, for example, aggressive, ambitious, competitive, and forceful; women, on the other hand, were supposed to be affectionate, tender, soft-spoken and sensitive. They found that not only did society believe that words such as yielding and sympathetic describe women (a non-evaluative framework), society also preferred when women displayed these characteristics.

How had society come to those stereotypic descriptions of women and men? These prescriptive ideals of masculine and feminine personality traits persist from a time when there was a clearer gendered division of labor. Gender roles developed as the requirements to be successful in different roles were conflated with the people performing those roles. Communal traits (kind, sensitive) became associated with women because they typically occupied roles of caring (i.e., homecare, nursing, teaching). Agentic traits (independent, competitive) became associated with men as they typically occupied roles of paid work.

Additionally, this legacy distribution of men and women into specific jobs contributed to the development of social role expectations: men are expected to work for pay in jobs that require “masculine” traits (be decisive, aggressive, and competitive). Women, on the other hand, are expected to perform jobs that require “feminine” traits (be patient, warm and kind). Masculine jobs evolved: construction, business, or finance. Feminine jobs evolved: teaching, homemaking, and nursing.

Yet since the time of Bem’s seminal research, the distribution of men and women into very different jobs has dramatically shifted. Women’s presence in the labor force has increased dramatically from 30.3 million in 1970 to 70.7 million or 50.5% of the civilian labor force in 2013. In the 1970s, only 4% of middle managers were women. In 2013, women comprised 50% of middle managers and 4.6% of Fortune 500 CEOs. Additionally, 40% of women are primary breadwinners for their households.

Given these societal changes, we wanted to revisit Bem’s and Prentice and Carranza’s social traits through the lens of a new context and of the current time. Regarding context, neither of their scales describes how gender is judged in a work setting. With research suggesting that Bem’s masculine/feminine categories could be context-specific, how might gendered traits be valued in the workplace, versus society as a whole, by experienced professional women? Regarding time, given today’s redistribution of men and women across social roles, have the traits used to prescribe what is necessary to be successful in those roles shifted to become less gender biased?

**OUR RESEARCH:** To explore those questions, Simmons School of Management (SOM) collaborated with Hewlett Packard to conduct a survey at the 2014 Simmons’ Leadership conference. Over 471 women professionals responded. While this sample is not representative of all women in the U.S. workforce, its composition does permit us to extend the research that has been conducted on undergraduate students to women working in business.

**FINDINGS FROM OUR RESEARCH:** In the eyes of the working women in our sample, while the desirability of some of Bem’s traits remain the same as they were 50 years ago, others have shifted in a work context in 2014 (see Table 1). In the following paragraphs, we explore the possible causes and implications of this 2014 categorization with reference to a business context.



**Table 1: Distribution of gender-differentiated business traits within a work context** (mean desirability score in parentheses refer to totals for men and women combined)

Masculine still masculine (8)	Masculine now androgynous (6)	Flipped (4)	Feminine now androgynous (6)	Feminine still feminine (8)
Aggressive (0.75)	Disciplined (2.88)	Male to female:	Loyal (2.60)	Attention to appearance (2.29)
Ambitious (2.63)	Self-esteem (2.67)	Consistent (2.84)	Sensitive (0.54)	Cheerful (1.75)
Assertive (2.41)	Rational (2.95)	Dependable (3.07)	Spiritual (0.04)	Clean (2.64)
Competitive (2.11)	Self-reliant (2.79)		Wholesome (1.18)	Cooperative (2.57)
Forceful (0.64)	Athletic (1.33)		Excitable (-.07)	Patient (2.02)
Intense (0.91)	Decisive (3.06)			Polite (2.20)
Strong personality (1.50)		Female to male:	(not desirable)	Warm & Kind (1.6)
Risk taking (2.84)		Interest in children (0.53)	Flirtatious (-1.97)	Friendly(2.20)
		Expresses emotions(-.1)		

**1. More traits equally desirable for both women and men:**

Twelve traits that were gender-specific in the social context became gender-neutral in the work context. While thinking about the American business context, our respondents shifted 6 masculine traits and 6 feminine traits into a category where the traits were equally desirable whether embodied by a man or a woman. This movement could be explained by two components of social role theory. One, gendered self-definitions are context specific. In our study, women may have indeed re-constructed masculine and feminine categories based on the traits they have seen expected and rewarded in a business setting. Two, social role theory predicts that gendered stereotypes and social role expectations will change to reflect the people who populate the roles. As more women have entered the workforce, the traits expected of people occupying those roles may have broadened.

It is interesting to note the higher values placed on the masculine-to-androgynous traits than on the feminine-to-androgynous traits. Clearly the masculine traits now desirable in women (particularly decisive, disciplined, rational, and self-reliant) have long reflected the business context where task-focus rationality has prevailed. The feminine now androgynous traits (loyal and wholesome), now desirable in men as well, are relatively less desirable. By rating the now androgynous masculine traits significantly higher in desirability than the now androgynous feminine traits, our female respondents have accurately assessed and reflected that “what it takes” in the business context is still predominantly masculine behavior.

**2. Business traits that remained gendered**

The traits that did not become androgynous reveal challenges women face in business today: namely the persistence of the conflation of masculinity and leadership traits and the double bind that conflation represents for women. The good news for women is that the three most highly desirable masculine traits overall, decisive (3.06), rational (2.95) and disciplined (2.88), became androgynous. These traits, essential to success in work roles, are now no longer seen as the purview of men, and are now accessible to women to employ as well.

However, the three most highly desired traits that remain in the BSRI masculine category are risk-taking (2.84), ambitious (2.63) and assertive (2.41). These traits remained desirable for men in both a social context (as established by Bem, and Prentice and Carranza) and now in a business context. On the other hand, the three most highly desired traits that remain in the feminine category are clean (2.64), cooperative (2.57) and attention to appearance (2.29).

The high desirability ratings of those masculine traits indicate that all individuals must enact them if they want to be successful in the workplace. However, when men do so, they are simultaneously enacting work role expectations (demonstrating leadership) and gender role expectations (demonstrating masculinity). When women enact them, they experience work and gender role incongruence: key traits for work role success involves violating gender role expectations. This has been the “double bind” that women have long experienced.

There is a second possible positive outcome: given the evolving paradigm of leaders who are people/relationship focused, these feminine traits may elevate in desirability for both men and women. <sup>1</sup> Increasingly contemporary models of leadership include mobilizing/inspiring and enabling others, and being ‘servants’ first, the relational traits preserved as feminine here may advantage women’s ability to be successful leaders.

**3. Trait reversals**

Two masculine social traits reversed to become the most highly valued of all traits for women in business: dependable (3.07) and consistent (2.84). No one would argue these aren’t important traits in any organization. So the question is: why have they become “intensified prescriptions” just for

women instead of becoming androgynous traits important to both men and women to enact? Perhaps the ratings reflect possible criticism that the women taking our survey have heard. Accusations of inconsistency may arise as women toggle between using masculine traits to meet role demands and feminine traits to meet gender expectations. While this toggling enables them to mediate the effects of just acting on masculine traits, or it enables them to flexibly respond to context demands, the value of her flexibility may be invisible to the perceiver.

Criticisms about dependability may arise as women attempt to meet work and life demands. For example, women using flexible work arrangements have long translated into questions about their commitment to work. Employment and promotion decisions have long been influenced by the possibility of the woman candidate having children or leaving the firm after maternity leave ends. Even today, while women move into the primary breadwinning role, they maintain the bulk of child and home care responsibilities. Those responsibilities impact their ability to devote 24/7 to their job, which may result in being labeled undependable.

**CONCLUSION:** Our findings, and the movement or non-movement of social traits in the business context, both reflects today's workplace and offers insights into the expectations of its employees.

To some extent the workplace has slightly shifted to become more androgynous, with more gender-neutral traits expected of all its inhabitants. Bem predicted this trend in 1974. In 1987, Eagly, in developing social role theory, proposed that as the gender composition of role inhabitants change, so would the traits believed necessary for success in those roles and to whom those traits are ascribed.<sup>2</sup> With the increase of women into the labor force, more traits that had been masculine are now seen as desirable for both men and women.

Another explanation may be the shift in contemporary thinking about leadership: new models of leadership (servant, connective, bottom-up) challenge the conventional command-and-control model. This shift moves from a heroic model, with traits closely aligned to masculinity (assertiveness, dominance) to a collaborative, relational model, with traits typically assigned to women (empathy, relational ability). The increase in androgynous traits may reflect the need for contemporary leaders to draw from the full spectrum of traits.

Nevertheless, the traits needed for success in business are changing. Is this a story of the glass half full or half empty for women? On one hand having less prescriptive traits means more freedom. On the other hand it means there is less certainty. So how to navigate the mine field?

For women, as stated earlier, it may involve concurrently employing feminine traits to moderate potential negative judgments when enacting masculine traits. It also may involve clearly naming the trait being enacted and explaining your strategic intention. For example, when taking risks, a highly desired masculine trait, a woman can be collaborative (feminine) in building the risk decision, but she should be explicit about the reason for that collaboration. The collaboration is not because of risk aversion and lack of confidence, but because it yields the best decision.

For business, navigation involves being aware of the traits you hire for and to whom do you unconsciously attribute those traits. In terms of promoting, what traits are valued and rewarded in your organization, and again, does the enactment of those traits get seen and valued differently if exercised by a man or a woman?

**FURTHER RESEARCH:** Our survey participants were all women. One critical question is: would men and otherwise gendered persons in similar business see the shift in masculine and feminine traits the same way? Earlier researchers, such as Bem and Prentice and Carranza carefully worked with populations that were half men and half women, albeit undergraduates. In some sense our research is incomplete.

Bem does not note the race of the participants in her 1974 study. However, given that they were undergraduate students at Stanford University, we could assume that the vast number of these students were white. Prentice and Carranza carefully noted the race, ethnicity and gender of their participants. In 2014, we need to ask: how would black and Hispanic business people respond to our survey?

Finally, how might trait desirability play out in different industries? We know that some industries (i.e., science, technology, engineering, and math) are dominated by men. Social trait theory would predict that until there is more parity regarding the gender of people in those business, the more conventional the social traits will remain. As Kanter argued back in 1977, numbers matter.

*Authors Cynthia Ingols and Mary Shapiro are Professors of Practice and CGO Affiliates at Simmons School of Management. Author Joanna Tyson is an MBA student at the Simmons School of Management. Special thanks to Research Assistant, Irina Rogova, graduate student at the Simmons School of Information and Library Science.*

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For the complete article and endnotes visit [www.Simmons.edu/som/cgo](http://www.Simmons.edu/som/cgo)

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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.

A black and white photograph of a woman with dark hair, wearing a lab coat, looking through a microscope. She is smiling slightly. The background is a blurred laboratory setting.

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