



achieving women's excellence  
in supply chain operations,  
management, and education

*Key concepts from  
the Diversity and Inclusion Track  
of the 2014 CSCMP Global Conference*

# THE AWESOME REPORT

October 2014



Debbie Lentz, SVP and Chief Supply Chain Officer for Toys R Us served as chair of the 2014 CSCMP Conference.



Heather Sheehan, VP Indirect Sourcing and Logistics, Danaher Corporation, is 2013-14 chair of the Board of Directors of CSCMP.

Both Debbie and Heather are AWESOME Advisors.



Jennifer Nix, Director, Strategic Partnerships, DSC Logistics, opened the sessions as Diversity & Inclusion Track Chair.

At the 2014 Global Conference of the Council of Supply Chain Management Professionals (CSCMP), the entire track on Diversity & Inclusion was powered by AWESOME in collaboration with CSCMP.

As a ground-breaking initiative for advancing women supply chain leaders, AWESOME is interested in gender diversity, of course. But these sessions also focused on issues related to diversity overall, including age, ethnicity, and leadership style, as well as gender.

As part of the continuing conversation about maximizing the potential of all leaders in our field, the **AWESOME Report** captures collective wisdom and up-to-date thinking of the supply chain leaders who participated in the Diversity and Inclusion sessions:

## Session 1

**International Assignments: Why a Global Resume Is Becoming Key to the C-Suite**

## Session 2

**The New Workplace: How Companies Are Responding to the Needs of the Modern Professional and Contemporary Family**

## Session 3

**Leveraging Networks to Achieve Women's Excellence in Supply Chain**

## Session 4

**Lessons from the Top**

## Session 5

**Diversity Programs that Gain the Competitive Advantage**

## Session 6

**Building and Fostering Balanced Teams that Win**

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## Session 1

### International Assignments: Why a Global Resume Is Becoming Key to the C-Suite



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#### Moderator:

Sandy Evett  
VP, Customer Service and Logistics,  
Kraft Foods

#### Panelists



Shari Boston  
VP Supply Chain, ConvaTec



Miguel Gonzalez  
Procurement Director, Transportation  
and Logistics,  
Kraft Foods Group



Jane Kaiser  
Director B2B Supply Chain,  
Kimberly-Clark

#### Quotable:

*"In the U.S., we think we're at the center of the universe. ...but as global leaders, what we bring to the company is that it's not as simple as you think it may be...In other countries, they know how to do things; they may have been successful in a different way."*

#### Key comments:

Leadership skills to be gained through international experience

- Broader view and more flexible thinking patterns.
- Stronger collaboration skills
- Get to know the culture. You'll need to work within cultural and gender norms
- Negotiation skills

Taking on an international assignment:

- Be aware of what your company is doing internationally so you know where you might participate
- Make your interest known
- Volunteer for projects with an international aspect
- You may not get your first choice of companies, but be open to the opportunity that's offered – unless it's not safe

Succeeding in an international assignment:

- Learn to listen and be careful with the way you communicate if a different language is spoken – avoid slang and cliches. Don't make assumptions about non-verbal clues.
- Make sure the people you work with know you're "all in" and really care -- and not just there on assignment.
- Get to know the culture. You'll need to work within cultural and gender norms.
- Understand the lives of the local people – what motivates them? What obstacles do they face day-to-day?
- People who speak a different language appreciate your attempts to speak that language.
- Understand sensitivities around relationships among people of different nationalities.
- Have a repatriation plan – companies tend to offer less help when you're coming back to the U.S.

Personal enrichment

- Learned to be patient
- Honed common sense
- Gained shared learning with family members; it's important that they become integrated in life there, too

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## Session 2

**The New Workplace: How Companies Are Responding to the Needs of the Modern Professional and Contemporary Family**



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### Discussion Leader:

Janel Firestein  
Life Sciences Industry Leader,  
Clarkston Consulting

Janel led an initiative at Clarkson to re-evaluate and revamp programs that address both of two competing needs of today's professionals: the need to achieve a sense of balance in their personal lives and the need to be challenged and successful in their professional lives.

### Quotable:

*"Within our organizations, we need to make people feel like it's okay to take a step back briefly because the organization values that person and will consider him or her for important roles in the future."*

### Key comments:

Changing circumstances affecting today's workplace:

- Dual career families
- Need to care for aging parents
- Workforce with different expectations for work experience and environment and the integration of career and family.

Building an employee-friendly culture:

- Engagement – company and individual employee work together to make certain the individual is adding value to the organization, while feeling that he or she is growing professionally. For example:
  - finding lateral moves that eliminate some of the pressure of a particular situation, allowing the individual to use his or her talents in another role
  - defining a clear career path with levels to show progression
- Flexibility – the individual should ask for the flexibility he or she needs and company should agree, if possible. It's important to have transparency about the process.
- Leadership development opportunities – exposure to varied areas of the company.
- Mentors and coaches to help support advancement
- Fun – built-in time and activities for employees to "bond" – sometimes tied to community service
- Food – more than a vending machine
- Wellness programs – mobile fitness apps and fitness centers on-site
- Help with dependent care for employees taking care of aging parents
- Personal convenience – for example, on-site dry cleaners
- Boundaries – policies that allow employees to have "work-free" times, such as not meetings between 5 p.m. and 9 a.m.
- Recognition – make sure employees know they are contributing and being listened to.

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## Session 3

### Leveraging Networks to Achieve Women's Excellence in Supply Chain



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#### Moderator:

Dr. Nancy Nix  
Executive Director,  
AWESOME

#### Panelists



Bola Delano  
Deputy Director,  
Illinois Department  
of Transportation



Ann Drake  
Chairman and CEO,  
DSC Logistics



Gemma Fillmore  
Director, Global  
Transportation  
and Logistics,  
URBN, Inc.



Ellen Voie  
President and CEO,  
Women in  
Trucking  
Association

#### Quotable:

*"Everybody I talk to in supply chain says that just after driver shortages and transportation, what they're concerned about is supply chain talent. So how do we tap into the talent that's entering this discipline and then perhaps not being represented at all levels?"*

#### Key comments:

What networking is: Building relationships

Networking is a powerful tool to help women advance.

Catalyst Report: In business in general, women are almost 50% of the workforce. At executive level, percentage drops to 14%; at CEO level, 4.2%.

In supply chain, 37% of university students in supply chain programs are women; in supply chain leadership roles, 10% are women.

From *Harvard Business Review* – three kinds of networking

- Working across team and functions, etc. to get the job done
- Personal networking – to facilitate personal growth and development, to see possibilities going forward
- Strategic networking – to “jump the curve,” innovate, and go to the next level

How networking works:

- Networking isn't just getting a card and calling. It's about developing a relationship.
- At higher levels of the organization – more networking happens outside the company (friends and colleagues can be called to talk through a situation).
- Reciprocity – respond to the people who reach out to you.
- Networking is an opportunity to empower other women – build value for each other.
- Not every networking opportunity will lead to something great immediately, but following up with people -- even once – radically increases your ability to call and talk at some future time.

Two recommended books about women's leadership:

**Work with Me:** *The Eight Blind Spots between Men and Women in Business* – by Barbara Annis and John Gray

**Why Women Mean Business:** *Understanding the Emergence of our Next Economic Revolution* – by Avivah Wittenberg-Cox and Alison Maitland

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## Session 4

### Lessons from the Top



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#### Moderator:

Susan Purdham  
Instructor in Supply Chain Management,  
The Smeal College of Business,  
Penn State University

#### Panelists



Debbie Lentz  
SVP and Chief  
Supply Chain Officer,  
Toys R Us



Elizabeth Nohe  
VP, Supply Chain  
Morton Salt



Linda Wood  
VP Operations  
Services, RJ Reynolds



Francesca DeBiase  
Corporate VP,  
Worldwide Supply  
Chain  
Management,  
McDonald's Corp.

#### Quotable:

*"I like to think of being a leader from the first day I start my job. We are role models for someone, somewhere, at every point in our roles and jobs and career and we need to take that seriously."*

#### Key comments:

As a person advances through the organization, leadership style evolves.

- Less doing – more influencing others
- More painting the picture, removing the barriers, influencing others
- Constantly making connections up, down and across... to and from

Always a need to take a pro-active approach to career

- Say yes – take risks.
- Don't back away from self promotion.
- Identify gaps and fill them.
- Need mentors and sponsors

Important leadership skills and behaviors:

- Find your voice and be heard.
- Know when to talk and when to listen – in fact, listen more than you talk.
- Know the culture of your company – decide what is respected and rewarded within the culture.
- To find out what's really happening across the company, listen to the broader organization.
- Be in contact with your people – be approachable.
- Be passionate about your people – empower them.
- Be your authentic self – "Exude your essence."
- Remember you are a role model for others – demonstrate high integrity.
- Work on developing and maintaining a strategic perspective.
- Be the leader people are looking for – the person who will step up and say, "Here's what we need to do."
- Be focused on the outcome.
- Be able to articulate your vision.
- Collaborate and build consensus, but don't let that slow you down.
- Try to stay two steps ahead – before you're asked for something, have it ready.
- Put yourself in somebody else's role and say, "If I was in charge, here's the strategy I would put in place."

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## Session 5

### Diversity Programs that Gain the Competitive Advantage



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#### Moderator:

Donna Palumbo  
Manager, The Walt Disney Company

#### Panelists



Cathy Kutch  
Director of Supplier Relations and  
Diversity, Kellogg



Imelda Laborde  
Director, Human Resources, Alcoa  
Forgings and Extrusions



Meghan Murray  
Principal, PwC

#### Quotable:

*Alcoa was recognized by Catalyst, the not-for-profit organization that seeks to expand opportunities for women, for its program "Building Opportunities for Women in a 'Hard Hat' Company"*  
<http://www.catalyst.org/knowledge/alcoa-inc-building-opportunities-women-hard-hat-company>

#### Key comments:

"Diversity" described as many different types of people;  
"inclusion" as making sure they all feel listened to and valued.

#### Ways to bolster diversity and inclusion:

- Understand the needs of the organization and the needs of the people in it. Don't assume...ask them.
- Assess compensation structure and incentive compensation structure to make sure they are aligned with diversity goals.
- Continually educate and train people to help them develop professionally.
- Involve and engage top leadership. People at all levels need to commit.
- Many organizations have affinity circles, also called resource groups or networks. Examples of groups: women, LGBT, Hispanic, vets, age. One organization has a resource group of Caucasian males – "white men as diversity champions."
- Also have groups based on employees' special needs, meaning disabilities but also other kinds of needs, such as single-parent groups.
- Important to put resources into these groups.
- With individuals, shift the conversation from who you are and what situation you came from – to what skills and talents do you have now and how can you use them. The business question is: How can you contribute?

#### Potential benefits of diversity programs:

- Help recruit, develop, and retain talented people
- Bring together diverse opinions and perspectives, resulting in a broader outlook
- Reflect the real world – your customers

#### How to make diversity programs successful:

- Keep creating ways for people to find and use their own voice and increased levels of responsibility.
- People need to step outside of usual patterns, advancing same people because there's so much experience with them or being comfortable with people who are "like me."

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## Session 6

### Building and Fostering Balanced Teams that Win



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#### Moderator:

Valerie Bonebrake  
SVP, Tompkins International

#### Panelists



Neil Collins  
Senior Client Partner, Global Sector  
Leader, Logistics and Transportation  
Services, Korn Ferry



Rosaleena Marcellus  
Senior Partner, Leadership and Talent  
Consulting, Korn Ferry



Mike Stewart  
President & CEO, Predictive Group

#### Quotable:

*"I would say less than 20% of organizations really understand the value of balanced teams and how to create them; 60% know a balanced team is important but don't know how to create or sustain them; and 20% don't care."*

*"Talent is talent regardless of gender or nationality or language."*

#### Key comments:

The classic talent questions apply : Who do we hire, where do we put them, how do we accelerate them – and basically, how do we engage them?

#### What fosters balanced teams:

- A culture that values the differences people bring to the table
- A role model leader who can recognize and build capabilities in others and who demonstrates teamwork and collaboration
- Understanding the company culture and what the company needs from its people
- Conducting a thorough, quantifiable assessment of the person – skills, experience, style
- Need inclusive management
- Look for proactive people at all levels of the organization.
- Cast a wide net when looking for people to make up a team.
- Help people fill the gaps that may keep them from rising in the organization.
- Build-in activities that help team members develop familiarity, comfort and trust.
- Coach team members to get past stereotypes or preconceptions.
- Decode communication styles; ie. pronunciation differences or language idiosyncrasies are not an indication of skills or competencies.

#### What gets in the way of balanced teams:

- Companies spend a lot of time and effort evaluating individuals but not on team dynamics
- Without new awareness or a conscious effort, people tend to promote people that look and act like the existing leaders
- For the sake of expediency, job descriptions are just posted without real thought; organizations merely go back to the same schools and sources for their people



**Save the Date**

**Thursday, May 7 2014**

**The Third Annual  
AWESOME Symposium**

*Hosted by  
Johnson & Johnson*

**Co-chaired by**

**Ann Drake  
AWESOME Founder & CEO, DSC Logistics  
and**

**Kathryn Wengel  
Vice President,  
Johnson & Johnson Supply Chain**

**Watch for details on  
[www.awesomeleaders.org](http://www.awesomeleaders.org)**

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