Reality Check:
The New Realities of Women’s Supply Chain Leadership

Insights and Observations from the third AWESOME Symposium
May 2015
Third Annual Symposium
May 2015
INTRODUCTION

The third annual AWESOME Symposium – AWESOME in Action — was held on May 6-7, 2015, in New Brunswick, New Jersey, home of the World Headquarters of Host Partner Johnson & Johnson, in collaboration with Founding Partner DSC Logistics. Approximately 200 participants were involved in a full day of discussions, up-close conversations and networking, preceded by the presentation of the 2015 AWESOME Legendary Leadership (ALL) Award and an interactive interview with the honorees.

Symposium attendees included senior executives representing a wide range of supply chain leadership roles, including CEOs, Chief Supply Chain Officers, Vice Presidents (of Supply Chain, Logistics, Procurement, Sourcing, Operations, Strategy, Customer Support, Transportation and other related areas), Partners, Principals, Professors and others.

AWESOME draws senior leaders from the broadest possible spectrum of enterprises and organizations where supply chain is emphasized and considered a core business or function. These include:

- manufacturing, retail, technology or other companies managing complex supply chains
- logistics and supply chain management companies (including ocean, rail, aviation, and aerospace)
- consulting firms with practices in supply chain management, engineering, technology and other related fields
- government agencies dealing with transportation and infrastructure
- NGOs
- military
- universities
- leading industry councils and associations

As a new element of the Symposium, reflecting members’ focus on improving the future outlook for women leaders, sessions were added specifically for emerging leaders, who attended the event on the recommendation of an AWESOME network member.
Collective Wisdom

One of AWESOME’s priorities, since it was founded in early 2013, has been collecting and compiling a listening-based record of up-to-date thinking about women’s supply chain leadership. The goal is to add meaningful insights to the larger conversation about advancing women, as well as to share knowledge with and provide support for women in the profession. This is the fourth in a series of reports offering Collective Wisdom from discussions and conversations at AWESOME events.

Volume One: What We Know Now, published after the first AWESOME Symposium in spring 2013, focuses on describing the environment of supply chain as a profession for women and identifying challenges women in the field were encountering.

Volume Two: What We Learned in Denver covers discussions taking place at AWESOME events associated with the 2013 annual conference of the Council of Supply Chain Management Professionals. This volume further examines the circumstances standing in the way of women’s advancement and identifies some of the most pressing priorities.

Volume Three: What We Can Do includes wisdom collected at the second symposium in May 2014 and introduces some of the steps being suggested and, in some cases, being taken to remove barriers and open opportunities.

Volume Four: The New Realities of Women’s Supply Chain Leadership suggests there are interesting developments in supply chain with promising signs that the outlook is improving for women in leadership roles.
Please note: To continue the AWESOME “tradition” of encouraging candid discussions and conversations at the AWESOME Symposium, in an open and honest environment, our Words of Wisdom are actual quotes but, in most cases, are not attributed to any particular speaker.
From the Founder:

In the two-and-a-half years since AWESOME was founded as an initiative to advance women’s supply chain leadership, AWESOME has grown and gained momentum. At the same time, we see our industry evolving, too.

While AWESOME is in its early stages as an organization, its main potency lies in its growth as a network. More than 600 leading female supply chain executives are now a part of the AWESOME community in one way or another – participating in events, connecting with leaders’ news and current thinking through the web site, recommending other leaders, and sharing their expertise both with their industry peers and with up-and-coming leaders who are the AWESOME leaders of the future.

As for the industry, there are positive signs of progress and change. AWESOME could not build its network if the ranks of top women in the field were not growing. Our new programming component – powered by AWESOME – through which we provide expert speakers and panelists for conferences and presentations — could not be happening if there wasn’t a demand to tap into the knowledge and experience of these women. Through our engagement with emerging leaders, we’re working to reinforce a new level of competence and confidence among tomorrow’s senior supply chain executives. And we’ve heard from a growing number of male supply chain leaders who express agreement that helping women reach their full potential will benefit their companies and the profession. Many of these men are more than just aware; they’re ready to take an active role in efforts to advance women.

We see significant energy for and commitment to advancing women’s supply chain leadership among the individuals and corporations in our network. We all recognize that considerable progress has been made, but there is still much to be done before women in our field consistently have the opportunities, the support, and the confidence to reach their full potential. Together, we can make major strides! I invite you to get involved and help us make a difference.

Ann Drake
CEO, DSC Logistics
Founder, AWESOME
WORDS OF WISDOM
from AWESOME Symposium Leaders:

Dr. Nancy Nix, AWESOME Executive Director
“This is the third annual AWESOME Symposium, and what we’ve learned from all of you, what we’ve learned from the energy in the room and what we’ve learned from the connections we’ve built is that this is an important and timely initiative for all of us.”

(Ann Drake is the former Executive Director of the EMBA Program and Professor of Supply Chain Practice at TCU.)

Ann Drake, AWESOME Founder and Symposium Co-Host
“Why do we bring AWESOME leaders together for an industry-wide Symposium? Because that is when the connections spark. That’s when collaboration turns from ideas into real possibilities. And that’s when the energy created by inspiration springs into action.
I’m looking forward to seeing AWESOME in action collaborating for impact, moving ideas forward, making things happen in our careers and helping others to step up to supply chain leadership.”

(Ann Drake is Chairman and CEO of DSC Logistics and the recipient of the 2012 Distinguished Service Award from the Council of Supply Chain Management Professionals, the first woman to receive the award since it was established in 1965.)

Kathy Wengel, Symposium Co-Host
“In today’s world, where 51-52% of the people on the planet are women, 41% of the undergraduates in supply chain are women. That’s much better than it was 10, 20, or 30 years ago. But part of what we need to do as leaders is assure that women are represented at a level that’s commensurate with where we are in the population. If you move up 10-20 years in careers and look at individuals with titles of director and above in supply chain across all industries, women comprise only 20%. So something’s happening. Women are opting out.

Of the Fortune 500 top supply chain roles, only 5% of those are women. That’s 25. What I’m incredibly proud of is that a third of those women are here in this room today.”

(Kathy Wengel is Vice President of Supply Chain, Johnson & Johnson, and the 2014 recipient of the AWESOME Legendary Leadership Award.)
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EXECUTIVE SUMMARY

The New Realities of Women’s Supply Chain Leadership

The following are key conclusions based on up-close conversations and discussions from the following panels: leading women in supply chain, male supply chain leaders, emerging leaders, senior executives speaking to emerging leaders, and C-suite executives from fields other than supply chain.

- The role of “Chief Supply Chain Officer” is being added to more executive leadership teams.

- It is no longer surprising or controversial to say that women’s leadership is good for business.

- There is agreement that men need to be involved if women are to take steps forward – and many are eager to do so.

- More frequently than in the past, companies are taking specific actions to promote diversity and remove barriers.

- The integration of work and family is gaining increased attention – and beginning to be seen as an issue that does not belong exclusively to women.

- Women are encouraging other women to be authentic in their leadership roles.
Collective Wisdom
The idea that the supply chain is just delivering widgets is really about 30 years old.

Logistics is increasingly the lifeblood of manufacturing.

Rosabeth Moss Kanter  
– Chair and Director of the Harvard University Leadership Initiative and participant in Symposium Up-Close Conversation

Through your supply chain roles, you get to understand the ‘belly of the beast’ and how the organization works, and you also develop collaboration and management skills that are transferable to any function.

“Logistics is increasingly the lifeblood of manufacturing.”

Rosabeth Moss Kanter  
– Chair and Director of the Harvard University Leadership Initiative and participant in Symposium Up-Close Conversation
Section One:
The role of “Chief Supply Chain Officer” is being added to more executive leadership teams.

The scope of supply chain roles has changed. Leaders at the 2015 Symposium emphasized the need to align the supply chain with overall business strategy. As a result of increasing business complexity and globalization, they see the importance of the supply chain growing because it touches every aspect of the business, and is a key “enabler of success.”

For those reasons, it appears the Chief Supply Chain Officer (CSCO) is beginning to join other C-suite members of some companies’ leadership teams. As such, the CSCO may participate in strategic decision-making. A supply chain leader contributes a range of critical insights, particularly in relation to customer behavior, the impact of technology, developments in the labor force, and the dynamics of teams.

Many AWESOME participants believe that experience in supply chain roles is now more often considered a valid path toward top company leadership. To succeed in supply chain, an individual needs to be able to “knit many disparate pieces together” and to be an enabler of the business strategy, as well as to help deliver on the brand promise. The role has evolved to the point where the toolbox and the skills required to be effective are much more dynamic and complex than what they used to be.

Participants pointed out that the background of today’s supply chain executive is much more focused and disciplined than it was 10-20 years ago – as business schools add supply chain tracks and degrees.
WORDS OF WISDOM:

“The world is 50% female. We need to have women as 50% of leaders in every single role in our company.”

“We are making progress, but we have to accelerate that progress significantly as we move forward.”
Section Two:

It is no longer surprising or controversial to say that women’s leadership is good for business.

Over the past several years, with results of studies showing companies with female executives on the senior team or three or more female Board seats tended to be more successful, that reality has achieved more widespread acceptance.

Panelists at the Symposium articulated several key reasons why their companies are moving forward to achieve greater diversity.

- Relevance – Many companies, especially consumer goods companies whose success depends on connecting with customers’ needs and wants, value a diverse leadership team whose members represent various perspectives of customers.

- Path toward creativity and innovation – The confluence of diverse backgrounds, experiences, and points of view leads toward better ideas and decisions.

- Talent shortage – With the growing complexity and importance of the supply chain field, companies compete for qualified leaders and seek a more diverse talent pool.
WORDS OF WISDOM:

“I believe most men now ‘get’ that women can contribute in a big way and they’re not threatening and I think that used to be part of the problem.”

“As a company, we’re looking for ways to let people spend time with their children and reenter the workplace. And as an individual, I looked for ways to do that, too. I had one female that worked for me, and it was in a role where I had a lot of flexibility in building the team. After her first child, she said she’d like to take a year off. I said, ‘Listen, you’re a great employee. I want you to work here. I also want you to have that time with your child. I will have a position open in a year because I turn about five or six of those positions a year. It will be available for you when you come back and we’ll figure out how to get you back into the workplace.’”
Section Three:
There is agreement that men need to be involved if women are to take steps forward – and many are eager to do so.

The reality is that in most companies, men still hold a majority of the top leadership spots. They are in a position to influence policies, set standards, and determine the culture of their organization. Being convinced of the business imperative of maximizing the leadership potential of women, they can actively take steps to encourage and promote the advancement of women.

Male panelists at the Symposium confirmed they sense a shift in the perception of women as competent leaders, and each related personal experiences having women as valued colleagues. Through more open and honest discussion, it appears that the formal and informal, intentional and unintentional stereotypes seen as running through many company cultures are now being better recognized and understood. Although some unconscious biases still exist, men are less likely in today’s corporate environment to make disparaging comments – or to accept such comments from other men. They spoke about being ready and willing to point out a stereotype when they hear it from others. Some elements of the “old boys network” are a generational phenomenon and are being replaced with more openness and acceptance.

Similarly, women leaders spoke of collaborative efforts with male counterparts to “level the playing field.”
**WORDS OF WISDOM:**

“Part of the reason why men get uncomfortable is wondering ‘what am I going to talk about at break over coffee? I don’t know what to talk to women about. They probably don’t like baseball, and I’m a baseball fan.’ It seems minor but those little things matter if we’re trying to get people comfortable about being around each other.”

“If you don’t care about one of your employees, don’t give them honest feedback.”
Section Four:

More frequently than in the past, companies are taking specific actions to promote diversity and remove barriers.

Actions described at the Symposium include:

Accountability for diversity:
One of the major steps being taken is to make leaders accountable for the diversity of their teams. In some cases, this means the percentage of individuals on a team representing minorities is included in performance indicators. One panelist said 5% of his company bonus is at risk if leaders don’t hit their diversity targets.

Eliminating unconscious bias:
The negative impact of unconscious bias is another circumstance being targeted by some companies.

An example of unconscious bias was given of a group discussing possible candidates for promotion. The male candidate was praised for “not taking no for an answer.” The female candidate was criticized for being “too aggressive” – pointing to the possibility of a double standard.

The bias often appears to present itself when assumptions are made about a woman’s level of commitment because of her marital or family status. One panelist described the type of conversation that can hurt a woman professionally and how his company has made an effort to eliminate that kind of conversation when people are being considered for career moves and opportunities. “Being aware has helped us talk about talent and stop filtering people because someone says, ‘Well, she has a young family. She’s not going to want to move.’ We’ll stop and say, ‘Did you ask her? No.’ Or ‘She doesn’t want to move because she has a spouse that works.’ ‘Did you ask her?’”

His company and some other companies are approaching the problem of unconscious bias by providing men at executive and managerial levels – and in some cases, throughout the organization – with training to recognize and remove stereotypes.

Panelists also recognized the need for companies to create a climate where honest feedback is given and valued, because men often say they are uncomfortable giving feedback to a woman.
WORDS OF WISDOM:

“Over the last 15 years, I’ve spent day in day out – more than a third of my time – on talent, leadership, organizational structure, development programs, mentoring, looking at options and scenarios and capabilities that my organization or my company needs for the future. I consciously make that choice, and it’s been one of the best investments of time I have ever made in my career.”

– Kathy Wengel, VP, Johnson & Johnson Supply Chain and Symposium Co-host

“Sometimes it happens that you believe in people but they don’t believe in themselves. A lot of it is because they haven’t had opportunities and recognition.”

“I believe a mentor can come from anywhere, but a sponsor has to come from your company if you really want to progress in your career within your company. And it’s usually a person two levels up because they’re the ones who are going to be in the closed-door conversations. Sponsors have ‘skin in the game’ to help you be successful and at the same time, you have to deliver.”
Encouraging and facilitating sponsorships for high potential women:
Panelists stressed the importance of sponsors who focus on the talent development of women in their organization. They discussed the difference between mentors and sponsors and recognized that each role can contribute to a woman's ability to advance. An effective sponsor will select or promote an individual for projects and roles that build skills and supplement experience she already has and create opportunities for her to be recognized for her performance.

In the same context, panelists encouraged women and their sponsors to take part in job rotation – being willing to take on roles outside of their previous experience for the sake of expanding their skills.

Allowing greater flexibility:
Companies are re-examining inflexible policies and procedures that cause extra stress on women with families. That dimension is covered next in Section Five.
WORDS OF WISDOM:

“There may be some roles where we can offer a lot of flexibility and time may not be as important. It’s about making sure the right work gets done. There are other roles where we need people who are there and able to answer questions and quickly resolve issues that happen.”

“When we have family-friendly policies, they are supposed to be for the whole organization. If they’re there on paper but are utilized only by women, that becomes an unconscious bias too. We have to develop a culture where people are comfortable using what’s available.”
Section Five:

The integration of work and family is gaining increased attention – and beginning to be seen as an issue that does not belong exclusively to women.

One of the positive developments as women advance to senior leadership positions is their ability to impact the culture of their companies and adjust practices that cause women a greater share of hardship due to their roles as mothers.

Panelists and participants throughout the Symposium discussed the value of flexibility to a company that wants to support and encourage women’s leadership. One way to approach the need for flexibility is to focus on getting the work done, rather than on requiring a rigid schedule of an individual being on-site. It was pointed out that some roles are more suitable for that type of arrangement than others.

Women who participated in the Emerging Leaders panel spoke of ways their companies are supporting their need to balance work and family needs, including being able to work from home on occasion, adjust their hours when necessary, and deliver on their commitment to get the work completed on time. Technology is enabling some of this increased flexibility.

Some companies also are expanding their family-friendly policies to include men, i.e. extending the time available for paternity leave. It was noted that if men are encouraged to use the available leave time, balancing family and work becomes less of a gender issue.
WORDS OF WISDOM:

“I spent lots of time early in my career not wanting to let people know that I had children, that I had a personal life because then people wouldn’t take me seriously. For many years, I wouldn’t wear a skirt because I thought they wouldn’t take me seriously. And you can’t live your life like that.”

“Exude your essence. Each and every individual has a distinct style and personality that should be leveraged. The special talents one possesses should be used as a strength, and not viewed as something to shy away from.”

– Debbie Lentz, Senior Vice President, Chief Supply Chain Officer, Toys“R”Us, Inc. 2015 AWESOME Legendary Leadership Award recipient

“These jobs are really hard and stressful and one of the things that we all know is when we’re under stress, we sometimes show up the wrong way. We send the email we shouldn’t have sent, say the thing we shouldn’t say, get overwhelmed when a problem gets dumped on our desk and not deal with it in the right manner. My advice would be – don’t let things get to the point where the ‘bubble bursts.’”

“One of the things I love about this company is that we think about the employee as being allowed to bring their whole self to work. Life is a journey and hopefully all of us will have many phases in our lives. Work is a part of that, but work is not the only thing, and you need to be your whole self every day.”

– Sandi Peterson, Group Worldwide Chairman, Johnson & Johnson Participant in Symposium Up-Close Conversation

“You need to bring your whole self to work because the most stressful thing is to show up at work and pretend you are only one part of who you are.”

“If you have an issue that’s a personal issue, go take care of it, and tell people, ‘I have to go deal with this.’ It’s your obligation as a female leader to be a role model and make sure all the people around you know they can do the same thing.”
Section Six:

Women are encouraging other women to be authentic in their leadership roles.

One of the situations said to be an obstacle to women aspiring to leadership has been the lack of female role models in the highest-level positions. As that circumstance changes, women who advance to senior roles become more visible, demonstrating the qualities that contributed to their successful leadership.

Panelists agreed that in the early stages of their careers, they had only men as role models and often felt the need to emulate their style and not “stand out” in any way. Now that they have achieved success, they feel empowered to be more authentic. Emerging leaders and others participating in the Symposium recognized that being authentic is something they strive for, but depending on their particular company culture, feel the situation isn’t completely resolved.

In many enlightened companies, some of this increased openness to diverse styles comes from the desire to encourage all employees — women and men — to take care of their health, and that includes finding ways to deal with stress.
Special Section:
Emerging Leaders
Emerging Leaders

For the first time in AWESOME Symposium history, emerging leaders were recommended by senior leaders to take part in the event, including a special interactive discussion with a panel of leaders talking about career lessons.

A sample of Words of Wisdom from those discussions and other Symposium sessions:

- “You were invited here because we see all of you as the ‘cream of the crop’ and with the potential to continue to move your career up in supply chain.”

- “One of my beliefs is that — as women — all of you were highly successful early on in life because you were the best student, you got the straight A’s, you always did your homework and you always knew how to answer when the teacher asked a question. That made you hugely successful early in your career.

The problem is what makes you successful as you become a leader versus an individual contributor or student is a very different thing. Not only do you need to do your homework, but you have to know how to make your colleagues feel comfortable with you and make them feel like you’re looking out for them, you’re not just trying to do a good job.”

– Beth Ford, Chief Supply Chain and Operations Officer, Land O’Lakes
2015 AWESOME Legendary Leadership Award recipient

- “Sometimes what happens to women is it’s not that you aren’t trying to be helpful, but you’re so focused on what you’ve been asked to do that you make others around you feel uncomfortable. They feel like you’re just out for yourself and you’re actually not.

Women need to learn to make their colleagues look good in the room, it makes them relax and feel like you’re there to work with them.”

- “I would definitely say a leader’s style changes. As a company grows, it is increasingly necessary to motivate and inspire employees. It is crucial to listen, understand, support and assist in the development of the broader organization throughout the company.”

– Debbie Lentz, Senior Vice President,
Chief Supply Chain Officer, Toys“R”Us, Inc.
2015 AWESOME Legendary Leadership Award recipient
• “Reach for new learning – the new experience or the new skill – even if you don’t know exactly how it will turn out.”
– Beth Ford

• “People define risk differently. I can say it was a risk when I moved to a different city. It was a risk when I moved to multiple industries. I didn’t really ever see it as a ‘risky thing.’ I thought ‘Wow, I get to learn something new.’ Using the word ‘risk’ makes it seem as though there’s something to fear. The great thing about risk is that you also have great opportunity for big success.”
– Beth Ford

• “Really terrific leaders are lifelong learners, and I think if you prioritize that as one of the things that you have to do, you must make time to create environments where you can learn.”

• “I’m a big believer in having a short list of big priorities.”

• “Make sure you have the right team around you and make those tough choices early. Make sure you’ve got people you can delegate to because you can’t do everything, and you need to trust in the people who work with you. You need to give them the authority and the responsibility to take on some of those things that blow up.”

• “My recommendation is to ask. ‘How do I get this job? I want to position myself.’ Be ready, because the answer might be, ‘We don’t think you’re ready yet.’ And if someone says that, it’s a gift. When you’re told that, you get to say to them, ‘Why?’ If they can tell you what the gap is, fill the gap. Position yourself well.”
Supply Chain Megatrends

As a Symposium for leading women in supply chain, a signature element of the event is a discussion by a panel of the field’s top women. This year’s panel focused on megatrends – what’s around the corner for supply chain and how leaders are positioning their companies to address them.

Here is a sample of Words of Wisdom from several of those trends:

Megatrend: Collaboration

- “Collaborating isn’t just sharing data. It’s actually getting a mutually agreed upon benefit at the end of all the work that you do.”
- “Collaboration — there’s a lot more to it now. It’s just not playing nice with one another in the sandbox. It’s not just giving you the information that I think you need to have. It’s actually working together and providing information that you actually need and want.”
- “It’s about creating joint goals so everyone feels mutually accountable for that collaboration in addition to being able to work the entire process from end-to-end.”
- “Some of the constraints we have in collaboration are really within our own organization driving these incompatible KPIs all together.”

Megatrend: Competition and the need for speed and agility

- “We’re heading into a new period of competition and the ability to be successful requires a different methodology than before.”
- “The company with speed to market or speed to the consumer is the one who’s going to win.”
- “With the speed needed today, we’re finding that we really need to be a lot more agile. We need to really understand what factors we can control and what factors that we can’t control right now and try to make the responses to those a lot more agile.”
• “You’re trying to get speed to market as fast as possible, so you’re balancing the dynamic tensions of ‘here are the things I can control’ and ‘here are the things that are going to come up on an ad hoc basis,’ and we’re going to try to reduce the response time.”

• “You can set up all the right processes, but when the consumer says, ‘well, no, actually I want this now,’ you have to be able to respond and re-set your supply chain end-to-end with your suppliers and customers.”

Megatrend: Expanded use of Big Data

• “As technology provides more data, how do we transition from having a lot of information to using a lot of information?”

• “Most of us have spent a lot of our careers analyzing data and looking for trends, so it’s going to be exciting.”

• “What’s going to be dramatically different than it was before is that all along the supply chain, people are going to share data. So more than any other time, we’re going to have access to the data from the time a consumer uses a product all the way back through when the supplier formulated the raw material. The question will be: how do we get that knowledge and intelligence all the way across the supply chain in order to be able to drive the speed and change?”

• “We need a whole new skill set in being able to analyze data, because most of us were trained in crunching data, but not in how we use data effectively in order to drive decision making.”
Additional AWESOME Information
2015 Symposium Sponsors

The following Symposium sponsors have demonstrated support for diverse talent development, for women’s leadership in supply chain, and for AWESOME.

2015 Symposium Partners

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Sandy Evett, Vice President, Customer Service & Logistics, Kraft Foods

Debbie Lentz, Senior Vice President, Chief Supply Chain Officer, Toys“R”Us, Inc.

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Dr. Nancy Nix, AWESOME Executive Director, formerly Executive Director of the EMBA Program and Professor of Supply Chain Practice at the Neeley School of Business at TCU

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Dr. Frances Gaither Tucker, Associate Professor of Marketing and Supply Chain Management, and Academic Director, LOGTECH MS in SCM, in the Martin J. Whitman School of Management at Syracuse University

Kathryn Wengel, Vice President, Johnson & Johnson Supply Chain (JJSC)
What’s next for AWESOME?

2016 AWESOME Symposium
April 27-29
Portland, Oregon

Host Partner:

Nike Corporate Headquarters — Beaverton, Oregon

AWESOME welcomes additional Symposium Sponsors

For more information, contact Nancy Nix,
AWESOME Executive Director,
at nancy.nix@awesomeleaders.org.
Book Recommendations

*Move: Putting America’s Infrastructure Back in the Lead*
by Rosabeth Moss Kanter

The author, well-known Harvard professor and Chair/Director of the Harvard University Advanced Leadership Initiative, participated in an “Up Close Conversation” at the 2015 AWESOME Symposium. Her book is a straight-talking, no nonsense look at America’s crumbling infrastructure and what needs to be done to fix the problems.

*New Rules of the Game: 10 Strategies for Women in the Workplace*
by Susan Packard

The co-founder and former COO, HGTV, spoke at the AWESOME Symposium about how women can cultivate “gamesmanship” and apply that to their business challenges. She also moderated a panel of C-Suite executives discussing their career paths and experiences.

*Forget a Mentor, Find a Sponsor: The New Way to Fast-Track Your Career*
by Sylvia Ann Hewlett

Recommended during the Symposium discussion about sponsorships (men’s panel: Collaboration in Action), this book reveals the “two-way street” that makes sponsorship such a strong and mutually beneficial alliance.
AWESOME Insights and Observations about Women’s Supply Chain Leadership

Volume One

*Reality Check: What We Now Know*
Published October 2013

Volume Two

*Reality Check: What We Learned in Denver About Women’s Supply Chain Leadership*
Published February 2014

Volume Three

*Reality Check: What We Can Do*
Published September 2014

Volume Four

*Reality Check: The New Realities of Women’s Supply Chain Leadership*
Published September 2015

The Conversation Continues – visit www.awesomelleaders.org

Also, watch for Collective Wisdom from the 2015 CSCMP global conference and sessions *powered by AWESOME*

Visit www.awesomelleaders.org for more Insights, more Words of Wisdom, details about AWESOME events, and Spotlights on outstanding women leaders