



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

REALITY CHECK: **How We Make Things Happen –** **Reaching New Levels of Leadership**

Insights and Observations from
the fourth AWESOME Symposium
April 2016



Fourth Annual Symposium April 2016



INTRODUCTION

Since AWESOME was launched in early 2013, we have kept a close eye on developments in women's leadership – in the field of supply chain but also in the larger sense. We share many of the same challenges women in other traditionally male fields experience, so we can learn from each other.

As our thinking has expanded and evolved, supply chain leaders in the AWESOME network are taking on new roles as thought leaders, including participation in panels and discussions through the *powered by AWESOME* initiative and through the publication of this report of collective wisdom titled *REALITY CHECK*. Our goal is to find the best ideas, the best practices, the best solutions and share them throughout the network and beyond.

Developments since the past volume of *REALITY CHECK*, following the 2015 Symposium, include:

- Important research is providing statistics about the advancement of women into top leadership roles and concluding that progress is still too slow. A 2016 survey conducted in partnership between AWESOME and Gartner, well-known technology research firm, adds to that knowledge, confirming that the percentage of women in leadership positions decreases as the corporate ladder rises and that many companies are still not taking steps to close the gap. (Find highlights of this research and a link to the full report

at www.awesomeleaders.org. See also previous studies: Deloitte's *2015 Women in Manufacturing Study: Exploring the gender gap*; McKinsey & Lean In's *Women in the Workplace*; and EY's *Women. Fast forward.*)

- More interaction and synergy are taking place among women leaders in the supply chain profession and with women in other professions. What is happening in our field is taking place in many others.
- Male supply chain leaders are becoming more involved in developing and implementing actions to increase diversity and inclusion.
- Experience is giving us a more mature understanding of what the issues are related to the advancement of women and a more realistic assessment of how change happens.
- There is agreement that the pace of change will be in proportion to the willingness of leaders – including those at the highest levels of leadership – to take a stand and be actively engaged.

The goal of AWESOME and all of its initiatives is to accelerate the progress of women leaders in our profession – to challenge the status quo, to innovate new approaches that help companies recognize and value women's talents and abilities, and to lead a transformation of the supply chain leadership landscape.

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THE SYMPOSIUM

The first AWESOME Symposium convened in Chicago in May of 2013 – just five months after AWESOME was officially launched. The second Symposium followed in 2014 and, like the first, was held in Chicago and hosted by AWESOME founder Ann Drake and the company she leads as Chairman and CEO, DSC Logistics. In 2015, for the first time, AWESOME welcomed a Host Partner – Johnson & Johnson – and the Symposium was held at J&J's World Headquarters in New Brunswick, New Jersey. Five additional corporate sponsors joined in supporting AWESOME.

The 2016 Symposium was held in Portland and in nearby Beaverton, Oregon, site of the World Headquarters of NIKE, Inc., our 2016 Symposium Host Partner. The number of corporate sponsors doubled, and Johnson & Johnson became the first sponsor at the AWESOME Leader level of support.

2013



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in supply chain operations,
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The AWESOME Future of
Women's Supply Chain Leadership

Location:
Chicago, Illinois

Hosted by:
Ann Drake
DSC Logistics

2014



Location:
Chicago, Illinois

Hosted by:
Ann Drake
DSC Logistics

2015



Location:
New Brunswick, New Jersey

Host Partner: Johnson & Johnson
Founding Partner: DSC Logistics

2016



Location:
Portland, Oregon

Host Partner: NIKE, Inc.
Founding Partner: DSC Logistics

2016 Symposium — WORDS OF WISDOM



“At NIKE, we declare our values in a series of statements we call ‘maxims.’ Our first maxim is ‘It is in our nature to innovate.’ That’s why it was such a great opportunity for us to host this particular symposium as it really aligns with what we believe as a company.”

— Trish Young, Symposium Co-Host, VP of North America Supply Chain, NIKE, Inc., Symposium Host Partner (Since the Symposium, Trish Young has been named Nike’s VP, ERP Integrated Value Streams.)



“We see hosting the AWESOME Symposium as an unbelievable opportunity where we can inject some Nike perspective but mostly listen and learn how to be better and more innovative in this area, because we believe intrinsically in our company that a more diverse and inclusive workplace is a key to making better decisions. It leads us to be more creative and to have a better culture.”

— Eric Sprunk, COO, NIKE, Inc.



“When I started as a manufacturing engineer in supply chain, we could have met at a coffee table in the room over there, and so now to have the power and the intelligence and the excitement in this room is amazing.”

— Meri Stevens, VP Strategy & Development, Johnson & Johnson Supply Chain



"I admire and respect AWESOME for providing opportunities to have a dialog that enables us to create an awesome future by challenging, innovating and leading the journey towards achieving women's excellence."

— Annette Clayton, EVP & Chief Supply Chain Officer, Global Supply Chain, Schneider Electric, and 2016 recipient of the AWESOME Legendary Leadership (ALL) Award (Since the Symposium, Annette Clayton has been named President and CEO, North America Operations, for Schneider Electric.)



"AWESOME is doing important work to show what great women can achieve and to expand our view of what is possible for each of us."

— Jackie Sturm, VP of Global Supply Management at Intel, and recipient of 2016 AWESOME Legendary Leadership (ALL) Award



"The foundation of AWESOME is really about the power of networks and the importance of connecting with leaders across a number of roles and an array of companies and industries."

— Dr. Nancy Nix, AWESOME Executive Director



FROM THE FOUNDER

Ann Drake, CEO of DSC Logistics



Opening Remarks at the 2016 Symposium

“As we open the symposium today, I hope all of us will think about how far we’ve come. Who could have imagined just four years ago the breadth and the reach of our network? We’ve not only connected with 750 leading women in supply chain, we’re pulling together the combined expertise, ideas and energy of our entire group and sending them out to the world at large. Four years ago we discovered there were more women in senior supply chain roles than we knew — not enough, mind you but, still more than we knew. But the women didn’t know each other and didn’t have a network and usually had made it to their leadership role by navigating a predominantly male system.

And now, you are sitting next to each other and interacting with each other from across the country, collaborating on projects, people and business, and we are just beginning.

We live in a world and we lead in an industry where leaders are bombarded with non-stop opportunities and change, and businesses are in a constant state of transition and reinvention. In this rapidly changing world the perspectives and strengths of women are critical to business success. The world needs more women leaders who can seize opportunity and lead through collaboration.

More and more we are in a position to make things happen. Instead of waiting and hoping for opportunities, we must create them.”

Please note:

To continue the AWESOME “tradition” of encouraging candid discussions and conversation 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.





EXECUTIVE SUMMARY

Key points of the 2016 AWESOME Symposium

1. Supply chain leaders continue to play **a more strategic role** in overall business decisions, resulting in the need for skills beyond those traditionally required for supply chain leadership. — Section One
2. Analyzing further the connection between participation of women in top leadership of a company and its success, what also has emerged is **a link between diversity and innovation**. — Section Two
3. The shortage of qualified professionals – or **the “talent gap”** – in the increasingly important supply chain field gives further incentive to attract women to the supply chain profession and to retain, develop and advance women at the highest levels of leadership. — Section Three
4. Leaders and their companies are beginning to work with the broadest and **most inclusive definition of “diversity”** and to move beyond initial steps. — Section Four
5. The **proactive approach** now needed requires women to position themselves for advancement and for companies to remove barriers and be actively engaged in positive actions. — Section Five





SECTION ONE

WORDS OF WISDOM:

Important insights from our ALL Award Honorees:

"I am deeply committed to the importance of manufacturing as the backbone of the economy. The middle class has jobs because we create value-added products and manufacture them in local environments."

— Jackie Sturm

"Supply chain has evolved from being branded as cost centers to sources of competitive advantage that deliver value to the customers."

— Annette Clayton

"If sales inventory and operations planning is the nervous system of a supply chain, it's the supply chain itself that's the heartbeat of any business." — Annette Clayton

"For those of us who are in leadership positions and have been entrenched in the supply chain for a while, it's going to require a lot of mindset change. We have to move away from what I call the old style of rugged individual who could negotiate anything, deliver anything, expedite anything. And move toward a world where we are preemptively partnering to create great capability through using robotics and automation to massively reduce the amount of routine work." — Jackie Sturm

"Big data is something where we've only just seen the tiniest tip of the iceberg...Creating great cost and ensuring technology is available in the market (will make us) an unquestioned critical player at the table with engineering, with design and with others to deliver products that will amaze and inspire consumers." — Jackie Sturm

"My vision for the supply chain of the future is very energizing. I see it as a place where we are not just sought out. We're routinely a critical part of defining and delivering amazing products that are going to lead the world." — Jackie Sturm

"We see trends like digitization – driving value in the end-to-end supply chain network, into your customers, into your suppliers. The companies that figure out how to optimize that end-to-end, using the data technologies we now have in front of us, are the companies that are going to win." — Annette Clayton

"The biggest transformation in the discipline is going to come from digitization. We've all tried to reach into other parts of the supply chain to drive more value. But what's happened is our ability now to have access to all of this digital information makes it really an opportunity, maybe for the first time in all of our careers." — Annette Clayton

SECTION ONE

...a more strategic role...

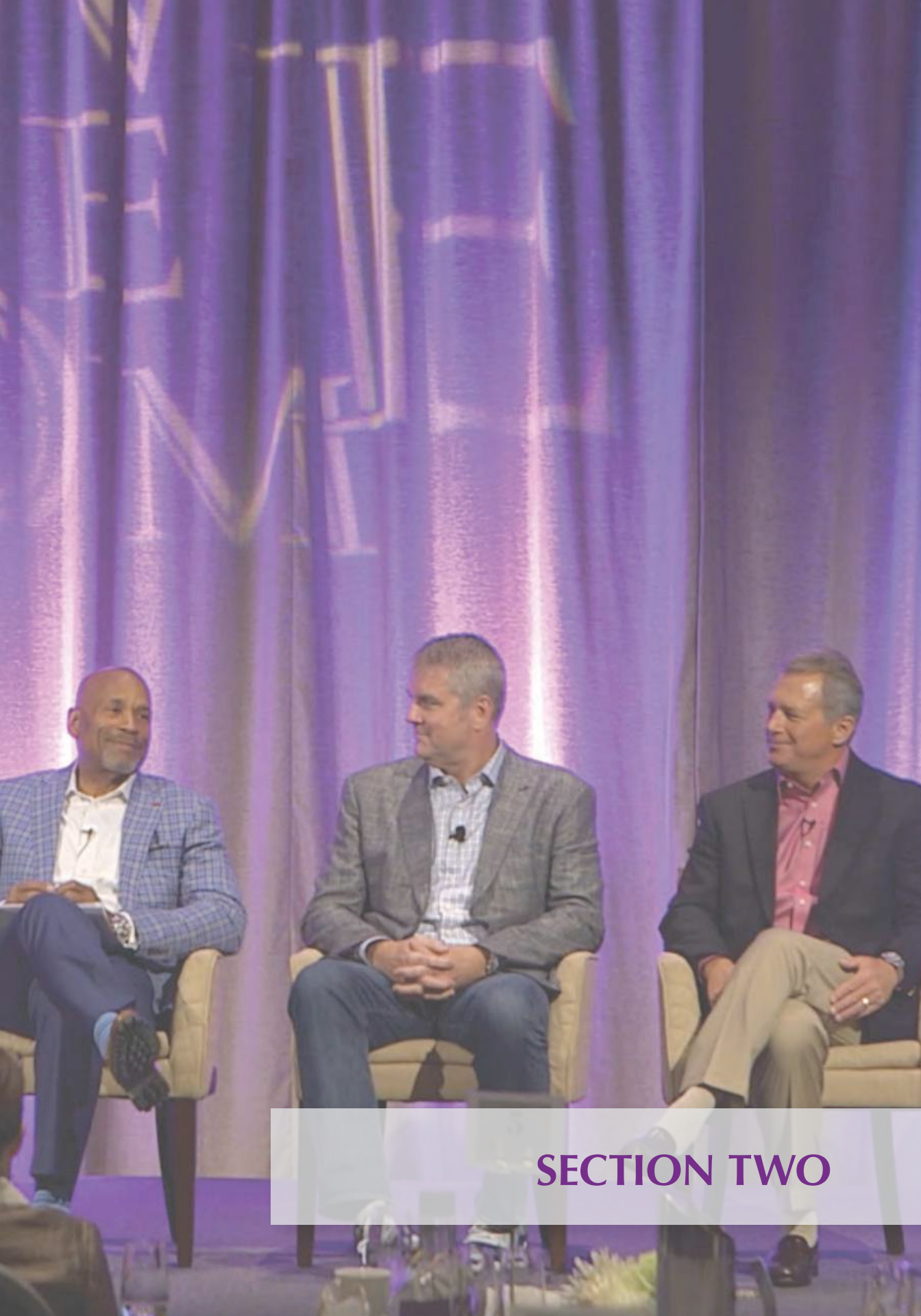
Delivering value to a company and its customers

In the four years since AWESOME discussions have been taking place, we've seen the transition of the supply chain into a more strategic role occur at a faster pace at many of the most successful companies. Chief Supply Chain Officers and other supply chain leaders are gaining a seat at the table where competitive strategies are developed and overall business decisions take place.

One key factor is that as supply chain leaders apply skills acquired in managing complex global systems and processes, their experience and abilities prove valuable in C-suite leadership roles.

Another trend contributing to this more strategic role for supply chain is digitization – the capacity to link and leverage technologies that effectively organize and communicate information, enabling decision-makers to act upon circumstances in real time. Digitization enables supply chain leaders to preserve, access and share a huge volume of information with their company leaders, suppliers, partners and customers, driving value end-to-end.





SECTION TWO

WORDS OF WISDOM:

“The value of diverse teams within innovation is the fact that it’s getting out of group think. When you don’t have diverse teams, people tend to think alike.”

“Every study you read, the facts show that you get more creativity and more innovation when diverse thoughts and perspectives and experience are in the room.”

“What CEOs like is creativity. They like innovation. They like results and they like success. You can empower your organizations and create better results with diverse teams working on solving problems and making decisions. And what CEO doesn’t want better results?”

“You have to give positive energy to a diverse team before you get creativity and innovation.”

“If you don’t really believe in and support diverse thinking and you’re doing it just because your boss told you to or it’s a measurement at the corporation or you’re going along with it because it’s the “right” thing — you’re not going to get innovation from that. You’re going to get a lot of other benefits of diversity, but you’re not going to get the benefit of innovation from it.”

“One skill that we’ve seen that actually shows tangible evidence of paying back in terms of peer performance has been leading inclusively, and we’ve had evidence that women do it better than men. Leading inclusively is becoming a critical skillset we identify as a competency for our future leaders.”

SECTION TWO

...a link between diversity and innovation...

Tapping into the creative power of different points of view

When people discuss the “business imperative” for diversity among leaders of a company, they usually point to several years’ worth of studies showing companies with a higher percentage of women among their leaders and their board members experience greater success and profitability. The reasons why that happens are still being identified. Consumer goods companies, for example, point to the necessity of company leaders reflecting and representing their consumer population, in all its diversity.

Panelists at the AWESOME Symposium discussed the link between diversity and innovation, agreeing that a culture of innovation requires a range of perspectives. Few businesses can succeed with a status-quo kind of approach in an economy that brings constant pressure to generate new and better ideas, products and services.

Participants also stressed the importance of not just setting up a diverse team, but effectively managing the way it works – for example, removing barriers so that ideas can come from all directions and all levels of the organization, as well as making certain that team members feel encouraged to be who they authentically are and to not be afraid to “fail.” To be effective in this culture of diversity, leaders must be able to “lead inclusively.”

In addition to creating and leading teams with gender, racial and ethnic diversity, panelists also described success in tapping into “diversity of experience” by bringing in people from entirely different disciplines to see the supply chain with a fresh perspective. Several panelists described reaching out to learn from and collaborate with others outside the company, such as suppliers or even competitors. Valuing diverse points of view can mean staying open to changing relationships, acknowledging that today’s competitor may be tomorrow’s partner.





SECTION THREE

WORDS OF WISDOM:

“In companies that operated on the ‘old boys’ network, it came apparent that they couldn’t attract the right talent – and that became a business issue and an incentive for change.”

“You need to be global in your perspective because everything is not made in the US anymore. So you have to be able to understand different cultures.”

“The role of a leader in any organization is to create an environment where every employee believes that they have the ability to do their best work when they come to work.”

SECTION THREE

...the “Talent Gap”...

Addressing the need for professionals with future-ready skills

For the supply chain profession, the talent gap is a reality. With the increasing stature of the supply chain as a critical component of business growth and profitability, a vast number of new professionals will be needed, with skills that match the future requirements of supply chain roles. Addressing the talent gap, caused in part by seasoned baby boomers being replaced by workers who lack the experience and skillsets, Dr. Nancy Nix, AWESOME Executive Director, has noted, “The skillset and capabilities required today are very different than those required in the past.”

Two other factors contributing to the talent gap are the lack of emerging talent, with the pool of qualified professionals not keeping pace with demand, and the complexity of the supply chain, with customer demands and needs increasing.

This circumstance provides further impetus for the profession to increase opportunities for women. As universities expand their supply chain programs, opportunities are opening for young women to choose and excel in the discipline. As with other STEM (Science, Technology, Engineering & Mathematics) fields, supply chain professionals can have an impact as role models for young women.

Symposium panelists identified some of what they consider future-ready skills for supply chain professionals. These skills include adaptability and flexibility, effective communication skills, and strategic thinking – “looking around the corners to see what’s coming, not just what’s happening today.” Being able to lead inclusively is increasingly important, as mentioned in the previous section.

Expanding opportunities for women is seen as an important “win-win” way to address the talent gap. The companies who do not take active steps, and who fail to attract, develop, retain and promote women are likely to come up short.





SECTION FOUR

WORDS OF WISDOM:

“What you can’t do is put women or people of color, in a separate box and not have it as part of your overall business strategy as an organization.”

“If we don’t bring that view in, if we don’t respect others then we fall into the same track that we’re trying to get out of.”

“A diversity of simple experience that we brought into supply chain made a big difference for us as well.”

SECTION FOUR

...most inclusive definition of diversity

Moving beyond initial steps

As a concept – and as a goal – “diversity” has continued to evolve. Once it was established that women were frequently at a disadvantage when it came to advancing in an organization, many companies set out to “do the right thing.” And once there was empirical proof that women contribute to success when they do take on leadership roles, there was more incentive to do the smart thing.

Many companies are addressing gender bias proactively because it has been so prevalent in traditionally male fields. Women are beginning to make progress in cultures where bias, including unconscious bias, has existed and is now beginning to be recognized and addressed.

Of course, women aren’t the only group whose leadership potential has been passed over or ignored. One of the first steps taken by many companies has been to develop “affinity groups” – and to give members of these groups – distinguished by their gender, race, ethnicity, sexual orientation or any other characteristic – a chance to know each other and support each other. While those groups can provide a positive place to start, in and of themselves they are not sufficient unless accompanied by other actions. Also some have expressed concern that separating people into groups does not lead to the inclusiveness that is the actual goal. While still offering benefits, there is now the feeling, expressed by some participants at the Symposium, that the emphasis needs to be on the whole person and on creating a culture where all sorts of individuals thrive.





SECTION FIVE

WORDS OF WISDOM:

“Women are making progress – but not enough.”

“I’ve been talking with my CEO and Board peers. We look back at the last 30 years of our careers and we muse about the progress of women into senior management and operating roles, and we say not enough, not nearly enough.”

“I’m from the generation that started out in business when women were the first and only salesperson, woman on the trading floor, woman on the plant floor and it’s been very interesting as I talked to a lot of you who are not in the baby boomer generation. Now, surprisingly, this is still occurring.” — Insights from Sandra Beach Lin, moderator of the panel discussion among male supply chain leaders. (Sandra is one of the leaders of Paradigm for Parity, a call to action by a group of female CEOs, board members and academics to achieve gender parity by 2030.)

“What can make a difference? It is true champions in the organization, people who are walking the walk, who are creating environments where people feel honored and respected, irrespective of their gender.”

“If the CEO does not believe in making change relative to inclusion and diversity, it will not happen. Period.”

“Somebody’s got to step up and be a champion of change.”

SECTION FIVE

...a more proactive approach

Making things happen

There appears to be tremendous surge of expectation that change will happen, and yet that certainty is tempered by the realization that change will take place exceedingly slowly unless the steps taken are conscious and effective and only if efforts are directed to have the most impact. In the survey conducted through a partnership between AWESOME and Gartner, respondents noted that many of their companies express good intentions, but that fewer among them have specific plans in place to achieve this elusive goal of “gender equality.”

Discussions at the Symposium highlighted what some of the most successful companies are doing to get results. In some cases, a “disruptive CEO” is leading the change, communicating a mandate, setting specific goals, and moving the organization steadily toward those goals by making persons at all levels of the organization accountable. At other companies, the champions of progress may be leaders at many levels, both males and females, as the number of men committed to gender equality increases.

In equal measure, the responsibility rests on women themselves. Symposium participants agreed that women must own their career advancement and that certain attitudes (confidence, perseverance, willingness to take risks, etc.) and actions (“talking less/doing more,” building a network, etc.) position a woman for success.

Women helping themselves

Women helping other women

Companies stepping up to lead change

WORDS OF WISDOM:

“My strongest advice to women is don’t hide your light under a bushel basket.”

“Most of us who are enculturated in the United States or western civilizations and Asian civilizations have sort of come to believe that diligent great work, tremendous accomplishments will speak for themselves. And that our modest, nose to the grindstone demeanor is the appropriate behavior. I like the “nose to the grindstone” part, keep doing that. But it’s important that your work be visible. So, while you acknowledge the collegial partnership that gets great work done, you also ensure that thought leaders, opinion makers and the executives in charge have an understanding of what contributions you made.”

“By signaling your intentions to improve, by setting amazing goals and then catalyzing your team to deliver them, and personally being willing to roll up your sleeves on different assignments, people will see your breadth, your capability, and consider you an indispensable leader who has to be recognized and brought forward.”

“It’s important that your work be visible. When you are modestly behind the scenes creating accomplishments that propel your company to greatness but you’re not acknowledged for them, that invisibility is hurting you. So, what I would like to recommend to all of you is you seek out ways to signal your intention. These are the great things I’m going to achieve. This is the work that I’m doing.”

“When I get a piece of feedback I assume it’s because I need it. And, you know, maybe sometimes it wasn’t legitimate feedback but I think it always helped me to improve and internalize and make adjustments as I went through my career.”

“If you aspire to a top leadership role, the best thing you can do is when you’re presented with an opportunity, take it. When a door opens, walk through it. I see a lot of people really hesitating, maybe even over-calculating and I think when opportunity presents itself you really need to go ahead.”

Women helping themselves

How a leader positions herself for advancement and success

At the 2016 Symposium, advice for how an individual can position herself for advancement and success runs throughout the discussions, including lessons in leadership from the ALL Award honorees, the senior supply chain leaders' panel, and a panel of accomplished C-suite leaders and board directors who shared insights about moving beyond functional responsibilities into the highest roles.

Here is a summary of their comments:

- Make your intentions known.
- Embrace the idea of doing something new.
- Take the jobs other people won't do and get the job done.
- Accept feedback. In fact, seek it out.
- Know when it's time to move to something new.
- In every role, be sure to "over-perform" – do each job just a little better than anyone would have expected you to do.
- Talk less and act more – be a "doer."
- "Hire slow and fire fast" – focus on talent and building great teams.
- Develop "executive presence" based on communication skills, appearance, and gravitas to strengthen your image as an important component of "PIE" - performance, image and exposure.
- Build a network – a circle of friends who will talk over tough challenges with you.
- Assess the group you're presenting to and working with – and adapt your communication to them.
- Find or develop a sponsor who will see opportunities for you that you don't see for yourself.
- Embrace the ambition that is in you.
- Whatever your current role, understand more about the company from the CEO perspective.



WORDS OF WISDOM

What we can learn from Women in Sport (panel presented by Nike)

"Fear less. Live more."

"You've got to celebrate the little victories in order to get to the big one."

"You can't be complacent. You have to take action. Life is not a spectator sport. You have to be active. And you have to have vision. You have to see things. And then you can't sit and let somebody else do it. You have to take the bull by the horns and run."

"When you're on a team and you're playing your role, you may not like your role. But it's important that you understand if you want to change your role then you've got to put the hard work in to be able to do that."

"We are women of action. We don't just stand by the sideline and let things happen to us. But we make things happen."

"Each of us has had challenges. But if you are able to hang tough in the tough moments that life brings you, then you're able to be successful."

"Probably the secret (to leading a winning team) is confidence and never arriving. You never arrive. So you're constantly seeking out more information. You're constantly trying to learn more, get better, be stronger, find a different way to do it, do something better.... I think the biggest thing is flexibility. As a leader I will say I'm very, very flexible. So I don't recruit players and make all those different players from different environments fit into my system. I really adapt my system to the players that I have on my team."



"There's still disparity in sports. There's still disparity in some work places. And that's why I say it's still a work in action. But that gives us something to keep working on and you know, forging ahead with. And it's teamwork – it's not just us. It's everybody in our cohort, everybody in our sport, everybody who appreciates hard work and dedication...You can't sit and think things are going to happen for you. You have to be part of it."

"I just try to be well balanced. I live in the moment. What I mean by that is when I'm with my team they get 100% of me. When I'm at home my kids get 100% of me...So while I do have my phone on all the time just for emergencies for my kids, I live where I am. And I'm present so that whatever I'm doing gets 100% of me. I don't divide my time. I don't believe in that. I don't believe you can do that effectively. So, I absolutely...pay attention to where I am and who I'm with."

"I think the big thing is to make everyone feel like they are a major part of your success. That's the foundation. Laying the foundation is the most important part of our success. Everyone has to play their role and everyone is important. And...when you empower people on every level it makes your product perfect... What team is all about is putting all of these different pieces of a puzzle together that are equally important so that this puzzle becomes complete and it becomes the best possible product that you can have."

"There is nobody's job that is too big or too small. So I always look at it as an inclusive environment. It's important to me. I understand what everybody's job is and I know how hard they work to do their job well."

WORDS OF WISDOM:

“Every female (in my field), I am rooting for. Even though some of them are my competition. Overall, I need them to be successful because the better that they are at what they do, then the more that bias, unconscious bias will dissipate.”

“We look at these systems where it’s been male dominated. And I think a lot of it is because they have figured out the trick of fraternity. And women, we need to do better about figuring out the trick of cooperation and sorority. We can have a lot more power if we are collective in our efforts.”

“Once women have positions of influence, we need to feel empowered and need to not feel guilty about promoting other women.”

“The thing that really rang true for me more than anything else (at the Symposium) is seeing women role models and seeing women who can do these things, people who blazed the path, and all of us in this room have responsibility and accountability in order to be able to help someone else and keep someone else in these tougher fields.”

“Every one of you acts as the standard bearer for your colleagues, for your staff, for students who come and intern at your company and for your own daughters.”

Women helping other women

Statistics support the fact that companies with a greater percentage of females in leadership positions experience greater success. The business case for increasing opportunities for up-and-coming women leaders is substantiated, and many participants in the Symposium expressed a strong desire and a direct responsibility to take action to advance women's leadership by attracting, developing, retaining and promoting those individuals.

They are eager to identify what steps are most effective and to implement these steps at their own companies – from serving as role models and mentors to fostering sponsorships to making certain candidate pools are diverse and job descriptions are gender neutral to providing opportunities for emerging leaders to gain skills and broaden their experience to creating a viable career path.

They also stressed the importance of involving male leaders in accomplishing these steps, because the goal is not competition between men and women, but rather inclusion and collaboration.

WORDS OF WISDOM:

“It’s also about retention. It’s about creating a workplace where a woman can also be a mother and a daughter and an aunt and a friend.”

“Walk the talk. Honor it. Create environments. Create ways of working. Create office structures. Create global networks. Create a schedule that allows for people to drop off kids at school in the morning.”

“Having the transparency and reporting on the numbers is nice. If you actually don’t take any action against that, you’ve defeated the purpose of having a diversity and inclusion program within the organization.”

“Make sure you take time to recognize when something good happens that’s related to diversity. Don’t let that pass you by. Have somebody stand up and go, you know what, that was great. That happened because we had a lot of different points of view at the table.”

“We always talk about talent development. You have a business agenda; you bring your team in. You have 20 things to do. Where’s talent? Twenty. It’s always number 20. It always gets shortchanged. It gets five minutes instead of the hour it had. So we flipped it. We made talent development and diversity number one on the agenda.”

“Failure is absolutely acceptable, and if your culture within your organization doesn’t embrace failure, or if you’re risk adverse, you can never innovate, even if you have diverse teams. It’s the dog with the rolled up newspaper syndrome. You’re cowering because you’re afraid if you fail then you’re never going to have another opportunity.”

Companies stepping up to lead change

What companies can do:

By initiating programs to increase diversity, many companies are taking a more proactive approach. These are some of the steps that are making a difference.

- Addressing unconscious bias.
- Fostering or formalizing male sponsorship for women.
- Measuring what matters – and then taking action if the numbers aren't going in the right direction.
- Making sure the candidate pool for positions is diverse.
- Putting talent development higher on the list of priorities.
- Recognizing results (For example, pointing out that a strategic decision or plan might not have happened without the diverse team that felt empowered to bring new ideas to the table).
- Providing different ways of working.
- Creating a culture where people aren't afraid of "failing."

Current programs to address unconscious bias show a greater understanding of what forms the bias can take. Participants in the Symposium offered these insights:

"How does it look? It may be subtle and be 'the way things just happen' or 'the way things have always been' – a round circle and all the men are over here and the woman's over there or the conversation that takes place before the meeting begins always being about sports."

"If we brought all our managers together and said, 'How many of you don't want women in your organization?' – nobody's hand would go up... You've got managers saying I want to support it but I don't even know that I'm not doing it."

AWESOME Company Leadership Award

Schneider Electric and Intel received the 2016 AWESOME Company Leadership Award in conjunction with their top executives being recognized as AWESOME Legendary Leaders. Both companies have stated goals and intentional programs to advance women.



"More than 24,000 male Schneider employees joined the United Nations sponsored HeForShe movement and we've been given the CEO Leadership Award for Advancing Women's equality by the Women's Empowerment Principles Organization."

"By 2017, we've committed to increase the representation of women across the pipeline 40% in entry level and 35% in top positions. We'll implement pay equity for 150,000 employees and we'll establish dedicated executive level groups to continuously raise the bar on our aspirations for women." — Annette Clayton, Schneider Electric



"As a group, women have made tremendous progress over the years. But there is so much more to be done. Intel as a corporation is pledging to achieve gender parity by the year 2020. And this year we announced equivalent gender pay for the first time. We're actively sponsoring our top female talent in order to find bigger and more influential roles for them." — Jackie Sturm, Intel Corporation

Other very AWESOME companies



CardinalHealth

“Cardinal Health has been recognized the last five years consecutively by the National Association of Female Executives for having at least four female board members, having 30% female representation at the VP and above level, almost 48% overall female representation.” — Steve Inacker, Cardinal Health



“Our chairman, Muhtar Kent, made a decision and he said that by 2025, 50% of his leadership team would be women. And we also made a commitment that by 2020 we’re going to empower 5 million women around the world.” — Rick Frazier, Coca-Cola Refreshments



“Today, kids don’t stay in STEM sciences. As women we fall out at age 10, 11, 12 and never get to be at the leadership level. At Johnson & Johnson we’ve launched a huge women and STEM initiative (WiSTEM2D – Women in Science, Technology, Engineering, Mathematics, Manufacturing, and Design) attacking why women and girls drop out of the STEM sciences early and are not staying in the curriculum and those types of jobs.” — Meri Stevens, Johnson & Johnson (J&J received the AWESOME Company Leadership Award in 2014.)



“We know we’re not going to be a \$50 billion company without being more diverse and more inclusive.” — Eric Sprunk, NIKE, Inc.

4TH ANNUAL AWESOME SYMPOSIUM

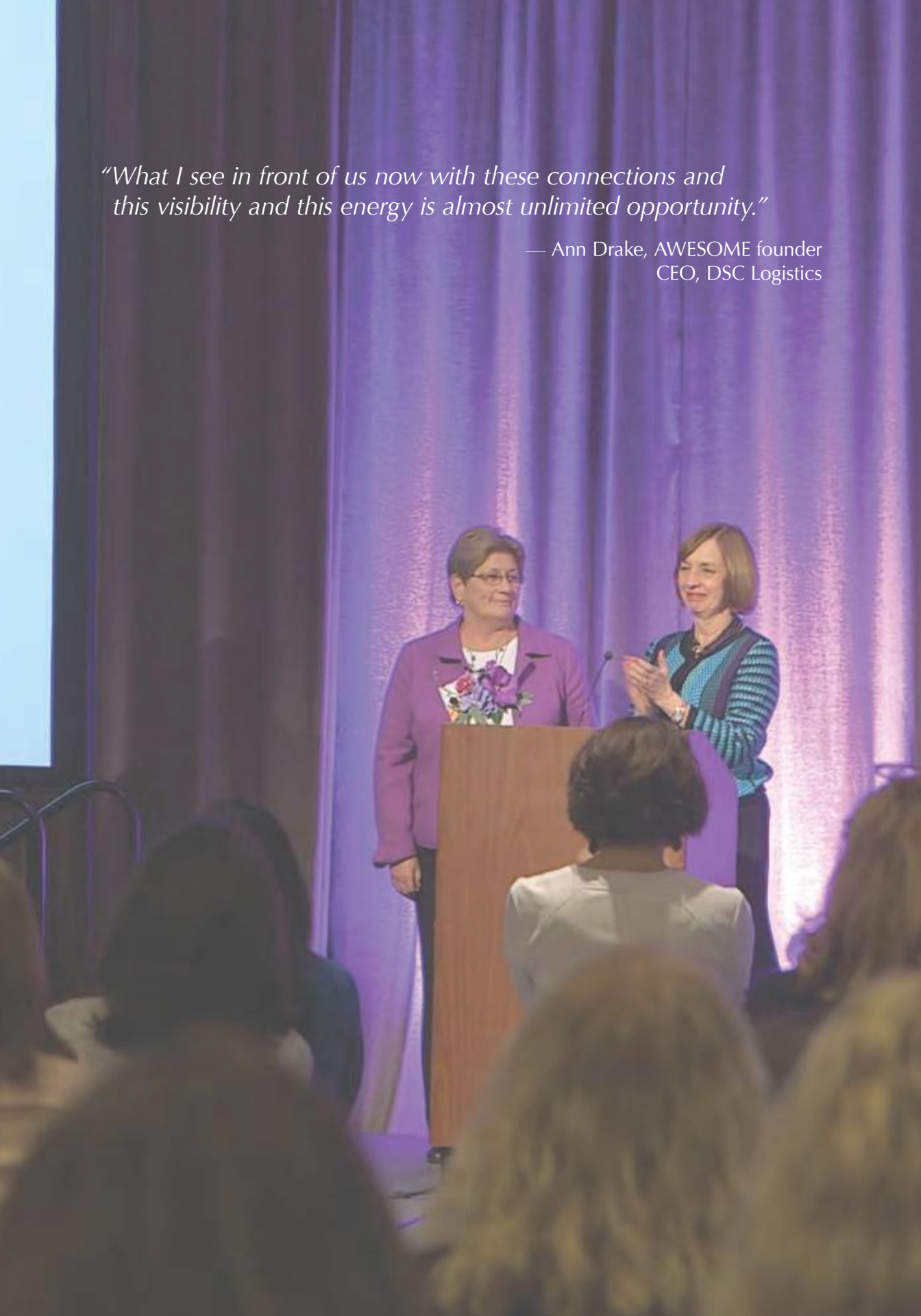
APRIL 27-29, 2016



ating an AWESOME Future
CHALLENGE. INNOVATE. LEAD.

“What I see in front of us now with these connections and this visibility and this energy is almost unlimited opportunity.”

— Ann Drake, AWESOME founder
CEO, DSC Logistics





Fourth Annual Symposium Agenda

Creating an AWESOME Future: *Challenge. Innovate. Lead.*

April 27 – 29, 2016 | Portland, Oregon

Wednesday, April 27, 2016

3:00 pm Depart for Tour of NIKE, Inc. World Headquarters

4:45 pm Depart from The Nines Hotel for Networking Reception
at Nike World Headquarters – Tiger Woods Center

5:30 pm **Networking Reception**

6:30 pm **AWESOME Legendary Leadership (ALL) Award**

Welcome Remarks

Trish Young – VP of North America Supply Chain, NIKE, Inc.

Eric Sprunk – COO, NIKE, Inc.

Presentation of Awards

Presented by Ann Drake – CEO, DSC Logistics

Introductions and Interview by Debbie Lentz – SVP and Chief Supply
Chain Officer, Toys “R” Us

Award Honorees:

Annette Clayton – EVP & Chief Supply Chain Officer,
Global Supply Chain, Schneider Electric

Jackie Sturm – VP, Technology and Manufacturing Group, General
Manager of Global Supply Management, Intel Corporation

7:30 pm **Dinner**

Recognition

Nancy Nix – Executive Director, AWESOME

Meri Stevens – VP, Strategy & Deployment, Johnson & Johnson
Supply Chain (JJSC)

8:30 pm **Return to The Nines Hotel**

Thursday, April 28, 2016

7:00 am Breakfast Buffet

8:00 am Welcome / Opening Remarks / First Buzz

8:25 am **Session 1**

Supply Chain Innovation: Leading Change for Future Success

Panelists:

Linda Bryant – VP, Global Strategy & Business Excellence, Janssen Supply Chain

Francesca DeBiase – Chief Supply Chain and Sustainability Officer, McDonald's Corporation

Alexandra Lopez – CPO & VP, Global Procurement Services, Cisco Systems

Kristen Workman – VP of Supply Chain Performance North America, Schneider Electric

Moderator:

Stacey Taylor – SVP & Chief Procurement Officer, MGM Resorts International

9:25 am **Up-Close Conversation**

Christie Smith – Regional Managing Principal, Consulting, Deloitte

Interviewed by:

Heather Sheehan – Director, Member Engagement & Sponsorships, and Advisor, AWESOME

9:50 am Break

8:25 am **AWESOME/Gartner 2016 Women in Supply Chain Research Findings**

Nancy Nix – Executive Director, AWESOME

Dana Stiffler – VP, Research, Gartner

10:35 am **Session 2**

Paradigm for Parity

Panelists:

Astad Dhunjisha – Chief Inclusion and Diversity Officer, Monsanto Co.

Rick Frazier – Chief Product Supply Officer, Coca-Cola Refreshments



10:35 am	Session 2 (cont'd) Paradigm for Parity <i>Panelists:</i> Steve Inacker – former President, Hospital Sales and Services, Cardinal Health, Medical Segment Eric Sprunk – COO, NIKE, Inc. <i>Moderator:</i> Sandra Beach Lin – member, Board of Directors at American Electric Power, WESCO International, PolyOne Corporation & Interface Biologics
11:35 am	Buzz Two
12:00 pm	Lunch for All Participants <i>Special Lunch and Session for Emerging Leaders:</i> Creating your Own AWESOME Future through Networking <i>Facilitated by:</i> Patty Ross, VP, Global Workplace Design + Connectivity, NIKE, Inc. <i>Introduction by:</i> Sitora Muzafarova, NSW Demand Planning Director, NA, NIKE, Inc.
10:35 am	Session 3 Women in Sport <i>Panelists:</i> Debbie Antonelli – Basketball Analyst Joan Benoit Samuelson – Running, Health and Fitness Clinician; NIKE, Inc. Consultant Cynthia Cooper-Dyke – Head Coach, USC Women’s Basketball Sarah Reinertsen – Ironman Triathlete <i>Moderator:</i> Charlie Brooks – VP, NA Communications, NIKE, Inc.
2:25 pm	Buzz Three
2:50 pm	Break

3:20 pm

Session 4

Beyond Supply Chain: Taking it to the Next Level

Panelists:

Tanya Fratto – Non Executive Director at Smiths Group plc

Joyce Russell – President, Adecco Staffing US

Lynn Utter – Board of Directors, WESCO International

Moderator:

Joanne Bauer – Board of Directors, Omnicell Inc. and Aurora Healthcare

4:20 pm

Concluding Remarks

5:30 pm

Networking Reception at Nike Portland

7:00 pm

Dine-Arounds



Special Session for Emerging Leaders

Presented by Patty Ross, VP, Global Workplace Design + Connectivity, NIKE, Inc.

*"Everyone in this room has what it takes.
You wouldn't be here if you didn't."*

"REPS"

A four-step process for finding the sweet spot of your skills and your strength – and then creating your own career opportunity.

Reflection: Take time to understand what you're passionate about, what work you'd do whether you're paid for it or not, what are the environments in which you thrive, what are the types of people you like to be around – and also what are the environments and cultures where you don't thrive.

Exploring: Think about which of your skills are transferrable. Look at the open jobs in your organization and see where the organization is growing.

Being Planful: Set your sights on the opportunity you really want.

Sharing: Build a network that includes sponsors, mentors, advocates – people you trust.

"Never let your title limit your passion."

AWESOME Legendary Leadership Award Honorees



ANNETTE CLAYTON

At the time Annette Clayton received the AWESOME Legendary Leadership Award, she was the Executive Vice President & Chief Supply Chain Officer of Schneider Electric, responsible for a 12 billion euro operation comprised of 90,000 employees and more than 218 manufacturing factories and 100 distribution centers in 44 countries. She also oversaw the company's India Commercial Sales zone and the Customer Satisfaction & Quality and Safety, Environment & Real Estate organizations. Since the Symposium, Annette Clayton has been named President and CEO, North America Operations, for Schneider Electric.

Prior to joining Schneider Electric in 2011, Annette led Dell's supply chain transformation and manufacturing and fulfillment operations, and was also responsible for the commercial order management and customer care operations in 16 countries. She joined General Motors in 1983 and held senior management positions in engineering and production, including serving as the President of Saturn Corporation. She was also a member of the North American Strategy Board and served as the Vice President of Quality. Annette serves on the board of Polaris Industries and advisory board for SCM World.



JACKIE STURM

As Vice President of Global Supply Management at Intel, Jackie Sturm is responsible for all of Intel's strategic sourcing and procurement worldwide, delivering on solutions that meet stringent objectives across a complex and diverse set of businesses, technologies and supply ecosystems. Her organization is a 7-time winner of Intel's prestigious Intel Quality and Achievement Awards and was most recently cited by Gartner as #4 in its Top 25 Global Supply Chains. Jackie is a member of Intel's Ethics and Compliance Oversight Committee, and directs the Supply Chain Environmental and Social Governance program, which includes Intel's first-mover Conflict Minerals initiative. Jackie's experience prior to Intel included Hewlett-Packard, start-up Ridge Computer and Apple.

As a leader, Jackie's primary focus is on talent and professional growth of her entire team and she sponsors targeted advancement programs such as Women in Supply Chain Excellence to address the particular challenges faced by women in technology. She is an active member of the Intel Network of Executive Women.



For more information about AWESOME, visit awesomeleaders.org.

More information and video highlights of the 2016 Symposium are available at www.awesomeleaders.org/events/april-2016/

SAVE THE DATE

5TH ANNUAL **AWESOME** SYMPOSIUM



MAY 3-4, 2017

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



Volume Five

Reality Check:

***How We Make Things Happen –
Reaching New Levels of Leadership***

Published September 2016



The Conversation Continues –

visit www.awesomeleaders.org

Also, watch for Collective Wisdom from
the 2016 CSCMP global conference
and sessions ***powered by AWESOME***

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more **Words of Wisdom**,
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think

challenge

imagine

connect

collaborate

innovate

change

inspire

lead



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