



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

## REALITY CHECK:

### PASSION, PAIN AND PROGRESS

How women are seizing opportunities,  
overcoming obstacles, and creating new  
paths to leadership



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May 2017

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## 2017 Symposium Agenda

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# A Reality Retrospective

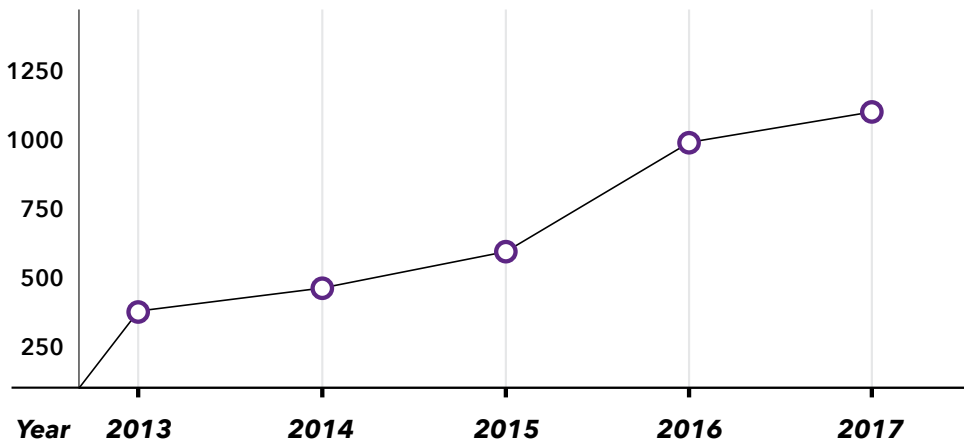
Beginning with the first symposium in May 2013, AWESOME has collected wisdom from leading women in the supply chain field and compiled those insights and learnings into REALITY CHECK. The participants' experiences and observations, their challenges and accomplishments all contribute to understanding key changes that must be made to advance women's leadership.

In sync with the growth of the AWESOME network, the Symposium has expanded the opportunity for women to speak candidly and to hear each other's stories. Our discussion also has included the views and viewpoints of leading men in supply chain and leading women in other fields.

This retrospective reflects on the progression of thinking and understanding we've observed over the past five years.

## Reality Retrospective: A Progression of Membership and Momentum

# of senior supply chain women in the AWESOME network



### Volume 1

What We Now Know

### Volume 2

What We Learned in Denver about Women's Supply Chain Leadership

- ▶ Meeting each other
- ▶ Surfacing issues

### Volume 3

What We Can Do

- ▶ Comparing experiences and learning from the experiences of others

### Volume 4

The New Realities of Women's Supply Chain Leadership

- ▶ Identifying solutions

### Volume 5

How We Make Things Happen

- ▶ Getting clarity, gaining courage, sensing urgency

### Volume 6

Passion, Pain and Progress

- ▶ Committing to action

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## VOLUME 1 – 2013 WHAT WE NOW KNOW

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### **Meeting each other**

- Participants agree that top women in the supply chain field are mostly isolated. Often women in supply chain are the first woman in their position, and, just as frequently, the only woman at the decision-making table.
- Words of Wisdom: “So far, in our field, women have achieved success as ‘the exception’ and by navigating a structure and environment developed by men for men.”
- Opportunities for women to excel and lead in the field are being influenced by the changing nature of supply chain leadership.
- More young women are entering the field, providing a pipeline that didn’t exist before.
- Participants are eager to be part of the network – but not yet certain about how networking will benefit them.
- One of the first outcomes is that women feel they aren’t alone in wanting to change the culture and re-think old patterns of leadership.

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## VOLUME 2 – 2013 WHAT WE LEARNED IN DENVER

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### **Surfacing issues**

*(Insights for Volume 2 were collected at AWESOME discussions at the 2013 CSCMP Conference.)*

- Qualities that are perceived to be among women’s strengths have become relevant to supply chain leadership – ie. teambuilding, collaboration, communication.
- Conversations begin to take shape around certain interests participants have in common: from helping their company’s senior management gain a better understanding of the supply chain to sharing innovative ideas and best supply chain practices to identifying obstacles that hamper career advancement.


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## VOLUME 3 – 2014 WHAT WE CAN DO

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### **Comparing experiences and learning from the experiences of others**

- Women recognize they need to manage their own advancement – and approach that challenge with confidence.
- Successful women sharing lessons they’ve learned offer valuable insights for women who may face similar situations.
- Women are encouraged to be their own advocates...to find their voice...to ask for help...ask for a mentor or sponsor...ask for a leadership role or experience...ask for equal pay.

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- Words of Wisdom: “There are moments that you’ve got the mountain right in front of you. And you have to decide: Am I going to go through the mountain? Am I going to scale the mountain? Or am I just going to smile and go around the mountain?”
  - Discussions also focus on the challenge of trying to integrate or “balance” professional and personal lives.
  - The business case for diversity is gaining general acceptance. Companies employing women in large numbers outperform their competitors on every measure of profitability.
  - There is growing resistance to letting the “boys” network go unchallenged.
  - Companies are beginning to re-think structures and policies that drive women out and considering alternatives that are more “women-friendly.”
  - There is more interest in understanding unconscious bias.

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## VOLUME 4 – 2015 | THE NEW REALITIES OF WOMEN’S SUPPLY CHAIN LEADERSHIP

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### **Identifying solutions**

- Supply chain is beginning to be seen as a valid path toward the C-Suite.
- The need to keep the business case in front of people is emphasized; diversity is seen as important because it makes decisions more relevant, drives innovation, and represents a broader talent pool.
- To achieve diversity, men need to be involved in contributing to and supporting initiatives.
- While companies’ intentions to achieve diversity are more widespread, the reality is that many companies and many company leaders aren’t really accountable for getting results.
- Addressing unconscious bias is becoming a priority for many companies.
- There is general agreement around the difference between mentorship and sponsorship and that although mentorship is more common, sponsorship may be even more important for advancement.
- The idea of company cultures that offer more flexibility is gaining credence.
- Women are feeling more empowered to be authentic as leaders – to take their “whole selves” to work.

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## VOLUME 5 – 2016 | HOW WE MAKE THINGS HAPPEN

Reaching New Levels of Leadership

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### **Getting clarity, gaining courage, sensing urgency**

- The number of women in top positions is growing – but obstacles still exist. There is the growing conviction that diversity is not just the “right thing,” but the “smart thing.”
- Forces such as digitization, the need for innovation, and the talent shortage in the supply

chain profession are adding impetus to the need for companies to open leadership ranks to women.

- Women are encouraged to position themselves for success by taking risks and not hesitating to let others know what they have accomplished, what they are capable of, what they want, and that they're ready for the next opportunity.
- Women have a responsibility to support and empower other women.
- Words of Wisdom: "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."

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## VOLUME 6 – 2017 | PASSION, PAIN AND PROGRESS

How women are seizing opportunities, overcoming obstacles, and creating new paths to leadership

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### **Committing to action**

- Women who have risen to the top of the supply chain field – and those who are up and coming – share certain qualities and one of them is that they are passionate about being leaders and are determined not to be stopped.
- Women need to own their career and they need to realize it won't be easy to keep advancing and to overcome obstacles.
- Women and men who believe that diverse leadership and women's advancement will benefit their company and all the individuals who work there must accept responsibility and take action and not wait for change to happen on its own.
- Participants are ready to leverage key learnings from the AWESOME network and to make a difference by applying them to their own careers, their own organizations, and their opportunities to advance other women.





Insights and Observations  
from  
AWESOME's Fifth Anniversary  
Symposium

May 2017







**ANN DRAKE**

CEO, DSC Logistics  
Founder of AWESOME

## From the Founder

When we called this Symposium “An AWESOME New Frontier” – it wasn’t by accident. “Frontier” is defined as the extreme limit of settled land – it is uncharted territory. It’s the extreme limit of understanding or achievement in a particular area.

And something else: If someone calls it “the frontier” – you are challenged to explore it. From here forward – we’re going to explore that territory.

We’re going to challenge each other. We’re going to support each other. We’re going to help each other advance.

We’re not just playing catch-up. We’re going beyond where women in our field have ever gone. What I envisioned when I founded AWESOME in 2013, I still see: women in powerful positions at the top.

Since our first AWESOME Symposium, we’ve traversed some of the vast leadership landscape that stretched before us. But as with any journey, unless you’re going to stop right here and right now, there’s always going to be the next frontier. And that’s where we are. We’re going to keep moving!

We’re going to reach that place where gender doesn’t stop a woman or slow her down or make her divert her course...where men and women have equal power and potential...where we truly understand how to create a corporate culture that brings out the best in everybody... and where our profession attracts the brightest young women because it is a land of opportunity.

We have a long way to go – but together, we’ll get there!

*Ann Drake*



## Words of Wisdom:

*“The achievements that are already so evident in this gathering are a result of what you imagine for yourself and believed was possible and have achieved for your companies, your communities and your families.”*

*“I think of this AWESOME Symposium as part of our journey. It’s figuring out what we’re uniquely great at by spending more time inside ourselves and with others around us and then deciding how we’re going to parlay those aspects of greatness into even greater success for ourselves and, more important, for those we lead.”*

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.

## VOLUME 6 – Introduction

The AWESOME Symposium in May of 2017 marked the fifth time leading executives in the supply chain profession have come together to take stock of the current state of women's leadership. They also came to call upon the full strength of the network (now more than 1000 women in senior leadership positions) to move forward and open new opportunities for women to advance.

With the realization that women supply chain leaders are part of a larger picture and that gender imbalance occurs throughout the corporate world and, in fact, all across the globe, the Symposium also involves male executives and outstanding women from other fields. If we are to succeed in our efforts to imagine...believe... and achieve, we'll need to work together.

At every Symposium there has been a strong current of determination and enthusiasm. But in 2017, there was something else. The energy in the room reached new levels – and it was charged by optimism and confidence. Since the first Symposium held by AWESOME in 2013, there are more role models, more visibility for the expertise of women in supply chain, more women sitting in the room where decisions are made. Among the participants in the room, and throughout the AWESOME network, there is a higher degree of individual confidence – and more confidence in the power of the network.

There is also more clarity and more candor, both of which run through this Collective Wisdom. The following key observations fall into three main themes:

- 1) Women who have risen to the top of the supply chain field – and those who are up and coming – share certain qualities and one of them is that they are passionate about being leaders. It is this passion for their role, for the supply chain and all its dimensions, and for the experience of meeting challenges that fuels their drive and their determination.

### PASSION – Section One

- 2) Women need to own their career and they need to realize it won't be easy to keep advancing and to overcome obstacles. Leaders in the field tell us that many of the gains they've made have come with occasional "pain" – at least acknowledging the difficulties that any true leader must expect to face.

### PAIN – Section Two

- 3) Women and men who believe that diverse leadership and women's advancement will benefit their company and all the individuals who work there must make a move. Start something. Open the discussion. Change the culture. More and more, we're understanding what actions are most effective. As an AWESOME member recently said: The immediate goal is progress – not perfection.

### PROGRESS – Section Three





Diane  
Mellincept  
University of Tennessee



## SECTION ONE



## Words of Wisdom:

*“People say leadership is lonely and it is. You’re going to have to do things that are unpopular. But that’s when we need to say, ‘If I choose not to do this, if I choose not to lead this, if I choose not to break through and solve this problem, then who will?’”*

*“As a leader, I’m here to create a capability of people, systems and processes that work together. My job as a leader when all is said and done is to be able to walk away and everything runs beautifully and people are thrilled to be at work.”*



# PASSION

## *...Seizing Opportunities*

The amount of success a woman in a traditionally male field such as supply chain is able to achieve is influenced by a number of factors. Some of it is background - having the right degree, experience and skills. Some individuals benefit from the interactions they have with others - a network, a role model, a mentor, a sponsor. Some might even credit a portion of their success to good luck - not really having a plan but having opportunities come their way and taking advantage of them.

But the overwhelming factor these successful women have in common is their strong undeterrable desire to succeed – not merely for the success itself but to be a leader, to have an impact, solve a problem, make a difference. They may refer to this quality as grit or courage or inborn competitiveness or passion. They are passionate about leading teams, rising to higher levels in their companies, and taking on new and ever more difficult challenges.

Do they find satisfaction in what they accomplish? Absolutely! But then they are open to the next challenge.

Participants in AWESOME discussions often return to the same point: A woman needs to own her career. That doesn't mean she has to do it all alone. But it means she will follow her passion and find the resources and resilience to navigate the challenges she meets head on. It doesn't mean she had to be born with all the qualities she needs to succeed. It means she needs to be determined to develop those qualities.

In supply chain, qualities identified as being core capabilities for leaders include being able to see the big picture, to work well across many functional areas, to see the connections between parts and the synergies of a system, to understand both the technical and the business aspects, to be able to collaborate and communicate with many types of people. Supply chain is rising as an important strategic area for many companies and the qualities necessary for supply chain leadership are important to overall company leadership as well.

What else do these women who have come together in the AWESOME network have in common? As they engaged in discussion, here's what else they are passionate about:



## *Passionate* about diversity

*“One of the main points in our case for diversity is: What do your customers look like? If we want to make smarter, faster decisions and we want to be faster to market, we should look like our customers.”*

*“All the data we now have in sufficient numbers notes that women in a board room, more women in senior management leads to improved bottom lines, better profits, better customer satisfaction, better relationships across the board and better governance.”*

*“I purposely put people on a team that are going to be different and provide different perspectives. I don’t want group think.”*

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## *Passionate* about collaboration

*“I like to bring together people because I believe two minds are better than one and ten minds are better than two.”*

*“If we decide to understand what you’re great at and what I’m great at and recognize those things are different – and then if we put them together, we can do things that neither of us could have done alone.”*


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## *Passionate* about being open to new opportunities

*“Lead with yes. Saying yes to everything gives you the opportunity to learn and build networks. It allows you to know more, to understand more, to have better connections and therefore to be more effective.”*

*“Don’t let inertia be your defining force. It’s easier to stay in the status quo than it is to force ourselves out of it every day, but we don’t grow. Let’s lean into changes, be bold and courageous.”*

*“It’s about being open-minded. You don’t have to say yes blindly but there are opportunities in front of you that you have a choice to take or not take. It might be a job, it might be an experience. Not only does it make life interesting, but it also makes you broader and much more robust.”*



## *Passionate* about taking on the hard jobs — not being afraid to fail

*“Yes is a mindset. It means that before we say, ‘Oh no, I couldn’t possibly, there’s no way that would fit, I have too much on my plate,’ we have a mindset that says, ‘Let me think about how maybe I could.’”*

*“People are going to see qualities and abilities in us that we don’t necessarily see in ourselves. And we need to trust them.”*

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## *Passionate* about being authentic

*“One of the key skills of a leader is to become a good listener. When we spend time listening closely enough to understand what’s motivating an individual, we can pretty quickly work to a place of solution and success.”*

*“Whenever I felt as if I was plateaued, I’d seek out feedback. I’d say, ‘I’m interested in moving into this kind of role. What do I lack to get there? Or what should I focus on?’”*

*“We know what it’s like to have that extra scrutiny that comes with being a woman or a minority – the first of your kind to stand in front as the leader, but what an opportunity it turns out to be, an opportunity to redefine what it means to be a leader.”*

*“I got to the point in my career where I didn’t want to play the game to belong to the ‘good old boys’ club. I didn’t want to wear polo shirts and khaki pants instead of skirts because it made them uncomfortable if I wore a skirt. I wish I had come to that conclusion earlier in my career and not tried so hard to conform.”*

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## *Passionate* about continual learning

*“I found myself in a role where I wasn’t learning anymore. What I was doing felt a lot like leftovers in the fridge. You don’t eat them because they’re delicious; you eat them because you want to clean out the fridge. And I didn’t want my career to be cleaning out the fridge from that point forward.”*

*“One time I had a new assignment that was basically IT – and that’s not in my wheelhouse naturally. But I thought I’m going to call that a boot camp assignment and I’ll give it some time and see where it goes.”*

## Passionate about the network

*“With a strong network, we have all the tools within our spheres individually and collectively to support each other, to advocate for another woman’s promotion, to support another woman’s raise or recognition, to even appoint our successors.”*

*“The power of the network is particularly important when you’re going through change, when you’re navigating tough decisions.”*

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## Passionate about helping other women

*“Earlier in my career, I questioned where was my voice and how could I be heard. So something I want to bring to my teams is the opportunity for them to be heard and have a voice and be able to put their fingerprints and their legacy on the organization.”*

*“One of my driving forces in the future will be going out and trying to find young women who really can excel each and every day.”*

*“If it takes being the first woman to do your job – do that. And then push for other women.”*

*“I think of mentoring as part of my responsibility – providing whatever support I can or whatever insight I can provide especially to young women coming up through the organization.”*

*“A mentor and a sponsor are two different things. A mentor is about teaching and providing guidance. A sponsor is somebody who’s willing to stand up for you and say ‘hey this person is best for this job. She should make this career move and I bet my career that she will be successful.’”*

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## Passionate about giving back

*“At a certain point in your career you realize you might know a few things and decide it’s time to give back.”*

*“We’re at such an important time for women to step forward and take the leadership, redefine what power can look like because we need to change the dynamic that is still keeping so many people out of the magic circle of prosperity and peace.”*



## Words of Wisdom:

*“I tell everyone I have the best job in the world. I embed sustainability into what McDonald’s does as a business. Supply chain is about 75% of our total impact on the environment so I challenge my team to set increasingly higher targets that grow the business by making a positive difference in society.”*

— Francesca DeBiase

*Passionate* about supply chain

## 2017 AWESOME Legendary Leadership Award honoree



### FRANCESCA DEBIASE

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Chief Supply Chain and Sustainability Officer  
McDonald's Corporation

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Francesca started her career with McDonald's in finance. Her first overseas assignment was in Poland, where she didn't speak the language and had to learn first-hand about the culture. From there, she went to Vienna where she was responsible for supporting the growth in Central and Eastern Europe and was called upon to make fast-paced decisions, learning to value "progress over perfection."

As her career advanced and she had increasing responsibilities for strategic sourcing, quality assurance and new food development, it was Francesca's idea to combine the roles of supply chain and sustainability. In this role, she is able to embed sustainability into the supply chain, including developing initiatives such as starting a global roundtable for sustainable beef.



## Words of Wisdom:

*“I always remind myself that my job is to make sure that the men and women who are fighting for our country receive the supplies and support they need each and every day...One of the things that makes America so strong is that we’re able to deploy anywhere at any time and sustain our combat forces overseas – and that’s because of logistics.”*

— Kristin French



*Passionate* about supply chain

## 2017 AWESOME Legendary Leadership Award honoree



### KRISTIN FRENCH

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Retired Brigadier General and Principal Deputy Assistant Secretary of Defense and the Acting Assistant Secretary of Defense (Logistics and Materiel Readiness), U.S. Department of Defense

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While serving in the U.S. Army, Kristin was deployed in Iraq in 2003-04 when the U.S. was en route to defeat Saddam Hussein. She was commander of a logistics squadron – approximately 1,000 men and women who provided multifunctional supplies and services for all of Western Iraq. Her husband also served in the military and they were deployed at the same time, so their children lived with her parents during that period.

In 2012-13, she was deployed again, this time to Afghanistan where she commanded over 8,000 logistics personnel providing sustainment support to all American forces from the Army, Air Force, Navy and Marine Corps in Afghanistan. Among her awards and medals are two Bronze Stars, which are only given out for service in a combat zone in a wartime environment. After retiring from the Army as a Brigadier General, Kristin went to work for the Department of Defense and is now at the strategic level, involved in decisions that affect service members all around the world.





**SECTION TWO**



# PAIN

## *...Overcoming Obstacles*

While women in supply chain – as in other mostly male fields – are making headway, one of the key messages heard loud and clear is that the journey isn't easy. They're encouraged to take risks, and the outcome isn't always positive. They find themselves in situations where stereotypes exist and where their ability and their credibility are questioned. Awkward and unfair circumstances still sometimes occur - being interrupted or excluded, being undermined, underestimated, or underutilized.

At the 2017 Symposium, a panel of women business school deans spoke in realistic terms about the trajectory that many women's careers take. Their concern is that while women are highly educated in the U.S., as they go up the corporate ladder, the percentage of women decreases until at the top levels, it's well below that of men. They spoke of a "perfect storm," where women tend to have a child at around the same time their career is taking off. They call this the "mid-career marathon" – the time when life intervenes.

The deans' advice to women who are at the beginning of their career: "Take the biggest, hardest job you can find. This is the time to build your skills and build your competence so you have more options as you go."



For women about to hit that “perfect storm,” the deans urge leaders and the companies they work for to help leaders find ways not to drop off the career path. Support them with parental leave and flexible work schedules. Develop ways for women to ramp up and ramp down.

Managing career and personal “work/life balance” isn’t the only challenge. Discussions at the Symposium identified other major obstacles, such as unconscious bias, lack of effective sponsors, company cultures that inhibit the career progress of women, and women’s own attitudes.

Attitudes that get in the way include fear of risk or failure, not being clear or intentional about career goals and direction, questioning their own abilities, having too much humility (not letting their accomplishments be known by others or not asking for what they want), and being reluctant to take on a job where they don’t have all the “boxes checked.”



## Words of Wisdom:

*“What is it about power that makes us distance ourselves from it?”*

*“You have to be willing to take risks early in your career and that might mean relocating or working in a job that’s not in your comfort zone, because you’ll learn from it and become more well-rounded.”*

*“Understanding that, at some point, women may have special challenges around balancing work and family, I put some pressure on women in my company – hopefully in a positive way – to make their mark now so they have more career options in the future.”*

*“Plan on failing. It’s a good thing when you do because you get stronger, you build character.”*

*“If you don’t have a seat at the table, bring a folding chair.”*

*“Each time in my life that something didn’t quite work out the way I expected, I would remember one of my grandmother’s favorite stories about a girl who was always running and falling and being picked up, dusted off and told, ‘Well, honey, at least falling on your face is forward movement.’”*

*“You are likely to run into controversy but you can’t let it paralyze you. You need to figure out how to get through that and find allies to go with you on that journey.”*

*“Sometimes people are vocal and negative about your decisions. I care about that because I care about people – but I also am a leader, here to run a business.”*

## Words of Wisdom:

*“I think we limit ourselves by asking ‘why’ about everything. Why should I take this job? If we asked the question ‘why not?’ instead, we’d realize there’s no reason why we can’t do it or shouldn’t drive for that.”*

*“When our company was acquired by another with a totally different culture, my mentor took me aside and said, ‘You can’t control this acquisition. You’re a leader. You have to put those great memories in a box, put a gold ribbon around it, put it up on the top of your closet and peek at it every so often, but put it in that closet and let it go.’ And I found when you figure out how to get over the cultural barriers and get people to come together and want to work together, it is truly a remarkable thing.”*

*“We are all going to have opportunities in our careers. And we’re going to have setbacks. And how we respond to each of those is really going to be our defining moment as individuals and as leaders.”*

*“You have to figure out what’s best for you in the way of work/life balance before it’s right in your face. And if your significant other isn’t supporting your career path, you need to make decisions that way. We all have stories about giving up seeing a child in a school concert or in a sporting event – or deciding not to go to a board meeting because we had an event for our spouse or child we wouldn’t want to miss. You just have to have your priorities figured out.”*







SECTION THREE



## Words of Wisdom:

*“I am making sure that every candidate list I review includes the names of qualified women and minorities, and it’s not as simple as it sounds. You have to stand up and demand it and refuse to look at lists that do not.”*

*“As you rise, you must lift. It’s about bringing others with you and it’s about taking the time and having the focus and purpose and mission to help. You need to give them opportunities. If you’re going to leave them in a corner somewhere, it isn’t going to happen.”*

*“When I started being present in the room where decisions are made about who gets hired or promoted, I saw that the men always had somebody sponsoring them. ‘Joe? He’s great – I worked with him back in ’92.’ But women didn’t. ‘Diane? I don’t really know her that well. We didn’t hang out.’ So I realized I needed to be Diane’s sponsor.”*

*“Too many women don’t have a plan. So if you have a woman in your organization who you believe has great potential, help her see the possibilities. Help her work through that process of deciding what her skills are, what skills she needs and where, ultimately, she wants to go. And then, when she has a plan, tell her to be open to other possibilities.”*

*“The way I approach it is to ask ‘What do you like to do? What type of work inspires you?’ And then there are certain parts of the company where that work is valued more than others.”*

*“Don’t limit yourself. There are enough people out there who will do that for you. Don’t be one of them.”*

# PROGRESS

## *...creating new paths to leadership*

The reality is that how progress is evaluated depends on a person's point of view. Some companies definitely are achieving gains in women's leadership. The business case for diversity – which is that companies with more gender balance perform better and get better results - is now well-accepted. Individual women can succeed and can boost opportunities for other women by being a mentor or a sponsor or by starting a women's network. At industry events, it's no longer unusual to see women on stage speaking as experts.

However, according to statistics, there's still a long way to go. Symposium panelists observed that for some time the push for diversity was coming from the outside of companies – stockholders and customers. They felt the intensity of that conversation was lessening.

They also pointed out that when the pressure is on with a deadline or an important project, diversity considerations tend to “go out the window.” Yet, as one panelist commented, “Some of those high-pressure situations are when diversity works best because we see a problem from all directions and come up with better solutions.”

On the positive side, in some companies that have been working on diversity for years, men and women working together in leadership roles has begun to be the norm. Progress is being made because people are beginning to understand what needs to be done.

To contribute to this understanding, AWESOME and Gartner Research have partnered to conduct the second annual Women in Supply Chain Survey.



## Words of Wisdom:

*“When we first embarked on this journey, we knew there were not enough women in senior leadership roles in supply chain. We knew it because we were so often in a room where we were either the only woman or one of a very few women. When we went to a conference, we saw very few women on the stage, but we wanted some real data so we could measure progress and determine what it really takes to move the needle.”*

— Nancy Nix  
AWESOME Executive Director

# 2017 AWESOME/Gartner Women in Supply Chain Survey

Key findings include:

- Among different kinds of companies, consumer goods continues to lead in its progression of women leaders, while the industrial sector has edged up slightly.
- Organizations are embracing recruiting and broader pipeline planning – practices that lead to more substantive results than employee workgroups and leadership training.
- Executive focus and action, recruiting policy changes, and high visibility of senior female leaders are the primary reasons companies make progress.



The complete report can  
be downloaded at  
*[awesomeleaders.org/research](http://awesomeleaders.org/research)*

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## What will it take to advance women's leadership?

- Smart, skilled, motivated, strong women who are passionate about leadership and prepared to own their career, overcome obstacles, and reach their full potential.
  - The commitment of companies to keep progressing, employing proven approaches to counteract stereotypes and unconscious bias, as well as institute policies such as flexible work schedules and family leave.
  - Men and women within those companies who take responsibility for hiring, promoting, mentoring, and sponsoring women with leadership potential.
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**This is the time.**

**This is the new frontier.**

*imagine.*

*believe.*

*achieve.*



# 5<sup>TH</sup> ANNIVERSARY AWESOME SYMPOSIUM

May 3-5, 2017  
Chicago, Illinois

## agenda

### WEDNESDAY, MAY 3

8:00 am - 12:00 pm Northwestern Room 8<sup>th</sup> Floor

#### BEST PRACTICE SHARING SESSION FOR FOUNDING PARTNER AND FIFTH ANNIVERSARY PARTNERS



**Michelle Drew Rodriguez** – Manufacturing Leader, Center for Industry Insights, Deloitte LLP; previously Product Development Engineer, Senior Product Engineer, Ford Motor Company; driving Deloitte’s joint research with the Council on Competitiveness for the 2016 Global Manufacturing Competitiveness Index; Associate Board Member, Make-A-Wish Illinois; Bachelor of Science, Mechanical Engineering, University of Wisconsin; MBA, Ross School of Business, University of Michigan.

11:00 am - 1:00 pm Michigan Room 2<sup>nd</sup> Floor

#### CHECK-IN AND LUNCH

1:00 pm - 1:30 pm Cathedral Hall 9<sup>th</sup> Floor

#### WELCOME AND OPENING REMARKS



**Ann Drake** – CEO, DSC Logistics and Founder, AWESOME; member, Kellogg School Global Advisory Board, Northwestern University; Board of Governors, Chicago’s Metropolitan Planning Council; member, Board of Trustees, Chicago’s Museum of Science and Industry; Committee on Future Interstate Highway System; member, Civic Committee Transportation Task Force; charter member, Paradigm for Parity; former member of the Board of Directors, A.M. Castle Company and Board of Governors, Committee of 200; former vice chair of the Business Advisory Council, Northwestern University Transportation Center; BA, University of Iowa; MBA, the Kellogg School at Northwestern University.



1:30 pm – 2:00 pm Cathedral Hall 9<sup>th</sup> Floor

## OUT IN FRONT WITH PAT MITCHELL, PRESIDENT AND CEO OF PAT MITCHELL MEDIA AND TEDWomen – CURATOR, HOST AND EXECUTIVE DIRECTOR



**Pat Mitchell** – President and CEO, Pat Mitchell Media; Curator, Host and Executive Director, TEDWomen; former President, CNN Productions; first woman president and CEO of PBS; served as President and CEO of the the Paley Center for Media; received the first Lifetime Achievement Award from the Women’s Media Center; Chair, Jordan River Foundation U.S. Board, the Women’s Media Center and the Sundance Institute Boards; founding Board member, V-Day; Board member, Acumen Fund, the Skoll Foundation and Participant Media; member, Council on Foreign Relations; Bachelor’s and Master’s degrees in English literature from the University of Georgia.

2:00 pm – 3:00 pm Cathedral Hall 9<sup>th</sup> Floor

## BUILDING CONNECTIONS FOR A NETWORKED FUTURE

*While most discussions about the networked future focus on technology, ultimately the power of a network is about people – building and leveraging connections that make a difference. Leveraging technology and collaborating to achieve common goals will be keys to success. This panel of senior women leaders will focus on building and leveraging connections in the supply chain of the future and the key role women leaders can play.*

PANELISTS:



**Micaela Bulich** – VP, Supply Chain for GE Renewables Onshore Wind business; former VP, Sourcing for GE Energy and Power and Water and General Manager, Quality and Regulatory Compliance; became a GE officer in 2011; held roles of Quality, Manufacturing and Global Supply Chain leadership at GE Plastics; spent 10 years at DuPont in supply chain and engineering roles; executive cosponsor for GE’s Women in Supply Chain; Board member, University of Hartford’s College of Engineering, Technology and Architecture; served a 5 year term on her local school district’s Board of Education; BS, Electrical Engineering, University of Hartford; MS, Electrical Engineering, Rensselaer Polytechnic Institute.



**Michelle Dilley** – Chief Supply Chain Transformation Officer, DSC Logistics; previously Senior Vice President, Operations at LaSalle Bristol, responsible for supply chain operations throughout the U.S. and Canada; prior to LaSalle Bristol was Vice President, Supply Chain at Ascension Health; began her career at Whirlpool, beginning as a Global Commodity Analyst and ultimately becoming General Manager, Global Indirect Goods & Services Sourcing; BA, International Business and German, University of Michigan.

2:00 pm – 3:00 pm Cathedral Hall 9<sup>th</sup> Floor

## BUILDING CONNECTIONS FOR A NETWORKED FUTURE (cont'd)

PANELISTS:



**Linda Guzzi** – SVP, Enterprise Sourcing and Business Optimization, McKesson; previously held leadership positions in procurement, supply chain and organizational leadership with global, high-tech companies including Applied Materials, Cisco, IBM and Hewlett-Packard; Bachelor of Science, Business Administration, Arizona State University; attended Thunderbird International School of Management, Stanford Supply Chain Executive Training and IBM Leadership Programs.



**Amy White** – VP, Global Planning and Executive Sponsor of Nike's Women of Operations, NIKE, Inc.; held previous leadership positions at NIKE including VP Global Category Operations, VP GM North America Running Category, Core Performance Category Footwear Leader and Senior Director U.S. Footwear Demand and Inventory Planning; former CPA, Deloitte.

MODERATOR:



**Sarah Pfaff** – Principal, Ernst & Young Supply Chain Advisory Services; previously at A.T. Kearney; named twice as iSource Pro to Know; prior to EY, Global Procurement Practice Lead, EquaTerra; serves on EY's Americas Inclusiveness Advisory Council; served on several Procurement and Supply Chain Advisory Boards, including SIG; AWESOME Advisor; BA, Marketing and Economics, Washington State University; MBA, Operations Management, Anderson School of Management at University of California, Los Angeles.

3:00 pm – 3:30 pm

## BREAK

3:30 pm – 4:30 pm Cathedral Hall 9<sup>th</sup> Floor

## THE FUTURE OF WOMEN'S LEADERSHIP: ACHIEVING GENDER EQUITY IN BUSINESS EDUCATION & BEYOND

*Women Deans of top business schools will share their perspective on the challenges to achieving gender equity in business and explore opportunities for collaboration among educators and business leaders to effect progress. They will focus on barriers young women face as they enter the workforce and what business schools can do to recruit female students and prepare them for success. They will also share insights from their own experience as women leaders and the importance of advancing women's leadership in business school faculty and leadership roles.*

### PANELISTS:



**Sally Blount** – Dean, Kellogg School of Management, Northwestern University; Director at Abbott Laboratories; Advisory Board, Aspen Institute's Business and Society Program, Indian School of Business, Hong Kong University of Science and Technology Business School, and Fundacao Dom Cabral in Brazil; Co-Chair, World Economic Forum in Latin America 2012; featured in top news outlets such as *The Wall Street Journal*, *Financial Times*, *Forbes*, *The Economist*, *Bloomberg Businessweek*, *Fortune* and MSNBC; BSE, Engineering Systems and Economic Policy, Princeton University; MS, Organizational Behavior, Kellogg School of Management; PhD, Organizational Behavior, Northwestern University.



**Sarah Gardial** – Dean, Tippie College of Business, University of Iowa; previously Beaman Professor of Business, Vice Provost for Faculty Affairs, and Assistant and Associate Dean, College of Business Administration at the University of Tennessee; leadership and volunteer positions for international business school associations including the MBA Roundtable, the Graduate Management Admissions Council, and AACSB; Board, United FireGroup; Board, University of Iowa Community Credit Union; BS, Business Administration, and MBA, Marketing, University of Arkansas; PhD, Marketing, University of Houston.



**Judy Olian** – Dean and John E. Anderson Chair in Management, UCLA Anderson School of Management; former Dean and Professor of Management, Smeal College of Business Administration, Pennsylvania State University; previously Professor and Senior Associate Dean, Smith School, University of Maryland; 2008 Chairman, Association to Advance Collegiate Schools of Business; Board member, United Therapeutics, Ares Management, and Technology Development Group; Advisory board, Catalyst; BS in Psychology, Hebrew University, Jerusalem; MS and PhD in Industrial Relations, University of Wisconsin, Madison.

3:30 pm – 4:30 pm Cathedral Hall 9<sup>th</sup> Floor

## THE FUTURE OF WOMEN'S LEADERSHIP: ACHIEVING GENDER EQUITY IN BUSINESS EDUCATION & BEYOND (CONT'D)

MODERATOR:



**Nancy Nix** – Executive Director, AWESOME; former Executive Director of the EMBA Program and Professor of Supply Chain Practice at the Neeley School of Business, TCU; prior to TCU, held management positions at the DuPont Company and Reliance Industries in Mumbai, India; Advisory Board of Directors, DSC Logistics; AWESOME Advisor; served as Officer and Chair of the Board of Directors, Council of Supply Chain Management Professionals; MBA, Temple University; PhD in Logistics and Marketing, University of Tennessee.

4:30 pm – 5:00 pm Cathedral Hall 9<sup>th</sup> Floor

## BUZZ / CLOSING

5:30 pm – 6:30 pm Front Grill / Charter Room 7<sup>th</sup> Floor

## NETWORKING RECEPTION

6:45 pm – 9:00 pm Cathedral Hall 9<sup>th</sup> Floor

## AWESOME LEGENDARY LEADERSHIP (ALL) AWARDS

### WELCOME

### PRESENTATION OF AWARDS

### 2017 ALL AWARD HONOREES



**Francesca DeBiase** – Chief Supply Chain and Sustainability Officer, McDonald's Corporation; joined McDonald's in 1991 and held numerous management roles in Supply Chain and Finance in the U.S. and internationally; previously responsible for strategic sourcing, quality assurance and new food development for McDonald's Europe; began her career with Ernst & Young; Board member, Hephzibah Children's Association; Advisory Board member to the Supply and Value Chain Center of Loyola University Chicago; Global Advisor to the McDonald's Women's Leadership Network; Bachelor of Business Administration degree in Economics, Loyola University Chicago.

6:45 pm – 9:00 pm Cathedral Hall 9<sup>th</sup> Floor

## 2017 ALL AWARD HONOREES



**Kristin French** – retired Brigadier General, U.S. Army, and Principal Deputy Assistant Secretary of Defense and the Acting Assistant Secretary of Defense (Logistics and Materiel Readiness), U.S. Department of Defense; over 29 years in military service included tours in the Pentagon, Defense Logistics Agency and Army Materiel Command; served in deployments to Afghanistan, Iraq, Kuwait and Croatia; BS, U.S. Military Academy, West Point; MS, Logistics Management, Florida Institute of Technology; Master’s degree, Strategic Studies, U.S. Army War College.

INTERVIEWED BY:



**Heather Sheehan** – Heather Sheehan retired in 2015 as co-Chief Procurement Officer for Danaher Corporation. She owns consulting firm Crispy Concepts LLC. She is an AWESOME Advisor and volunteers as AWESOME’s Director of Member Engagement & Sponsorships. Heather has over 30 years’ experience in manufacturing and transportation and also held leadership positions with Honeywell, Union Pacific and NCR. She is on the board of CSCMP and served as Chairman. She earned degrees from Penn State (BS) and Carnegie Mellon (MS).

## DINNER

## THURSDAY, MAY 4

7:00 am – 8:00 am Michigan Room 2<sup>nd</sup> Floor

### BREAKFAST BUFFET

8:00 am – 8:15 am Cathedral Hall 9<sup>th</sup> Floor

### OPENING REMARKS

8:15 am – 9:15 am Cathedral Hall 9<sup>th</sup> Floor

## LEVERAGING DIVERSITY: HOW COMPANIES AND COLLEAGUES ARE CHANGING THE LEADERSHIP ENVIRONMENT

*Companies who are able to tap into the potential of women leaders and leverage diversity at top levels in the organization have been shown to outperform those who do not. This panel of senior male leaders will share personal insights about challenges that impact the advancement of women and ways men and women can work together to unleash the power of diversity. Learn from their experience about unconscious biases that get in the way, and ways to uncover and overcome them; the role of sponsors in developing and advancing high potential talent and the importance of building and leveraging personal and professional networks to become a stronger leader and advance your career.*

#### PANELISTS:



**Martin Felli** – Chief Legal Officer, Chief Compliance Officer and Corporate Secretary, JDA Software Group, Inc.; previously General Counsel and Corporate Secretary, ECOTALITY, Inc.; prior positions include Senior Vice President and Associate General Counsel, Clear Channel Outdoor, Inc., Senior Counsel, Home Box Office (HBO) and associate at the law firm Latham & Watkins; Juris Doctorate, University of Pennsylvania; BA, Baruch College; member, American Bar Association and New York Bar Association.



**Robert Martichenko** – Founder & CEO, LeanCor Supply Chain Group; senior instructor for the Lean Enterprise Institute and Georgia Tech Supply Chain & Logistics Institute; volunteer and advisory positions at the College of Charleston, Appalachian State University and The Urban Electric Company; 2015 Distinguished Service Award, Council of Supply Chain Management Professionals; frequent speaker for professional industry groups around the world; Bachelor's degree in Mathematics; MBA in Finance; Six Sigma Black Belt.

8:15 am – 9:15 am Cathedral Hall 9<sup>th</sup> Floor

## LEVERAGING DIVERSITY: HOW COMPANIES AND COLLEAGUES ARE CHANGING THE LEADERSHIP ENVIRONMENT (CONT'D)

PANELISTS:



**Hans Melotte** – EVP, Global Supply Chain & Quality, Starbucks; previously Chief Procurement Officer, Johnson & Johnson; prior to J&J, held positions at Procter & Gamble and Coopers & Lybrand; named one of the “Top 10 Most Influential and Thought Leader CPOs” in the United States in 2013; honored as Procurement Leader of the Year in 2010; Chairman of the Board of Directors, Institute of Supply Management; Master’s degree in business from the University of Louvain near Brussels, Belgium.



**Abré Pienaar** – CEO, iPlan; experience includes engineering, manufacturing, and business system implementations, as well as roles as a university lecturer, executive director of a Johannesburg Stock Exchange-listed company, and author; holds five University degrees and a Fellow level CFPIIM certification from the American Production and Inventory Control Society; Certified Member, American Society for Quality Control; Professional Engineer, Engineering Council of South Africa; past Board member, Council of Supply Chain Management Professionals (CSCMP); recipient of CSCMP’s Distinguished Service Award.

MODERATOR:



**Dave MacEachern** – Global Transportation & Third-Party Logistics Practice Lead, Spencer Stuart; more than 20 years of executive search experience; specializes in board director and senior executive search assignments; works with industry-leading organizations across all verticals – CPG, technology, industrial, healthcare and financial services; member of numerous industry associations; BA, Dalhousie University; postgraduate studies in political science.

9:15 am – 9:45 am Cathedral Hall 9<sup>th</sup> Floor

## OUT IN FRONT WITH TRISH LUKASIK, COO, SpotHero



**Trish Lukasik** – Chief Operating Officer, SpotHero; previously Chief Customer Officer for PepsiCo; experience at The Coca-Cola Company and Procter & Gamble; Board member, Sargento Foods Company and Junior Achievement of Chicago; member, The Chicago Network, The Executives Club of Chicago, The Committee of 200, and the Economic Club of Chicago; Henry Crown Fellow, Aspen Institute; BS, Finance and Economics, Miami University; MBA, Goizueta Business School, Emory University.

9:45 am - 10:15 am

## BREAK

10:15 am - 10:45 am Cathedral Hall 9<sup>th</sup> Floor

## AWESOME/GARTNER WOMEN IN SUPPLY CHAIN RESEARCH



**Dana Stiffler** – VP, Research, Gartner; launched and led the Supply Chain Strategy & Enablers team within Gartner Supply Chain Leaders; former Research Director, AMR Research; BA in International Relations, Claremont McKenna College; MA in Law & Diplomacy, the Fletcher School, Tufts University.

10:45 am - 11:15 am Cathedral Hall 9<sup>th</sup> Floor

## BUZZ

11:15 am - 11:45 am Cathedral Hall 9<sup>th</sup> Floor

## UP-CLOSE CONVERSATION WITH ELLEN KULLMAN, FORMER CHAIR AND CEO, DUPONT AND CO-CHAIR, PARADIGM FOR PARITY



**Ellen Kullman** – Chair of the Board of Directors & Chief Executive Officer, DuPont from January 2009 to October 2015; began her 27-year career at DuPont as marketing manager in the medical imaging business; prior to DuPont, she worked at Westinghouse and General Electric; Board of Directors, United Technologies Corporation, Dell Technologies, Amgen, Goldman Sachs and Carbon 3D; MEMBER, National Academy of Engineering; past chair, U.S. - China Business Council; Board of Trustees, Northwestern University; Board of Overseers, Tufts School of Engineering; BS, Electrical Engineering, Tufts University; MS, Management, Kellogg School of Management, Northwestern University; awarded honorary doctorates from Lehigh University, the University of Edinburgh and the University of Delaware.

INTERVIEWED BY:



**Donna Zarcone** – President & CEO, The Economic Club of Chicago; Board, Cigna Corporation, CDW and The Duchossois Group; past board member, The Jones Group and Wrightwood Capital; former Founder, President and CEO of D.F. Zarcone & Associates LLC; prior roles include President, Harley-Davidson Financial Services, Inc. and Executive Vice President, CFO and Treasurer, Chrysler Systems Leasing, Inc.; Board, Polsky Center for Entrepreneurship, University of Chicago Booth School of Business; member, Commercial Club of Chicago, Committee of 200, The Chicago Network and Young Presidents' Organization; BS, Accounting, Illinois State University; MBA, University of Chicago Booth School of Business.



11:45 am – 1:00 pm Michigan Room 2<sup>nd</sup> Floor

## LUNCH

1:00 pm – 2:00 pm Cathedral Hall 9<sup>th</sup> Floor

## PIONEERING WOMEN IN ARCHITECTURE AND URBAN DESIGN

*For the first time in nearly one hundred years, the rate of urban population growth has outpaced the suburbs, and more than ever, talent is clustering in urban areas. Chicago, considered the birthplace of the skyscraper, has long been recognized for its innovation in architectural design and provides the ideal backdrop for this discussion with leading women in architecture and urban design. These pioneering women will share insights about mega-trends affecting cities and regions, their work to create community-focused, sustainable work and living spaces that will attract the work-force of the future, and leadership lessons learned from their journey.*

### PANELISTS:



**Carol Ross Barney** – Founder and President, Ross Barney Architects; received 4 Institute Honor Awards from the American Institute of Architects and over 40 AIA Chicago Design Awards; received two AIA COTE top Ten Green Project Awards; received the AIA Thomas Jefferson Award and the AIA Illinois Gold Medal; projects include NASA Aerospace Communications Facility, The Chicago Riverwalk, CTA Cermak and Morgan Street stations, Oklahoma City Federal Building, Bloomingdale / 606 Trail Framework Design, JRC Synagogue, OSU Chiller Plant, and the FermiLab OTE Building; graduate of the University of Illinois; served as a U.S. Peace Corps volunteer; teaches advanced Design Studio at IIT; serves on IIT’s College Board of Overseers.



**MarySue Barrett** – President, Metropolitan Planning Council, Chicago; former Chief of Policy for Chicago Mayor Richard M. Daley; led transition committees for Chicago Mayor Rahm Emanuel and Illinois Governor Bruce Rauner; steering committee member, World Business Chicago’s Plan for Economic Growth & Jobs; Board of Directors, IFF; Advisory Board, Chicago Infrastructure Trust; Nonresident Senior Fellow with the Metropolitan Policy Program at the Brookings Institution; active member of The Chicago Network and the Economic Club of Chicago; participated in leadership exchanges sponsored by the International Women’s Forum, Rockefeller Foundation and Brookings Institution; Bachelor’s degree, Northwestern University.



**Amy Liu** – Vice President and Director of the Metropolitan Policy Program at The Brookings Institution and the Adeline M. and Alfred I. Johnson Chair in Urban and Metropolitan Policy; recently authored “Remaking Economic Development: The Markets and Civics of Continuous Growth and Prosperity”; prior to Brookings, was Special Assistant to the U.S. Department of Housing and Urban Development Secretary Henry Cisneros and staffed the U.S. Senate Banking Committee’s subcommittee on housing and urban affairs; advisory board member, ACT of Alexandria; trustee, Hopkins House; BS, Social Policy and Urban Studies, Northwestern University; High Impact Leadership Program, Columbia Business School.

1:00 pm - 2:00 pm Cathedral Hall 9<sup>th</sup> Floor

## PIONEERING WOMEN IN ARCHITECTURE AND URBAN DESIGN (CONT'D)

MODERATOR:



**Lynn Osmond** – President & CEO, Chicago Architecture Foundation; Honorary Member of the American Institute of Architects; board member, Choose Chicago, Magnificent Mile, Central Area Committee, Chicago Loop Alliance and International Women’s Forum; member, Toronto Sister Cities, Commercial Club, The Chicago Network, Economic Club of Chicago, The Executives’ Club of Chicago, Ely Chapter of Lambda Alpha International and Urban and Land Institute; Bachelor of Music, Queens University, Ontario, Canada; Certified Association Executive; Advanced Executive Program graduate, Kellogg School of Management, Northwestern University.

2:00 pm - 2:30 pm Cathedral Hall 9<sup>th</sup> Floor

## BUZZ

2:30 pm - 3:00 pm Cathedral Hall 9<sup>th</sup> Floor

## CLOSING / ADJOURN

4:30 pm - 6:30 pm Deloitte – 111 S Wacker, Chicago

## NETWORKING RECEPTION HOSTED BY DELOITTE

# AWESOME LEADERSHIP



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**ANN DRAKE**

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Founder of AWESOME  
CEO DSC Logistics



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**NANCY NIX**

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Executive Director  
AWESOME



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**HEATHER SHEEHAN**

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Obstacles, and Creating New Paths to Leadership***  
(2017 Symposium)

All six volumes of ***Reality Check*** are available for download  
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