



Advance remarks

It's Time: Women's Leadership Call to Action

Sunday, January 25, 2015, 3:00 pm – 4:00 pm

FMI Midwinter Executive Conference

Flicker Room, Fontainebleau Miami Beach

Speakers in order of appearance

Kevin Coupe

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Joan Toth

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Lisa Walsh

NEW Marketing Chair and Senior Vice President, PepsiCo Sales, PepsiCo Inc.

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Kevin Coupe, MorningNewsBeat.com

Thank you and welcome. At this moment, you may be wondering why there's a middle aged white guy standing on stage at a NEW event. That's a reasonable question.

In part it's because middle aged white guys have a role in what we are going to talk about here today. And in part it's because a discussion of women in business has been an ongoing conversation since MNB was launched more than 13 years ago. I help facilitate the conversation there, and I'm happy to play the same role here.

We're here today to talk about two things: Women and the success of your company. Speaking as a longtime observer of the food industry, I think these two things go hand in hand — you cannot have one without the other. Not supporting women's leadership is like leaving half your team on the sidelines.

You probably believe that already or you wouldn't be here. But today we are going to tell you what you can do about it, and we're going to leave here together with a plan to make a difference.

Women's leadership is not a woman's issue. It's a business issue. This industry is going to rise — or fall — with our women customers and employees.

Let's see how much we know about this opportunity with a short test. I want you to take out your smart phones -- Android or iPhone, doesn't matter. We're going to take a quick test to see how much you know about the opportunity we're talking about. I could just tell you the answers, but it wouldn't be as much fun.

Let's start with talent. I think we all agree that we need a skilled workforce to compete.

Which of these statements is not true:

- A. Women are more likely to have high school diplomas
- B. Women are more likely to have college degrees
- C. Men are more likely to have post-graduate degrees

The answer C is FALSE. In the U.S., women are much more likely than men to possess high school diplomas and college degrees, including post-graduate degrees. Women are more likely to attend college around the world, too. Since women comprise nearly 60 percent of college enrollment, our pool of educated talent is increasingly comprised of women.

Source: Women's Participation in Education and the Workforce, Council of Economic Advisers, Oct. 14, 2014, White House.

Let's talk about leadership qualities. Pew Research did a nationwide survey of more than two thousand men and women and asked which gender was more likely to exhibit key leadership traits. Women outscored men on all but one trait — see if you can pick it out.

The public views male leaders as more likely to be:

- A Intelligent
- B Compassionate
- C Decisive
- D Creative

The correct answer is C. "Decisive" is the only trait where men outranked women. Think about that for a second – men score less yet they get more of the jobs.

Now, we all know great male leaders, and not-so-great female ones. And vice-versa. But this survey does tell us one thing – both men and women strongly believe in the leadership abilities of women.

Source: "Men or Women, Who's the Better Leader?" Pew Research Center, 2008.

Women have the education and leadership skills our industry needs. But is there evidence that advancing women will actually make a difference to our organizations and the bottom line? There is.

Again I'm going to ask you to select the response that is NOT true. According to research organizations with more women leaders have:

- A Greater affinity with female consumers
- B More focus on transactions
- C Stronger financial performance
- D More innovative and motivated teams

The answer is B. Research shows that women leaders are more likely to prioritize relationships over transactions. But the result is not fewer transactions. According to Catalyst, companies with the most women leaders had higher returns on sales, equity and invested capital than organizations with fewer female leaders.

Women also have greater affinity with our female consumers and more innovative and motivated teams.

Sources: "Women 2020," Network of Executive Women, 2013; "The Bottom Line," Catalyst 2007; "Innovative Potential: Men and Women on Teams," The Centre for Women in Business, London Business School, 2007.

Our final question zeroes in on our industry. Since 2008 the share of women corporate officers in the retail industry has:

- A Increased 5%
- B Decreased 5%
- C Stayed about the same

The answer is C. The number of women officers in the retail industry has remained virtually unchanged in the past five years -- moving from 18.5 percent in 2008 to 18.6 percent in 2013. There's an impression that women are moving up the ranks as never before — the research doesn't bear that out.

Source: Catalyst Census of Fortune 500.

If we agree that women comprise the more educated half of our workforce, excel in leadership and improve our performance, why isn't the share of women leaders in our industry soaring? How can we turn this challenge into an opportunity for growth? And how can we create a workplace that works for everyone?

Here to answer those questions and start our briefing is the President and CEO of the Network of Executive Women, my friend, Joan Toth.

Joan Toth, Network of Executive Women

Thank you for that eye-opener, Kevin. And thank you for your support of the Network. Its men like you who make our women's leadership campaign possible.

I want to thank Leslie Sarasin and all the folks at FMI for providing this forum to launch our NEW women's leadership Movement. It was 14 years ago this month that NEW got started, right at this very conference. I want to thank FMI for being an ally and a friend to NEW.

A lot's changed since that Midwinter event 14 years ago. NEW has grown from a handful of pioneers into one of the largest organizations in the industry, with 9,000 members, 750 companies, 100 corporate partners and 20 regions across the U.S. and Canada.

We've helped put women's leadership on the agenda. We've changed hearts and minds throughout the industry. We've advanced tens of thousands of individual leaders through our education programs and events.

But we've sent these empowered and inspired women back to companies that have not changed. Women make up half the retail industry's workforce but less than 1 in 5 corporate officers and 1 in 20 CEOs.

Despite our best efforts — despite YOUR best efforts — the number of women in decision-making positions has improved only marginally, if at all. Here's why:

We have been focusing on the wrong issue. We do not need to change women — we need to transform our organizations.

When we try to make women conform to a male leadership style, we lose the benefits of women's leadership — and we lose female talent. Women in our industry are voting with their feet. Dissatisfied with their prospects, unable to make a difference, they are going elsewhere, often starting their own businesses.

Gender diversity does not mean switching from a male leadership culture to a female one. We need an inclusive work culture that values the unique strengths of everyone to make our organizations strong.

Men don't need fixing, either. For too long men have felt beat up. They've been afraid to talk about women for fear of saying something wrong. Men want what's the best for their organizations, themselves and for their women leaders. And the good news, as Kevin said, is these things go hand in hand.

Women control 70 percent of household spending. They make or influence 93 percent of all food purchases and take 63 percent of all trips to the grocery store. But fifty-nine percent of women say food marketers like you do not understand them.

That's a problem — but it's also an opportunity. Consider the competitive advantage that's possible when our leadership is as diverse as our customer base.

Sources: Boston Consulting Group, 2010; Greenfield Online for Arnold's Women's Insight Team; "Women Control the Purse Strings," Nielsen 2013; <http://she-conomy.com/report/marketing-to-women-quick-facts>.

Let's talk about the future. Millennials, now in their 20s and 30s, comprise the largest generation in our history. They are 80 million strong and will become the majority of our workforce this year. They are confident, independent, connected and diverse — 43 percent are nonwhite.

Sources: U.S. Census; <http://humanresources.about.com/od/managementtips/a/millennials.htm>; <http://www.npr.org/2014/11/18/354196302/amid-the-stereotypes-some-facts-about-millennials>

Millennials share the same workplace priorities as women. They want balance between work and life. They want a flexible work environment. And they want to make a difference.

When you create a workplace that attracts and retains women, you create a workplace that attracts and retains Millennials, too.

A few years back the Network celebrated our 10th anniversary. Afterwards, we did some soul-searching. We had built a powerful organization — but we hadn't moved the needle. We had not come as far as we'd hoped.

So we set on a new course. We asked ourselves, what would it take to create a workplace where women had the same leadership opportunities as men and where everyone could be their best?

We called this initiative NEW 2020. We interviewed our stakeholders and industry leaders, both women and men. We conducted focus groups and surveys. We engaged more than 1,500 people in all.

Women told us they needed to develop better leadership skills, reconcile their careers and lives, and be accepted AS THEY ARE at work.

Senior leaders told us they were under enormous competitive pressures, that they needed to prove ROI, do more with less, and find and keep talent.

It came down to this: We need to change our workplace to adapt to our changing nation and our changing workforce, one that is half female and one-third non-white.

You're saying, our HR people are all over this. Our leadership has put out the word. We have affinity groups! I'm saying it's not enough.

Many companies have made substantial progress. Others have not. But as an industry we have not kept pace with workforce change. The proof is in the numbers.

We asked ourselves how we could help. We engaged our members and partners. And we determined this: If we were going to help transform the workplace, we needed to transform our Network first.

We expanded our staff to serve our rapidly expanding member and partner base. We created a leadership-level Diversity and Inclusion Committee to increase engagement with men, Millennials, the LGBT community and women of color. And we expanded our learning programs to help you expand your pipeline of qualified women leaders.

Many organizations are highly engaged with NEW — but other companies need to do more. They need to test, measure and learn to ensure they are taking the right steps to move the needle on women's leadership.

NEW is launching new programs to help, including:

The NEW Executive Institute: An intensive 12-month learning course designed to advance officer-bound women in our industry.

New webinar series, including one focused on multigenerational leadership.

New reports and surveys, including our Tapestry report on multicultural women and our Accelerators report on critical competencies for women leaders in our industry.

And our NEW Career Accelerator — assessments and workshops designed to benchmark and increase performance of your high-potential women.

These new tools build individual skills — but they do something more. They build teams and they build organizations. They are the building blocks of workplace transformation.

Our Career Accelerator Model, for example, was developed with input from more than 1,200 industry members. We partnered with the Center for Creative Leadership, one of the world's best regarded talent development organizations, to create something unique — an industry-specific model to assess and advance women in your organization.

But no tool can be effective if it is not used. I urge you to use our NEW tools. Discover the hidden gems in your organization and keep your rising stars rising.

Our new Network builds on our unique strengths. Our 20 regional groups from Boston to L.A., Toronto to Tampa. Our 900 volunteer officers and committee members. Our 105 corporate partners. Our 100 national conferences and regional events.

NEW will remain a community that works face to face, person to person. Because the Network is not just a group of industry professionals — it's a Movement.

Here to talk about that Movement is one of the leading industry executives who has lent her passion, hard work and wisdom to this effort: The Network's Marketing Chair and the Senior Vice President of PepsiCo Sales, Lisa Walsh.

Lisa Walsh, PepsiCo Inc.

Thank you Joan and thanks everyone for being here. It is an honor to speak for the Network and represent PepsiCo at this event.

We are launching this Movement because we have reached a tipping point. Because it's time to leverage the power of NEW's community to advance women, build business and create a better workplace for all.

We talk about women and it's important to recognize the rich diversity of women in our industry. Young and old, black and white, Hispanic and Asian, native born and immigrant, gay and straight.

In this tapestry is a common thread. A person we call the NEW woman.

For her, there was never a doubt. She raised her hand in school, went out for the varsity team and ran for Student Council. She worked hard, in school and after class. She stood out in college, and was recognized as someone you could trust. Leadership was in her DNA.

She came to our industry with high hopes. She learned the ropes. Started a family and climbed the ladder. She wants to give it her all. She wants to make a difference. But she feels stuck. She wants more.

We are losing this woman. We are losing our most precious commodity: Talent. Today we introduce a new mission: To advance women, grow business and transform our industry's workplace through the power of our community.

We introduce a new vision: A workplace with no limits.

Today we introduce a new image to go with that vision: Three interlocking circles that represent the diversity and community of the Network.

And today we launch a Movement with this Manifesto:

It's time for a new leadership culture. Less rigid and more flexible.
Less authoritative and more collaborative. Less forced and more authentic.

We all want it. The workplace needs it. The times demand it. We are one powerful community with many influential voices, ready to put our talents to work. And when we do, we all grow. This is a movement. And there's no stopping us. We are NEW. Our power is transformational.

We have a mission, a vision, a manifesto and a rallying cry: It's time.

But we cannot accomplish our mission — we will not make our industry a destination for women and a model to attract Millennials — without your help.

Each of us can make a difference as individuals. All of us together can make a change.

Working together we must transform our organizations by changing long-held, deeply rooted beliefs, practices and corporate cultures.

Working together we can evolve by focusing on these priorities:

One, change the culture. The first thing and perhaps hardest thing we must do is change the way we look at leadership — and the way we look at women. Women leaders are caught in a double-bind: If they are aggressive, they are seen as “bossy.” If they are not aggressive they are seen as “too nice.” Recognizing unconscious bias is a critical first step in creating workplaces where women's leadership is as valued as men's. Diversity of style and manner is critical to success — there's more than one way to lead.

Two, change the organization. Women face countless subtle barriers to advancement. They often work in specialties or functions that are less likely to lead to senior leadership. They may be less able to relocate. They lack role models, sponsors and access to senior leadership.

To advance women, we must broaden the experience and exposure of high-potential women, encourage sponsorship and stretch assignments, and create more flexible career paths. Flexibility is crucial — women need it, Millennials demand it and many men want it, too.

And technology is the key to enable it. The in-office 8-6 workday is quickly becoming a thing of the past — we can work anywhere, anytime in a globally wired world. We need to empower our talent to work where and when is right for them, always with the results being the ultimate measure of performance and success.

Source: Harvard Business Review, September 2013.

Three — engage men. Too many diversity and inclusion efforts treat men — especially white men — as problems to be fixed instead of partners to be engaged. We need to enroll men in this Movement and turn them into mentors, sponsors and supporters of women.

Men need to be educated and aware of the unconscious bias that many men unknowingly display — through both their verbal and non-verbal actions — and the impact that has on the women they work with.

The senior men need to set the example and all men need to be involved. You probably have a daughter, niece, sister, granddaughter, neighbor or friend...and you would want them to be afforded the same opportunities you had if they entered our industry.

Source: "White Men: Enrolling the Dominant Culture in Diversity and Inclusion," Network of Executive Women, 2009.

Four — engage leadership. Companies making progress in women's leadership have one thing in common: Committed executives driving change. The leadership of my company — PepsiCo — has taken a strong stand on women in the workplace. As a result, 31 percent of our U.S.-based executives are women. Better than most, but still not enough. Women, people of color and people from diverse ethnic backgrounds comprise more than 60 percent of PepsiCo's U.S. college recruits. With commitment, it can be done.

Source: <http://www.pepsico.com/Purpose/Talent-Sustainability/Diversity-and-Inclusion>

Five — achieve critical mass. Too many organizations advance a few high-profile women and rest on their laurels. To achieve the benefits of women's leadership — and make these gains sustainable — organizations must have targets in place that advance women. What gets measured gets done, and what gets done must be tied to executive reviews and compensation to ensure change.

A word about working mothers. Who doesn't like motherhood, right? You'd be surprised.

Research shows that working mothers are penalized on a host of measures, regardless of hours worked or commitment to their careers. They are offered lower starting salaries, and are less likely to be offered training opportunities and leadership roles.

Motherhood triples the pay gap to 23 percent. And while some mothers cut back on hours or accept lower-paying jobs that are more family-friendly, researchers say this explains only one-quarter to a third of the motherhood penalty.

Eliminating bias against mothers and instituting family-friendly benefits and work arrangements is a win-win-win. It will help retain parents of both genders, attract Millennials, increase your talent pool, boost family income and create economic growth for everyone. At PepsiCo, our CEO Indra Nyooi talks about 'bringing your whole self to work'. Parents, female and male should be able to embrace that role both inside and outside of the office.

*Sources: <http://gender.stanford.edu/sites/default/files/motherhoodpenalty.pdf>
http://www.nytimes.com/2014/09/07/upshot/a-child-helps-your-career-if-youre-a-man.html?_r=1&abt=0002&abg=0*

We've been speaking about solutions that affect women as a whole — but women come from all backgrounds — 36 percent of U.S. women are nonwhite and nonwhite women comprise nearly 12 percent of our managerial workforce. These numbers are growing fast.

The experiences of a single mom, someone going to night school, a lesbian veteran, a child of immigrants or a woman one generation away from poverty are different than those of your typical Ivy League MBA. Not better. Not worse. But different.

The wage gap between white women and nonwhite women is as big or bigger as the wage gap between women and men. Too often our D&I efforts focus on gender or race — the unique needs of multicultural women get lost in the shuffle.

When you address women's leadership — your job isn't done. In many cases, it's just begun.

Source: <https://www.americanprogress.org/issues/women/report/2014/03/07/85457/fact-sheet-the-womens-leadership-gap/>

All that seems like a tall order, and it is. You can't do it by yourself. But WE can. Which is why we are launching a Movement for change.

The business case is there — in an industry looking for growth, this is a clear area to find it. The fight for talent is real — if we don't address these issues the best and brightest will build their careers elsewhere. Retention savings matter - great talent is one of the best ways to manage productivity and cost but we often don't look at it that way. Women ARE your consumers and customers — how can you understand them and satisfy their needs if your organizations aren't reflective of who you serve.

Clearly, It's Time.

Here to tell you what you can do is one of Network's leading supporters, NEW Board Member and the Senior Vice President for Marketing at Ahold USA, Amy Hahn.

Amy Hahn, Ahold USA

Thank you, Lisa. It is great to be present at the launch of this new Movement for Women's Leadership. It's time.

Notice we don't say "it's about time." That's not what we mean. We say "it's time" because we think our industry, our nation and our Network is ready for this Movement.

At Ahold USA we make three promises every day: First, be a better place to shop. Second, be a better place to work. And third, be a better neighbor everywhere we do business.

Women's leadership provides the talent, new ideas and customer connections we need to deliver on these promises. The Network provides us with critical support in developing women leaders — and our partnership is a two-way street.

Our partnership stretches back to the support that Ahold USA and our late CEO Bill Grize gave to the Network in its early days — and that support and partnership continues to grow.

Nearly 150 Ahold USA employees are members of the Network, and hundreds more benefit from our partnership through regional programs and events. NEW is essential to our efforts to develop women leaders. Associates, managers and executives across our Stop & Shop, Landover and Giant Carlisle divisions participate in NEW events, and our Women Adding Value affinity groups leverage Network tools and content.

Joan explained what is changing — and not changing — about the Network. NEW is expanding what works — participation and partnership — and creating a community that is open-sourced, collaborative, transparent and user driven.

NEW is the expert on women's leadership in our industry. You are the expert on your company. Together we can make extraordinary things happen in our industry.

Lisa did a great job of simplifying the complex issues involved in advancing women leaders. Some of these things sound impossible to address — but are they?

From the Arab Spring to Air BNB, we continue to be astonished by the change that's possible when we harness the power of individuals working together.

That is what the Network hopes to facilitate. Starting today. Starting right in this room. Starting with you.

So this is our Challenge to You: Steps you can take to support our Movement and leverage the advantage of women leaders in your organization:

More than 100 leading companies are corporate partners of the Network of Executive Women. These organizations receive memberships, special content, event admissions and discounts — and they send a strong message to employees, clients and industry: We're part of this Movement; we support women's leadership.

If you already belong to one of our partner organizations, double down on your engagement. Maximize your enrollment in our career advancement model, learning programs, webinars, national conferences, and regional and onsite events. Move your support to the next level and receive more memberships and benefits for your employees.

Consult with NEW leaders and staff members. We'll help you advance your women and create the workplace of tomorrow. A workplace that is more flexible, inclusive, collaborative and authentic. A workplace that works for women, Millennials and everyone. We have the resources you need and we will help you test and learn what works in your organization.

Lisa touched on this before and it bears repeating: Women's leadership is not a women's issue, it's a business issue, and our Movement requires the active participation of men to succeed. Don't just send your women to NEW events, send your men, too.

Download and share NEW research. Subscribe to our NEW SmartBrief and Insider newsletters and forward relevant articles to your team members. Join our 17,000 followers us on social media. Embed women's leadership in your content, communications and programs. Make your organization a leader in our Movement.

NEW would not be where it is today without the support of pioneering leaders like Don Knauss of Clorox, Tom Greco of PepsiCo and the late Bill Grize. Women's leadership is part of their legacy. Make it part of yours. Do it for your organization. Do it for your daughters. Do it for yourself.

These are things you can do in the coming weeks and months. Here's something we want you to do right now.

On your table is a purple "It's Time" sticker. If you believe that we need to move from talk to action on women's leadership, if you support our Movement, stick it on your badge now.

Display it tonight during dinner and wear it for the rest of this conference. Take some extras for colleagues who couldn't make it today. When someone asks you what's it for, tell them:

It's time.

It's time for women's leadership. It's time for a more flexible and inclusive workplace for everyone. Tell your colleagues that you support the Network of Executive Women and our Movement for workplace change. Tell them you support the Network of Executive Women and our Movement for workplace transformation.

There are pledge card at your table. Fill one out if we can add your name to our website as a supporter of this Movement. There are also handouts outlining today's presentation.

Visit our website to take action and enroll your women — and men — in this Movement.

Joan, Lisa, Nancy Krawczyk and other NEW leaders will be here for the rest of the conference — please talk to us and we'll talk about how you and your organization can get involved.

Thank you being here and thanks for your attention. Now I want to turn it back to Kevin Coupe for our final challenge.

Thanks, Amy. When Joan asked me to be part of this briefing we started talking. And one of the things we talked about was how to engage you in this conversation. So instead of a typical Q&A, we decided to ask you a question:

What will you do to support women's leadership and workplace transformation? Lisa presented seven challenges and Amy presented seven opportunities -- which of these resonated most with you? What is your workplace priority?

This isn't meant to be a "gotcha" question — please feel free to comment on anything you've heard or ask me or any of our presenters a question.

Can we bring the house lights up all the way? Great. Now I can see you.

(Audience comments/questions)

Thank you all for sharing. Those are excellent action items. And proof that this industry does not lack the motivation, commitment or passion needed to fuel this Movement.

Now we want you to share some of that commitment with the world. We're going to have an "It's Time" video challenge.

We have a camera in the Foyer and we are going to record your personal comments about what the industry can do to expand women's leadership in the food industry.

Don't forget to fill out the pledge cards at your table and put your "It's Time" sticker on your badge if you haven't done so already.

Visit the Network's website to take action and enroll your women — and men — in this Movement.

I want to thank Joan, Lisa, Amy and the entire NEW crew for allowing me to host this briefing. I'll see you outside in the foyer to record your comments, and I'll see you every morning in your inbox on MorningNewsBeat.com.

Thanks for coming.