

The CEO Forum

THE QUARTERLY PUBLICATION BY CEOs FOR CEOs • SPECIAL EDITION FALL 2020 • THECEOFORUMGROUP.COM



Military

Nadja West
Lt. General (ret)
44th Surgeon General
United States Army



Telecommunications

Ronan Dunne
CEO
Verizon
Consumer Group



Advertising

Michael Houston
CEO
Grey Group



Drug Development
Dr. Niven R. Narain
Co-Founder,
President & CEO
Berg



Public Health
Dr. Robert R. Redfield
Director
CDC



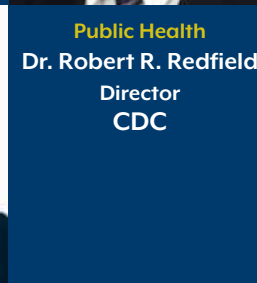
Culture

Toni Townes-Whitley
President
U.S. Regulated Industries
Microsoft



Commerce

Marc B. Lautenbach
President & CEO
Pitney Bowes



Insurance
Pat Gallagher
Chairman,
President & CEO
Gallagher



Real Estate

Dottie Herman
CEO
Douglas Elliman
Real Estate



Women Leadership
Edie Fraser
CEO
Women Business
Collaborative

10 TRANSFORMATIVE CEOs

STRENGTHENING
OUR NEW WORLD THROUGH
LEADERSHIP

VISION • D&I • ACTION

Let's rethink how the world works.

Businesses and communities around the world are in various stages of reopening. As they do, changing how they work isn't a consideration for tomorrow—it's an imperative for today.

Perhaps this isn't a restart.
It's a rethink.

A time to reimagine how business and society work. A time to reinforce the viability of our companies and the health of our workforces. A time to reconsider how we can solve today's problems—and actually thrive in the years to come.

At IBM, we believe that when people and technology work together, our world can emerge in a way that's more resilient. Stronger. Smarter than ever before.

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smart
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Great to Good



Most of us have read Jim Collins' iconic treatise on leadership, *Good to Great*. In 2020—a year combining elements of 1918, 1929 and 1968 all wrapped into one—I think the concept for CEOs has evolved to Great to Good.

As I speak with CEOs every day, I am hearing passion—and urgency—about elevating their organizations to be true corporate citizens and advance from being great companies to driving true goodness throughout society. CEOs are building diverse and inclusive hybrid-workforces, new pandemic-driven product offerings, new value propositions for customers, communities and the world.

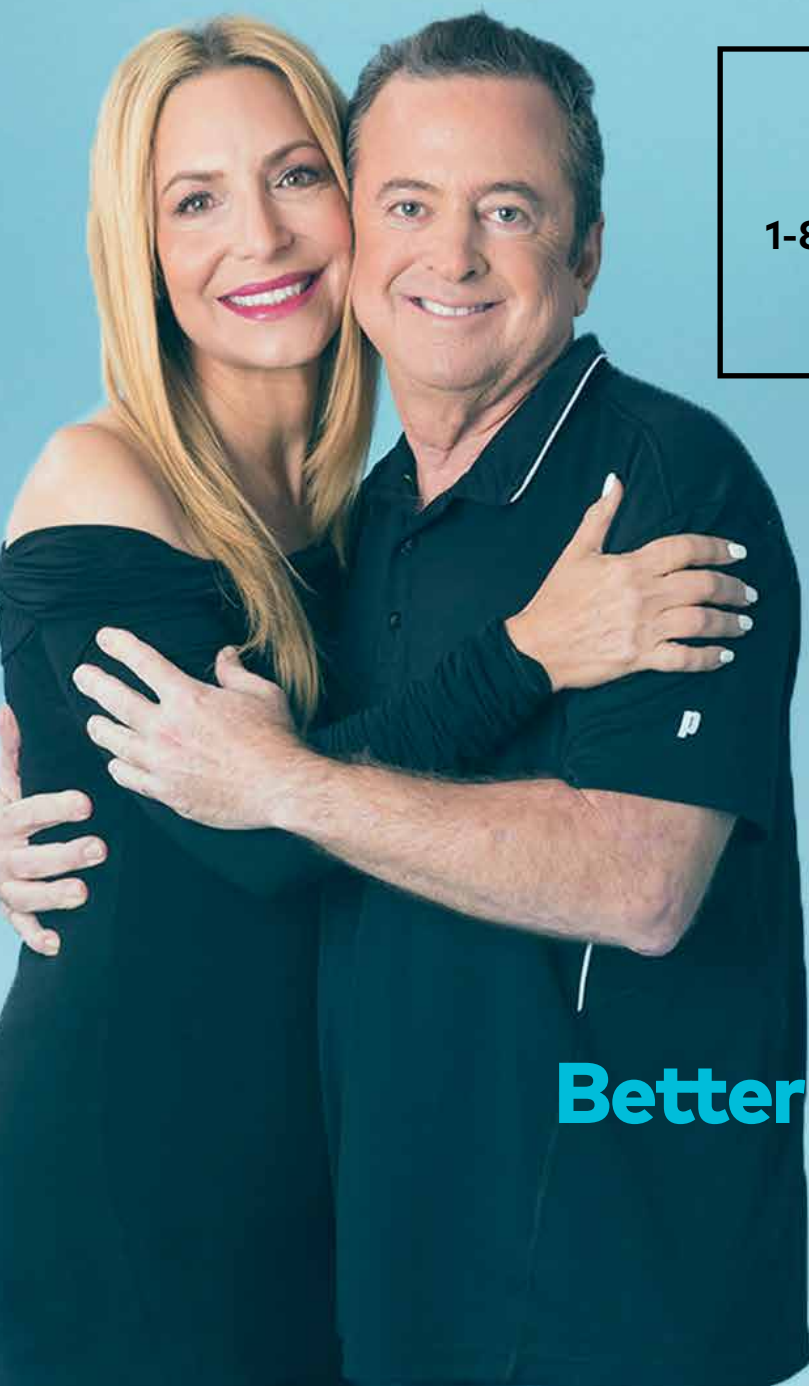
This magazine: Strengthening our New World through Leadership features 10 award-winning Transformative CEOs who share their vision and action as models to make the world a better—and truly good—place.

As for our company, The CEO Forum Group, we will continue donating a portion of our profits to the Human Vaccines Project. Also, we are delivering a first-ever Transformative CEO Summit, which will be The Seminal Confluence of Transformative CEOs Collaborating to Solve Today's Most Pressing Issues. It's February 25, 2021 and, as a reader, if you would like to attend, just email me directly.

We're on a mission to **make life better** for people with Parkinson's disease.

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The CEO Forum

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former Chairman & CEO of Honeywell**

Real-time CEO Insights on Leading a Diverse and Effective Organization

Steps 1, 2, 3

8.28.20 First, internalize and reframe the topic of unconscious bias not only from the perspective of race, ethnicity, and gender, but overall. This is foundational for any high performing culture. Second, encourage and put in place programs and support systems which openly embrace diversity and inclusion and belonging for everyone.

Third, establish, track, and

manage outcomes with role model leadership, transparency, and adaptability. The old adages are true—inspect what you expect, and you can only improve what you measure.

Anne Chow

CEO

AT&T Business

Employees' "Open Mic"

8.19.20 All people want to feel a sense of belonging and safety at work, and it's our job as leaders to create positive changes within our organizations to foster it. This year underscored just how important it is to up the humanity, support one another and take action to create a diverse and inclusive work environment. At Prosek, we are on an endless journey to widen our understanding and grow alongside our people. One way we demonstrate this through action is our employee "open mic" storytelling workshops. Our employees share an unexpected story about who they are. It educates us all about the often unknown dimensions of our colleagues and brings us together in a truly meaningful way.

Jennifer Prosek

Founder & CEO

Prosek Partners

Value-Based Buying

8.10.20 We need to be the change we want to see in the world and focus on value as well as our values. Consumers want to buy from companies that reflect their own beliefs. Today, every company must focus on 'value-based buying' and commit to raising the bar. That begins and ends with how you lead your teams.

While our customers bring our mission to life, it is made possible by the employees who exemplify, embody and reinforce our values every day.

Gina Drosos

CEO

Signet Jewelers

Employees Perform Better

8.6.20 Culture, diversity, and inclusion are critically important. It is both the smart and the right thing to do. When you create an environment where employees can bring 100% of themselves to work every day, we see that they are able to perform better and be more innovative. We are seeing this really shift our engagement and retention of amazing talent.

Mike Kaufmann

CEO

Cardinal Health

Change The Dynamic

8.4.20 It's easy to confuse activity with results when focusing on diversity. Nice

words or hiring a Diversity Leader are fine but shouldn't be confused with changing the dynamic. For example, if 20% of your people are diverse, the only way to increase this is by hiring at a greater rate than 20%, and the diverse people leaving is less than 20%. Track both every 6 months and you will see progress.

David M. Cote

**Former CEO of Honeywell
Executive Chairman, Vertiv
Holdings**

Take Specific Actions

8.3.20 Our lives begin to end the day we become silent about the things that matter"... I really like this quote by MLK. These times really require bold leadership to ensure we don't let the opportunity of the moment slip into the sunset. It's more than just words espousing or reaffirming corporate values, but rather a strong willingness to change through specific actions.

Acknowledging clearly that black lives matter, systemic racism and inequality exist in society and as a by product in our companies, committing to action, and outlining first concrete steps towards that action is a good road map to follow. These steps will signal that this time things will be different and systemic change can happen.

"All people want to feel a sense of belonging and safety at work, and it's our job as leaders to create positive changes within our organizations to foster it. This year underscored just how important it is to up the humanity, support one another and take action to create a diverse and inclusive work environment."

Real-time CEO Insights on Leading a Diverse and Effective Organization

Our “speak” also matters, so, yes, review things that can send subtle messages as well. As an example, I always wondered why we use the word ChairMAN? How about we just call all positions at that level Chair. Subtle, but it sends the right message that we are ready for change.

“Acknowledging clearly that black lives matter, systemic racism and inequality exist in society and as a by product in our companies, committing to action, and outlining first concrete steps towards that action is a good road map to follow.”

Diversity and Inclusion should take a step forward on our priority list in the boardroom as well as at the executive leadership table. This time things must be different or we would have squandered an

incredible opportunity. Silence and lack of action should not and cannot be an option.

Julio Portalatin

Vice Chair

**Marsh & McLennan Companies
Better Talent, Better Partner**

7.30.20 At AlixPartners we value the diversity of our people and our culture. I strongly believe that it isn't possible to build a diverse community unless people feel included, and leaders must foster a work environment that promotes inclusion and equal treatment for all colleagues and in which everyone feels welcomed and valued. This in turn enables you to continue to attract the best talent and makes you a better partner for clients.

Simon Freakley

CEO

AlixPartners

Courageous Conversations

7.20.20 As leaders, we must commit to creating a strong sense of belonging for all, and fostering an atmosphere in which everyone can feel comfortable bringing their full self to work. This includes giving everyone a voice by convening honest conversations and increasing empathy, so colleagues can be heard and understood on issues of inclusion, diversity and equity. We've recently hosted Courageous Conversations with

more than 6,000 colleagues and it's been a powerful tool to create change.

Penny Pennington

Managing Partner

Edward Jones

Celebrate Differences

7.17.20 It starts at the top. Leaders must pave the way to create and maintain an inclusive working environment — one that is built on mutual respect of differences, and where teamwork and relationships matter. BDO is a people-first organization, which serves as the foundation for everything we do. Our values are rooted in our people — our professionals, our clients, our families and our communities. As leaders, it is up to us to do our part to foster a culture that not only accepts individual differences, but celebrates them, and recognizes the value that diverse perspectives bring.

Wayne Berson

CEO

BDO USA

Everyday Equations

7.15.20 To build a culture where inclusivity is the everyday norm and diversity is always celebrated takes everyone's involvement and commitment. One of the ways we focus on advancing our culture is through what we call “Everyday Equations,” a simple yet visual way to shift people's

behaviors. One of those equations is ‘Horseshoes > Circles.’ This equation communicates that any team or organization is stronger when it is open, like a horseshoe, to new people and ideas. The horseshoe also encourages great ideas and people to leave as well, bringing diversity, perspective, and new energy to a different team. People are asking how they can improve their own environments. My answer is: ask yourself every day, how can I make my team more inclusive? Being intentional about inclusion by opening up those circles is a recipe for a thriving culture and organization.

Dan Helfrich

Chairman & CEO

Deloitte Consulting LLP

“As leaders, we must commit to creating a strong sense of belonging for all, and fostering an atmosphere in which everyone can feel comfortable bringing their full self to work.”



Diversity and Inclusion is Key to Business Strategy

Trish Mosconi, Executive Vice President, Chief Strategy Officer,
and Corporate Development Leader, Synchrony

As we reflect on this year and look ahead to the new year, the major events that have so impacted this nation will have lasting effects: the COVID-19 pandemic, the murder of George Floyd, the killing of Breonna Taylor, and the subsequent rise of the social and racial justice movement.

Today, we are working differently and are holding ourselves accountable as leaders, as a company, and as a society to address systemic racism in our country. Diversity, equity and inclusion are not new concepts or goals for Synchrony. They have been foundational to how we do business and to our future growth since our company's beginning. However, this year's events have caused us, along with many other companies, to look deeper within, to examine what role we are playing and where we can root out persistent disparities in order to drive meaningful change.

We're approaching diversity and inclusion as a business imperative. It is the right thing to do and is critical to ensuring we:

- represent our employees, the millions of customers we serve, and our communities;
- provide products and services that work for a broad swath of Americans; and,
- achieve business success over the long-term.

Creating a diverse, inclusive workforce drives innovation

Having inclusion at the core means putting people at the center. By embracing diversity of thought and perspectives, businesses can support their customers in new ways, improve the development of products and solutions, and better understand the needs of our employees.

In addition, creating a diverse workforce helps drive innovation and problem-solving amid rapidly changing environments, which fuels business success. The ability to be agile in our mindset and execution is key; we've all seen how quickly the world has changed in just a few months. We created an agile operating environment by empowering our teams to make their own decisions and pivot, and to do so nimbly and without repercussions.

The pandemic has created opportunities to accelerate our strategic priorities and our commitment to a more inclusive workforce. At the start of the pandemic, Synchrony moved quickly to radically readjust the way we worked. In just a few weeks, we relocated nearly all of our 16,000 employees to work from home. We now have the opportunity to employ and advance the best people no matter where they live. This is mutually beneficial, offering flexibility for our teams and expanding our efforts to create an even more diverse workforce.

Make diversity and inclusion a key business strategy, not just an initiative

By treating diversity and inclusion as a long-term business strategy, a company can apply the same type of metrics one would to any business imperative. This includes creating a way to monitor success through goals, actions, and accountability, and then to modify tactics and make corrections.

To make this happen, Synchrony instituted a senior-level steering committee, led by our President along with diverse leaders companywide, that is charged with formulating actions across all areas of the business. I'm leading the effort around our growth and strategic investments. Our work extends beyond our company, advancing financial opportunities as well as growth and wellness in diverse communities and businesses. Here's some of what we're doing:

- Earlier this year, the Synchrony Foundation committed \$5 million to various organizations supporting social justice, and \$5 million to support small businesses, including a \$2 million grant to national non-profit Local Initiatives Support Corporation (LISC) to provide emergency grants

for minority and women-owned small businesses impacted by the pandemic.

- We're also increasing our work with minority-owned small businesses, and as a member of the National Minority Supplier Diversity Council, we're identifying and using diverse suppliers whenever possible.
- Synchrony joined the newly-created Fintech Equality Coalition. The group's mission is to enhance access to financial services and provide opportunities for mentoring and career advancement within the Black community.
- We also recently signed the National Venture Capital Association's (NVCA) human capital pledge, committing to advancing a more diverse, equitable, and inclusive venture ecosystem.
- Our Synchrony Ventures group, which invests in promising startups, is focused on working with companies with diverse founders.
- We're developing programs to help reach diverse consumer groups with financial education and services geared toward those communities.

These and similar actions are available to all companies. And there is more work we must continue to do. Now is the time we use the tragedies that have touched us this year to chart a stronger, more inclusive future.



Trish Mosconi is Executive Vice President, Chief Strategy Officer, and Corporate Development Leader of Synchrony. She is responsible for developing Synchrony's strategic vision and plan to drive long-term growth, leading corporate strategy, strategic partnerships, corporate venture arm, and M&A activities.

Prior to Synchrony, Trish was Managing Director for the Financial Markets Advisory Group and leader of the Strategic Consulting practice at BlackRock. Previously, Trish had more than two decades of consulting experience in financial services, consumer, high-tech, and various service-based industries. She earned a bachelor's degree in accounting and finance from Lehigh University and an MBA from Columbia Business School.

Nadja West

“That is what my dad liked about the Army; it was an institution that allowed ALL people to interact as people.”

LTG West as a Senior Cadet or “Firstie” at West Point inspects the rifle of a plebe during formation. Top right: LTG West salutes the Old Guard for the final time during the Pass In Review during her Retirement Ceremony.



Robert Reiss: As recent Surgeon General of the U.S. Army, what should we know about the pandemic beyond just washing your hands?

Nadja West: I tell you, that's really an important thing. Sometimes we like to see really sophisticated and novel treatments but unfortunately, what I call the boring basics are still very relevant. Washing hands may seem very basic -- but even in hospitals staff have problems consistently washing their hands like they should. So, I would say the basics are still really important; which are washing your hands, not touching your face, sneezing and coughing responsibly, and wearing an appropriate face covering. We've been teaching kids to cough in their elbow and not spread their plume through the air, so it becomes a habit. So, again, I think the basics are still important to practice; and following recommendations from authoritative public health professionals is critical.



The CEO Forum Group has selected Lt. General Nadja West for the 2020 Transformative CEO Award in Leadership in the category of Military. This is bestowed for her groundbreaking contributions integrating health, social and racial justice, and leadership ... and for setting a model of truly noteworthy citizenship.



LTG West conducts a Skype session with a 5th-grade class who wanted to learn more about the Army and the medical field.

phasis on access to care will also cause people to take pause and say, “Okay, what can we do, not just in our communities and not just regionally, but what can we do as a nation to have an interdependent system.” This is an environment that we’re used to in the military, because that’s how we operate -- with an interoperable, interdependent, well-integrated system, because we have to be prepared to deploy worldwide and respond at a moment’s notice if required by our nation. Hopefully we can learn something like that from this crisis.

Are there lessons from history?

Another reason I think the basics are so important is because sometimes, Robert, when we get out far enough from a disease process or a public health emergency, we start to forget what it was like before we had a cure or a prevention. For example, polio; that’s completely preventable now, but some parents are starting to not give their children childhood vaccines against polio, diphtheria, whooping cough, or pertussis for example. Some children are suffering the effects or even dying from these diseases even though we’ve had preventive measures for them for years. So, I mentioned that because it’s still important to remember the basics as we look for new “Star Trek”-era type of treatment and prevention in the future.

Do you think we’ll come up with a vaccine soon?

I think we will. I think the technology is there to accelerate the process of what used to take decades to complete. I think we will definitely have some sort of vaccine or countermeasure to COVID-19. When? I can’t say, but I believe it’s not going to be years or decades like previous timelines for developing vaccines.

And who knows, we’ll probably have many unexpected tangential medical inventions. Who knows, maybe we’ll cure Parkinson’s or Alzheimer’s because of all the medical communities speaking with each other.

Absolutely. I think the emphasis on health and the em-

There are lessons about how critical it is for leaders to recognize the importance of public health. Starting with George Washington, one of his first actions when he arrived in Cambridge in July of 1775 was to issue several general orders. One dealt with cleanliness and hygiene of the soldiers, which seems today like, ok who wouldn’t say that, but back then abundant clean water for bathing was scarce, and the correlation between poor hygiene and disease was not yet well understood. There was not the level of antiseptics and antibiotics like we have today. That was one important order. Another was, holding leaders responsible for ensuring that their soldiers were living in conditions that were sanitary.

Also, how he addressed smallpox prevention for his soldiers was quite controversial at the time. He started inoculating them, or what was called “variolization” at the time. It was the term for how they actually gave the vaccine, with multiple little sticks with a needle with the pox virus. But George Washington mandated inoculation for all of his troops. The smallpox rate went from 17% down to 1%. So, he took a chance with a controversial intervention and saved many lives. That coincides with the beginnings of the Army Medical Department, and that is what our job has been to this day — to keep the fighting force fighting. We’ve been contributing to military and national public health all throughout our history thanks to our research and development command. Our military medical researchers actually

develop vaccines that not only have military relevance, but a global benefit as well.

Let's shift to a topic that is really hitting the very DNA of our nation, which is systemic racism. What is your take on where we were as a society, and what do we need to do to build a better society?

Yes, Robert, I know. I think all of us, and you can see by the world reaction, were just gripped by that harrowing video and I've not seen it all yet. I can't. I can't watch it. I think it finally showed everyone that this is really happening. To watch George Floyd be murdered in such a dehumanizing and demeaning manner, and for me, just the thought of having your face pressed against the street, just think of that. People spit, throw trash, urinate even worse. And by the curb is where all the trash accumulates, and not to be too graphic but it is shocking. Can you imagine having your face smashed into the street and that's the last thing you experience before you die? So, I think that resonated with the world.

Around the same time the Amy Cooper/Christian Cooper video went viral. How ironic that they both have the same last names. Just to see that on display, a Black birdwatcher in Central Park making an appropriate request of a dog owner, and it could have ended badly for him when he was characterized as a life-threatening African American man by a white woman on a 911 call. She knew those were charged words and the authorities would have afforded her instant credibility and him instant culpability. That is the ingrained effect of systemic racism.

Now everyone is able to see these occurrences because of phone cameras. Things that would otherwise seem utterly unbelievable. So, our society is seeing that things like this are happening, and we are finally saying we've got to do something about it. This isn't new, and there are a whole lot of problems that are rooted in systemic racism that started centuries ago and we haven't been dealing with it properly. We have had incremental improvements, but there's an undercurrent

“Racism is like painting over mold; it looks good for a while but the mold continues to grow and starts to seep through to the surface if you don't really get to the foundation ... you need to scrape it off and then start fresh.”

that keeps erupting to the surface. Racism is like painting over mold; it looks good for a while but the mold continues to grow and starts to seep through to the surface if you don't really get to the foundation ... you need to scrape it off and then start fresh.

So what advice do you have for our leaders?

Well, I think several things. First, leaders should be having those really tough, awkward conversations. I'll refer you to a phenomenal discussion between General Goldfein who is the 21st Chief of Staff of the Air Force and his command master chief, the senior enlisted advisor of the Air Force, who happens to be Black, Chief Master Sergeant Kaleth Wright.

They are sitting down for a six-minute conversation just having a frank discussion about the situation -- about what must be done. The Chief of Staff, who is white, understands he doesn't have all the answers and knows that there's more that needs to be done, but it starts with having the conversation and listening. The conversation is one thing, but that's not enough, because we can talk all day but then it's actually doing something, taking action and having the ability to say, “Look, I'm willing to get out of my comfort zone, and I'm willing to really take bold action, not just in word only, but I really have to do something.”

I'm a big tennis fan. I love Serena Williams. Her husband, the Reddit co-founder, said that he was going to step down from his board position and would hope that an African-American could be placed in it. Now, someone can be cynical about that. What were his reasons for that? I can't tell you what his intent was, but the action was -- this is what I am going to do. I'm going to take myself out of the position to bring awareness to the situation we are in. We have to be willing to take actions, and we have to become aware.

Do you have any examples that can shed light on how we can change systemic racism?

This one goes way back. I was a lieutenant colonel in the Army, and I was the Division Surgeon for the 1st Armored Division (1st AD), which is the medical advisor to the Division Commander, who at the time was Major General Casey. This was in the late '90s. The Public Affairs Officer (PAO), who happened to be African-American, put together a prototype issue of *Old Ironsides*, the unit's magazine. It was beautiful, very professionally done with great graphics. He passed copies out to the staff during our meeting and we saw great photos of tanks, artillery pieces and soldiers in various units, in the field, in motor pools, etc, along with really good articles.

And the first thing General Casey said was, "What's wrong with this picture? What's wrong with this?" And the PAO was like, "Oh my gosh, is there a typo? Is there something mislabeled?" And General Casey responded: "It's too white." And this was from a white general saying this to his African-American PAO. I mean, he was comfortable saying that.

Casey said, "I don't see any. . ." And he could tell you what the demographics of the 1st AD were, how many African-Americans, how many Hispanics, how many women, etc. And he said to all of us, "All of our soldiers need to see themselves." If he hadn't said a word, no one

would have thought anything of it, because it really was a beautiful magazine. But as a leader, he made a statement when he said, "People need to see themselves as part of the team." He knew that there was bias in something as simple as who was pictured in a unit magazine. And again, that was back in the '90s.

That was a big deal, and I was just shocked by that discussion because even I, as an African-American, didn't see a problem with the magazine until he mentioned that. So that's an example. It's really important to have leaders and people willing to get outside of their comfort zones to be able to say, "Hey, it's too white." As a leader, he understood the importance of seeing the entirety of the 1st AD as his responsibility. All of us soldiers were his responsibility. And he recognized that historically some were not valued the same as others.

I can tell you, that experience changed me as a leader. I remembered from that point forward to look, and ensure that all were equally represented, not just in photos but in all aspects of being part of the team. And another important point is that with the 1st AD example, you didn't have to contrive something and fake pictures or get actors. We had actual soldiers from all demographics that were out there serving honorably, doing their jobs, but sometimes the photographers may gravitate

towards those who look like them, right? It may not be intentional, but it has an impact. It's not mean-spirited, it's just something we don't think about, and it can have a long-term negative effect.

That, to me, is a story of how you start to get after systemic racism. You have to stop and think, is there a better vision of what this division looks like? Do I need to go and look for people of color, not because I'm looking for them just to check a block,



LTG West and her team of medics at Fort Sam Houston, TX getting in the spirit before the Army-Navy Football Game

but that they have been there all along but they're invisible to me because they are not in my usual circles? You have to go out and make sure that they are being heard and they feel that they're part of the team. And that's General Casey. He went on to be the Chief of Staff of the Army years later, and one of the people that I always hold up as one of the best leaders I had the opportunity to serve with. So when it comes to systemic racism, General Casey taught me quite a bit about dignity and respect, the importance of diversity AND inclusion, and the importance of actively engaging to address racism and not just passively waiting for someone else to take action.

What a powerful story. Let's talk about your upbringing and lessons you learned as a youth. If I'm correct, you grew up an orphan. You grew up with a Roman Catholic foundation. Talk about how all of your foundations help build the person you are today?

I can talk forever on this one because all of those influences define who I am, and it starts with my parents. They were very humble people that are saints in heaven today I'm sure. Both African-American. My mom grew up in Hot Springs, Arkansas in the early 1900s. My dad grew up in New Orleans, Louisiana. He was born in 1920 so, you know what he and my mom lived through.

My dad was Roman Catholic, because there were several Catholic missionaries in Louisiana early in our history. That's how we were brought into the faith. He joined the Army and saw it as a vehicle for change, because even though it was segregated when he joined, he saw that as the white soldiers who trained the black soldiers, who were called "Colored Troops" at the time, they had a change of heart; when they started dealing with them one-on-one, when they were teaching them how to march, how to fire a weapon and other soldier skills. When they were teaching them -- they realized, these are human beings, too. Wow! What a concept, right?

Before, they were just a group of "those people," because they never had any interaction with them before except through the lens of the Jim Crow laws. By the end of the training, some would even say, "Hey, this

"In the military we have formal leadership training from day one on. Even our young privates, our brand-new soldiers, we get them started with the principles of leadership. So with time leadership becomes second nature."

guy is pretty good. He's a sharp shooter. He's pretty good at his skills, and this one is very skilled at assembling and disassembling a radio" or something like that. So, some began to realize, "those people" were soldiers just like them.

That is what my dad liked about the Army; it was an institution that allowed ALL people to interact as people. So, fast forward, my parents were married and they found that my mom couldn't have children. That's a story for another day. We talked about healthcare and racial disparities in access to care. My mom's family lived it. As a child my mom had what was most likely a ruptured appendix, and the doctor basically told her mom, she will either get better or she'll die. Her family couldn't afford surgery, and few hospitals admitted black patients, even if they did have the money. Thankfully, she survived, but she was unable to have children. And so back to when my parents got married, my mom could have felt sorry for herself, but some Catholic nuns she befriended reminded her that there were many kids in need that she could help. And boy, did my parents take that seriously -- adopting 12 of us and then finding homes for about another 300!

Amazing!

They were. And they didn't run an agency and they didn't do it for any kind of remuneration or anything like that. They were actually honored by Pope Paul VI years later. They received Papal humanitarian medals in 1968. So back to your original question, my parents gave me that foundation in faith, and they always taught me to follow the lessons taught in the Bible. We have one where the words spoken by Jesus are highlighted in red font. My parents showed me the New Testament and they used

to say, “Hey, if you can find any words that Jesus spoke or deeds he performed that are not good examples of how to live your life then you show me.” Jesus spoke to Samaritans, which was anathema back then.

Whether or not you are a believer, the message of how to treat others is a good one. Treat others with dignity and respect. He didn’t say those words, but he demonstrated them. He spoke to people he was not supposed to because of who they were or where they were from. He reached out to people who others deemed “unclean.” He put his hands on lepers. He wasn’t afraid. He reached out to people that were undesirables, that were kicked out of society. He showed mercy to sinners, and kindness to widows and beggars. He showed by example how we should treat each other, that we need to love each other and take care of each other. And that’s how my parents raised my brothers and sisters and me, and that’s what I tried to live every day. Am I always successful? Heck no. Sadly, I fall short more than I care to admit, but I continue to strive to live that example, because that’s what I believe I’m called to do, and I had a phenomenal example in my parents.

Are there lessons about leadership in business that we can learn from the military?

The definition of leadership for the Army is, you need to be able to provide purpose, direction, and motivation, to those you lead, and you have to do, know and be certain things as a leader. We are developed as leaders all throughout our careers. In the military we have formal leadership training from day one on. Even our young privates, our brand-new soldiers, we get them started with the principles of leadership. So with time leadership becomes second nature. We may put them in charge of two other soldiers to accomplish a task, of course with a non-commissioned officer to supervise. We set up progressively more challenging leadership opportunities from early on, so by the time they’ve been in for 20 years they’ve had a wide range of experiences in a variety of situations. It’s natural to them.

So maybe having a formal leadership training program for everyone in the organization. I would say everyone, because everyone is a leader in some capacity even if



Nadja West
Lieutenant General (ret)
U.S. Army Medical Command (USAMEDCOM)

Lieutenant General (ret) Nadja West is the 44th Army Surgeon General and the former Commanding General of U.S. Army Medical Command (USAMEDCOM). In 2015 West became the first African American woman 3-star General in the Army’s history, and is currently the highest-ranking woman to ever graduate from West Point.

A graduate of George Washington School of Medicine, West completed residencies in Family Medicine and Dermatology, and has held various clinical, operational and leadership positions throughout her 30+ year career as a soldier.

In her last Army assignment, West managed an \$11 billion budget and led a global healthcare enterprise consisting of over 130,000 healthcare professionals supporting over four million people. She was the senior medical advisor to the SECARMY and Chief of Staff of the Army.

West serves on the boards of directors for Nucor and Tenet Healthcare. She is also a trustee of Americares and the National Recreation Foundation.

they are not formally “in charge,” and I think you would see those diamonds in the rough become exposed if everyone is given the opportunities at more junior levels to learn about and practice leadership. If those skills can be cultivated in your workforce you may find that you have a more robust pool of leaders available to help your organization maneuver through these uncertain times. I think that would be helpful.

And there we have it. Nadja, a pleasure having you on The CEO Show.

Well, thanks Robert. I appreciate the invitation.

“SUCCESS
IS
FAILURE
TURNED
INSIDE
OUT.”



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Robert Reiss: What prompted you to write *How to Lead*, especially during these times?

David Rubenstein: Over the past four years or so, I had the opportunity to interview some of the country's leaders in many different fields. The interviews were typically broadcast on my Bloomberg TV show, "Peer-to-Peer Conversations".

But I had not pulled together the insights provided by these leaders in any one place; nor had I, on that show or elsewhere, given my own perspectives on what makes a

strong leader. So I thought a book which placed my leadership perspectives alongside the leadership perspectives of a number of outstanding individuals in diverse fields would be a contribution: it would enable people to see the common traits of good leaders, while also inspiring — hopefully — younger people to become leaders themselves. A strong country needs strong leaders, in many different areas, and it is today's younger individuals who will, in time, provide that requisite leadership.

The book is divided into six categories of leaders you interviewed. Share an insight or two from each.

Visionaries: Jeff Bezos. He likes to make his key decisions from intuition, rather than hard facts. His best decisions have been intuitive, and not what the data — or others — might have thought best. Jeff likes to make no major decisions before 10 a.m. or late in the day. And he really needs eight hours of sleep a night to be at his peak.

Builders: Jamie Dimon. He was publicly fired as President of Citigroup by his mentor, Sandy Weill, but overcame that public embarrassment by dispassionately assessing his strengths and weaknesses. So while Jamie was offered many jobs at the time — including the number two job at Amazon — he waited for a banking position, for he knew that was the industry he knew and loved. So in time, Jamie became the CEO of JPMorgan, and became the best known and most respected banker in the world. That is his contribution to the country — running its biggest bank well.

Transformers: Tim Cook. When Tim succeeded the legendary Steve Jobs, the conventional wisdom was that it was an impossible job, and Tim would not likely last that long. But Tim realized he was not Steve Jobs, and he did not try to be. Rather, Tim did what he did so well — and what Steve admired: making certain that the operational aspects of the company worked flawlessly; getting the Apple employees to work together cooperatively; sharing the credit; and quietly inspiring the Apple employees to make the company even better. And under Tim's watch, the market value is up about six times and is the most valuable company in the world.

Commanders: Condoleezza Rice. She overcame the challenges of being raised in the segregated South, and

left behind her intended career as a classical pianist, to become the first African American woman to serve as National Security Advisor and as Secretary of State. In those positions, she had to directly deal with the attacks on 9/11, the invasion of Iraq and its protracted after-effects. In so doing, she always presented a cool, collected public image while retaining the great respect of President George W. Bush and so many others with whom she worked closely.

Decision-makers: Justice Ruth Bader Ginsburg. Although a brilliant law school student at Harvard and Columbia, the bias against women lawyers at the time of graduation made it impossible to get a law firm to hire her. But Ginsburg's brilliance and determination enabled her to overcome that and other career obstacles. And she was known as the rock star of the Supreme Court — probably the most popular individual to ever serve on the Court. That popularity derives from many factors, but certainly one of them was her determination, in her late 80s, to soldier on, overcoming four bouts of cancer, while barely missing regular workouts with her trainer.

Masters: Yo-Yo Ma. In every area of human conduct, there is generally one individual who is considered the ultimate, the world's number one. In playing the cello, there is no doubt that Yo-Yo Ma is the acknowledged successor to the previous gold standard — Pablo Casals. But Yo-Yo Ma's passion today is not just performing to sell-out audiences around the world. Rather, he relishes just as much the role of being a cultural ambassador — someone who is trying to educate people throughout the globe about the value of culture in making their lives more enjoyable and fulfilling.

Times of crisis are often platforms for great leadership to emerge. What advice do you have for CEOs to be great leaders during this pandemic?

In times of crisis, great leaders have to rise to the occasion. They have to work harder, communicate better, empathize more with their employees, and be a role model, i.e., lead by example, by doing what they tell others to do.

At the outset of the pandemic, I interviewed dozens of CEOs about how they were tackling the unique challenges that they, their companies and their employees faced. All of them recognized — as I think they should have — that it was important to be honest about the situation, to focus on their employees' health first, and to do the best they could to continue to help their customers through a unique and difficult situation. And I think they all also recognized that this was a unique crisis that

David M. Rubenstein

would change their companies forever, and they would therefore have to be prepared to deal with the changes directly and forthrightly.

As an historian, I'd be interested in your take, David, as to what actions the greatest leader of recent times—Abe Lincoln—would do if he found himself in September 2020.

Lincoln was without doubt, in my view, our country's greatest President. He preserved the Union and ended slavery, through a combination of tireless work, utilizing the skills of his talented advisors, sharing the credit, taking the blame, exhibiting humility, and always putting the nation's interest first. What was best for the country motivated him, not what was best for himself.

Whether a person with those qualities would enter politics today, or be able to rise in politics today, is a fair question. The pressures can be greater, and the ability to get things done may be much harder.

But if Lincoln, or the equivalent, were around today, I think he would conclude that placing the country first, showing humility and empathy, being honest with the public, and working at a pace and a manner as to have all citizens respect his human qualities, even if they disagree with his decisions, would be the only way to proceed and conduct himself.

You've succeeded greatly in many disciplines, including business, as a TV show star, philanthropist, author, speaker and father ... and other successes. What is your systemic superpower?

In recent years, I have been very lucky to have many things break in my favor. For that I am grateful, but I certainly recognize the value of luck. And I recognize that someone who has had this kind of luck needs to repay the country for this type of good fortune. I try to do that through philanthropic activities and other acts designed to give back to the country. Fortunately, I enjoy doing this, and thus it is not work — it is pleasure. And when you are doing things that are pleasurable, it is much easier to find the time and energy and drive. Even at my age.



David M. Rubenstein
Co-Founder and Co-Executive Chairman
The Carlyle Group

David Rubenstein is a Co-Founder and Co-Executive Chairman of The Carlyle Group, one of the world's largest private investment firms. He is a 1970 graduate of Duke University and a 1973 graduate of the University of Chicago Law School. He served as Chief Counsel to the U.S. Senate Judiciary Committee's Subcommittee on Constitutional Amendments before becoming the Deputy Assistant to the President for Domestic Policy during the Carter Administration. He also practiced law in both New York City and Washington, D.C.

Mr. Rubenstein is Chairman of the Boards of Trustees of the John F. Kennedy Center for the Performing Arts and the Council on Foreign Relations; a Fellow of the Harvard Corporation; a Regent of the Smithsonian Institution; a Trustee of the National Gallery of Art, Memorial Sloan-Kettering Cancer Center, the Institute for Advanced Study, the Brookings Institution, and the World Economic Forum; a Director of the Lincoln Center for the Performing Arts and the American Academy of Arts and Sciences; and President of the Economic Club of Washington, among other board seats.

Mr. Rubenstein is an original signer of The Giving Pledge; the host of "The David Rubenstein Show: Peer-to-Peer Conversations" and the author of The American Story and How to Lead.



Ronan and V Teamers at a retail event in Charlotte, NC.



The CEO Forum Group has selected Ronan Dunne and Verizon Consumer Group for the 2020 Transformative CEO Award in Leadership in the category of Telecommunications. This was bestowed because of Dunne's conceptual platform of six leadership principles, and utilizing these to successfully lead an aligned organization featuring exceptional customer focus and care through the challenges of 2020.

Robert Reiss: Verizon Consumer is over a \$90 billion business. In full disclosure this interview wouldn't happen if it weren't for Verizon, as right now I am using your hotspot on my phone to get video bandwidth. Talk about the business.

Ronan Dunne: I see us as the connectivity partner of choice for U.S. consumers. We offer voice, data, and TV products and services and wireless connected experiences nationwide, and I'm glad that you're one of our 100 million customers ... and, as most already know, we're the most awarded network in America.

And Verizon was really the founder of 5G?

Yes. It's fair to say that Verizon has led in every generation of technology in the wireless industry. We saw the opportunity as the 4G leader to build on the great foundation and network that we had. So, we established 'The Technology Forum' a few years ago and said to others in the ecosystem, "Come on, we can make this even better. We

can go faster.” We invited people like Samsung, some of the equipment vendors, and we built a proposition which then became the global standard, the 3GPP standard, as it’s called. We kind of primed the pump and that allowed us to go out in October of 2018 before anyone else with the first 5G implementations in the United States, and we have been building out of it ever since.

Discuss March 2020 when we came into a pandemic. Talk about the leadership involved in Verizon ac-

tually moving 100,000 employees to remote in only a few days.

The first thing to say is that the number one priority for us was to strike an appropriate balance between the health and well-being of employees and making sure that the network, which was always important but never more so than from mid-March, delivered the sort of service that everyone needed including first responders and people in the frontline. We immediately moved to reinforce the network. We

made more capacity available to customers who weren’t already on unlimited plans; we gave unlimited calling. At the same time, we started a program of moving our employees to where they could be safe, but also where they could continue to support customers. So we closed down 80% of our retail stores overnight.

We moved employees from retail and gave them the opportunity to retrain, so within a week or so, they were answering calls in the customer service environment, or they were offering tele-sales support. Our offices were all closed as well and we moved people to remote work. Over a period of 10 days or so, we took about 100,000 people and we put them back in a home environment, to make sure that they were safe, but also productive.

What was the behind-the-scenes leadership in making that happen?

One benefit we had is the weather, which is a huge factor for a business like mine in the United States. I already have a very sophisticated emergency response capability, recognizing that I have to respond to hurricanes and the like. So, we coupled that with our human resources team and our chief human resources officer, and we brought together the network emergency plan and then our emergency



Ronan speaks to a customer at the Verizon 5G launch in Chicago, 2019.

response program because very often we have to evacuate buildings and other things because of weather as well.

We stood that up 24/7 from day one. We, as an executive team, meet every single day and have done so since mid-March. We start the day, every day, with the whole executive team getting together and we check in on what's going on inside the business, COVID-related, the network-related, the performance-related stuff, but really focusing on making sure that we can make rapid, agile decisions that allow the rest of the people in the business to have certainty.

Probably, the most significant thing that we did, Robert, was we decided that because communication was so important, we would stand outside our own firewall. And so, we have a daily video communication that we've done for now almost 10 weeks, which is called 'Up to Speed' and it actually sits outside the corporate firewall, so you or an analyst or a customer can listen in and hear our management talking about how we're responding to the changing nature of the challenge and, increasingly, the opportunities that are being created by the situation we find ourselves in.

And now with awful situations like George Floyd, we find ourselves also in a crisis of racism. What insights do you have on leading through these times?

We took exactly the same philosophical approach as we did with the pandemic. The first thing we did was we said, before we start issuing press releases or sending statements, let's convene our own community. So, we got ourselves up to speed, we brought our CEOs and other members of the organization together, and we had a conversation with our own people. We talked about what we were seeing in our communities

and our society, and we talked very clearly about our responsibility for social justice. Once we started that conversation internally, then we amplified that conversation outside, but the authenticity of our leadership that I think has really proven its worth is the fact that every conversation starts with our people and then builds to an appropriate response to our customers, to the communities in which we work and serve, and, where appropriate, to government or regulators.

It sounds like you have a highly methodical approach. Maybe that comes from your background as an accountant.

Verizon has a track record in running to a crisis, and we're known for our flawless execution. What I would say to you about my background and training is, like most CEOs, this is not my first rodeo, and I was appointed as my first CEO job on the first of January 2008, and some of the financial market and economic conditions looked very similar. So, I'm still here to tell the story.

The idea is it's essential to have a methodology. One of my philosophies of leadership is just make sure you know what question it is that you're trying to answer. Sometimes, we run to respond, to be active, to be doing something. It is much better



Ronan Dunne is joined by V Teamers at the Verizon 5G launch in Chicago, 2019.

to take the moment and make sure you have exact clarity.

How do you get the clarity on what the systemic issue is?

I'll give you a good example. When we saw the racial unrest in the streets in the recent 10 days or so, we as an executive team came together and we said, "Look, there's an urgency for response. But let's make sure that we as a leadership team check in with each other

"We have a daily video communication that we've done for now almost 10 weeks, which is called 'Up to Speed' and it actually sits outside the corporate firewall, so you or an analyst or a customer can listen in and hear our management talking about how we're responding to the changing nature of the challenge."

and make sure that what we have to say is a meaningful contribution to the conversation, rather than allow somebody outside our organization to somehow set an artificial timeline or expectation." So, it's management from the center in the sense of leading from your values, your purpose, the who-you-are ... you don't wake up on a Monday and decide you have a view on social justice.

Like management from the center, you have developed six principles of leadership, which to me are a comprehensive, remarkable leadership philosophy, relevant to both new and seasoned CEOs. Walk through those.

The first thing I've learned over my 30+ year career is it's really not about what you do, it's about what you make happen and therefore the ability to influence the

environment around you -- because in my view, impact and influence can be infinite, whereas your output by definition is finite.

And I learned that very quickly in the first management job, where I stayed later than the rest of the team to try and get ahead and, respectfully, without being able to create the eighth day of the week it's not a scalable management model. So, that idea that you think about the impact you're having all the time rather than solely focusing on the piece that you're doing yourself.

And that leads to the second part of the lesson, which is about the importance of building teams. The ultimate amplification of that philosophy is that you create teams which have the capability to bring together attributes that you don't possess. The idea is that everyone in your team should be better at doing their job than you would be. And that's a challenge for many leaders, because they've been promoted out of those very teams, and, therefore, they were pretty good at being the CFO in my case, or whatever the example it might be. My belief on teams is that if you bring real diversity of thought and intent, you create teams that have the potential to achieve outcomes that no other team can achieve, because you actually embrace that diversity, that DNA, to bring something different. Creating great teams really enables you to create differentiated outcomes and actually to compete.

The third lesson is to think about exercising judgment as to when to exercise judgment. Now, that may sound like a clever play on words, but the whole idea is every one of us has been at that moment in our career where we want to demonstrate to others that we have what it takes. And usually what we do is try to find situations where we make big bold decisions. But the truth is, it's largely the case that "only fools rush in." Some of the most telling experiences that I've seen both in my formation and in me deciding where I saw real long-term leadership talent with the people who were willing to exercise judgment, were to say, "No, I don't have enough information. I can't make that decision. But this is what would be necessary for me to be able

to make it.” The idea of when to exercise judgment, to me is crucially important.

My fourth lesson is really one that I think is obvious, but it’s increasingly important to the effectiveness of organization and that is the idea that leadership should happen at every level of the organization. Better decisions are made closer to the impact of those decisions. And so, if you think about the talent that we have in our society today, younger people with a broad range of skills don’t want to suffer in a hierarchy where, until they get old and gray, nobody will ask their opinion.

So you organize around the task or opportunity at hand, and that way the leader is the person who is naturally able to make the maximum contribution in that space, not the person who is most senior. If you do that, I think you’ll achieve one of my overarching philosophies, which is that success is defined by matching talent to opportunity. Talent is broadly distributed. It’s opportunity that isn’t.

My fifth lesson is about authenticity. I started my first CEO job after 25 years of work experience. And for the first three to four months, I wrapped myself with

anxiety about “How would somebody else do this job? How would my predecessor have done it?” And what I really realized was I had 25 years of experience, and the only thing I was doing was trying to imagine how somebody else would be the CEO. The secret is simple. Be yourself because you’ll be better at doing that than any other example that you might choose from another leader ... and it’s so liberating. It’s unbelievable. And guess what? You might just be good at it because I had 25 years of experience and surprise-surprise, not one of them said CEO, but the experiences were still as relevant as ever.

And my last one, the sixth lesson, if you get this far —is sometimes, the tough challenges in business are simpler than you think. And what I mean by that is we have a danger in organizations that we focus on action at the expense of clarity of the question. So, just stop and make sure you’re executing a Ready-Aim-Fire strategy rather than the very common Ready-Fire-Aim. My mother used to say to me, “The more hurry, the less speed.” And I think that’s an incredibly important philosophy in business as well. A few more days or minutes in preparation for the question may well accelerate your speed at getting to the answer. So,

Robert, there’s my leadership philosophy.

Talk about our future and the role 5G will play.

The key to 5G is to think about it in the context of what we describe as the Fourth Industrial Revolution. At every generation in the evolution of our economy and society, there has been an accelerant to the platform, whether it be mechanization, whether it be the steam engine at different times. When we think about



Ronan and V Teamers at a Panama City retail store visit following Hurricane Michael, 2018.

the Fourth Industrial Revolution, where we are now, we need another accelerant, and the combination of 5G and real AI and analytics at scale allow us to create an informed context for accelerated change.

The idea that everybody can have the connectivity they need is something we've talked about for a long time. But apply that in a situation where you've got real time context, the right information at your fingertips in order to make better quality decisions. Think about an environment in which we can reduce the cost of access for the most needy in our society by providing smart computing at the edge of the network, mobile edge compute, which reduces the cost of devices. Think about lowering the carbon footprint of our economy by smarter deployment of the IOT, the Internet of Things.

In four or five different layers we talked about this concept of eight currencies inside 5G. Fundamentally it's about better access matched to real-time information to make better, more informed decisions. Better coverage and lower cost of access to what you need, whether that be in education, consumer, business or other verticals which will drive better results and more possibilities than ever before.

The third thing is a level of reliability. That means you can build confidently on a true wireless infrastructure. If we do that, I think we can have more participation in our community, in our society, which I think is something that we will all see coming out of COVID-19. Where we all need to be is stand up and be part of the answer to a better, more effective, better functioning society. To do that means everybody being on the grid and being able to have the power in their hands.

It's Maslow's hierarchy of needs. It's ultimately self-actualization. We are getting closer to putting the tools in place, to allow individuals to be the success that they deserve to be.

On that inspirational note, Ronan, I want to tell you what a pleasure it is to have you on The CEO Show.

Robert, my pleasure and thank you so much for the invitation.



Ronan Dunne
EVP and CEO
Verizon Consumer Group

Ronan Dunne is executive vice president and CEO of Verizon Consumer Group. He leads the teams responsible for providing wireline voice, data and TV products and services and wireless connected experiences to more than 100 million consumers every day. In addition, his teams are helping to build the first 5G technology network that will redefine how customers live, work and play.

Prior to this, Ronan was executive vice president and president of Verizon Wireless, responsible for all aspects of Wireless' strategy, product development, marketing, operations, customer care and digital operations. He led the teams that provide products and communications services for consumer, business and government customers on the nation's largest and most reliable network.

Ronan joined Verizon in 2016 as executive vice president and group president of Verizon Wireless. Under his leadership, Wireless continued its evolution and harnessed their network and competitive advantages to provide great customer experiences.





Motivation, Direction and Details— Three Principles of Leadership

By David Cote, Executive Chairman of Vertiv Holdings,
Former Chairman & CEO of Honeywell

As the Executive Chairman of Vertiv Holdings, I work very closely with our CEO, Rob Johnson, (profiled in the last issue of The CEO Forum Magazine) to instill the right leadership values throughout the Vertiv organization. It began with a definition of leadership, many of the principles which I had thought through as CEO of Honeywell from 2002 through 2017. Too many books and articles focus on leadership as a motivational exercise. Done successfully, leadership is a lot more than that. We talk about leadership comprising three important principles.

The first is indeed the ability to motivate or inspire a large group of people. To be able to mobilize them. This is highly visible to everyone and the ability to speak well or convincingly is prized. Many are said to be a good leader because they can speak well or inspiring. That doesn't make someone a good leader. It makes them a good orator. There are other ways to mobilize people, such as setting a great example or lots of small

meetings with thought leaders in an organization. The important thing to remember is that regardless of how it's done, that ability to mobilize a large group is only about 5% of the job. It's the most visible and measured aspect, but the smallest in terms of impact. The next two steps together account for the other 95%.

The second principle is the ability to pick the right direction to take the organization. If everyone is mobilized but they spend the next five years walking in the wrong direction or the direction changes every couple of years, then you are not doing a good job leading. A smart strategy executed day-by-day, quarter-by-quarter gets you far, far ahead of the organization that changes every two years. That's not to say strategies should never change, however, if the right amount of time and thought is put into developing a strategy, it shouldn't have to undergo dramatic change very often. This is where the ability to run a meeting well and get all the facts and opinions out really matters. A leader

wants to be right at the end of the meeting, not the beginning of the meeting. In this second aspect, what you decide not to do is also important. I've said many times that one of the most valuable but undervalued things a leader does is to avoid trouble in the first place. The third principle is the ability to get the entire organization moving step-by-step in that direction. Too many leaders feel they are strategic and don't need to get involved with details. The phrase "I hire good people and let them execute" is often heard. The idea that, as a leader, you can just be strategic and delegate to others to execute is a mistake.

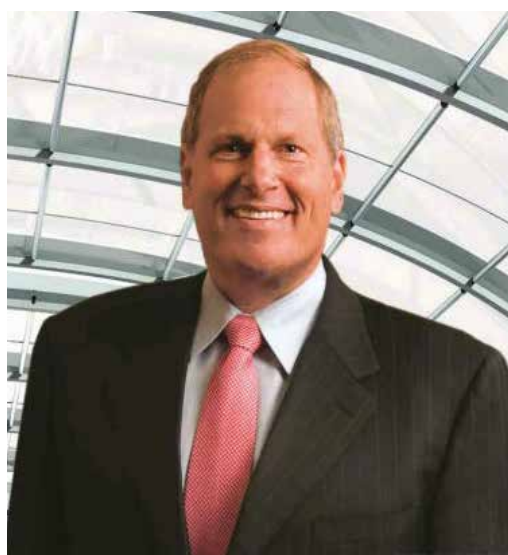
You want to delegate, not abdicate. You will never understand all the details, nor should you. That would stray into micro-management. But as a leader, establish usable auditable metrics, have periodic reviews with the implementation team and, most importantly, physically get out there yourself to see what's going on. Talk to people actually doing the work to see if what you are being told is true. Look for falsification bias instead of confirmation bias. Doing all these will significantly improve your organization's execution of the goals or strategies developed in the second principle of leadership.

Organizations become very adept at compliance with words rather than compliance with intent. It takes time, relentless pursuit, and often an injection of bureaucracy to get change into an organization. People in an organization became very adept at saying the right things, using the new metrics, but without the substantive change you are looking for. That's why getting out there is so important.

A corollary to that phenomenon is that if you measure something, the metric will get better. Many leaders say what gets measured gets done, but, in my experience, if you implement a metric, make sure you can verify it hasn't been manipulated in some way. This happens to customer delivery metrics all the time as plants exclude issues like order entry issues or orders outside established lead times, because it is "unfair." Another is a metric for percent of sales from new products where numerous minor product changes are made, each requiring a new product number which counts as a new

product sale, but there is no big increase in actual sales which is what you wanted.

Over the long term, leaders get measured on whether they made the right decisions in choosing the direction, and whether they got superior results because of superb execution. They don't get measured on good speechmaking. Following these three principles of leadership, as Rob Johnson and his team are at Vertiv, goes a long way to making that happen.



David Cote
Executive Chairman of Vertiv Holdings
former Chairman/CEO of Honeywell

David Cote is the Executive Chairman of Vertiv Holdings, author of Winning Now, Winning Later, and former Chairman / CEO of Honeywell for over 16 years. During that time, market capitalization grew from \$20 to \$120 billion generating TSR of 800%, 2.5 times the S&P 500.

Cote was elected to the Federal Reserve Bank of New York from 2014 to 2018 and was a founding member of the Campaign to Fix the Debt. Cote was appointed in 2010 by President Barack Obama to serve on the Simpson-Bowles Commission and in 2009 as Co-Chair of U.S. India Forum.

Cote holds a number of awards, including the Horatio Alger Award. He was named CEO of the Year from Chief Executive Magazine, as well as a World's Best CEO by Barron's for five consecutive years.



Automated LC MS/MS analysis of clinical samples for high throughput lipidomics analysis.



The CEO Forum Group has selected Dr. Niven R. Narain and Berg LLC for the 2020 Transformative CEO Award in Leadership in the category of Drug Development. This has been bestowed for Narain's vision of creating unprecedented partnerships while pioneering the model of combining patient-driven biology with AI. This breakthrough work in creating next-generation drugs is arguably more important than ever during this pandemic and for emerging stronger post-pandemic.

Robert Reiss: Niven, you're actually the original pioneer integrating biotech and artificial intelligence to fast-track drug development. Explain the Berg model.

Niven Narain: Berg is the company that pioneered hybridizing technology and biology to transform how we approach drug development and how we understand patients. On average, it takes 11-15 years and upwards of \$2.6 billion dollars to develop a new drug in traditional R&D efforts, and all too often, these costly drugs can be ineffective and do not address today's needs. We were one of the first biotech companies on the scene to see the value AI can offer in maximizing our efficiency. This enables us to help physicians diagnose diseases more effectively and to be able to follow patients through the various stages of that disease, and, as a product capsule, to be able to create the right types of drugs that are specified to the area of biology that affects certain populations. It is really the enablement of understanding the full narrative of the disease biology and then using that information to treat patients more effectively.

How specifically does integrating AI to drug development change the game in a COVID world?

For a few reasons Robert. The main reason is that diseases are highly complex, and it's so important to try and, as much as you can, to understand the full story. As human beings we're made of genes; we have a metabolism. There are so many ongoing and competing variables in the biological context of who we are as is synthesized by COVID. If you look at a virus that's coming into the body, it affects different people in different ways. It affects some folks in the lungs or the brains, and in others, the gut. We can use COVID as a microcosm to a greater reality

of what is cancer or diabetes or neurological diseases like Parkinson's.

Our philosophy is that you really have to understand the full story of what's ongoing. Berg's differentiating point is that we want to call a timeout before we even get to the real drug development phase. Where AI has come in is for the reasons of being able to look at massive amounts of datasets of what we refer to as discrete data sets. Data comes from the genome, or looking at clinical data, or real-world data, or demographic data. One of the other overarching reasons is that we don't understand a lot of these diseases. We do not have a fundamental appreciation of what are the key drivers that are leading to these disease processes, so, because there's so much unknown biology, the last thing that we want to do is to bias ourselves.

AI allows us to put one step in front of a hypothesis, a driven sign, so we're flipping the model. Instead of the hypothesis creating the data, in the Berg approach we allow the data to create the hypothesis. It removes the bias of the human thought process. It allows for a more robust approach looking at multiple data sets, but also it helps us to do things a lot faster in a much bigger way.

Talk about the speed of AI.

Using AI, Berg is able to synthesize 14 trillion data points of a tissue in just a few days. We are comprised of over 30,000 genes and over 5,000 to 6,000 expressed proteins that are key in identification, and then you look at the hundreds of metabolites and lipids to arrive at that number. When you are taking a tissue sample within an environment, you're just looking at the raw expression profile. But if you're also deriving cells from those tissues to bring back into the laboratory and recreate the disease environment, such that one is able to look at a cancer cell in a low oxygen environment or a cancer cell in a high glucose environment, these are what we refer to internally as multi-omics.



Sample prep for lipidomics analysis of patient samples.

At Berg we believe that we should embrace the full narrative of the biology, so we look at the genes; we look at proteins; we look at functional studies or what we refer to as phenotypes. The genotype is obviously the gene that expresses the eye color, but when we're able to see that someone's eye is blue, that's the phenotype. So we are trying to encumber as much of the datasets as possible, so that when you look at all the potential permutations between the healthy and the disease environment with all these various factors, it is a staggering number of factors that enhance AI. The human brain is limited in its ability to process this copious, specific type of data. So AI for us has been a game changer, and has enabled us to look at the full potential of what the technology allows us and move the needle forward in our efforts internally and with our partners.

This is to me really the next generation of precision medicine. What are some examples?

If you have five different people who get infected with the same type of bacteria and we give every individual the same antibiotic, it's not going to work on all five of those individuals. For the most part in medicine, we go through trial and error processes, so you may use one antibiotic, and it doesn't work, and then we go to the second or the third. And that causes the ability in that individual, who may have underlying diseases, to have complications. There's increased hospitalization, there's loss of income. In the case of a really, really acute care setting, if it's septicemia, nailing the precise antibiotic that matches their biological make-up will save that person's life. In some cases, it's a matter of hours. Precision medicine as we define it is giving the right drug to the right patient at the right time at the right dose. It is so important in an acute care setting.

The second example I would say is a lady with breast cancer. So, if you

have a HER2-positive breast cancer, we know there's a specific mutation that causes this overexpression of HER2 of protein that leads, in a subset of patients, to the development of HER2-positive breast cancer. So, there's a drug out there which is now being marketed by Roche that's an antibody that goes to suppress the levels of HER2. Theoretically, that drug should work for everyone because everyone who's got that disease is pretty uniform in the overexpression of HER2. However, it doesn't. So, obviously, that's telling us there are other factors in the biology and the environment of that tumor that's leading to some resistance to that drug.

And that's where it's so important to understand the full story. It is so important to understand, even though it is such a targeted therapy, it's telling us there are other factors that cause resistance. So through these technologies and the Berg approach we're able to identify those mechanisms of resistance. We're able to identify the omics, the multi-omics signatures so certain therapies are going to be specifically targeted to certain individuals. And, of course, in our own pipeline as we developed our own drugs, we're developing our drugs with all the data from the inception to gain an appreciation of which population our drugs are going to be much more directed and effective towards.



Biobanking of clinical samples in vapor liquid nitrogen.

What insights can you share about COVID?

The one thing that we have learned very quickly about COVID is how much we just don't know. We see that there are certain ethnicities that have a disproportionate outcome. For example, African-Americans, when you look at the rates of mortality, it is abundantly clear that in that population there are higher mortality rates. What we have learned about this in the role that AI can play is being able to build the models that I've talked about.

“AI allows us to put one step in front of a hypothesis, a driven sign, so we're flipping the model. Instead of the hypothesis creating the data, in the Berg approach we allow the data to create the hypothesis.”

Looking at the biological features and omics from the blood and certain fluids of these patients, we are able to quickly profile patients who have had a fairly good outcome. This means even if we just take folks who may have had advanced COVID, or folks who ended up on a ventilator but did not do as well in response to certain drugs ... we can take the population of those patients and try to understand why they have a differential in outcome.

We are working with the AdventHealth System in Florida and Arizona, where we have access to multiple types of data and resources and samples, so that we can run them through our proprietary Interrogative Biology Platform. Our access gives us a biological readout on these patients, where we can look at all of their charts and their health records, and take all of that data agnostically and run that through the AI system. What that is helping us to do is we will be able to discriminate. Why is it that some folks who have relatively the same profile—let's say 65-year-old African-American males—both individuals have diabetes and early onset

heart disease, but one of those individuals was asymptomatic and the other individual ended up on a ventilator?

We're going to be able to determine those factors that may have led to a lot worse outcome for the individual who ended up on a ventilator, but having that information is going to help physicians triage those individuals much earlier in the process. You might get treatments to them much earlier. You may be more aggressive with these patients. You may be able to monitor them in a different way. And correspondingly, for individuals who just have more of a tendency to be asymptomatic or have mild cases, you can also triage those patients much more effectively, so the resources of healthcare systems and physicians could be directed to the patients that are high risk.

Talk about the types of partnerships you've put together.

Our philosophy is, since inception of the company, that getting partnerships of different disciplines working together is a key to solving some of the most challenging healthcare issues of our time. There is something here about the employment of using patient biology and artificial intelligence to how we approach and view drug development. And, in dealing with the company, one other thing that we always prioritize ourselves on is independent level of validation. All can do some of the early work in regard to biology, but we always wanted to bring together the best minds to surround the given disease. By that I mean, whoever are just the best physicians and best scientists in the world at, I'll say, pancreatic cancer. We went out, and we met with them and I said look, this is the approach we want to take to pancreatic cancer.

This is a very mysterious disease. Our goal is to try to populate more of the biological understanding. Use the biomarker development so that if everyone on an annual basis could get a blood test to see if there are some early trigger points to pancreatic cancer, then patients would not be diagnosed so late in the game. And that's why this disease is so deadly. It's a silent

killer because by the time you're diagnosed, by the time you have such symptoms, the disease is, more often than not, very advanced.

We're using all of this information now to develop drugs in a patient data-directed manner by crowdsourcing a level of innovation and bringing the best in -- whether they come from big hospital systems, the greatest medical schools and universities, and also from government.

The Department of Defense reached out to us back in 2014 and said, "We would like to assess your platform for helping us understand biomarkers in prostate cancer, because the unlisted military populations have a higher rate of prostate cancer than civilians, and no one knows why." Then, Air Force pilots or any pilots within the military have even a higher rate than a non-pilot population. So, we're able to look at over 20 years of people and blood samples, urine samples from the Department of Defense. We ran samples through our platform, and, sure enough, we discovered some of the markers that led them to more aggressive stage prostate cancers.

We also came up with the product out of this relationship, which is so beautiful, that we now have tested retrospectively in prospective clinical trials over 1,500 patients in some awesome institutions. Four biomarkers that are able to discriminate if a patient has prostate hypertrophy or NBN large prostate versus prostate cancer. And that is important because the only way to really discriminate that now is to do multiple biopsies. Biopsy is very painful. There's risk of infections, there's risk of impotence. I think if you give those guys the choice of taking a blood test versus a biopsy, most of them would take a blood test. It's a lot less invasive.

Also, consider the cost. A biopsy can be upwards of \$1,500 to \$2,000. So when you look at it from a cost basis, you look at it from the usability of use to the patient, the ability to do what they refer to as active surveillance, meaning, that if you think that there may be something going on, you can do this blood test every few months or every six months as opposed to having to do multiple biopsies.

That's just one example of how we partnered with

government, with the Department of Defense, to really gain access to the right types of samples, understand the disease biology, understand the differentials within patients, and, more importantly, create a product out of that. And that's been so gratifying, and that's one example we've done with prostate. We've done the same thing with Harvard Medical School and other centers with pan-



Sample prep for comprehensive lipidomics analysis of pancreatic cancer patient samples.

creatic cancer and a project that we refer to as Project Survival.

We've worked with Sanofi on trying to figure out why the Flu vaccine is more effective on some patients compared to others. We worked with AstraZeneca on early research on Parkinson's disease. Just recently with Boehringer Ingelheim on assessing Irritable Bowel Syndrome and Crohn's Disease.

What we realized about building this company, Robert, is the amount of humility that one has to have in order to tackle disease. The amount of humility that one has to have in realizing there's so much more to do, there is no way that Berg is going to be able to do it all. We need to get as many voices and as many thought processes involved.

On COVID we're working with Oxford. We're working with Harvard. We're working with the Oak Ridge National Laboratory, because everybody brings something different to the relationship. Oak Ridge can screen 1.2 billion molecules in ten hours. We can then take the samples from the hospitals and patients and run them through our platform. Between Oxford and Harvard, having the disease experts and the immunologists and the virologists to look at this data, they said, "Yes, I've been treating patients for 30 years and this is interesting."

From a scientific basis, from a technological basis, from a business perspective, a commercial perspective, or regulatory perspective, as an aggregate that really creates this constant capsule of "Are we doing the right thing at this time?" Instead of creating a product and going 60% to 80% through the process and then you run a commercial analysis, and someone says, "Well, this is no longer interesting compared to when you started this program. That is just an exercise in futility."

So, our approaches keep everything cutting-edge. Stay humble about what we do, get the best minds and institutions involved in the processes that we're running, and, at the end of the day, serve patients with the highest level of precision, transparency and delivery of the best products.

Niven, I want to commend you on the true importance of the breakthrough work Berg is doing.

Thank you, Robert.



Dr. Niven R. Narain
Co-Founder, President & CEO
Berg, LLC

Dr. Niven R. Narain is Co-Founder, President & CEO of Berg, LLC, a Boston-based biopharma driving next generation drug development by combining patient-driven biology and Bayesian AI. He has been recognized as a pioneer in technology development at the intersection of Biology and AI and is inventor of the Interrogative Biology® platform that has fueled development of deep pipeline in oncology, metabolic, rare and CNS diseases, namely BPM 31510, currently in Phase 2 trials for cancer, covered by over 550 issued and pending U.S. and international patents.





How Augmented Reality Will Elevate the Work Force and Our Economy

Robert Reiss: From all your Harvard Business Review articles and in depth work with Michael Porter you have become a true thought leader on workforce. What have you seen in how the workforce is doing during this pandemic?

Jim Heppelmann: Knowledge workers are actually fairing well and performing during this pandemic; however, knowledge workers are the minority of the workforce everywhere in the world. A majority of usually about three-to-one, are frontline workers and it actually matters where they are located. Their job can't be done from home, so that's where an untapped opportunity lies. For many of the frontline workers – and that's 75% of the workforce -- their value can be transformed through technology ... specifically augmented reality.

Frontline workers need to keep coming to work and doing their work, but they've lost their support ecosystem, because in the pandemic the support network is not showing up. They need to transfer knowledge from the experts to the newbies, and social distancing gets in the way of that. There's not a lot of mentoring or job shadowing happening. So the question is, how could we bring the kind of benefits that knowledge workers have for capturing and exchanging digital information and collaborating with each other?

What augmented reality does is it allows digital information to be overlaid on the physical world, which is the key to advancing manufacturing in this pandemic and post-pandemic. If I want to get your help to fix a broken machine or calibrate it, the machine actually has to show

up in the conversation and augmented reality does that. It's augmenting reality, so it's digital augmentation overlaid on the physical reality of the broken machine.

Explain the difference in 2D and 3D between Virtual Reality and Augmented Reality.

Virtual Reality means replacing reality with a virtual version. For instance, if you are in a video game, that's virtual reality. That reality in the video game doesn't actually exist anywhere. With Augmented Reality the reality is there, and we just want to augment it. We want to decorate what a frontline worker sees with information coming from a remote knowledge worker or maybe even a remote frontline worker.

There's a lot of good football analogies for augmented reality. The John Madden's Chalk Talks are classic examples of how John would take a play, and he would draw on the play as it was happening and you really understood. Another example of augmented reality in football, by the way, is when we augment where the line of scrimmage is and where the first down line is. So we want to use techniques like that to help manufacturers be productive.

How specifically can augmented reality help manufacturing?

The retiring workforce is a massive problem for American manufacturers, it's actually one of the top issues that the National Association of Manufacturers calls out because these workers typically have 30 or 40 years of institutional expertise. When they leave, first, it's hard to find a replacement; and second, it's hard to train a replacement, especially when all the expertise is gone. AR allows you to extract that expertise and bottle it digitally, so that the expert can leave but the expertise doesn't leave.

We continue to reuse the expertise year-after-year to train new workers and bring them up to speed by digitally mentoring them with the digital expertise left behind by the man or woman who retired two years ago. It's a phenomenal thing in good times, and I think in the era of lockdowns and social distancing, it's just a Godsend,

because it makes people so much more productive again. And in the future, this can dramatically increase the value of both older and newer workers, and be at the heart of increasing the value of entire supply chains.

In the long-term post-pandemic, what role will AR play?

AR is a way to capture human expertise either in the moment, because it's collaboration, or in advance because we published it or captured it and then replay that information in the physical world and decorate the physical world with the information Sort of like how stoplights decorate an intersection. As you drive up to that intersection, you have to see a lot of information. AR is doing that but it's doing that digitally rather than with steel and electrical wires and light bulbs.

CEOs can see that this experiment, this pandemic crisis, is going to accelerate digital transformation efforts. My advice to CEOs is come up with a vision that includes the frontline workers, because to a certain degree we've left them behind, and frontline workers, representing 75% of workers, have tremendous value in driving our companies and economy forward.



James (Jim) Heppelmann is the President and Chief Executive Officer of PTC, responsible for driving the company's global business strategy and operations. During Mr. Heppelmann's leadership tenure, PTC has assembled the industry's leading industrial innovation platform

and field-proven solutions and services that enable companies to design, manufacture, operate and service things for a smart, connected world.

Mr. Heppelmann has emerged as a driver and thought-leader in industrial innovation. Together with Harvard Professor Michael E. Porter, he has co-authored three highly influential articles regarding the transformational impact of the Internet of Things and Augmented Reality on business.





In March, CDC staff deployed to California to support the Grand Princess disinfection and quarantine and to conduct environmental assessments.



The CEO Forum Group has selected Robert R. Redfield, MD, and the CDC for the 2020 Transformative CEO Award in Leadership in the category of Public Health for their unparalleled focus to combat COVID-19 and maintain the health and safety of our nation.

Editor's Note: This interview was conducted June 17, 2020 before the surge in COVID-19 cases in the United States South and West.

Robert Reiss: These are very interesting times and very challenging times. Let's start off, what does the CDC do, and what is your philosophy as the director?

Robert Redfield: Our job, if you put it in a nutshell, is to keep America safe 24/7 using science and data, and to translate that into meaningful public health action and policy. Those are the fundamentals for what this agency is all about -- how to detect, respond and prevent public

health challenges and how to develop a strategic plan to, in a stepwise fashion, improve the public health of our nation.

Why does it seem that the African-American community has a higher mortality rate from COVID-19?

An increased risk and health disparity that we're seeing, particularly in Native Americans, African-Americans and Hispanics in different jurisdictions we're working hard to understand the independent factors, but I think up front, it's the chronic embedded health disparities that we have in this country. We do need to more effectively address these in terms of the medical comorbidities that this virus exploits, for example diabetes, hypertension, obesity, kidney disease.

I think when it's all said and done, we're going to see it's that disparity and those healthcare outcomes that then led to the amplification of poor outcomes within the African-American community.

There are also social factors that put vulnerable individuals at greater risk. Some types of employees are less likely to be given the opportunity to telework. Some individuals have housing conditions that are more difficult to not co-congregate. Some individuals really don't have the luxury to drive their own vehicle to and from work and have to use mass transit.

I do want to tell you that I speak with leaders like Dr. Corwin from NewYork-Presbyterian. He said he was at 5% close to capacity and the work was heroic by everyone. So, I seriously commend you on that. Here's what I want to know. Can COVID-19 last on plastics, on metals, on food or on animals like dogs?

It's important to recognize the major mode of transmission of this virus, human-to-human, is through what we call droplets, and that's why distancing has a big role. This virus has a difficult time traveling effectively in a droplet as it gets to around six feet, and that's why the six-foot distance.

It's true that this virus, when it's dropped onto a surface, can survive on that surface, and on different

surfaces it has a different, what we call half-life; cardboard versus wood versus steel. That half-life is dependent upon the environment. For example, is it a cold environment? Is a moist environment? Is it a sunny environment with UV light?

You can have the differences from say, a virus on a steel surface that would stay viable for four hours on a cold dark surface, and yet if it was in sunlight with UV light, it would last five to seven minutes. That's why washing your hands, not touching your face, using disinfectants are critical. I do believe there was probably a

“When it's all said and done, we're going to see it's that disparity and those healthcare outcomes that then led to the amplification of poor outcomes within the African-American community.”

greater contribution to transmission in metropolitan areas like New York, for example, from mass transit and subways due to surface transmission.

Were there any “aha's,” anything that people don't know that they should be doing, and you are saying, “I wish people knew this?”

Well, I think the most important “aha,” Robert, was that, unlike flu -- and this is what was disappointing for me personally and not being able to have an invitation when I requested it to go into work with our colleagues at the Chinese CDC back in January—the big “aha” was that this virus is being transmitted by people who have no symptoms at all. Normally, we can say if you're sick, stay home. And that will work pretty well for flu, and I do believe the early thoughts in this outbreak back in January and February was that this was driven by what we call symptomatic transmission.

The reality is science and the data now say that actually, there's quite a bit of asymptomatic transmission or even

if you do get symptoms, what we call pre-symptomatic transmission before you even show signs of being sick.

There's controversy regarding the World Health Organization and its comments on asymptomatic spread of COVID-19. What's your take on that?

I think that they were not correct, and the WHO has since clarified those comments. You can see as a transmission factor, if I'm symptomatic and sick and then stay home, I'm probably less of a transmission threat than if I'm asymptomatic and have no idea that I'm infected. We believe the asymptomatic transmission is a critical, critical factor in driving this outbreak.

How do we really stop this? Is there any way? You've spent your whole career in this. You've done wonders, I remember, with AIDS, for example. What is the potential?

I have no question that we're going to get through this, and we'll leave this chapter of the coronavirus behind us. A couple of things I want to say: first and foremost, we're not defenseless. We've had a powerful weapon from the beginning and that's what we talked about a little earlier, and that's the weapon of social distancing. This virus has a huge weakness, a huge Achilles heel. It has to go from an infected human to a non-infected human, and the reality is, it's threatened by distance. It really has a hard time effectively traversing anything over six feet.

Secondly, we have another weapon. We can interfere with its ability to travel through droplets from one person to another by basically having a mask; this reduces it dramatically.

I don't have an N95 mask, so does that mean I'm likely to get it?

No. A home-made face covering like my wife made for me will reduce the number of particles. The N95 is at the standard that we believe you can go right up into

"The big 'aha' was that this virus is being transmitted by people who have no symptoms at all."

the face as a healthcare professional and take care of a highly infectious person and not have risk of infection. But a face mask will reduce your risk of transmission substantially. That's the issue of it. I'm wearing a face covering in case I'm infected and I don't know it, so that if I

speak people closer than six feet around me will not get infected. It's highly effective. And you know what else is highly effective? Washing your hands, highly effective.

We have powerful tools. Ultimately, where we're going to put this behind us is with the development of biological counter-measures for a vaccine that is able to provide protection against infection. We're also seeing an acceleration of therapeutics that are being developed. You probably heard they announced that the use of a pretty common steroid in individuals that were on oxygen or in the ICU, the simple use of that steroid had a marked impact on improving mortality.

What is the potential for a vaccine within, say, a year from now? Does that seem likely from your estimation?

It's another sign of some of the decisive leadership that the President has taken. If you had asked me in February I would have told you it's highly unlikely that we would have a vaccine until the end of Year 2 or beginning of Year 3 of confronting this. Now if you ask me, I think it is highly likely that we could have a vaccine deployed this fall. It won't be deployed to everybody But will have a series of vaccines that will be available and prioritized for the vulnerable and first responders.

And it's my anticipation that between the fall and let's say January, February, March, that we will have vaccines deployed for the American public and hopefully be able to make them available for the rest of the world.

Let's talk about CEOs. What advice do you have to CEOs about opening up, about running their business?

Well first, I would say that it's time to reopen our economy. I think we have to have confidence in what we now

Robert R. Redfield, MD

know. You have to go back and realize in January, February, March, there was a lot that we did not know and there was a lot of information that may not have been correct. Particularly when you look at the mortality rate, for example, among the Chinese epidemic in Wuhan. We now know that for individuals that are otherwise healthy, under the age of 50, this virus is pretty benign.

The real challenge is with an individual with chronic medical conditions—particularly diabetes, hypertension, kidney disease, obesity—this virus can really be quite severe and cause mortality. CEOs should know their workforce. Obviously right now, individuals that are high risk for mortality and morbidity need to be handled in a different way than those individuals that are otherwise young and healthy.

Secondly, depending on what's happening to the epidemic at the time, the CEOs need to understand what's going on with coronavirus transmission in their area,

and the CDC has worked hard so that we will be having what we call forward-facing down to the county level, zip code level, so people are going to be able to see the activity of coronavirus across this nation. Not just like you see on the news where you see a whole state light up red. For example, you'll be able to go down and see these are the three counties where we're having a problem right now.

They need to utilize that information in terms of really being more vigilant in social distancing, face coverings, and handwashing. I think it's really important not to be paralyzed about bringing business back and getting back in a smart way. Again, some things have changed and will need to change. The favorite activity of going to the lunch buffet or going to the lunch room and having 20 people sit together independent of knowing who may be vulnerable. Those type of things will need to be modified.

The other thing that I would like to stress to the CEOs and something really concrete that they can do



While in the field, dressed in a full complement of personal protective equipment (PPE), this epidemiologist was implementing a rapid diagnostic test, which was used during the Ebola response, to quickly test for the presence of the Ebola virus.

CEOs can have an enormous impact. And we do it every year. It's the flu vaccine. Sadly, more than half of Americans do not get the flu vaccine. To put in perspective, in the last decade, 360,000 people died of the flu. That's a lot of people.

We want people to really, really encourage embracing the flu vaccine with confidence this year because in October, November, December, we're going to have COVID-19 again, but unfortunately this time, we're going to have flu at the same time.

The more we can prevent flu from causing hospitalizations and the more we can prevent people with flu from filling up our ICUs, the more probability that there is going to be a hospital bed and an ICU bed for individuals with COVID-19.

This is really one of my big pushes right now and again, the private sector and the CEOs can play a real important role by setting the example that -- I've talked to many people and said they never got a flu vaccine. Well, I'm going to tell you, this is the year to really have very proactive flu vaccine programs in September and October.

Any last words about your leadership philosophy?

Never underestimate the possible. Don't sell ourselves short. Think big. Recognize the things that have plagued this nation forever, like health inequity, health disparities; don't buy into the idea that there isn't a lot we can do Ending the AIDS epidemic in America ... it's possible. Getting coronavirus behind us in the next 12 to 24 months, it's possible ... Impacting health equity and health disparity in this nation, it's possible.

"It's all driven by the enormous capacity of the private sector to innovate," Director Redfield said. "Never underestimate it."

On that inspirational note, everyone, listen, it's all about innovation. Make sure people get flu shots and I want to leave you with a fun personal something. Everyone knows the seriousness and the in-

tense job that Dr. Redfield has to do, but not many of you knew that he actually is a great singer. So, here's what I suggest: we need some joy in our life. I'm not going to ask you, Robert, to sing, so here's the thing. Everyone ... wash your hands, and also sing because we need some joy in America.



Robert R. Redfield, M.D.
Director of the Centers for Disease Control and Prevention CDC

Robert R. Redfield, M.D. became director of the Centers for Disease Control and Prevention and administrator of the Agency for Toxic Substances and Disease Registry in March 2018. He has focused the agency on three strategic priorities: Ending epidemics, eliminating diseases, and enhancing global security and eliminating health threats.

Dr. Redfield has spearheaded CDC's response to the novel coronavirus emerging from China; Ebola outbreak in the Democratic Republic of the Congo; the outbreak of e-cigarette, or vaping, and associated lung injury; and the final push to eradicate polio worldwide. He has made it a priority to resolve the crisis of our time – the ongoing opioid overdose epidemic.

A leading HIV/AIDS researcher and clinician, Dr. Redfield is actively engaged in the implementation of the President's initiative ending the HIV Epidemic: A Plan for America.

Dr. Redfield is a globally recognized infectious disease specialist. Prior to CDC, he served as chief of infectious diseases and vice chair of medicine at the University of Maryland School of Medicine.



Futurecasting™ Insights Unveiled For America's CEO

What Lies Ahead for Leaders Building, Protecting Corporate Reputation

By Chris Durlak, Partner, Purple Strategies

Change is constant. Stakeholders including consumers, the public, policymakers and investors are demanding more from corporations than ever before. From Black Lives Matter to immigration to climate change, the public expects corporations to play a role in advancing more than just their business.

The result? Corporate reputation now matters

more than ever. Reputation now impacts company financial evaluations, how long an employee stays at a company and how much political or regulatory pressure the company may face. Our firm, Purple Strategies, a corporate reputation and communications firm, has found that over the last decade, companies have made huge strides in managing these opportunities and challenges.

Our clients often ask us, “What comes next?” To answer that question, we talked to some of the top corporate reputation leaders at some of the most high-profile companies in the world.

We call this research “Futurecasting™.”

For Futurecasting™, we conducted interviews anonymously to allow corporate leaders to speak freely and provide the unvarnished truth. From these interviews we’ve developed 12 actionable insights from which all business, communications and public affairs leaders could benefit.

Here are the top three Futurecasting™ insights that are keeping top executives up at night:

1) The call is coming from inside the house. There is a fundamental change occurring with every company’s most fundamental stakeholder group, employees. Corporate leaders used to be able to just count on employees to be advocates and loyal foot soldiers. That’s no longer the case as companies are discovering that employees can not only lapse in advocacy but become vocal external critics.

At Purple, we often refer to the power an individual critic has with \$100 and a Facebook account to do millions of dollars of damage to a company’s reputation. But this also applies to your employees. Platforms like Glassdoor empower employees to air once-private criticisms anonymously to the entire world.

A mindset shift needs to occur internally to treat employees as both internal and external stakeholders. That shift means utilizing insights in the same fashion you would for external stakeholders including regularly measuring reputation attributes, content and message testing, and incorporating interviews and focus groups. The same shift needs to occur with activation. Running multi-channel communications campaigns, including paid media, to employees and not just relying on internal channels is critical.

FUTURECASTING INSIGHTS

1. Purpose is no longer differentiating.
2. Deselection by investors and current/prospective employees is the fastest growing driver of corporate behavior.
3. The call is coming from inside the house.
4. Reputation is often viewed as something that happens to you, not something you can actively shape.
5. Communications and public affairs leaders do a disservice when short-handing corporate reputation as CSR or philanthropy.
6. Corporate structures designed over a hundred years ago are huge barriers to effective reputation management.
7. If you’re thinking about your reputation as a score, you’re doing it wrong.
8. Someone is already telling your story. The question is whether you will.
9. Fear of any public criticism causes corporate paralysis for any meaningful action.
10. It’s no longer a choice to separate executive reputation from corporate reputation.
11. The rise of populist governments has made it critical for companies to demonstrate alignment with national interests.
12. Reputation is today’s employee pension.

“While the importance of communications and public affairs has risen, the old mentality that ‘you don’t use it till you need it’ or that certain challenges ‘are just PR problems’ is still prevalent across the corporate world.”

2) Corporate structures designed over a hundred years ago are huge barriers to effective reputation management. You’re not old (probably). But the corporate structure you operate within is likely very old. The corporate structures we know today started to come into existence in the early 20th century. Things like communications and PR were viewed as more nuisance and something required rather than desired. Most companies are not designed to be as proactive and responsive as today’s fast-moving world requires. Critics can pummel the company overnight, while corporate leaders spend time trying to gather the right team to make decisions.

While the importance of communications and public affairs has risen, the old mentality that ‘you don’t use it till you need it’ or that certain challenges ‘are just PR problems’ is still prevalent across the corporate world. There’s an inherent assumption in many companies that business needs and reputation needs are separate. Often business leaders keep communications and public affairs leaders out of key business planning and decision-making. Likewise, we see communications and public affairs leaders develop reputation strategies and campaigns absent the needs of the business.

There’s no one-size-fits-all approach to updating your corporate structure. However, forward-looking companies are now integrating business decision-making with reputation. The actions a business takes are by far a bigger driver of corporate reputation than any glossy advertising campaign you can

create. This isn’t to say that reputation will always override business decisions. The point is we must view business and reputation holistically when making decisions.

3) It’s no longer a choice to separate executive reputation from corporate reputation. Since the beginning we’ve always had well-known CEOs. Rockefeller, Carnegie and Ford have been replaced by Bezos, Buffett and Gates. What’s new is the conflation of a CEO’s personal reputation with the company’s overall reputation. Some CEOs, especially founder CEOs, relish this. But the vast majority do not. Critics have recognized they can have much more success by attacking and prescribing motives to the person rather than the company.

Whether the CEO wants it or not, their reputation is inextricably linked to the company’s. The CEO’s reputation now needs to be managed like a politician with an always-on approach that balances the issue of the day with the long-term priorities of the business. And just like in a political campaign the CEO’s voice needs to be orchestrated with other relevant voices like the entire executive management team.

Learn more from our Futurecasting™ insights at futurecasting.purplestrategies.com.



Chris Durlak is a Partner at Purple Strategies. Chris is a veteran corporate Reputation Strategist, having developed and managed high-profile campaigns for Fortune 500 companies around the world.

At Purple, Chris’s work includes brand building, public affairs, crisis and reputation management campaigns for well-known brands in the energy, consumer packaged goods, entertainment, gaming and health care sectors. Chris has developed strategies and managed communications campaigns around the world including in Brazil, China, Singapore, France, India, the Philippines, and the United Kingdom.



Turn your Enterprise Diversity & Inclusion Objectives into Strategies that Deliver Measurable Outcomes

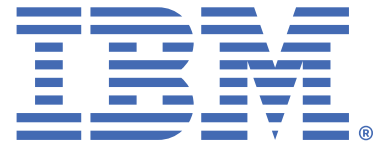
By Victoria Pelletier, IBM Services VP and Senior Partner,
Americas Talent & Transformation Leader

Building a diverse and inclusive organization has long been a business imperative. The time for enterprise leaders to truly address systemic bias is NOW.

I could fill this article with statistic after statistic bearing out the reality that systemic racism, sexism and all forms of marginalization remain persistent and pervasive. From the miniscule number of female CEOs to the paltry percentages of Blacks and Hispanics employed in executive or board positions to the minority of adults with disabilities who are even employed at all. I'd rather focus on the positive data – that which demonstrates how organizations with diverse leadership perform more productively, are more innovative, and perform better financially. Organizations with meaningful Diversity, Equity & Inclusion (D&I)

strategies are 33% more likely to generate higher than average profits, are 70% more likely to capture new markets, demonstrate a 19% increase in revenue generation driven from innovation, and can point to a 5-6% increase in overall on-the-job effort and in employees' intent to stay with the organization.

Clearly, with those data points, you would agree that there is no disputing the positive impact of diversity within an organization. From the mailroom to the C-suite, diversity leads to enhanced creativity and innovation. Diversity in the boardroom is often the catalyst of deeper profits. When a variety of perspectives and life experiences are tapped to inform future opportunities and challenges, good things are bound to happen.



You can recruit a diverse team every day; however, if your business isn't built for inclusivity, conflict may ensue. Transformational leaders must focus on replacing exclusive structures with inclusive ones.

Transformational leadership is essential if diversity is to propel an organization forward. While definitions of transformational leadership can vary greatly, I believe that transformational leaders tend to be those who inspire their teams, set clear goals and objectives, and effectively hold all accountable to the goals and objectives. Transformational leaders excel at harnessing diversity through conversation, team building, and conflict resolution. A transformational leader constantly articulates the goals and objectives in a personal and persuasive manner, helping individuals with diverse experience and perspectives see how everyone contributes to the mission of the whole. Instead of shaming those who are not yet on board with inclusive practices, the transformational leader teaches and models the attitudes and interactions she desires from her team.

Every great organization is successful when the gifts, energies, and experiences of a diverse team share an aspirational direction or outcome. Diversity means nothing if the conditions within the organization are toxic to new ideas and faces. Transformative leaders understand that movement toward inclusivity is not a laissez-faire initiative. Instead, leaders must lead by creating the conditions that will harness the energy and outcomes that diversity affords the organization.

At IBM, the corporate D&I strategy is both aspirational and inspirational. We believe that employees thrive in an inclusive community that encourages every stakeholder to bring "their full self" to the workplace. When I partner with and advise CHRO clients across the Western Hemisphere on D&I strategies, I stress that if their organizations are truly in the game for the long-term, robust and measurable D&I strategies are essential.

So how do you go about creating a D&I strategy? For starters – and I cannot emphasize this enough – don't try to craft a strategy on your own. While you may be

passionate about D&I, you may not be an expert. Assuming you have experts or are willing to hire experts, the next task is to understand your company's D&I ethos. While outside evaluations always create anxiety with businesses, outside evaluations remove bias.

Now it's time to shift toward an aspirational statement: what do you aspire to become or achieve. Make sure your D&I vision is a memorable and repeatable statement. "We strive to welcome and value all" is far more effective than two paragraphs of text that reads like an operator's instruction manual. If your team can easily articulate your D&I statement, you've done your job. A great statement leads to measurable goals and objectives. Set realistic and achievable targets to ensure your enterprise is set up for success.

Keep these three keys to building successful D&I strategies front and center: they must be supported by the entire organization, be measurable over time, and be embedded in existing processes.

Now is the time for you to become a diverse, equitable and inclusive enterprise. Act with intention. The benefits are clear. Workplaces and society can be better. And your stated corporate values must become reality through robust strategies that drive meaningful outcomes.

Not to mention, it's quite simply the right thing to do.



Victoria leads IBM Services' Talent and Transformation Americas practice and is a senior executive with more than two decades of progressive experience in strategy, operations, growth initiatives and business development. She is a visionary leader with a passion for innovation and regularly partners with CHROs, senior HR/recruiting/training/learning executives, and other CxOs on transformational initiatives impacting enterprises' talent development.



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Michael Houston



Grey's sweeping roof terrace in the heart of New York's Flatiron District.

Robert Reiss: You became CEO on the very day, August 1, 2017, that Grey Group celebrated its 100th anniversary. What was that day like?

Michael Houston: Well, first of all, it was an incredible day because any agency or any company that makes it to 100 years ... that is a really impressive feat for that organization. For me, I'm not going to lie, there is a lot of pressure because I am only the fifth CEO Grey has had over these 100 years, and I became CEO at a time when the agency was undergoing quite a bit of transformation and disruption. The industry was undergoing quite a bit of disruption and so the pressure of figuring out how to take a storied, reputable, highly successful organization and take that company into the future, there's a lot of pressure. But it was exciting. I actually loved it.

You were pretty young, perhaps the youngest in Grey's history, I believe only 46. What were your first steps as CEO?

The steps were actually pretty well-defined by the time we reached the hundredth anniversary. I had a pretty clear vision as to what I thought I wanted to do with the organization, and the first thing, which is something that we tell a lot of our clients, is when you're looking at your brand don't throw out the history. So that was the first thing that we wanted to make sure.

A lot of times in the agency business, it's like the cobbler's children. We think about ourselves and how to apply our own knowledge last, but it was extremely important at the hundredth anniversary to really think about how we would advise a client in terms of managing their brand and positioning it for the future. So in terms of bringing it back to the past in order to leverage it for the future, what we knew was that we had this amazing reputation and history of being an extremely strategic-founded organization. I actually broke the entire history of the agency down into a few different components and explained that to my colleagues and then talked about what we needed to do in the future.

The first component was, how do you create a sustainable business model? Our organization, Grey, was founded by a 17-year-old man with \$100 that he

had borrowed from his mother to start an agency. So I guess I probably wasn't the youngest CEO, but since then I may have been the youngest CEO. So the first thing was starting with a sustainable business model and achieving that feat, and that's what our founding years were about. It was this real entrepreneurial spirit disrupting the industry at that time. There weren't any major advertising organizations that were led by young Jewish men. So that was this amazing feat that our founders completed.

The second phase was really about turning the organization into a global model. So we began to grow with our largest client, Procter & Gamble. As they began to expand their organization around the globe, we started creating agencies in the markets that were important to them. That's different from a lot of advertising agencies that have grown by acquisition, and Grey really grew on the heels of what their client needs were.

The next phase of our history was really about infusing creativity into everything that we did. As I mentioned, we had been known as a strategic organization, but we hadn't always been known as the most creative organization.

When Jim Heekin joined the organization as the CEO in 2005, he brought in a team of people, myself included, who wanted to turn the ship around and redefine what Grey meant in today's world. That's when we planted this flag of creativity; we established our global



The CEO Forum Group has selected Michael Houston and Grey Group for the 2020 Transformative CEO Award in Leadership in the category of Advertising. This was bestowed for the concept of quiet leadership featuring an innovation model built on diversity of thought, and fostering an environment of true creativity.

“When you’re looking at your brand don’t throw out the history.”

mantra of Famously Effective Since 1917, and we really began to focus all of our work on delivering on Famously Effective, the strategic side, as well as the creative side.

So those were the phases that led us up to the centennial. And when I took the stage on August 1, 2017 and had to talk about what we were going to do in the future, I said we’re going to look at everything that we’ve done in the past, and we’re going to reframe it. So what does it mean to have a sustainable business model? What does it mean to be global today? What’s the real benefit of a global organization? What is creativity? How are we going to open the aperture on creativity and the definition of creativity?

And if it took us a hundred years to do those three phases previously, it’s going to have to take us five years to redefine them in the future, because as we know everything is moving so much faster today.

How has the pandemic affected Grey?

Like all global businesses, we’ve had our challenges. Advertising is very much a collaborative creative process. So we’ve been really awestruck at how effectively our people have delivered for our clients working remotely, thanks to technology. We have a deep commitment to using our creativity for the common good, and we’ve done that for the UN’s WHO, P&G and other clients to fight COVID.

So let’s look at the word “creativity.” Everyone is talking about innovation. What is your definition of what creativity is, and how did you reframe that at Grey Group?



Grey celebrates Black History Month.

Such a great question because particularly in our industry, the word “creativity” is bandied about very loosely and I think it’s important to step back and really define for ourselves what we mean by creativity. So for us, creativity is taking two or more things that have previously never been together and putting them together.

That is exactly how we define creativity. Then, in order for it to have some sort of resonance with people, it’s important to really understand cultural factors that can impact the combination of those two things coming together. So for us it’s about understanding what’s happening in culture, putting two or more things together that have previously never been together, and putting something into the world that is surprising, quite frankly.

So what is the connection between being creative and delivering the results in an effective way?

It’s important to clarify that it’s not creativity simply for creativity’s sake or art for art’s sake. It’s applied creativity to solve problems. Our mission is to use creativity to solve our clients’ business problems, and that’s what we’ve been doing for clients such as Procter, as well as all of the clients that we have around the globe today. What’s key to this is really helping, not only clients understand, but our own internal organization understand that what is at the heart of creativity is diversity of thinking, and you can’t put unlike objects together unless there’s diverse thinking.

And in diverse thinking you’re not just talking about diverse on the outside, you’re talking on the inside.

Absolutely. Of course, it’s the perspective that people bring to it. It’s the different cultures that are influencing ideas. It’s understanding that the client has a perspective, and that we have a different perspective,

and that diversity—when those things come together—that’s equally as important.

What’s most interesting about this to me, and I think one of the reasons that we have such strong relationships with our clients, is that most organizations aren’t built to deliver diverse populations and diverse thinking. I think that most organizations and many cultures are rewarded for thinking the same way, and I believe that most of the organizations that are at the forefront today of technology and of disrupting industries are those companies that have created cultures that are rewarded for divergent thinking.

Let’s talk about your concept of quiet leadership.

I’ve often said that I don’t want to be the CEO of any type of organization, I only want to be the CEO of a creative organization, and creative organizations are very delicate organizations in many ways. And what I mean by that is creativity is, as we’ve discussed, putting two or more things together that haven’t been put together in the past. That requires courage, it requires bravery. It requires an environment where people

feel safe to have a different point of view than others in the room. In fact, we have to reward people for having different perspectives than others in the room.

So the concept of quiet leadership really comes into play, because if as an organization we have leaders who are constantly telling people how to do things, if we are overly harsh on surveillance, if we reprimand people for not doing things the way we would have done them, we’re not creating and fostering an environment of creativity.

So if we want creativity, and that’s what I’m in the business of, we absolutely have to understand that at certain points we need to step back and allow people to do what they need to do. They need to feel free to take the risks that they need to take. They need to understand that when they fail, that’s okay. It’s all part of the scien-

“There is a lot of pressure because I am only the fifth CEO Grey has had over these 100 years, and I became CEO at a time when the agency was undergoing quite a bit of transformation and disruption.”

tific and creative process. We have to get back on it and we have to fail quickly. So I'm not advocating tons of failures, but what I am advocating is not telling people that in their bravery to experiment, that if it doesn't go exactly as planned, that that was a mistake. It was all part of the creative process.

And it sounds like the more you enable that environment, the more creativity, the more innovation is going to occur; hence, the better outcomes ... and that starts with the diversity of thinking and an acceptance of failure.

That's absolutely right. In fact, some of my colleagues and I have done a lot of studying of creativity and looked at children to understand at what point children become less creative and where that creative spark begins to fade a little bit. In looking at those things and identifying those things, we've then created and tried to create an environment within our agency where we don't allow those creativity killers to live.

What advice do you have to CEOs on how they could build innovation into the fabric of their own organization?

That's a great question. I think that, at its most simple form, the way toward innovation is not to force the innovation. Instead, it's about creating the environment where innovation can live. Where it can breathe, it becomes an organism and a process unto itself versus simply the output.

Any advice on how a CEO can build that environment?

I think the secret behind it is really bringing in as many diverse points of view as one can stomach. Again, when you bring in those points of view and all that diversity, there's a collision. There are going to be sparks, there are going to be arguments, there are going to be failures, there are going to be heated tempers. If you don't like that and you don't enjoy that, then I would argue that perhaps innovation is not for you.

And I guess that all ties into your idea that creativity emerges from two disparate pieces coming together.

Exactly right.

Let's talk about what was in your upbringing that led you to the path of becoming CEO of Grey Group.

My first job in advertising was the product of a letter that I had written, a very impassioned letter that I had written Jay Chiat. In the '80s his agency, Chiat/Day at the time, was at the absolute pinnacle of creativity, and I knew that I wanted to be in the center of that. The reason I wrote him this letter is because I was actually studying advertising in a journalism school, and the curriculum was not a curriculum that I agreed with.

In particular, what I didn't agree with is that someone had to relegate himself to a certain department -- that either I was going to be a suit, or I was going to be a creative. I said 'hang on a second, what about the strategy?' What about the production that brings this thing to life? How come a suit can't have a creative thought? How come a creative person can't be business-oriented? So I wrote him this letter, and Jay called me back and said, "You've asked me a lot of questions and unfortunately I can't answer them all for you, but fortunately I can give you the environment where you can answer them for yourself."

Love it!

And so I got my first job, and I worked on a single account and worked in every single department on that account. Coming out of that, I decided that I probably did need to focus a little bit, and I then moved into an account management track, but eventually found what I think was my calling in business development. And the reason that I loved business development and spent almost 20 years doing pitches, pitch after pitch after pitch, was because I got to experience and touch all aspects of the business -- the creative, the business, the planning, and I did that in extremely truncated timeframes.

“For us, creativity is taking two or more things that have previously never been together and putting them together.”

The beauty of a pitch situation is you have no time to come up with the answer, and the entire agency needs to come together very quickly, rally around a strategy and a point of view and blow everything out as quickly as possible.

So yes, I like to touch every aspect of the business. Perhaps my colleagues don't like it because many times I am the strategist or the lead account person or the creative on the business, but I also invite them to play those roles as well.

What's the future of Grey Group?

First and foremost, I would say that it's extremely bright, and the reason I believe that is because we've got an amazing global team that has come together and believes in a vision where creativity will still have extreme power to move people.

For as many changes and disruptions that exist in the world, there's actually a fundamental thread in what we do in connecting to consumers. People still value storytelling. People still have emotions and want to be moved. People still love the spark to creativity when they've seen things that they hadn't seen before, and that's what our business is and has always been about. Yes, technology will change things. There will be new media outlets. There are going to be tons of things that will change, but the fundamental of the business in terms of using creativity to move people and drive business for our clients, that will never change.

And there you have it. A pleasure having you, Michael, on The CEO Show.

Great to be here. Thank you.



Michael Houston
Worldwide Chief Executive Officer, Grey Group

In 2017, Michael Houston became only the fifth Chief Executive Officer of Grey Group in its 103-year history. Michael joined Grey in 2007 and helped win over \$2 billion of new client marketing investment on the way to three "Agency of the Year" accolades. He was named MD of Grey New York in 2011, COO in 2012, CEO for North America in 2013, becoming Global President of Grey in 2016.

Michael has worked in numerous aspects of the advertising business, including accounts, strategy, business development, and corporate communications. In addition to founding a brand consultancy in the 1990s, he's held prominent leadership positions at KB+P, Landor, and Y&R. Michael was named to Crain's "40 under 40" list in 2012 and the 4A's list of "100 People Who Make Advertising Great" in 2017.

He serves on the board of Concern Worldwide, a global humanitarian group dedicated to tackling poverty.





Use Your Influence as CEO for the Greater Good

By Cindi Bigelow, President & CEO, Bigelow Tea

The more years I sit in the seat of CEO for Bigelow Tea, the more I have become aware that the value of this position is so much more than just overseeing the business. I have come to understand that all of our roles as leaders go far beyond the products or service which we provide. We all have the incredible opportunity to make a difference in so many ways.

Our influence is significant with our ability to impact the experience of our employees, the environment and

the communities around us. We need to recognize this fact and use these opportunities that we have been given wisely. We must acknowledge how fortunate we are to have the privilege of making a lasting positive impact on our surroundings.

As my awareness has increased, I have worked hard to ensure that all those around me also understand their ability to affect positive change in their environment. Therefore, it is important that we both

talk about and reflect on how to use this influence in the best way possible. For me, I constantly challenge myself and ask those around me to do the same. How can I, or how can we, harness the power of the team to make an even greater positive impact?

Inevitably, the power of working together has a compounding effect, creating an even greater outcome. More importantly however, I have witnessed how much it enriches the lives of those who choose to get involved in bringing positive change to their community. It perpetuates the cycle of good and builds a culture dedicated to giving back and getting involved. I have found it to be so enriching to encourage those that I work with to join me in making an impact in the world around us.

When we endeavor to make a difference in our world, we create concentric rings of positive change, stretching out much further than we might have ever conceived. With each person we inspire to get involved, they add their own rings. These rings of change ripple through the community. So, it is through our own individual impact that we can encourage a wave of positive transformation.

You might already be well-aware of our need and, in my opinion, our duty to think about the greater good. But if not, I ask you to spend some time truly reflecting on all the things you are capable of influencing. Your legacy will undoubtedly be much greater than the sales dollars you are able to achieve. People will remember how you challenged yourself and your teammates to constantly strive to make a difference every day.

You have been given the incredible opportunity to touch so many lives. Use that gift, honor that gift and recognize how fortunate you truly are.



Cindi Bigelow is the 3rd generation President and CEO of family-owned Bigelow Tea, the U.S. market leader of specialty teas that produces over 2 billion tea bags annually. She holds a BS degree from Boston College, an MBA from Northwestern University, Kellogg School of Management, and Honorary Doctorates from Johnson & Wales University, the University of New Haven and Fairfield University.

Socially- and community-minded, she frequently makes appearances speaking to students and industry leaders, sharing insights on business ethics, leadership and marketing, and has received numerous awards for her years of community service.

A professional portrait of Dottie Herman, a woman with voluminous blonde hair, wearing a black blazer over a white top. She is standing with her arms crossed in front of a large window that looks out onto a city building. The lighting is soft and professional.

Dottie Herman

“Little did I know that out of this childhood tragedy, I would learn the life skills that would actually mold me into who I was going to become and help me throughout the rest of my life.”

Robert Reiss: You've been cited numerous times as among the most successful women in real estate in America. Talk about what drives you.

Dottie Herman: My mom died in a car crash when I was 10. I woke up in the hospital to have a priest tell me my mom was dead. He handed me a wooden angel that was a music box. He told me, "She's an angel now, but she will always be with you, just as she has always been with you."

Overnight I went from being a child to being an adult.

So, out of necessity, I learned to be strong and resilient. I had to make my own decisions and live with the consequences if they were wrong. There was no time to feel sorry for myself — it was a fact — I was on my own. Little did I know that out of this childhood tragedy, I would learn the life skills that would actually mold me into who I was going to become and help me throughout the rest of my life.

What were some of the behind-the-scenes stories in building Douglas Elliman into the third largest residential real estate company in America?

I started my business when I was only 29 years old. I was a regional manager at Merrill Lynch's Real Estate Division when they decided to sell the real estate division. They sold the real estate division to Prudential, who had no intention of having a national model. They believed that business was local and therefore, they were going to fran-

chise. There were 300 offices throughout the country — 36 of which were on Long Island. What did this mean for me? It meant that my job would be finished when they found a new owner for the 36 offices on Long Island.

At first, I was devastated. I'd be out of a job — a job that I loved and felt passionate about. Then, I thought this might be an opportunity, "Why don't I buy the company?" That idea just came to me. It was never my initial intention to buy the company. You hear about so many people who plan for years to buy a business. They plan every little thing down to the last detail. Yet, there I was, fueled by this passion inside of me that shouted, "Buy the business!" There was only one problem. I had no money.

So, what did I do? I decided to tell them that I had the money. I had no idea where I was going to get it, but when there is a will, there is a way. I put together a letter saying that I had venture capital money and I wanted to be considered to buy the company. I went to banks and individuals and said I have an opportunity to buy the company. They laughed. I went to banks and private individuals, and I told them I have an opportunity to buy a profitable real estate company. When they asked for my financials, and I told them I did not have any, they laughed in my face, and said they would not lend me the money for one office, let alone 36 offices.

But I knew I could do it, even though there were so many obstacles ahead of me. Sometimes you just know things in your gut, even if you haven't worked out all of the details in your head. I read every book, took classes, put myself out there. I connected with people — experts in the field — and listened to what they had to say. I was proactive and I was positive.

The next thing I knew, I was standing in front of 2,000 employees with the news that even though Merrill Lynch had sold the Real Estate Division to Prudential, and they were looking to sell the franchises, that I was going to buy it. I said it with conviction and strength. I said, "Let's stick together. We are a family, and stick with me. Together, we are strong."

At that time, every competitor was trying to raid the company, and I had no defectors. How did I do this? I eventually convinced Prudential, that although I had no money, that I was the best person for the job. I had roughly 1,700



Dottie Herman, CEO, Douglas Elliman Real Estate has been awarded the Transformative CEO Award for leadership in Real Estate for her vision for growth, personal persistence and always having Next Steps clearly planned and capitalized. She overcame personal tragedy, raised capital to buy a firm and grew Douglas Elliman to be the largest residential brokerage in New York City. She has maximized employee retention, revenues and profits through a culture of transparency, respect for individuals' differences and empowerment.

Dottie Herman

people write petitions that they wanted me to run the company. I eventually persuaded Prudential to lend me \$11 million and \$2.6 million dollars of working capital with no personal guarantees. It may sound unbelievable, but I did it. They eventually sold the company to me, and that is the day I became a true entrepreneur.

Despite being told that I would never succeed, I built a team, and I built a culture that everyone in the company was part of. Along with myself and others at the company, I turned the company into a powerhouse brokerage on Long Island and then in the Hamptons. Eventually I took in my business partner, Howard Lorber, and although we had multiple offers to sell Long Island, there was no real estate company that spread from Manhattan to Montauk. Just like Robert Moses built bridges from the city to Long Island, I thought that we needed a real estate company that did the same exact thing.

Then I decided I wanted to conquer Manhattan. At this

point, my partner and I purchased Douglas Elliman, Manhattan's largest and most prestigious real estate firm. By the way, this was the year after 9/11, when we were expecting a second terrorist attack. Again, I went back to Prudential to borrow money, and they lent us \$73 million. I am proud to say that Douglas Elliman is now the largest residential brokerage in New York City, with over 7,000 real estate professionals and 675 employees working in more than 113 offices.

Describe your leadership philosophy in building an organization to become an industry leader?

As the leader, you set the tone for the company and create the core values. Others follow your lead. Honestly, I think it's easier to create a culture when you are starting a business from scratch. The importance of building culture is sometimes underestimated.

With Douglas Elliman, I had to bring together Long



Dottie and Tracy Tutor from Million Dollar Listing LA. Tracy is an agent with Douglas Elliman.

Island, the Hamptons and Manhattan — three very different cultures. It was tricky, and yet I was determined. Someone recently asked me to describe our culture and I said, “We’re one big family.” Like every family, we had different personalities and skill sets. But instead of trying to force fit everyone into one tight model, we celebrated everyone’s differences and contributions then brought them all together to meet and bond.

My goal was to build a thriving profitable real estate company that was number one. In order to do so, I made everyone within the organization read *Good to Great* by James Collins, as I was not happy with good; I wanted to be great. As most people are satisfied with good, I always pushed them to be great. To be great, we had to recognize everyone’s individual contributions.

It was up to me to create a culture where my individual goal became our collective goal. By communicating that culture, one that included the core values of respect and kindness, those three very different cultures were combined into one.

Openness builds great culture, and people feel they’re a part of a company. If you’re a big company, people start to become numbers, and I believe that everybody brings value. Everybody counts, and when people feel that they count, that empowers them, and they will work harder.

Everybody knew what the goal for the company was. And every month, everybody would have to call in and give what they contributed to this company goal. People will work harder not to let the team down than in many cases than they will work for themselves.

You hear everyone talking about how you must have passion for your business. The reason that you hear this so often is because it’s true. Passion is what drives me, and I do not believe you can be great at something you do not love. There is no way I could have built a multi-bil-

lion dollar business without it. My passion for work and building a great company and building the individuals within the organization is what motivated me to build my business. Passion plus persistence. Because the truth is, if you don’t act on your passion, then it’s simply an idea. An idea that may have legs initially, but ultimately doesn’t gain traction. You need to be willing to eat, sleep and breathe your business.

That’s the kind of passion I’m talking about. That’s how you achieve success. Success doesn’t sleep and it doesn’t wait for anyone. You earn it through hard work and channeling your passion into creating a successful business.

Because people look up to you as a leader, they will try to model your behavior. How are you reacting to that crisis? What is your behavior in that meeting? Are you always working? We need to have a heightened awareness of our actions and what we say. We also need to actively listen to our people and continue to show them that we care. Take them to dinner. Invite them into high-level meetings. Offer feedback more than just once a year at their annual reviews. And constantly grow them.

“Train them to trust their own judgment and make decisions, and then give them the autonomy to do what they need to do. It’s about finding that balance between managing and letting go. You have to allow people to make mistakes, as we learn from mistakes. If you don’t, people will never make a move. My motto was just don’t do anything that will put me in jail.”

Train them to trust their own judgment and make decisions, and then give them the autonomy to do what they need to do. It’s about finding that balance between managing and letting go. You have to allow people to make mistakes, as we learn from mistakes. If you don’t, people will never make a move. My motto was just don’t do anything that will put me in jail.

Also, you need to be honest with yourself about your own strengths. What are you good at? What are you not so good at? Oftentimes leaders think that they are supposed to be good at everything. You’re not! Don’t pretend to be. Instead, surround yourself with people who complement you. That’s what I did. I know my strengths — I’m good at

Dottie Herman



On stage after winning the Ellis Island Medal of Honor.

communicating to people, building relationships and being assertive, which has allowed me to be an influencer. I'm a big picture thinker who isn't as good at the details. I'm not a person who's caught up in dotting her i's. So, I hired people who can crunch numbers and are detail oriented.

Once you had built Douglas Elliman into an industry leader, did your leadership philosophy change?

No, my philosophy never changed. I believed in the philosophy that I created -- that everyone mattered regardless of one's position. There are other things that you can do to show your people how much you care about them. The day you stop growing, is the day you need to leave the business. I am a big advocate of education and growth, which led me to form Douglas Elliman University. Something unique happens when you bring people

together outside of the office. Creating social interactions makes people feel a sense of family and bonds them in a way that can translate into happier employees and helps with retention. Studies show that happier employees are more productive and stay with companies longer.

Now it is different with the coronavirus and restricted travel and virtual meetings, but here's what I have done to build my team.

We have had events throughout the year that encourage our people to get to know each other and learn from each other. We have had roundtables, management retreats and events that bring in people from Florida, California and the Northeast, so that they can all share experiences and feel connected.

I also create social events that have both a fun and an educational component to them. One of my favorites is our Halloween event. Everyone in the company is invited, and we have guest speakers. One year we had Bette Midler, another year we had Randi Zuckerberg. We have lectures

on selling skills, real estate and professional development, and then at night, we have a huge costume party, where we have dance contests and contests for the best costumes. It's the perfect combination of fun and learning. Plus, it's a great way for everyone in the company to meet each other and bond in a way that isn't always possible when you're in the office. My partner and I are always there to participate.

When people are working at their offices, they have to get home. They're running, they're busy. They have to get home to their family, their kids. When people come together and even travel for a special event, they get to know each other very differently.

I can't emphasize enough how important it is to physically bring people together, especially in a world where more and more people are spending time apart. With

“Something unique happens when you bring people together outside of the office. Creating social interactions makes people feel a sense of family and bonds them in a way that can translate into happier employees and helps with retention. Studies show that happier employees are more productive and stay with companies longer.”

all of our devices—our smartphones, our computers—we don’t have to go into the office as much anymore. It’s convenient, but we also lose that human connection.

It’s up to you as a leader to encourage that connection. To create situations where people need to show up, so that they can truly connect.

By bringing everyone in the company together for these events, I also encourage everyone to let go of their titles. Sure, titles can be important, but it’s best to make everyone in the company feel important, no matter what level they are. That’s why it’s essential for you as a leader to treat everyone with kindness and respect. Your company’s success depends on everyone feeling a part of that success.... To feel they count. It keeps people together. It’s good for retention. It gives you more revenue and it builds the company.

What lessons have you learned so far from leading through this pandemic?

Leading a company through the pandemic and times of uncertainty is a true test of leadership and very challenging. I have been through many difficult times, 9/11, the financial crisis of 2008, and still managed to guide my team to the top. The pandemic is something that no one could have imagined or prepared for.

During the pandemic, my management style did not change. At Douglas Elliman, we have always had open communication and dialogue, to keep everyone informed. With the pandemic, we communicated daily as

a company, and hosted weekly town hall meetings on Zoom and WebEx, where we kept everyone informed and encouraged dialogue between everyone.

Everybody knew what was going on. When people know what is happening within the company both good and bad, they have a sense of control. So, I’ve always openly communicated with people, and that’s the key to any leader I believe. I am always transparent.

During each town hall meeting, executives and salespersons from coast to coast, joined with various experts in the real estate industry. Throughout the pandemic, everyone in the company was in the know. In difficult times, keeping people in the know is key and telling people we may not know all the answers, but we will get through this together. In the end, honesty, transparency and openness keeps people in the know.

Given the culture that was built from day one at Douglas Elliman, we came together as a family to help each other get through both good and difficult times. Many people emerge from crises stronger and ready to thrive So do great companies with great leaders. In every great company, you will find the heart of a leader.

What is it about your experience that would make you an effective member of a board of directors? What makes you a good advisor to other CEOs?

Being on boards is a position I have always enjoyed. It allows for great minds to come together. Nothing is better than a meeting of the minds.

I understand business from the bottom up. I probably know every aspect of building a business. I built business, and I built it from nothing, I was 29. I kept building it and building it. I raised all the money myself. It happened to be a real estate business, but it’s still a business that you have to build and grow with a lot of effort.

What advice have you have given to a CEO as a board member that was particularly helpful?

My advice to other CEOs has always been to surround yourself with the best. My mantra is to do things the best

they can be done — NOT merely the best I can do — which means finding the best people in their fields, asking questions and then listening to their answers. I am smart enough to know what I don't know. That is why I would choose to elect people to the board who are experts in his or her field, who you respect, along with those that share a common vision and are willing to speak up to advocate effective change.

By offering a diverse board, this allows you to see things from new perspectives. Given the challenges we face currently with the COVID-19 pandemic and the volatility of our economy, with social restrictions and budget cuts, it is crucial to keep the culture and experiences, which the organization was founded upon, alive.

Most companies are seeing a major shift in how their people work. Talk about the future of real estate.

The global pandemic has impacted everyone's lives around the world. Although there are still many uncertainties, it will change the way we live. There will be a new normal post pandemic.

Many say the real estate market will be a key driver in the economic recovery. Behavioral changes will outlive the crisis and they have accelerated trends that have already been put into place. Overall, for the long haul, real estate remains an attractive asset. Safety and wellness will be primary concerns for residential property development. There will be a push for diversification, leading to emerging sectors, which include rental properties, student housing, senior housing, co-living, and smart cities.

There will continue to be a move to suburban areas, and real estate investors will be more involved in these areas than before. Digital and advanced analytics strategies that give meaningful engagements to consumers and employees online through the many platforms like Zoom and WebEx will continue to be in demand.

For investors, there will be opportunities to take advantage of the weaknesses in the housing market over the course of the next year. There will be tighter lending standards. This will be a slow recovery, which will last through 2021. The numbers of consumers who purchase properties online will increase with the use of advanced technology.



Dottie Herman
CEO
Douglas Elliman Real Estate, LLC

Dottie Herman is the quintessential American success story who exemplifies the qualities of a great leader, mentor and vocal advocate for women in business. Dottie began her real estate career in 1978, worked tirelessly and became a brokerage powerhouse as the owner of Prudential Long Island Realty.

In 2003, Dottie and her business partner Howard Lorber purchased Douglas Elliman, Manhattan's largest and most prestigious brokerage firm. Elliman is now one of the largest and fastest-growing real estate residential brokerages in the U.S. It is the second largest independent residential real estate brokerage by sales volume, and it has a strategic global alliance with London-based Knight Frank Residential for business in the worldwide luxury markets.

In 2016, Forbes named Dottie as "America's Richest Self-Made Woman in Real Estate." Crain's New York has named Dottie among the 50 Most Powerful Women in New York for several years in a row. She is the host of AM-970 The Answer's popular radio show, Eye on Real Estate.

Dottie is the recipient of many prestigious awards from prominent organizations including The United Nations and The New York Observer. Dottie is also a generous philanthropist who supports many charities, with a focus on children and women's health.





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Marc B. Lautenbach



“The key is to know which is which—and to be purposeful about creating a culture which is true to your past but positions you for the future.”

Robert Reiss: Pitney Bowes is celebrating its 100th year. As CEO, talk about how the organization is different than any other company.

Marc Lautenbach: I'm not so sure we are different from any other company, but I would say there are some things that tend to be true of “older” companies, including Pitney Bowes. The first thing that tends to be true is that “older companies” bring with them a certain legacy. Many times legacy is a good thing. The key is to understand what is fundamentally good about a company and build on those good traits. For example, older companies tend to have a value system which has sustained them over their history. On the other side of the ledger, sometimes older companies bring with them dysfunctional characteristics. Younger companies orient themselves around a product, while older companies orient themselves around a market. The key is to know which is which -- and to be purposeful about creating a culture which is true to your past but positions you for the future.

In 1950, Pitney Bowes' CEO Walter Wheeler shared the importance of “doing the right thing.” In 2015 you expanded that concept. To what degree does that play into your leadership?

Mr. Wheeler said, “Do the right thing.” We modified that thought slightly by adding, “Do the right thing, the



The CEO Forum Group has selected Marc B. Lautenbach, and Pitney Bowes for the 2020 Transformative CEO Award in Leadership in the category of Commerce. This has been bestowed for Lautenbach's ability to protect the legacy core — built on “doing the right thing, the right way” — while transforming the business to become a growth enterprise by strategically combining shipping, financial services and their unparalleled mail franchise.

“We have found logical adjacencies—shipping and financial services—to build off of our mail franchise, and we have moved the company to growth.”

right way.” The essence is the same, but acknowledges that if you do the “right thing” the wrong way, you haven’t really been true to the original sentiment. Our value of “doing the right thing the right way” informs every decision and every action I make as the CEO. We don’t always get it right, but we are mindful of the incredible legacy of this company, and all of our focus is to leave this company better than we found it.

When you became CEO in 2012 what was your assessment of the company’s strengths and



weaknesses, and what was your vision for transformation?

In 2012 when I joined Pitney Bowes, it was instantaneously clear that there was a tremendous commitment from our associates to the Pitney Bowes enterprise. Moreover, unlike many older companies, employees knew we needed to change. They just needed some help on how to change and then a “stubborn” CEO who was determined to see the changes through. What I didn’t originally understand about the company was how innovative the company was. The challenge was to channel the innovation to commercial success.

In terms of weaknesses, the company’s view of the customer was not as sharp as it needed to be. At the outset, we declared that the customer was going to be our north star. And, we have made progress since then.

Where would you say you are in the continuum in your process of your transformation journey?

I would say we are in the final “chapters” of this transformation. We have found logical adjacencies -- shipping and financial services -- to build off of our mail franchise, and we have moved the company to growth. Now we need to drive profitable revenue growth. That said, successful companies, companies that are able to achieve longevity, are constantly transforming. So I’m sure there will be another transformation after this one.

There are a lot of companies in commerce. What is different about your model?



There are lots of companies that are in the e-commerce world. We are one of the few that combines physical and digital capabilities that are specifically built around business-to-consumer e-commerce. We also think our 100-year relationship with the USPS is an important point of differentiation.

You’ve talked about long-term value creation. How do you balance the objectives of different – potentially conflicting – stakeholders?

The notion of stakeholder management, for good reasons, has become very much in vogue recently. Underlying this conversation seems to be the predicate that

“To me, it is impossible to think about creating long-term shareholder value if you do not do right by your employees, your customers and your communities.”

it is a zero sum game; i.e. if I do something good for customers or employees, it is bad for shareholders. I think that is exactly wrong. To me, it is impossible to think about creating long-term shareholder value if you do not do right by your employees, your customers and your communities.

April 23, 2020 was Pitney Bowes' actual 100th birthday. How does being in a pandemic impact your strategy for such a landmark?

Our 100th year certainly hasn't been the year I envisioned. We have had two cyber incidents, a pandemic, the greatest economic dislocation since The Depression, and substantial race problems in the United States. There is a certain symmetry to

when Pitney Bowes began in 1920, which was towards the end of the Spanish Flu. God willing we will get beyond this pandemic soon as well. The costs have been horrific.

“Diverse skills see problems from different perspectives, and diverse teams see markets in different ways. For these reasons diversity and inclusion has been seen, appropriately, as an economic good; i.e. better diversity and inclusion creates value.”

That said, times of crisis are always times of opportunity. Our focus has been, and will continue to be, to come out of this terrible chapter stronger. We will continue to keep our focus on the long term.

Pitney Bowes has 750,000 customers covering 90% of the Fortune 500. When we emerge from this pandemic, how do you envision their e-commerce needs change?

It is hard to know how clients' needs will evolve after we get through this pandemic. I suspect e-com-



merce, digital channels and digital offers will become even more important. Typically, these types of events accelerate existing trends, and I'm sure this pandemic will do that and probably create some new trends.

It's been said that Pitney Bowes has practiced diversity and inclusion for a long, long time. As CEO, how do you think about diversity and inclusion?

I think of diversity and inclusion in two dimensions. The first dimension is that most great innovation involves diverse teams. This is true for lots of different reasons. Diverse skills see problems from different perspectives, and diverse teams see markets in different ways. For these reasons diversity and inclusion has been seen, appropriately, as an economic good; i.e. better diversity and inclusion creates value.

For sure that is true, but it has also become very clear to me, that building diverse and inclusive teams is just the right thing to do, regardless of the commercial calculus. It's just the right thing to do for society and our communities.

Pitney Bowes has always been a leader in innovation. Talk about some of the important breakthroughs of the past and in what areas will you be focusing innovation in starting your next century?

Pitney Bowes has been an innovation company—literally creating a technology and an industry 100 years ago. More recently, Pitney Bowes innovated a business model combining the power of our mailing franchise with a strong financial services business. The combination of the two was an economic juggernaut. But if you are going to continue to be successful, you need to continue to innovate. Pitney Bowes has created three \$100 million businesses from scratch in the last seven years, substantially transformed and automated almost all of our business processes, and created a cloud infrastructure to deliver our key offerings. If a company is going to continue to exist, it must continually innovate.

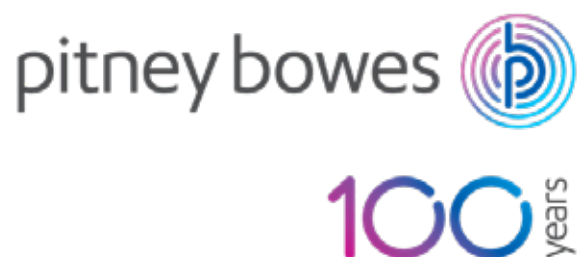


Marc B. Lautenbach
President and CEO
Pitney Bowes

Marc B. Lautenbach is currently President and Chief Executive Officer at Pitney Bowes Inc. Marc was appointed President and CEO in December 2012, and is a member of the Board of Directors.

Before joining Pitney Bowes, Marc spent 27 years at IBM. Marc's tenure at IBM included senior positions, leading the consulting and systems integration business in North America, sales in the Americas, and leading the small and medium business globally. In addition, Marc held senior executive positions in IBM Asia Pacific.

Marc was elected to the Campbell's Soup Company Board of Directors in June 2014. He is also a member of Catalyst, Inc., and a member of the board of Trustees at Denison University. Marc graduated magna cum laude and Phi Beta Kappa at Denison University in 1983 and went on to receive an MBA from the Kellogg Graduate School of Management at Northwestern University in 1985.



pur•pose

/ˈperpas/

Noun

The reason for which something is done or created or for which something exists.

Purpose is Not an Option, It's an Imperative

By Fran Biderman-Gross, CEO and Founder,
and Nivi Chakravorty, Chief Growth Officer, Advantages

During particularly disruptive times, “It’s lonely at the top” takes on a whole new meaning. A very insightful study conducted in 2018 by leadership advisory firm Egon Zehnder sheds light on the vulnerabilities that CEOs encounter in leading teams through situations that lack clear precedent. The analysis underscores that while the CEO position embodies the culmination of achievement, it also marks the beginning of a new journey — on which awareness about what needs transformation often conflicts with the immediate demands of operational realities.

PwC’s 23rd Annual CEO Survey evaluated the top factors threatening organizational growth prospects, emphasizing a startling rise in pessimism — **53% of CEOs project declines in global economic growth rates** — up ten-fold from 2018. Among the other factors inhibiting runway for growth are policy uncertainty, availability of key skills, and speed of technology change. The combination creates a Darwinian crisis where CEOs have to increasingly navigate complex unanticipated curveballs, while reaction cycles grow shorter and shorter.

In this context, principles like “**agile**,” “**iterative**,” or “**rapid**” have emerged as credible and effective ways to drive immediate action. However, if applied mindlessly, these become euphemisms for quick fixes to deeply rooted problems that generate a flurry of activity devoid of any meaning. One could even argue that these concepts can be dangerous without the right orientation, as they build momentum in the wrong direction. If left unchecked, the gratification of instant action is like a sugar rush — providing an immediate high, but in the long term, injecting toxicity into corporate cultures. This is particularly the case in environments where cross-functional teams need to work together to achieve a common goal.

The antidote to this predicament is to align organizational values and activities with a clear purpose. People who have a strong sense of purpose tend to be more resilient and exhibit better recovery from tumultuous events. This is true of companies as well. Heraclitus’s famous quote, “Change is the only constant in life,” can be both exhilarating and unsettling. Whether we fear, reject or embrace change, purpose is the counterpoint to the continuous



cycle of transformation. In the context of organizational churn, it provides the anchor that guides decisions, behaviors and economic activity. Here at Advantages, **we believe purpose is the fundamental linchpin for driving the exponential impact you seek in the world.**

Purpose-driven businesses outperform the stock market by 134% (2019 Havas Media Meaningful Brand Report). Yet, while most leaders believe in its power, few champion purposeful activities, especially during times of crisis. Why? Because the process of unlocking and activating organizational purpose is a “slog.” It runs counter to quick-fix demands, raises difficult questions, and calls for a level of transparency that is not always forthcoming.

Purpose is larger than corporate social responsibility (CSR), a particular department, or a feel-good project. It can only be effectively mobilized if it is: a) **Authentic:** derived from root strengths; b) **Shared:** has the power to align stakeholders; c) **Relevant:** delivers on the needs of the market it serves. Within the 3-Keys framework there lies a scalable and repeatable approach for embedding purpose into every aspect of an organization’s identity. While the process is simple, it is not simplistic and entails the following:

- **Discovery of root strengths**
- **Alignment of shared values**
- **Integration of activities**

As shown in Advantages’ premier podcast series, “Drive Profit with Purpose,” a myriad of CEOs intuitively act upon this framework. Throughout the series, we engage the next generation of business leaders to explore a range of relevant topics such as ‘Pivot Amidst Chaos,’ ‘Scale Beyond the Middle,’ and ‘Redefine Loyalty.’

The most successful leaders understand that the world has changed, that customers crave authenticity, and that thresholds for loyalty are higher than ever before. They look inward to uncover the purpose behind their work that drives the world to it. They unite their teams around shared beliefs and infuse those beliefs into everything they

do—because they recognize that the most effective way to emerge triumphant in the face of today’s growing challenges is to foster innovation through purposeful change.

Listen to our podcast series at 3keysbook.com for more purposeful insights, and connect with us at getnoticed@advantages.net to be featured as a guest speaker on our show.



Fran Biderman-Gross

As the CEO and Founder of Advantages, an Inc. 500 global branding and marketing agency, Fran Biderman-Gross helps individuals, teams and organizations uncover the essence of their work and infuse it into every aspect of their brand experiences. She is the co-host of the ‘Drive Profit with Purpose’ podcast series, developer of the groundbreaking ‘3 Keys’ workshops, and co-author of *3 Keys to Unlock Purpose and Profit* [Wiley 2020].

Synthesizing nearly two decades of branding experience, Fran activates her unique marketing approach to empower countless brands to align their teams, drive their growth, and pivot with purpose.



Nivi Chakravorty

Nivi Chakravorty is the Chief Growth Officer at Advantages and has built her career at the intersection of consumer industries, technology and marketing. Her experience spans strategic brand management, new product development, and end-to-end digital marketing across organizations, such as Unilever, PepsiCo and IBM. She particularly enjoys the seamless interplay between traditional and digital ecosystems to build robust marketing funnels that drive step-change improvements in ROI.

Nivi believes in purposefully engaging business and technology leaders to co-create and develop platforms that enable authentic brand experiences and enjoys collaborating with leaders who share the same objective.





Leading with Diversity and Inclusion

Paulo Carvao, General Manager, IBM Systems-Americas

I grew up in a beautiful city with beautiful beaches, vibrant music, an abundance of nature, and, of course, soccer. Rio de Janeiro is also famous for its favelas and as a home for both those that have nothing and those that have everything, living side by side. Despite the romantic view of this peaceful coexistence, this juxtaposition and the growing socio-economic gap have been causes for increased violence and unrest. This is why, more than 20 years ago, my wife and I decided to emigrate from Brazil, become American citizens and give our family an opportunity to live the American Dream.

Here in the U.S., I realized that agency and social mobility are competitive advantages. Education and access to capital for entrepreneurship are two of the main vehicles that maintain a thriving middle-class, help eliminate poverty, and allow anyone to realize the prom-

ise of America. The Declaration of Independence, our country's "birth certificate," reminds us that all are created equal and have unalienable rights of life, liberty and the pursuit of happiness.

I developed as a leader in a company that pioneered Diversity & Inclusion. At IBM, we lead with our values and have promoted diversity and inclusion in the workplace for decades. My personal and professional upbringing solidified an unwavering commitment to equality. However, as Dr. Shirley Ann Jackson once said, "Diversity is a fact ... inclusion is a choice."

First, listen

This brings me to today, as we witness the distresses of social injustice in our world. How should this affect the way we lead? For me, while condemning acts of violence publicly, I engaged in open dialogue that have

humbled me and taught me an important lesson: you have to listen; regardless of your best intentions, you cannot help if you do not know what help is needed.

As a cultural transplant from Brazil's Latin culture to the Anglo-Saxon American business world, I learned to appreciate conflicting points of view, and the constructive potential of taking the best of both of them. I saw misunderstandings that resulted from cultural-style differences and when one tries to analyze behaviors in the context of a different culture.

The recent events with violence against the Black community made me engage in deeper, more meaningful conversations. I came to see how deeply ingrained systemic racism still is today. I was deeply affected listening to testimonials of Black parents sharing how they have to have "the talk" with their children explaining the dangers they face due to racism or unjust treatment from authority figures, law enforcement or other parties, and how to de-escalate them. Colloquial language can incorporate implicit bias. I learned that "Sunday's best" was originally a way for former slaves to express a higher connection between them and divinity as opposed to their bodies being a tool for the benefit of others.

These examples only barely scratch the surface of the issues impacting communities of Color, Women, LGBTQ+ and other minority groups. I want my leadership style to be inclusive and to take deliberate action to effect change. But how?

Act and build on progress

To acknowledge what I do not know, I must first listen. Keeping this in mind, I am thrilled to co-chair the IBM Americas Diversity & Inclusion council. Our goal is to identify and drive actions to strengthen and sustain an inclusive workplace environment where all can reach their full potential, experience a strong sense of belonging, and thrive as their authentic selves. We will build upon solid progress IBM has already made in areas like:

- Women in tech leadership with strong representation and promotion of role models: you can't be what you can't see.

- Creation of an AI Ethics Board - to ensure that AI progress is in line with our values with a robust governance framework for trust and transparency.
- Police reform where we support new federal rules to hold police more accountable for misconduct using technology to increase transparency and help police protect communities without promoting discrimination or racial injustice.
- Expansion of opportunity by providing training and education for in-demand skills to expand economic opportunity for communities of Color. For example, we're adding 1000 paid internships in the U.S. for P-TECH students.

Our success requires leadership, focus, resources, and a commitment to exceeding expectations. The measure of what is acceptable and what is world-class continues to evolve - we are far from done. At IBM, we are proud of where we are and recognize that cultural competence is an ongoing journey.



Paulo Carvao is responsible for IBM's Systems business in the Americas. He leads sales, field engineering and marketing. He has spent his 30+ year career advancing technology innovation and business reinvention strategies to

benefit clients through services, software and hardware across all industries.

A member of IBM's senior leadership group that implements the strategy, transformational projects and is accountable for IBM performance, Paulo is a proud immigrant and United States citizen devoted to social justice and achieving equality through education, diversity and inclusion.

Prior to his current executive post, Paulo served as General Manager of IBM's U.S. Distribution Market and as General Manager of IBM Systems Client Success. Leadership specialties include working closely with cross-industry clients, global sales management, enterprise sales and brokering technology partnerships.

Paulo holds a Bachelor's Degree in Electrical Engineering from IME (Brazil) and an MBA with an emphasis in marketing from PUC (Brazil).



The First WBC Summit with Proclamations.

Robert Reiss: Talk about your original vision for Women Business Collaborative and what WBC is today.

Edie Fraser: We started by thinking big. What if we could build a collaboration of women busi-

ness organizations and together drive change? What if we could become a movement to advance and accelerate business women as senior executives, as successful entrepreneurs and board members as well as venture capitalists? The thought - and challenge - was so exciting to me, and the truth is it is much needed. We need to change the way C-suites and boardrooms look, and that change is long past due. We devised WBC to be a movement and an accelerator of change because we know the importance of diversity.

So, we started by tackling what I know from my own experience is the most critical—collaboration and relationship of mutual support. There was too much fragmentation among women’s groups. Redundancy and competition happen everywhere, but one person or one organization could not do this. As Helen Keller said, “Alone we can do so little; together we can do so much.”

The Women Business Collaborative (WBC) was created to connect and convene organizations to leverage one another’s strategic priorities and competencies toward the acceleration of gender and pay parity and the



The CEO Forum Group has selected Edie Fraser and Women Business Collaborative (WBC) for the 2020 Transformative CEO Award in Leadership in the category of Women Leadership. This was bestowed for WBC’s work is creating an unprecedented alliance of over 40 partner organizations working in collaboration on nine accelerator goals, which are advancing a true movement.

achievement of the full partnership of diverse men and women leaders in C-suites and boardrooms.

In creating it, we focused on utilizing existing efforts and ensuring we could fill gaps that would maximize the ROI of resources and drive the fastest change possible. We wanted top business women and men to join together to help build a collaborative and provide support for one another and the movement.

Subha Barry, my colleague for decades, WBC partner and CEO of Working Mother Media, shared at our first WBC Summit gathering, “As a coalition we will walk together and walk far. We will pick each other up when we tire, and we will cheer each other on as we find success. But make no mistake, we will reach high, dream deep and get to the goal as a team.”

Commitments were the first step. I was blessed to be associated with more than 20 women business organizations and on the board or advisory to eight of them. Competition was the norm — with these leaders a real need for collaboration. Assessing the World Economic Forum projection that it would take 117 years to parity, it was time to build together to accelerate parity in our lives. The time was ripe. Together we had the competence, connections, commitment and passion. We pulled together baseline data to show where we stood on executive women, boards and entrepreneurship and capital. The request went out to the organizations and one after another the answer was yes, we would mobilize together.

We endorsed WBC Imperatives to Act, Connect, Aggregate, Accelerate, Communicate, and prove results and yes, Celebrate together.

Organizations signed on to Eight Action Initiatives: 1) Women in the C-Suite with P&L responsibility, 2) CEO Leadership and Sponsorship, 3) Women in the Boardroom, 4) Gender Parity and Equity in Pay and Promotion, 5) Diversity and Inclusion, 6) Entrepreneurship and Access to Capital, 7) Learning and Development, 8) Strategic Communications, Media and Outreach. We later added Women in Technology and a separate group on Capital.

Describe your leadership philosophy, how you’ve used it in the past, and how you plan on using it in the future.

First of all, credit goes to all. It is not about me. It is about “We.” No movement can be built without the active engagement of others. It is about gratitude to so many that stand up. A collaborative culture is essential as a leader. What we have is support of one another.

Engagement of others is key and that is the only way we build a movement with leadership from many. Success is all about respected leaders working together, engaged in all we do. How fun it is to reach out to the hundreds of people I know and seek their engagement and best yet is that our board and Ad-

“I’m so proud of the fact that 41 women’s organizations have come together as an alliance under the WBC umbrella. You know, my motto has always been, If you want to go fast, go alone. If you want to go far, go together.”

visory and Leaders Councils do the same thing every day. How humbling it is to see so many WBC women and men make contributions. They make introductions and we seek to onboard each into our Nine Action Initiative, or with our Organization Partners, into our Communications programs and so much more.

Leadership to me means that age is meaningless. I have had 200 interns in my professional career, and we know how important young people are. Mentoring and sponsorship is a two-way street. We gain so much from building these partnerships. Passion and commitment are critical to success. Hard work is essential. Legacy means giving back. Gratitude is my attitude. Thanks to all those who have stepped up to lead with WBC.

What accomplishments of WBC are you proudest of?

To start, I’d say I’m so proud of the fact that 41 women’s organizations have come together as an alliance under the WBC umbrella. You know, my motto has always been, “If you want to go fast, go alone. If you want to go far, go together.”

WBC Board member Melissa Peake shared, “Collaboration is the essence of building results. There is nothing a group of women, aligned to a common set of goals, supported and championed by those who ‘get it,’ cannot do!” We believe this is true. Having so many organizations working together to achieve the WBC goals of Equal Pay, Position and Power for All Business Women is compelling. Together, we are working to accelerate the advancement of all women in business. Robert, you and Lynne Born led our strategy with this vision.

I am also proud and humble of the relationships. Our growth stems from the strong connections these women and men have with one another and the movement. The power of the organizations, our members, and their contributions are realized each day. The passion, energy and commitment of all are contagious.

In addition to the partner organizations, WBC also has a growing social movement of advisors and leaders whose network consists of tens of thousands of diverse professional women and men, business organizations, public and private companies and the media accelerating change through collaboration, advocacy, action and accountability. We’re leaving no stone unturned, and we have been at it for less than two years.

How has the pandemic impacted WBC?

That is another thing to be proud of. Just before COVID shutdowns began, we were supposed to descend on New York City to celebrate International Women’s Day (IWD) on March 9. We had to cancel the events. We immediately pivoted and in 24 hours held a virtual IWD celebration through Zoom. With so many individuals and organizations committed to WBC and women, we could go digital quickly and rely on the expertise of our partners and community to help us get there.

From that point on, we moved digital on all we did. And we did a lot. We moved to form online CEO Roundtables with you, Robert, and other online executive forums. We built and hosted more than 25 coffee and cocktail “chats,” informal online events that allowed our communities to learn, share, network and collaborate.

But you know, it’s not just the pandemic. Staring down an economic decline, massive unemployment and continuing racial tensions driven by the murder of George Floyd and protests, we, like many corporations, had to take a deep breath and look inside to look at who we are. We had to take accountability and responsibility.



100th Anniversary of Women Suffrage, August 18, 2020.

I have always had a passion for Diversity, Equity and Inclusion (DE&I) work. WBC has always been deliberate about women of color, but we must do more. Now is a moment of reckoning for corporate America and this nation. Our leaders must practice active and empathetic listening and meet it with action that will be sustainable.

In full disclosure I am a board member at WBC, and I know you have spent years committed to DE&I. Why is it so fundamental to business, our society and the future? Why do you believe now is the time for leaders to be bold and take action?



Women Leaders Converge in Washington D.C.

There is an urgency for diversity. We know that to meet our accelerator goals, corporations must be deliberate about women of color in leadership. Being diverse is good business, and it impacts our economy and our national wellbeing. COVID-19 and the recession, combined with tensions over the continued racism in America, have created an unprecedented health crisis, economic crisis and racial inequity crisis, highlighting injustices further fueling both unrest and a call to action. Business is heeding the call. In corporate America, our CEOs and Chief Diversity Officers (CDOs) are crucial to successfully navigating the current challenges. They must drive change and build pipelines of diverse talent and address equity and parity. We need leaders demonstrating courage.

We can't wait to build support for women of color and demand support for counting results. The numbers need to change as do the cultures. At Women Business Collaborative, we are prioritizing the advancement of women of color and underrepresented women in our action initiatives and emphasizing the importance of measuring actions, dismantling the barriers, and celebrating the successes. Conversations are challenging, but they are critical to our ability to adapt and act.

There is no doubt the talent is there. We have an entire

“Together, we are working to accelerate the advancement of all women in business.”

untapped market of women and people of color who are equipped and ready to make meaningful contributions in corporate America.

What do you see as the key to creating DE&I efforts that are sustainable?

First, CEOs and their senior team CDOs with CHROs are finding holistic approaches to issues around inequality. That means diversity in all aspects of operations — gaining diverse top talent -- hiring pools, pipelines and succession planning and diverse suppliers. A holistic approach is first and foremost about authentic leadership. If the CEO and the board are not fully invested and ready to champion these efforts, they will not get the traction needed to sustain them. Measurement against goals is critical: What gets measured gets done. Share the stories.

What is the relationship between Diversity, Equity and Inclusion and our economic future?

It's the right thing to do and the smart thing to do. America's demographics are increasingly more diverse, and our leadership should reflect that. There has been a seismic shift in the United States over the past 50 years. For the first time in the U.S., white people make up less than half of the population under the age of 16, according to Brookings Institute. Millennials now represent 30% of the population and are the most diverse generational cohort in U.S. history. Generation Z, coming up behind them, even more so. By 2040 people of color will be the majority. Today in five states minorities are the majority.

This is ultimately a question of staying relevant in a rapidly changing environment. Today more than a quarter of American adults are immigrants or the American-born children of immigrants. These shifts mirror other changes in the business landscape that have caused massive disruption to existing business models.

Erin Essenmacher, a board member at Eileen Fisher and former Chief Strategy Officer and head for the National Association of Corporate Directors (NACD),

“America's demographics are increasingly more diverse, and our leadership should reflect that.”

said, “If you're not thinking differently about who is sitting around the table, you're likely not thinking differently about other key questions that could hurt the company like ‘how is our business model changing?’ Or ‘Who is our competition?’” The research proves her right.

But the economic story is already written for us. A recent study by the World Economic Forum found that companies with diverse leadership teams reported higher innovation revenue. Companies with above-average diversity scores saw a 45% average innovation revenue, while below-average companies only saw 26%. In terms of gender diversity, specifically, there is a consistently positive correlation between diverse leadership and profits.

Kaiser Permanente CEO Gregory Adams, on a WBC call, shared, “Diversity is holistic in talent and community, and



Edie with C200 members Sandy Peterson and Pam Craig.

now ‘we have made a commitment of \$1.7 billion to Black and Hispanic suppliers.’”

How do you see the role of Chief Diversity Officer evolving?

CDO roles are paramount with action and accountability. More CDOs are now reporting to the CEO

or president and working with their boards. Subha Barry, President of Working Mother Media and Diversity Best Practices shares some great insights with us on CDOs. She said, “These are times of great opportunity for Chief Diversity Officers. As more CDOs come from key lines of business and report directly to the CEO, leadership has begun to see more value. The current climate creates a new opportunity for CDOs to directly interact with the executive leadership team and board to insert inclusive thinking into all organizational functions, from recruitment to talent development to market outreach. The urgency will fade away. These bridges must be built and anchored firmly now.”

Additionally, Erika Brown, CDO at Goldman Sachs, calls on CDOs to “Lead from the front, demand the most of our people, and speak truth to power, even when it’s an unfavorable truth.”

Brown’s type of leadership requires collaboration and frank discussion about the issues at hand, specifically racism and the experience of the Black community. When Goldman Sachs announced in January 2020 that IPOs would not be taken public in the United States and Europe without at least one diverse board member, they set a standard for diversity and inclusion. It shows an increased acknowledgment that diversity and economic growth are intertwined. Goldman is announcing deep commitments and taking action.

CDOs are at the forefront of ensuring that transparency around hiring, representation, advancement,



Edie with movement Leaders for STEMconnector/Million Women Mentors she founded. From left, Michael Norris; Al Bunschaft, Tonie Leatherberry, Edie Fraser, Balaji Ganapathy, Heidi Kleinbach-Sauter and Rob Denson.

“Many organizations are working closely with WBC on building a diverse Supply and Demand database for board-ready candidates.”

and management practices is crucial. Collaboration and accessible data will improve organizational DE&I and make significant leaps to build equity in the workplace.

WBC hosted a July 2020 discussion on Leading Differently: The Bold New Role of the Chief Diversity Officer. Felicity Hassan, WBC board member and Managing Director of Audeliss, and Rohini Anand, former Global Chief Diversity Officer at Sodexo, consultant, and WBC Advisory Board member, facilitated a panel of four CDOs. The conversation was candid – this role is not for the faint of heart. It is not merely about numbers; CDOs must educate and provide executive leadership with the tools to tackle operational and social challenges.

How do you see CEOs becoming more involved with building racial equity?

As Black Lives Matter protests erupted, a lot of CEOs took the time to listen and reflect. Listen to employees, peers, experts and others and reflect on the long-term racism expressed. CEOs moved from



listening to statements of support to action goals. CEO activism includes key tenants -- to start, a clear connection between the statement, the brand and actions. Activism includes transparency and accountability. CEOs lead the culture – showing employees and consumers they are willing to walk the talk and show results.

“No longer can women
not be at the table!
Accelerating progress
toward equality
requires change.”

Dr. Sheila Robinson, CEO of Diversity Woman and WBC partner, has some great thoughts here. She said, “Current diversity and inclusion initiatives have benefited black women and women of color the least. Positive corporate responses, since the murder of George Floyd, to fix the inequities embedded in all our systems now focus on how they hire, retain and promote talent. We need organizations to be vigilant and more equitable in its hiring, nurturing, and promoting women of color.”

Which CEOs do you see as leaders for DE&I efforts right now?

Satya Nadella, CEO, Microsoft, continually comes out on top of DE&I rankings. Since 2014, Micro-

soft is in the 3% of Fortune 500 companies to report full workforce demographic data. In Microsoft’s 2019 report, they noted a steady increase in the global representation of women, especially in technology and leadership roles. Today, as with Cisco and Apple and Salesforce and others, the tech industry is under intense pressure to put diversity at the top.

Several years ago, PwC US Chairman Tim Ryan opened a firmwide conversation about race in the workplace and established an alliance for moving up black talent. In June 2020, PwC announced it was creating a two-year fellowship program to hone the skills and passions of employees and advance policy discussions around racial injustice and discrimination, as did so many other companies.

Blackrock CEO Larry Fink is insisting on board diversity and investments in black and gender talent at the top. Examples of real CEO action with their senior teams and board diversity leadership will be reviewed in the boardrooms, workrooms and marketplace.

Linda Rendle was named CEO at Clorox for Sept. 2020, taking the number of women leading Fortune 500 companies to 38 or 7.6% and growing. Yet where are the women of color? The momentum for DE&I across the board makes me hopeful that we can accelerate progress and create more equity for women and people of color.

As the conversation around women in leadership gains traction, how do you see the numbers changing beyond female CEOs?

At WBC, we celebrate growth in the number of women on boards. Ana Dutra, WBC board member, shares results from many board organizations. She advocates a strong pipeline of talent, especially the many talented women of color. Research from Catalyst shows in 2019, 26.1% of boards in the U.S. had female directorship, while 56.2% had three or more female members.

More women are being appointed to boards than men for the first time as we review the numbers in the summer of 2020.

Many organizations are working closely with WBC on building a diverse Supply and Demand database for board-ready candidates. Beyond Boards and CEOs, we are also looking at the numbers of women in the C-Suite, more women as controllers of capital allocation, pipeline promotions for women and more.

Edie, you founded Diversity Best Practices 20 years ago, and your experience as an advocate for diversity in the private sector has given you unique insight. What are the fundamental changes?

Diversity improves a company's ROI and culture. We are at a tipping point now. There is a sense of urgency unique to this moment. People want change and will work to make it happen. CDOs are there to make legitimate changes. CEOs and boards are finally engaged with talent officers to take diversity action. The emphasis: accountability.

How is WBC working to accelerate progress for women and underrepresented populations?

While there has been a groundswell of awareness, activism and energy to accelerate change, progress is slow. Women are vastly underrepresented where agendas are set and decisions are made. No longer can women not be at the table! Accelerating progress toward equality requires change.

WBC and its 41+ partner organizations established accelerator goals across nine key areas to advance all women in business. We are working to bring additional capital, energy, expansive power, and influence for all women. Every initiative we have includes a 25% success rate for diversity. A critical component is tracking and reporting and "shining a light" on success.

WBC is calling society to action. By arming key stakeholders—including CEOs, CDOs, community leaders, consumers, and employees—with resources and data around the issues and highlighting the efforts that are working, we expect results. Expect Accountability!



Edie Fraser
CEO

Women Business Collaborative (WBC)

Edie Fraser is CEO of Women Business Collaborative (WBC), with a powerful vision: Equal Position, Pay and Power for all business women.

WBC engages business women's organization partners and stakeholders to accelerate the advancement of women. Edie spent 14 years as Managing Director, Diversified Search, and Founder and CEO of STEMconnector and Million Women Mentors (MWM), with 2.5 million commitments, and she founded Diversity Best Practices. As an entrepreneur she built three companies.

Edie won 56 major Leadership awards and served on boards, Chairman of the World Affairs Council of D.C. and a Founding Member of C200. Her books include Do Your Giving While You're Living and Women's Entrepreneurship in America.





Now's the Time for Courageous Leadership

To Thrive, Companies Need D&I as a Strategic Imperative

By Johanna Zeilstra, CEO, and Henry Pittman, Chief Strategy Officer, Gender Fair

“We believe it is our responsibility to lead the change we expect to see for our people and our communities. We can no longer accept systemic bias in any of its forms. The time for platitudes is behind us — the time for urgent action is now.”

—David Ricks, CEO, Eli Lilly & Co.

Over the past six months, society has experienced unprecedented change due to COVID-19 and the reborn civil rights movement. Such changes have led to significant uncertainty at the intersection of health, economics and society. Within the current landscape, business leaders need to do more than just survive. Companies that want to thrive need to make Diversity and Inclusion (D&I) a strategic imperative.

During this historic moment, we need courageous leadership that will support diversity and gender equality throughout the organization and across the communities it serves. Despite much effort, current D&I efforts have not produced sufficient progress. To truly succeed, companies need to lead in a bold new way to

create a truly inclusive culture – one in which D&I is built into the very fabric of the organization.

Creating an inclusive workplace requires a real investment. A foundation for an inclusive culture starts with:

- providing transparency of employee demographics
- establishing specific D&I goals
- measuring and reporting on progress
- tying diversity to performance and compensation
- adopting processes/tools that debias hiring and promotion
- monitoring retention of diverse employees

Other steps that could help embed diversity into the DNA of organizations: make the Chief Diversity Officer (CDO) a key member of the executive team or have the CEO take on CDO responsibilities as part of her/his role. Research shows that D&I initiatives work when they are supported by the highest levels of leadership. And the kind of leaders we need are passionate about D&I, work hard to address their own biases, set

aggressive targets for success, and hold the organization accountable for results. This aspect of leadership is called stewardship.

Yet, even before enacting such policies, it is vital to adopt appropriate definitions and metrics. What does diversity mean in the context of your workplace? What parameters do you want to measure concerning diversity and inclusion policies? What will offer a clear picture of whether your organization is meeting its goals in this area? Do you have access to the right data to answer such queries?

Many people rely on quantitative metrics alone, yet, we are learning more and more, that collecting the percentages of women or people of color in an organization isn't enough. Rather, it's important to measure their success and retention within the organization over time. How are people in underserved groups moving up in your organization? How can they be best supported as they do?

Only bold leadership that emphasizes and nurtures the importance of an inclusive culture can help us answer these questions in an actionable way – allowing industry to move beyond the numbers to something more meaningful and equitable that can be sustained over the long haul.

A great example of this is Eli Lilly, which gathered qualitative data from women about tangible and perceived challenges to female career advancement. They used a business tool called the Patient Journey that was previously used to understand patient perspectives on their products. It allowed them to take an “employee-centric” approach to understanding “key moments of truth” for women – enabling them to identify the tensions that Lilly needs to address in order to improve the experience and engagement of female employees as they progress in their careers. This creative approach quickly moved the needle on women's leadership up 3% in the first year alone, and is now being applied to African American, Asian, and Latino populations.

In these times of crisis, we show the world who we are and for what we stand. Today's issues demonstrate the

need to strengthen organizations via diversity, inclusion and action. It is no longer a nice-to-have – it is a necessity.

We need leaders to become even bolder and more audacious in the way they think, collaborate and innovate. By supporting initiatives to help workers from diverse communities become the leaders of today and tomorrow, our society can reach the ideals to which all should aspire: fairness, equity and opportunity for all.



Johanna Zeilstra

Ms. Zeilstra has over 25 years' experience in strategy, operations and change leadership, including eight years at PricewaterhouseCoopers and six years at JPMorgan Chase. She is currently CEO of Gender Fair, a platform that uses data analytics to determine an organization's progress towards diversity and inclusion. Prior to this, she co-founded GiveBack, an innovative platform that makes it easy for companies to build authentic and impactful workplace giving and other social responsibility initiatives, sponsored in part by Oprah Winfrey.

Ms. Zeilstra sits on a number of boards, including The CEO Forum and Princeton's Faith Work Initiative.



Henry Pittman

Henry Pittman has accumulated 20 years of experience in strategy, innovation, transformation, and venture capital, with organizations such as the U.S. Department of Defense, General Dynamics, Honeywell, Innovation Enterprise, and GSC360. He is currently Chief Strategy Officer at Gender Fair and Founder of GSC360.

Mr. Pittman's focus on 'Growth Thinking' explains how entrepreneurship, growth strategy, business transformation, and business innovation challenge the conventional corporate thinking and provide a strategic blueprint for sustainable business transformation and growth.

Mr. Pittman's focus on 'Growth Thinking' explains how entrepreneurship, growth strategy, business transformation, and business innovation challenge the conventional corporate thinking and provide a strategic blueprint for sustainable business transformation and growth.



After Black Lives Matter, Now Comes the Hard Part

By Mitchell B. Reiss

President and CEO of The Colonial Williamsburg Foundation, 2014 to 2019

The Black Lives Matter movement and civil rights protests across the country, triggered by the issue of police violence, have heightened awareness of racial inequality. Public and private institutions are issuing statements of solidarity, re-examining their hiring practices and workplace cultures, and promising social justice.

These good intentions should be applauded. But the hard part is yet to come. How do we translate expressions of goodwill by corporate CEOs and others into tangible and measurable progress?

One institution's experience with creating a new workplace culture a few years ago offers some useful guidelines. The Colonial Williamsburg Foundation was created in 1926 by John D. Rockefeller Jr. to preserve the ideals of the Founding Fathers. Mr. Rockefeller's dream blossomed into a colonial village encompassing hundreds of actor-interpreters, including George Wash-

ington, Thomas Jefferson and James Madison. It also included African Americans who portrayed actual enslaved and freed Black men and women from the 18th century.

Self-assessment

Developing a healthy workplace culture in such an environment presented its own special challenges. Our first step was to undertake a 360-degree assessment of the organization and of our relationship with our visitors, our donors and the community. The assessment revealed that there wasn't a single person of color in senior management and precious few in middle management. Very few programs addressed the daily experiences of enslaved and free Blacks. We estimated that less than 1% of our visitors were minorities.

We knew that many talented members of minority groups were in the workforce and had not been given

the same opportunities as their White colleagues. We just had to search a little harder to find them. The analogy we used was to Michael Lewis's *Moneyball*, where the General Manager of the Oakland Athletics, Billy Beane, used advanced analytics to locate overlooked gems for his baseball team.

HR overhaul

This meant we needed to overhaul our Human Resources department to fundamentally change the way we hired, trained and promoted people. We brought two professional recruiters "in house" so that we could ensure that our searches would cast the widest possible net. We set measurable targets for minority candidates contacted and interviewed. We hired the Foundation's first-ever Diversity and Inclusion Officer to implement and evaluate these procedures and communicate our progress to the employees. The result was the most diverse and inclusive management team and board in the Foundation's history.

We also empowered our African American interpreters in two ways. First was to prioritize their safety. We adopted a zero-tolerance policy, where they had the authority to evict any guest for inappropriate behavior. Second, we needed to have a reckoning with our history, not by marginalizing or silencing our Founding Fathers, but by making room on stage for more diverse voices. We invited our actor-interpreters to develop new programs that would tell the heart-breaking and often inspiring stories of the enslaved and free Blacks who worked in Colonial Williamsburg and even fought for the Revolution.

Ethical and good for business

Employee safety and more diverse programming was not only the ethical thing to do; we knew it would also be good for business. After all, America itself was rapidly changing its ethnic and racial composition and would soon consist of a non-white majority. We also knew that the Millennial generation would pass the Boomers as the largest cohort in the country in 2019 and that they demanded a different type of historical experience. Our goal was to build a Colonial Williamsburg that would inspire all Americans regardless of color, creed, ethnicity, religion, or age.

Finally, we partnered with the First Baptist Church of Williamsburg, the oldest African American church in the country. First Baptist had a bell in its belfry that had not been rung for more than half a century. We mended the bell and, as a symbol of racial reconciliation, invited the two families of Thomas Jefferson to be the first persons to ring this Freedom Bell. A few months later, we shipped the Freedom Bell to Washington, D.C., where President Obama rang it to celebrate the opening of the National Museum of African American History and Culture.

This is not to say that everything was smooth sailing. We received some vicious hate mail and a few donors angrily withdrew their support. But these changes were overwhelmingly well-received by our colleagues, which voted Colonial Williamsburg one of the best places to work in the country. They were also well-received by our guests, who reversed a multi-year decline in visitation, and by our donors, who increased their gift support.

As the adage goes, "I can't hear what you're saying because your actions are speaking so much more loudly." We are now at another inflection point, where we have an opportunity to merge history and hope into a fairer and more equitable society for all Americans. We need to seize it.



Mitchell B. Reiss was the President and CEO of the Colonial Williamsburg Foundation from 2014 to 2019. He served previously as President of Washington College, as Director of Policy Planning at the U.S. State Department, and as Special Envoy to the Northern Ireland Peace Process with the rank of Ambassador, where he worked closely with the British and Irish governments to finally end the "Troubles."

Reiss is currently a Distinguished Fellow at the Woodrow Wilson International Center for Scholars in Washington, D.C. examining the future of U.S. - China relations. He consults for both nonprofit and for-profit institutions in the U.S. and overseas.

J. Patrick Gallagher Jr.



Pat takes a moment to engage with employees at Gallagher's headquarters in Rolling Meadows, Illinois.

Robert Reiss: Pat, you've been CEO of Gallagher for 25 years. It's a Fortune 500 insurance enterprise with \$7.2 billion in revenue, almost 34,000 employees. Talk about the business.

Pat Gallagher: Well, first of all, Robert, to be clear, we're insurance brokers and we're a claims servicing company. We're an insurance enterprise, but we're not an insurance risk-taker. That's a very big differentiation. So, if you look at Travelers, Allstate and companies like that, we're more partners of those organizations than we are competitors.

As brokers, our job is to help clients put together what they need in terms of the purchases that they make from these insurance companies that actually take the risk. We piece together a risk management / insurance program for a client, regardless of size, whether it's

“Insurance is the oxygen of commerce. And by that I mean if you don't have insurance, you just really don't have commerce. You're not going to send a ship across the ocean with containers. You're not going to build a building. You're not going to start a business.”

your homeowners all the way up to a Fortune 1000 or Fortune 100 company. In terms of balancing what it is you buy, why you buy it, understanding why you need it, and then accomplishing the placement, that is really what we do. And that's where we compete day-in and day-out – what are all the things that you face that give you a scare for the future, and how can we help you so you can face your future with confidence.

What do you see as the role of insurance in society?

You'll hear people talk about insurance greasing the wheels. I do believe that insurance is the oxygen of commerce. And by that I mean if you don't have insurance, you just really don't have commerce. You're not

going to send a ship across the ocean with containers. You're not going to build a building. You're not going to start a business. You're not going to own a home in most instances without insurance, and that isn't something that people even think about ... it's just a byproduct. And when you think of it that way, then you start to say, 'Well, that's pretty darned important because I want to start a business,' and I tell you, we see this.

I've seen this in the history of our company looking at my grandfather's results in 1929 through 1932 during the Great Depression. His clients kept paying their premiums because even though their businesses were incredibly stressed, they needed that insurance to take care of something that could go wrong. Roll the tape forward to 2008, 2009, a similar situation and during this pandemic, it's the same. People recognize, although they don't typically love it, they recognize that without the insurance there is no trading, and I think that's a hugely important consideration.

I'm proud of that as our industry and proud to be part of that because, as I said to you before I really do believe that the only hope for the human race in terms of its incessant effort to try to find a way to live on this planet peacefully is trade. I don't think people tend to blow up stuff that they own. The only way you've got trade is if you have insurance. It's really that important, and I think that, at the gut level, business owners and family people understand that.



The CEO Forum Group has selected J. Patrick Gallagher Jr. and Gallagher insurance brokerage for the 2020 Transformative CEO Award in Leadership in the category of Insurance. This has been bestowed for their exceptional culture of customer care and for Gallagher's vision in positioning the entire insurance industry as the oxygen that drives commerce.

J. Patrick Gallagher Jr.



In honor of Gallagher's 90th anniversary, employees across the globe were encouraged to volunteer, striving to reach 90,000 volunteer hours. In conjunction with the Chicago Cubs partnership, Gallagher fulfilled its 90th year of volunteering and giving goal Oct. 3, 2019 at Gallagher Way outside Wrigley Field in Chicago.

By the way, the business is unbelievably creative. This is one of the reasons that I'm proud to be able to do this interview because I'm a person that does like to speak about this great industry. Insurance is actually unbelievably creative. When I first got started in the early '70s, directors and officers coverage was kind of a new product line. We're going to insure these men and women that are going to make mistakes. Of course, today, it's a very common coverage and it's something that most companies, even private companies, need and buy. And then you carry on to satellite launch insurance and things like that where people go, 'Wow! You do that?'

And today, the stuff that we're insuring -- you know, whoever heard of cyber 10 to 15 years ago, I didn't, but we're out telling our clients every day, down to the gas station owner, 'Buy this coverage because you're going to experience a cyber-attack, and you'll need some help.' So, the business is creative in how it deals with the needs that our clients have, the needs of our trading society, and it's just part of it. It's creative, it's energetic, and by the way, it's fun.

So, as a broker, your role is to be objective and represent buyers.

Yes, we represent the buyers. So, our role is to take those who are selling products and selling protection, which is a very noble part of the transaction. We don't exist without risk-takers, and there's no insurance without risk-takers. So, when people say 'All those insurance companies, they make all the money, look at the buildings,' they really don't make all the money, and they step up and take a pretty big chunk of risk to keep people's businesses going. So, yes, we have to be objective for the client and say this is really what you need. And many times, especially in times like this, you have the clients say, 'Look, I can only spend this amount. I'm not spending one dime more than this. What do I buy?' And it's our job to help them sort that out.

Insurance is a highly competitive space. Talk about how your model is different.

Well, we're very different, Robert, and that's another thing that I'm proud of. We're coming up on a hundred years. There's a major transaction that will occur in our business, Aon will buy Willis, and then you will end up really with three companies that are of great size. Having said that, there are 30,000 and maybe even more than that, agents and brokers that are firms in the Unit-

ed States alone. Some of them are down to one person organizations, and many of them are thousands of people. So, to your point, there's lots of competition, and that's a good thing for our clients because when we get in front of them, we have to answer the question why we're better than anybody, because insurance is a very personal thing. And if we're going to get hired, we've got to convince you that you want to put your future in our hands.

Gallagher has won many awards including most ethical companies in the world, best companies to work for, best companies for women. But everything stems from the concept of The Gallagher Way.

The Gallagher Way was written in 1984 and it was written because, as a private company that my grandfather started in 1927, we were taking the company public. Now, we were only a \$60 million enterprise at the time. I give my dad a lot of credit for having the vision to see that being public was a smart thing to do, because it gave us a currency to bring others together.

There was a trail of becoming an SEC-regulated, publicly-traded company, and that had our culture shaking. The culture was not happy. Bob Gallagher took my grandfather's, if you will, the tenets of what he had learned from my grandfather, and wrote them down as The Gallagher Way, which to this day is probably the most important cultural statement that we have in our company.

When you look at The Gallagher Way document, we didn't use the words diversity and inclusion in 1984, but they're all there. Everybody's important. Every job is important. I never asked anybody to do something I wouldn't do. Everybody—men, women, people of color—we're all going to be a team, and we'll win together. That resonates today just like it did 46 years ago.

As a 25-year CEO, talk about your leadership philosophy.

I know this sounds cliché, but I think one of the things that was ground into the culture of the company is that we are reliant on all of our people. If you look at our

Mission Statement, it's very clear. We wrote this in the middle 1980s—that we are, number one, in business for our clients. And this is well before the last few years of Wall Street leaders starting to talk about having 'purpose that is greater than just making money for shareholders;' that's been part of our DNA from the beginning.

And this idea that everyone's important You know, if the troops don't eat they're not very good when they get to the battle. So, the people who are making the food are just as important as the people fighting the battle, and that really resonates in our company. I think the awards that we received are not awards that we went seeking. That's not fair; we did seek to be one of the World's Most Ethical Companies award. We applied for that.

"I really do believe that the only hope for the human race in terms of its incessant effort to try to find a way to live on this planet peacefully is trade. I don't think people tend to blow up stuff that they own. The only way you've got trade is if you have insurance."

And I will tell you, Robert, and I appreciate this, they make it more difficult every year to win. We get graded by them on different criteria, 'Okay you're strong and strong here. You're not as strong as you need to be here,' and we react to that. We try to say, 'Look, if you've got a good point, we want to be better.'

As an example, we're working hard to be stronger on the environment. We thought that we can do better at the things that can help the environment. So we're constantly learning, but really the core of our culture is to recognize that our people are our most important day-to-day product. That after our clients and our people, the insurance companies who take the risks are clearly important. Our communities are key to what we do. That's where we live and where we breathe. As we've completed acquisitions, what we've developed is the lo-

J. Patrick Gallagher Jr.

cal community presence that's supported by this larger organization of 33,000 people, which you can get on the phone quickly to solve a local community issue as it relates to your risk management.

You can do that and at the same time have great reward for your shareholders, and we've had them in that order since we went public in 1984.

I'd like to sound like it was all something that we did because we just wanted to be good folks. There's some of that, but also I do believe there's economics involved. You know, I've said for years—I lecture in our company dozens and dozens of times a year—and I always say,

“Our communities are key to what we do. That's where we live and where we breathe.”

'Look, you're not looking at the face of the buyer.' I'm a privileged guy who grew up in the suburbs of Chicago, who had a great college education, and that's not our buyer. So, we better be good at making sure that we reflect what's out there in terms of who the customer is going to be and then, of course, yes, we do want to be altruistic.

We want to help people get ahead. And by the way, it's not altruism to the extent that you come aboard with Gallagher and you're not expected to contribute. You're not going to keep the best women if it's all just about the fact that you recruit and hire women. They want to be challenged, and they want to challenge the men, and they want to challenge the rest of the organization and the world, and they want to be promoted for that. 57% of our promotions last year went to women, and they earned every single one of them. They earned it and I think that's just the environment we want to build.



Pat attends Presidents Club for a global dinner recognizing Gallagher Global Brokerage award winners.

What it sounds like to me is that the core of everything you do is common sense.

I think that's fair. I think that the idea that you know insurance is a common-sense business. You can, in fact, help a client sit down and see what the risks are out there, and many of these risks are not insurable. Business people take a ton of risks that have nothing to do with insurance, but they like to have some help and discussion around what they should be doing with that.

Talk about your thoughts post-pandemic.

The most important thing is that we're going to be able to sit with clients and talk through risk. So, for instance, we put on a ton of webinars right now about helping people go back to their offices. What does it take to go back in your office and do it safely with your employees? We're getting thousands of people signing up for these webinars because they need that help. How many people can come back? How do I keep social distancing? Do they need to be wearing masks? How do you meet with cohorts? What happens when you've got a second wave? Do you shut the whole office down? What is deep cleaning?

This pandemic is going to give us the mandate and opportunity to be talking to people about the importance of dealing with risk. It's out there. We didn't see this pandemic coming. There were people like Bill Gates who said we ought to be thinking about it, and you're not paying attention folks. The fact is most of our businesses that will survive this, will survive because they put the effort into figuring out how to get it done. When I go to the local restaurant for a takeout dinner and that guy's surviving and thriving, maybe not thriving like they were in January and February, but making it work.

Ultimately, I think we all have to make this work as best as we can. And despite all the challenges, we can emerge stronger.

On that note, Pat, it's great to have you on The CEO Show.

It's been a pleasure, Robert.



J. Patrick Gallagher Jr.
Chairman, President and Chief Executive Officer
Gallagher

J. Patrick Gallagher Jr. began his career with Gallagher as an intern in 1972, started working for the company full time in 1974 as a production account executive and was promoted to Vice-President Operations in 1985. Pat was elected to the Board of Directors in 1986. In 1990, he was named President and Chief Operating Officer and, in 1995, was appointed Chief Executive Officer by the Board of Directors. In 2006 Pat was appointed Chairman of the Board.

In 2007, he was granted Freedom of the City of London by the city's Lord Mayor in recognition of his outstanding contribution to the Lloyd's insurance market and for his support of the Gallagher Lifelong Learning scholarships. Pat was named 2018 Hall of Fame Laureate for Illinois State University's Katie School of Insurance and Risk Management. And in 2019, he was recognized with the Lifetime Achievement Award by Reactions Magazine.

Pat holds a Bachelor of Arts in Government from Cornell University.



Insurance | Risk Management | Consulting



Doubling Down During the Pandemic; Bringing Back Smiles

Robert Reiss: Byte has grown an astounding 700% year over year. What's your model?

Neeraj Gunsagar: We are the number one consumer-rated at-home orthodontic treatment by leading review sites. Consumers go through doctor-directed treatment plans that use remote monitoring to straighten and whiten their teeth from the comfort of their home. The real beauty of this business is we've been intensely focused on the complete consumer experience since Day One. Thought was put into every step, from the customization of treatment plans, to the elevat-

ed unboxing experience of the aligner kits and everything in between. We aim to make the consumer feel safe and comfortable throughout their entire journey.

We knew that there was an opening in the market for mild to moderate cases of orthodontics, and our plan was to serve this underserved market. For the last several decades, orthodontic care was inaccessible and very difficult to afford for most consumers in the country. Less than 40% of counties in the U.S. actually have an orthodontist. We call this the underserved side of the market.

During the pandemic, while many companies were shrinking, you actually grew 1,000%.

When we first hit the pandemic and everyone was quarantined, we noticed all competitors had to pull back marketing because they had to shut down retail stores. They couldn't figure out the direct-to-consumer model fast enough, meanwhile we already had been running our entire business that way. We were a profitable enterprise, so I made the decision to double down in making sure that consumers across the country felt like this was a brand they could trust and was completely safe.

By doubling down and investing more in the business during this timeframe, we ended up not only seeing massive growth in customers, but also grew our employee count from 100 people in January to 500 people today. Think about this, within a shelter-in-place environment, we were able to make sure consumers knew we were there for them, delivering smiles at unprecedented times, while employing hundreds with new jobs.

Does your process hurt your relationships with dentists and orthodontists?

Actually, quite the opposite. We are taking an underserved market of those who often cannot afford orthodontists and provide a new route to oral healthcare. Our clients have become more focused on dentistry and oral health maintenance than ever before, which leads those with more serious cases to the orthodontist. On top of that, our customer base post-treatment is looking to protect their smile and engage with a dentist for a long-term relationship. As they say, a rising tide lifts all boats.

How long does the process take?

Our treatment plans are some of the shortest in the industry thanks to our proprietary HyperByte aligner system. People can achieve a smile they love in as little as three months for a fraction of the cost. We focus on mild to moderate cases, such as gradual shifting that happens as you get older.

What was shocking to me is one out of every four people in this country are afraid to open their mouth and smile because of how their teeth look. So, in a short period of time you get your smile back. We like to say we're changing the world one smile at a time.

Any customer examples you can share?

One day in the office I could hear a woman in our Byte advisor group crying on the phone. I went over and tapped her on the shoulder to see why she was crying. I could hear a woman on the other end of the phone crying as well. She told me not to worry and that she was speaking to a mother whose daughter had tried to commit suicide twice because she was getting bullied about the way her teeth looked at school. She was finally able to give Byte as a gift for her daughter because it was an affordable option. Her daughter was now on month four of her treatment. She was feeling confident again, and the mother said, "I finally have my daughter back."

At that moment, I realized that Byte not only had a huge underserved market to focus on, but had a real opportunity to change the world. We do it one smile at a time.



Neeraj Gunsagar is the President and CEO of Byte. He has helped the company grow 1000% since 2019. He holds a bachelor's degree from the Haas School of Business, UC Berkeley.

Gunsagar began his career as an investment banker with Donaldson, Lufkin and Jenrette, and subsequently held positions at Qualcomm Ventures, Garnett & Helfrich Capital and Matrix Partners India.

Prior to joining Byte, Neeraj was CMO for TrueCar. Neeraj's greatest and proudest role is being Dad to his two sons.



Toni Townes-Whitley, President, U.S. Regulated Industries at Microsoft, and Jason Zander, Executive Vice President of Microsoft Azure, speaking at Microsoft's Government Leaders Summit, October 8, 2019.

Robert Reiss: Talk about Microsoft's culture before and during the pandemic.

Toni Townes-Whitley: There is a culture at Microsoft all up that has been deeply influenced and continues to be by our CEO of the last six years, Satya Nadella, and then there's a culture that's been burgeoning within the U.S. business. That culture has both an

internal—for our employees—but also an external instantiation with our customers, our partners and stakeholders. With the Microsoft culture all up, we started with shifting the culture from a know-it-all to a learn-it-all culture with this construct called growth mindset, which we borrowed from Carol Dweck at Stanford, to say curiosity would be the intersection of all of our competencies, and that our desire would be to learn more versus to know more, and to learn more together on a journey.

At Microsoft, given our size, complexity and the stratification that can occur in our portfolio, the idea of operating as One Microsoft to bring every asset of Microsoft to a problem actually was fairly new; and we started to work on that culture. Then it was around customers, not in a transactional way, but customers when we are bringing solutions that are long-term, and we're building relationships and building trust, and then, finally, this conversation about inclusion which began with some of the first work done on unconscious bias training that we did five years ago.



The CEO Forum Group has selected Toni Townes-Whitley and Microsoft for the 2020 Transformative CEO Award in Leadership in the category of Culture. This is for implementing a culture built on growth mindset with curiosity at the center, and for her commitment to bring authenticity and deep respect into her leadership.

Interestingly enough, two years ago we started a culture journey that really focused all of the leadership team in the U.S. who went down to Montgomery, Alabama and met with Bryan Stevenson. This is before the movie came out, “Just Mercy” and before Bryan became a superstar. We learned about the culture of the African American experience in the deep South. Then we went to L.A. and started to learn about DACA and immigration on our southern border. Through these discussions we started a learning journey to understand empathy -- how would we bring more empathy into the way that we serve our customers and work together. In fact, Satya said the number one core competency he looks for from leaders is empathy.

We thought that was an interesting corporate term. Bryan helped us understand a frame for empathy. This frame, empathy in action, began with real proximity to get close enough to an audience, a problem or an issue to learn beyond its superficial level, understand the narrative, and then reconstruct it where necessary to get authentic perspectives.

Finally, add hope. Hope is part of this idea of empathy in that you cannot be overly pessimistic in this goal of learning and building empathy and finally take action.

So we’ve been on this path of building empathy and learning about each other’s history, their paths, their authenticity, their true self, their true north, for the last couple of years. We then focus on applying our innovation, not getting as excited about what we build, but more excited about what we apply to a certain issue—a social issue, a customer issue, a business issue, a government issue.

We’re still learning as the whole world is still learning about this pandemic. We created care officers. During the pandemic, every one of my units had a care officer and all they did was reach in and check in with everybody on the team to see who needed what. We built geographic networks, so if you’re in one place with your family in another, we can have Microsoft employees in that geographic location drive by, look in a window, put up a sign, and let that family member know that you were doing okay. Through

the pandemic, economic recession, and the associated challenges, we had to bring our whole portfolio together, to help the company get into a remote work, remote learn, remote everything situation across the sectors that I serve.

Then we have this re-awakening around racial injustice after Breonna Taylor, George Floyd, and Ahmaud Arbery. The company had just been working through the concept of empathy in the workplace and now are faced with the tough conversations about unpeeling systemic racism, unpeeling and defining privilege,

“We’ve been on this path of building empathy, learning about each other’s history, their path, their authenticity, their true self.”

and understanding what it is to show empathy. So in many ways, we have the constructs in place and what we’ve been doing is operationalizing those constructs in the midst of a trifecta in our market of a pandemic, economic recession and social justice re-awakening.

I’m so thankful that we had already started the work, so that we could start to apply that work versus being right there at the front having to learn in real-time.

How has your upbringing helped to shape you as a human being and effective executive?

Let me just start with deep humility. I give an amazing amount of credit to my parents. I’m a public sector baby. I grew up with public servants. My dad graduated from University of Pennsylvania in the military. At that point, African Americans could not be officers. He became a non-commissioned officer, got picked up in officer’s training school early and ended up becoming a three-star general and running the Army budget as the full controller of the Army.

My mom was educated at Columbia University Teachers College and became a principal, an Elementary School principal highlighted as Principal of the Year by former President Bill Clinton. My parents kept



the mantra in our family – “To whom much is given, much will be required,” which happens to be a Bible verse that my parents prayed over us daily. Beyond that was the sense that everybody will serve. Everybody in my family, all my brothers, my cousins, they generally serve in the military. My choice was the Peace Corps.

So, from that public sector orientation came three years on the Equator in Gabon where I learned a lot of lessons about myself. I think I gained more than I ever gave, but there I built schools, and I taught 700 students in a little village on the Equator in Gabon, and in that, I learned. I had some of my most consultative moments with my 23-year-old self, not realizing the bias that I brought.

I secured one of the self-help funds from the State Department to build water catchment systems for 23

village homes because walking to get water every day seemed to me very, very arduous. It was a four-kilometer round-trip walk with carried water. The women primarily did this work and I thought there must be a more efficient way to do it to make their lives easier. There’s a rainy season. We are going to capture this rain and filter it and we’re going to have a much better experience.

What I learned at 23 was my American view about efficiency did not align with why the women were walking to get water. There’s so much more culturally about that walk where Gabonese young girls learned how to be women. It was a much more collegial walk and in trying to fix one problem, I created others.

I created a village that looked a little bit like condos in New York City. It was pretty rough, and I ended up offending every elder in the village and had to come back and apologize and learn that we bring a bias, and we need to accept and learn and challenge our

assumptions. That was my Peace Corps journey.

I had some great training at Princeton University with an economics background that allowed me to create and think about models and how variables come together, and I became excited about running daily regressions. When you get the scatter plot of different pieces of information and how do you find the critical path?

If there’s anything that’s influenced my career most, other than my Peace Corps moments of learning and humility and my regression analysis at Princeton, it’s been the public sector orientation from the family and then parenting. I have five kids and now a seventh grandchild is on the way, and if you don’t learn anything as an athlete and as a Peace Corps volunteer, you

“During the pandemic, every one of my units had a care officer and all they did was reach in and check in with everybody on the team to see who needed what.”

learn it with a family and the kids that give you more feedback than you’ve ever requested.

What are you excited about that Microsoft is doing now or will be doing that’s going to really improve the social capital in our communities and in our world?

What I’m probably most excited about is really this role of Microsoft evolving into digital leadership, and I define that as not only the transformation, the digital transformation of every type of organization—whether it be commercial or public sector—on the planet, but the conversation about going beyond what we transform to how you transform.

Transforming with ethical principles, understanding issues of privacy, transparency, security, and also transforming with a sense of social justice, a sense of what does it mean in terms of bias and/or algorithms that can drive bias. So it’s not just enough to transform. You have to be a digital leader. You have to think about how you transform and how you hold yourself accountable for the nature of that transformation, and then going beyond the what and the how to the who. Who gets the dividend of the transformation?

If we’re not intentional, we might increase or exacerbate existing disparities between men and women, between people of color, all the various groups with people with disabilities. We need to ensure that there’s a dividend for all in this transformation, and in fact consider possibly over-compensating for those groups that have been marginalized.

This technology can leapfrog certain organizations and certain audiences. It is in that construct where I’m most excited that Microsoft is really starting to

lean in. I think about that in terms of our carbon negative stance that was announced at Davos with not only the idea of going negative—not carbon neutral -- but removing the carbon impact that we’ve had on the planet. We put together the billion dollar investment fund to find the other technologies that create carbon negativity as a capability across many organizations.

I think about our recent announcement for digital skilling for 25 million Americans, and we’re leveraging our LinkedIn acquisition using economic graphs to say, “Hey, where are the digital jobs and the digital economy over the next 20 years? What are the eight to 10 core learning paths and competencies that are needed for those jobs?” And now we’re going to provide those free of charge and allow people to access those.

We’re focusing on people who have been marginalized out of other job categories, and providing them with nominal fee certifications and capabilities multi-modal. So if you’re a visual learner or more of a tactile learner, an audio learner, if you have certain learning disabilities, we can provide it with our platforms in different ways, and we’re going to ensure that we get employers ready to provide those job opportunities and learn how to in-take these new digital skills.

Really important in the U.S. as well is the racial and social equity three-part program Microsoft recently announced. Microsoft is looking at its own self, looking at our own organization. What is the experience for Black and African Americans and people of color in Microsoft? What does that progression look like? But not only that, what does it look like in our supplier ecosystem?

We do a lot of business. We’ve got a huge balance sheet. How proportionate and how representative do we have minority organizations across our supplier system? And then how do we intentionally choose three or four areas like criminal justice reform, like health-care inequities, like we’re looking at Black and African American-owned financial institutions to support our portfolio investment activities and increasing the number of Black- and African American-owned com-

“My parents kept the mantra in our family—‘to whom much is given, much is required,’ which happens to be a Bible verse that my parents prayed over us daily.”

community partners in the US. Where can we use these social engineering capabilities to have an impact?

Within my remit is K-12 and Higher Education. If there's one thing we learned out of the COVID crisis is the incredible disparity in K-12 across this country in educational systems, less so at the higher ed, but absolutely evident in K-12. So there's a lot we're doing outside of just building great tech, and that's where I think the fuel is coming within the Microsoft organization.

What is your hope for business as a whole, the economy and society, as we come out on the other side of this pandemic? As they say, unprecedented change provides unprecedented opportunities to look at things and do things differently.

The business frame that we've been using at Microsoft has been this idea of responding, rebounding and re-imagining. If you think about the businesses that we've been working in -- whether I'm working with healthcare providers, or I'm working with financial institutions and capital markets, or the federal government, or academic medical centers or the state of Texas. Independent of the sector, all are in this frame of 'how do we respond?'

We see a series of phases happening through the course of COVID: responding, rebounding and reimagining. There are still response efforts, and for us that means putting Windows Virtual Desktop and our productivity solutions, like Microsoft Teams, allowing and supporting remote work and remote learning throughout this, as well as bringing our bot capabilities, so that we can triage efforts using artificial intelligence, looking at all forms of high-performance computing particularly for our financial markets that are trying to, if you will, do lending and push huge stimulus packages in a pandemic environment. It's one thing to do lending.

It's another thing to do lending when the entire financial industry is at home.

You have to have a continuity of operations through productivity platforms that then drive to a real high-performance computing use of the cloud to understand where risk is in these capital markets, and how to push lending opportunities out. We're looking to respond and then rebound, where you see organizations that have been sort of laggards to the cloud, laggards to new technology. They're diving in because they need to.

The last piece is imagining and reimagining what work can be, and we're spending a lot of time with our cognitive capabilities. Some of our artificial intelligence is enough to really start to imagine how functions can run, and this is really going to be about a change in the supply and demand curves. Throughout the course of this, we are going to find out what the demand is for different services across the public sector as well as the private sector, which will certainly shape the future of the ways we work.

I'd love to see the same pandemic frame apply to race relations in this country. I believe we have to respond. I think we have to rebound, and I think we have to re-imagine as it relates to how we come together with social equity. When I think about what that means, we have to respond first with a learning journey, a willingness to confront our basic assumptions and go on a learning journey to authenticate our history. We authenticate our identity but we need to authenticate U.S. history.

Part of the action of pulling down monuments, and I'm not going to speak to the specifics of what's happening state by state, but there is a desire to authenticate history. What has happened in this country? What has been built? What's underpinning the institutions that serve us? How have people of color actually fared?

And when we start to go on that learning journey, it builds a level of awareness and sensitivity and empathy that says, "We have to be able to hold two frames in our head." This is an amazing country that has a troubled past. We are humans that have great capabilities but

left to our own devices we also can make huge, huge mistakes. So we have to be able to hold two frames and work really hard to authenticate our history and then move forward with new ways.

You have to replace old constructs with new constructs that are much more equitable, much more respectful and much more inclusive, and I think the same frame with the pandemic can apply to what we're doing across races and ethnicities in the U.S.

What advice do you have to people on being a truly valuable board member?

It starts with balance. The board role is about understanding the operational but having balance that you are strategic as well as operational, not trying to do the job of the management team, and being directional versus instructional. I spend a lot of time in my board work making sure that my comments, my understanding, my frame are being directional on the path of the business, the risk to the business, the compliance needed in a bank like PNC, and for an organization like United Way, versus instructional. The how-to's are not the role of the board member.

Also, don't assume that your experience gives you all the answers. You're coming with a unique skill set, but you need to be on a learning journey in a board, and anybody who shows up with their IQ versus their EQ, over time that's not going to be helpful for the board.

I try to bring authenticity and to challenge leadership teams in a way that shows the deep respect for what they do, but trying to bring for revision. We just had this conversation with PNC, and it's one of the first organizations that has created a special advisory subcommittee on social equity and inclusion. We got there by challenging each other, and I believe positive, authentic challenge is one of the best things that a board member can bring.

On that inspirational note, Toni, I'd like to thank you for being on The CEO Show.

Thank you.



Toni Townes-Whitley
President, US Regulated Industries
Microsoft

As president of US Regulated Industries at Microsoft, Toni Townes-Whitley leads the US sales strategy for driving digital transformation across customers and partners within the public sector and commercial regulated industries. With responsibility for the 4,900+ sales organization and the approximately \$15 billion P&L, she is one of the leading women at Microsoft and in the technology industry with a track record for accelerating and sustaining profitable business and building high-performance teams. Her organization is responsible for executing on Microsoft's industry strategy and go-to-market for both public sector and regulated industries in the United States, including Education, Financial Services, Government and Healthcare.

Townes-Whitley is also helping to steer the company's work to address systemic racial injustice – with efforts targeted both internally at representation and inclusion; as well as externally at leveraging technology to counter prevailing societal challenges. She and her husband reside in McLean, Virginia. They have five children, seven grandchildren and counting.



Author Spotlight



Winning Now, Winning Later

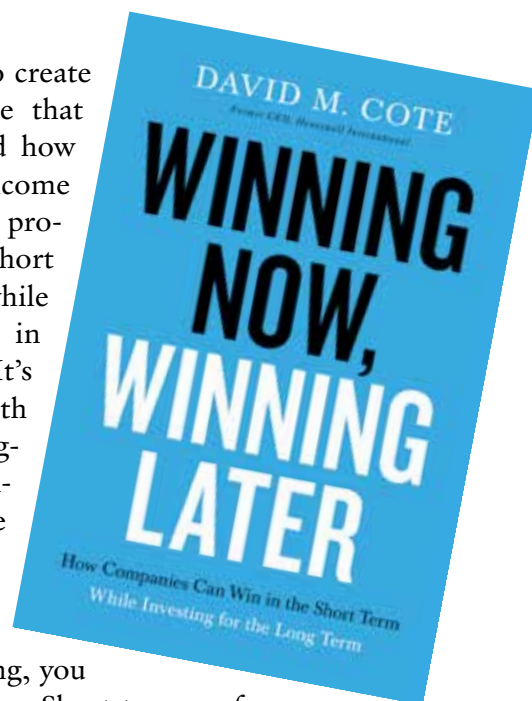
Robert Reiss: Talk about the main message of *Winning Now, Winning Later*.

David Cote: The book provides a how-to guide of how to achieve both short- and long-term results at the same time. Too many articles make it sound like they are mutually exclusive. The reality is they are mutually reinforcing.

This stems from a principle we used to run Honeywell, which was that success was about accomplishing two seemingly conflicting things at the same time. Once you look for it, examples abound ... low inventory or great customer delivery; empowerment for those closest to the action to make fast decisions or good controls so nothing bad happens; low functional costs or great internal service levels ... in every case you want both.

The book doesn't exhort leaders to do it but provides specific advice on how to not be a victim of your own

calendar, how to create a planning cycle that drives both, and how to create the income flexibility to provide adequate short term results while also investing in the long term. It's critical to do both because the long-term eventually becomes the short term, and if you haven't done the necessary seed planting, you just run out of gas. Short-term performance is also important not just to placate investors or the boss, but also because it validates if you are on the right long-term path.



How does ST/LT thinking play out in the 2020 world?

It is particularly relevant now because during a crisis is when a long-term view is most important and, at the same time, the most difficult period to find time to do it. As the old saying goes, “When you are up to your butt in alligators, it’s tough to remember the original goal was to drain the swamp.” When you have 120 hours of work and 80 hours to do it, generating an hour or two a week to get your head above the fray, to ensure your short term actions are consistent with draining the swamp may seem impossible.

Good leaders find a way to do it. As Donald Rumsfeld said, “Beware of letting the urgent get in the way of the important.” The book provides a case study of how Honeywell managed to do all this during the Great Recession, gaining a significant advantage over competitors. We didn’t panic, thought independently, prioritized customers over investors and employees, and planned for recovery in the middle of the recession when few thought recovery would come at all.

In running Honeywell, how did you use these principles?

We used them constantly and pervasively. In every case where we wanted to accomplish something, we thought about the competing (and usually unstated) goal. For example, if you want jobs filled faster, it’s typical to put in a metric of time-to-fill. But what’s implied but unstated? It’s that you want high quality hires. So, we implemented hiring manager surveys at three and 12 months after hiring to ask if we hired a great candidate for them.

Critical to generating income flexibility, so we had good short-term results while also having money for seed planting, was the principle of growing sales while holding fixed costs constant. Variable margins in any business run from 35-90%. If you hold fixed costs constant and just grow sales 3%, the margin fall-through is significant. While easy to say and a very powerful principle, it’s difficult because 60-90% of fixed costs are people related. To hold fixed costs constant and allow for raises means doing the job with fewer people each

year. The only way to do that is with an intense focus on creating more efficient and effective processes. A full chapter is devoted to process improvement.

How are you using the principles at Vertiv?

The same way we did at Honeywell, which is why I’m so excited about where I see Vertiv going. I’ve often said Vertiv is where Honeywell was after the first two to three years. We have a lot of upside using the same tools and management practices used at Honeywell and they are discussed in the book. The Vertiv Operating System (VOS), Vertiv Product Development (VPD), Customer VUE (Vertiv User Experience), Functional Transformation, growing sales while holding fixed costs constant, and cycle time reduction ... all are being implemented effectively at Vertiv by the CEO, Rob Johnson, and his team.

What advice do you have for enterprise CEOs to emerge stronger post-pandemic?

Going back to the second question, focus even more intensely on your customers, keep investing in your long-term priorities, and be thinking about recovery in the middle of the recession. Recovery does come, so will you be able to access the labor and whatever you need from suppliers to be the winners in recovery?



David Cote is the Executive Chairman of Vertiv Holdings, author of *Winning Now, Winning Later*, and former Chairman / CEO of Honeywell for over 16 years. During that time, market capitalization grew from \$20 to \$120 billion generating TSR of 800%, 2.5 times the S&P 500.

Cote was elected to the Federal Reserve Bank of New York from 2014 to 2018 and was a founding member of the Campaign to Fix the Debt. Cote was appointed in 2010 by President Barack Obama to serve on the Simpson-Bowles Commission and in 2009 as Co-Chair of U.S. India Forum.

Cote holds a number of awards, including the Horatio Alger Award. He was named CEO of the Year from Chief Executive Magazine, as well as a World’s Best CEO by Barron’s for five consecutive years.



Healthcare Leaders Pioneer New Collaboration Model to Transform the Future of Drug Development

By Robert Reiss, Founder & CEO, The CEO Forum Group

The pandemic has elevated drug development to become a universal priority. Along the continuum of drug development are the current overlap of its many branches including: biotech, disease research, artificial intelligence, and investment banking — opening the door for a new collaborative model.

Berg LLC convened leading stakeholders on Sept. 25, 2020 where I moderated what I believe to be a key step in the pioneering of a new collaborative drug development model. The new quarterly series called the Berg Healthcare Exchange focuses on key issues and trends impacting the future of healthcare and drug development amid COVID-19. The panel included:

- Harry Glorikian, General Partner, New Ventures Funds
- Dr. Niven R. Narain, President, Co-Founder and CEO, Berg
- Dr. Jeremy Smith, Governor's Chair at the University of Tennessee, and also Director of the UT/ORNL Center for Molecular Biophysics at Oak Ridge National Laboratory
- Dr. Steven R. Smith, Senior Vice President and Chief Scientific Officer, AdventHealth
- Dr. Anjan Thakurta, VP, Translational Development Disease Teams, BMS

Robert Reiss: How has your drug development work changed throughout the pandemic?

Harry Glorikian: When looking at investments, I'm even more enthusiastic now because the pandemic has caused the industry to further engage in incorporating telemedicine, and reevaluate how to look at centralized trials.... Importantly, tech companies are starting to pay close attention to parts of this process as well. We need a multifaceted, data-driven approach to a pathway we may not see that battles targeted diseases.

Jeremy Smith: The question is, could we have had the drugs ready before the pandemic started? The answer is yes. I have a friend who solved the structure of the original SARS protease when the virus was highly active several years ago; it's identical to the one in COVID-19. Had we found a drug that works against that protein, we would have a working drug for COVID-19 right now.

Niven Narain: Drug development work throughout the pandemic made me think about the people we serve. What has changed for me is that I listen to this conversation among others and see that we're starting to recognize the individuals among and within companies that are serious about getting work done differently. When someone is lying in the ICU and a family member is watching their loved ones on a ventilator, they're only thinking about the acute element that tips the patient back to life.

COVID is a compressed and synthesized example of a life and death situation. If there's one positive thing we can take away from this, it's how we can go about working in different models and collaborate with new partners. Berg is taking patient data and using AI to figure out where the biology goes wrong. I can work with Steve to access patient data to see the Berg model find that African Americans with end-stage kidney disease may have done better on ACE inhibitors. Steve can validate that by looking at patient records. Then, we can connect with Anjan to develop targeted drugs.

Robert Reiss: What could partnerships look like in the future?

Harry Glorikian: You need to have access to interactive data. Steven has real time data from patients. One

of the reasons we've been able to bring the death rate of COVID-19 somewhat down is because people are sharing their data.

Real-time data [from Steve] is unbelievably helpful in drug development. You need to have multiple institutions willing to aggregate data paired with an interrogative biology system that can look at the data, and then ultimately, big pharma can scale up the process.

Anjan Thakurta: As a practitioner of drug development, I always think about the intersections of data and how you can bring it into drug development processes. Data is useless unless you know how to use it, how to interpret it. The weak spot has always been the biology, which is incredibly complex. The beauty is, with access to data to interpret experience, one has the ability to strengthen their hypothesis.

Steve Smith: On the conduct of clinical trials, we're using real time COVID data to target our vaccine trial outreach recruitment and enrollment. We're using big data, geocoding, and old fashioned marketing to reach people to participate in these trials. It increases the speed and efficiency to the point where it becomes smart trials. We're doing that within domains as well.

Healthcare systems have an enormous treasure trove of dark data and usable data, but they aren't engaging in the resources to push it to its fullest use.

Robert Reiss: Is it possible that there is a silver lining or perhaps an approaching golden age of breakthroughs?

Niven Narain: With the right people and the right partnerships, yes.

Jeremy Smith: We use Niven's data with our super-computer at Oak Ridge to screen 1.2 billion chemicals in 12 hours. Someday, the doctor will press a button and know which of 1.2 billion compounds will be the best treatment for that patient with a disease and get treated quickly.



Steve Feldman at 1st annual NKBA Renovation Angel Luxury Kitchen Recycling Awards with Angel Award winner Peter Deane and Master of Ceremonies, NBC's George to the Rescue.

The Vision Transforming Real Estate ... and Society

Turning luxury renovations into reduced landfill, new jobs and philanthropy

By Steve Feldman, Founder & CEO, Renovation Angel

I never envisioned I'd be a CEO, however at 47 I became one! Quick history: I started my career as a rock-n-roll DJ, working up to Senior Marketing Manager, Clear Channel Providence. In 1998, I left radio to fundraise for addiction recovery outreach programs (I'm a recovered addict for 32 years). I landed one good donor in Greenwich, Conn. who unfortunately lost \$30 million in the 2001 market crash. She handed me her final check with the words, "Good luck."

Fortunately, opportunity was literally "next door." My donor's neighbor was Farah Pahlavi (the Queen of Iran). I saw a sign in the Queen's driveway: "Demolition in Progress." So, I drove up to her 10,000 sq. ft. Rockefeller Mansion and it was gone. The idea struck me – why not earn the money, rather than asking for it, by selling donated kitchens, fixtures and furniture out of demolished mansions.

After a four-year successful pilot project, in 2005 I established Renovation Angel, a 501(c)(3) non-profit organiza-

tion. Our mission is protecting the Earth, creating new recycling jobs, and helping those in need. In 15 years, we have recycled over 7,000 kitchens, diverted over 40 million pounds from the landfills, created over \$25 million of jobs, and distributed \$2.3 million to charity.

Recycling and Charity

Our vision is two-fold. The first is recycling the 100,000 luxury kitchens being remodeled every year, creating an estimated \$400 million in new recycling jobs. The second stage of our rocket (like Bombas Socks) is for every kitchen we recycle to create jobs, we want to give one to a family suffering from fire, flood or poverty.

The appeal of luxury recycling has "win-win-win" benefits. Significant financial tax and removal savings, landfill waste reduction, and the good feeling of supporting a self-sustaining charity. Renovation Angel's high-net-worth donors appreciate that we do not fundraise; instead we ask to recycle their luxury kitchens, renovation items, furniture, artwork, etc. An average luxury kitchen donor

saves \$10,000 to \$50,000 on their project. A donor contributing a full house of furnishing saves \$100,000+. You may wonder what happens otherwise to these kitchens. If they are not “recycled” they suffer the three “D’s”. D #1 is the dumpster – expensive and wasteful. D #2 is devalued – you barter or sell your kitchen away and receive a low value for it. D #3 is disappear – you pay for demolition and someone takes it for free.

Renovation Angel has proven to be “crisis-resistant” as we have survived and grown through the Banking Crisis (2008), Social Security scare (2011) and now COVID-19. Before the pandemic, the awareness about sustainability was growing. Now the combination of environmental and economic benefits is becoming that much more attractive to property owners who are renovating, remodeling and relocating.

Expanding with Partners

The future of Renovation Angel relies on our transition from organic growth to strategic expansion. Our plan includes a robust nationwide network of performance-based Industry Partners who are focused on acquiring luxury donations. Renovation Angel’s partners include highly respected professionals from an array of industries including design / build, finance and estate management.

On the corporate level, Renovation Angel is developing vital partnerships with high-profile companies like Miele, a luxury appliances manufacturer. In June 2020, Miele announced a Recycle & Rebate program with Renovation Angel. Through the program, homeowners who donate their qualified kitchens receive an instant discount on new Miele appliances and significant tax and removal savings.

“Miele has made a commitment to producing long-lasting, energy-efficient appliances and conserving resources during the production process for our entire line,” said Jan Heck, President and CEO of Miele USA. “Our partnership with Renovation Angel continues that sustainability effort, and we are pleased to offer donors an advantage to help them complete their renovations with quality products that will help serve them and their families for years to come.”

In 2016, Walker Zanger, a stone and tile manufacturer,

became Renovation Angel’s nationwide Awareness Partner. “We are proud to partner with Renovation Angel, and through this collaboration Walker Zanger will be able to raise awareness among homeowners and designers on the many environmental, charitable and financial benefits of recycling during their luxury kitchen remodel,” says Jonathan Zanger, president of Walker Zanger.

CEOs’ Involvement

CEOs and business executives reading about Renovation Angel may ask the question, “How do I get involved?” Here are three answers:

- 1. Renovating or relocating.** Contact Renovation Angel for a free Net Value Estimate showing your tax and removal savings.
- 2. Word-of-mouth.** Tell someone you know about Renovation Angel – your neighbor, friend, architect, designer, or real estate agent.
- 3. Partnership.** For CEOs in real estate, construction, luxury products, or finance, contact Steve Feldman to initiate a conversation to develop a private label partnership tailored to your company and brand.

In the next 10 years, luxury recycling will be best practice with high-net-worth homeowners and their providers. As you know, it’s better to be a leader than to be a follower. “White markets” are more profitable than crowded ones.



Steve Feldman founded Green Demolitions in 2005 in Greenwich, Connecticut as an environmental solution to the mansion demolition boom. From a career that started as a rock-n-roll DJ, to fundraiser for addiction recovery as a recovered addict himself, Steve’s idea was to earn money instead of asking for it by selling donated kitchens, fixtures, and furniture out of demolished mansions.

The “entrepreneurial charity” evolved into its current form: Renovation Angel, a nationwide recycling program for luxury kitchens, architectural elements and furniture. RA transforms a wasted resource - thousands of luxury kitchens headed for landfills, into millions of dollars of new jobs and funding for charity. Renovation Angel is a self-sustaining non-profit, earning revenue by creating a “circular economy” for the luxury kitchen and interiors industries.

CEO Library

“One of my favorite quotes on learning is from Julia Child, ‘You’ll never know everything about anything, especially something you love.’ My love has been learning about business models and success, where I have read over 1,000 business books; following are three of those which I believe can be of great value to today’s top CEO.”



Moving Your Association from Analog to Digital • Creating Association Prosperity • A CEO’s Guide to Rapid Change • Dan Stevens

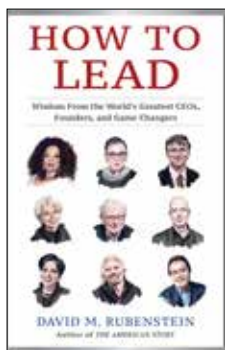
The age of disruption is upon us. Your association will have to embrace a digital-first attitude to remain relevant – improving your ability to both engage members digitally and to monetize digitally. As an association leader, you can become the conduit to a digital culture which puts your members’ needs first. Developing a digital-first association is not easy, but it starts with you.

Moving Your Association from Analog to Digital walks you through the key challenges to understanding digital transformation and how to overcome them. From audience trends, to social media, subscription models, and multimedia, Analog to Digital covers it all for associations and member-based organizations.



Digital Transformation: Survive and Thrive in an Era of Mass Extinction • Thomas Siebel

Digital transformation is a game-changing revolution, but has also become one of the most misunderstood buzz phrases of our times. Drawing on four decades of experience as a Silicon Valley visionary, Siebel brings clarity to the concept of digital transformation and provides readers with a clear action plan to implement it within their own organizations. Perhaps the book’s greatest value is its breakdown of the “new technology stack,” capturing the four pillars of digital transformation for creating billions of dollars in value, cost efficiencies and social benefit. Siebel’s book is the quintessential blueprint and a must-read for CEOs trying to build resilient companies in the midst of this pandemic and beyond.



How to Lead • David M. Rubenstein

Wisdom from the World’s Greatest CEOs, Founders, and Game Changers

The New York Times Bestseller, #1 Wall Street Journal Bestseller. The essential leadership playbook. Learn the principles and guiding philosophies of Bill Gates, Jeff Bezos, Ruth Bader Ginsburg, Warren Buffett, Oprah Winfrey, and many others through illuminating conversations about their remarkable lives and careers.

David M. Rubenstein — author of *The American Story*, visionary cofounder of The Carlyle Group, and host of *The David Rubenstein Show* — has spoken with the world’s highest performing leaders about who they are and how they became successful.

Gain advice and wisdom from CEOs, presidents, founders, and master performers from the worlds of finance, tech, entertainment, sports, government, and many others.



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