



MAKING IT
**HER
CORNER
OFFICE**

“Ask the questions
–because you might
find out it's an
assumption that is
holding you back.”

**Shellye
Archambeau**
Board Director
Fortune 500



“Take a step back
to assess your
personal and
professional priorities
and drive your
career decisions.”

Hina Nagarajan
Managing Director
and
Chief Executive Officer
Diageo India



“Diversity of
thought takes
time to embrace.”

Lesley Salmon
Senior Vice President
and
Global Chief
Information Officer
Kellogg Company



“One of the pieces
of advice I've tried
to give myself and
others is about taking
care of yourself,
because if we don't
take care of ourselves,
how can we be there
for our families?
How can we be here
for our companies
and our team?”

**Stephanie
Linnartz**
Former President
Marriott International



Launched in 2021, Kingsley Gate Partners' Women in Business report studied the women executive leaders of Ibero-America to identify the management skills, motivators, and leadership attributes that catapulted them to success.

The report identified three steps to ensure an inclusive and diverse workforce.



Identify Talent Pipelines

The realization of Talent Pipelines that allow the early identification of young executives with the type of experience and leadership skills compatible with what the organization needs helps the firm stay prepared and take advantage of opportunities in a timely manner.



Evaluate Growth

Organizations have female executive talent in the middle and lower positions who have the personal skills to grow. It is essential to carry out formal processes of Executive Potential Inventory, through the evaluation of Leadership and Management Skills, to implement action plans for those executives who have the potential, make them grow in experience and strengthen their natural personal capacities.



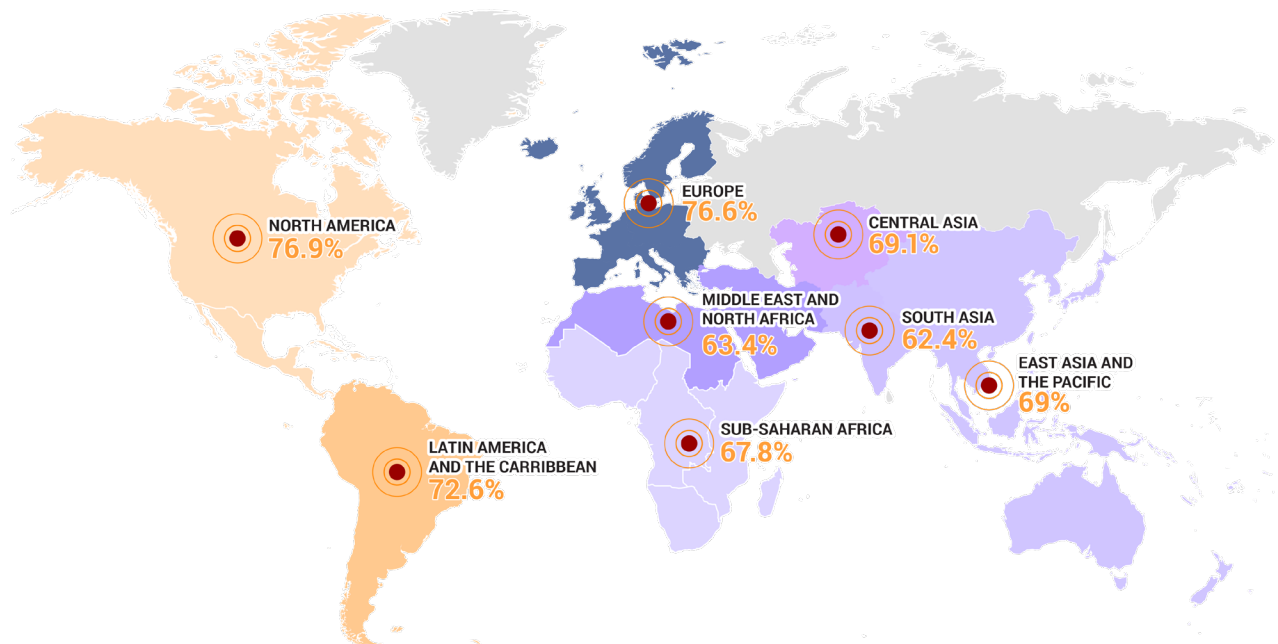
Be aware of your culture

Organizations must become aware of their culture in terms of understanding what kind of people will be more motivated to work in the organization, thus increasing the chances of attracting the best talent. The new generations demand that companies are inclusive, open to diversity, and have concrete policies that encourage it.

Today, we take our report global with [Her Corner Office: a study on the leading women executive leaders of North America, Asia, and Europe](#). We spoke with nearly 100 senior executives at the top of their fields to understand their stories and journey to the corner office.

The 2022 Global Gender Gap Report by the World Economic Forum states that it will take us 132 years until the world is able to close the gender diversity gap.

Gender Parity Achieved by Regions per WEF Global Gender Gap Report



Gender diversity in leadership, too, has seen a steady increase, from 33.3% in 2016 to 36.9% in 2022. However, we still have a long way to go before we truly achieve the balance that reflects the demands of the evolving business environment.¹

How do we as leaders ensure our regions and industries result in a determined growth toward achieving a gender-diverse workplace?

This paper is a compilation of these conversations. Conducted through our In The Spotlight video chats and podcasts, the Her Corner Office study highlights the success of women in the c-suite and the boardroom. It also offers insight into the top derailleurs identified by these women, the motivators they developed based on these derailleurs, and the culture they cultivate as global leaders of their organizations.

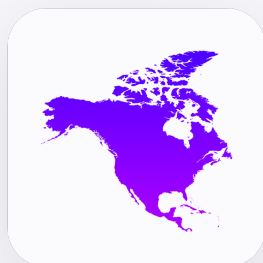
The report further identifies the top management skills that make an ideal leader, the concept and question of balance, the relevance of being a mentor and a mentee, diversity on boards, and, finally, the top advice they have to offer to the aspiring women executives of today.

The Respondent Profile

Conducted via direct conversations on video, through podcasts, and via a survey, the study identified top executive leaders in their fields from some of the largest global corporations.

Region

Conducted via direct conversations on video, through podcasts, and via a survey, the study identified top executive leaders of their fields from some of the largest global corporations. These interviews primarily included women from North America, Europe, and Asia.



North America
58.2%



Latin America
1.6%



UK & Europe
18.8%



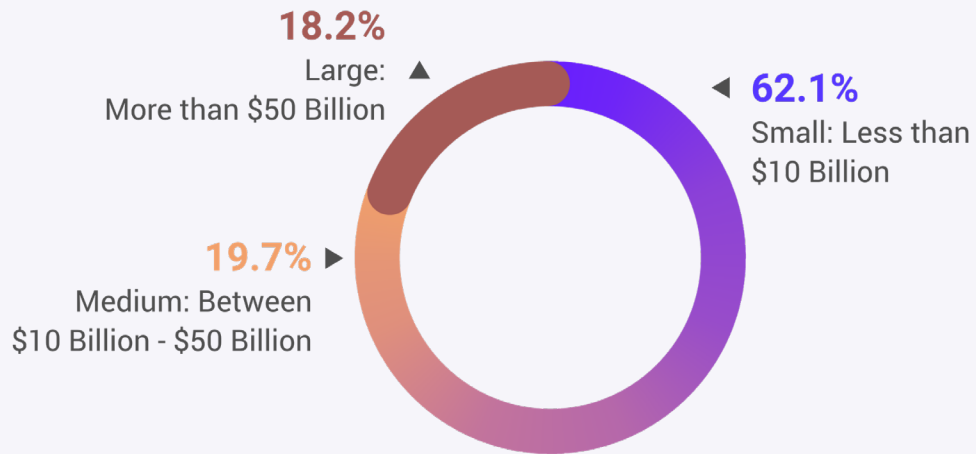
Asia-Pacific & Middle East
10.4%

¹ <https://www.weforum.org/reports/global-gender-gap-report-2022/digest>

Market Capital

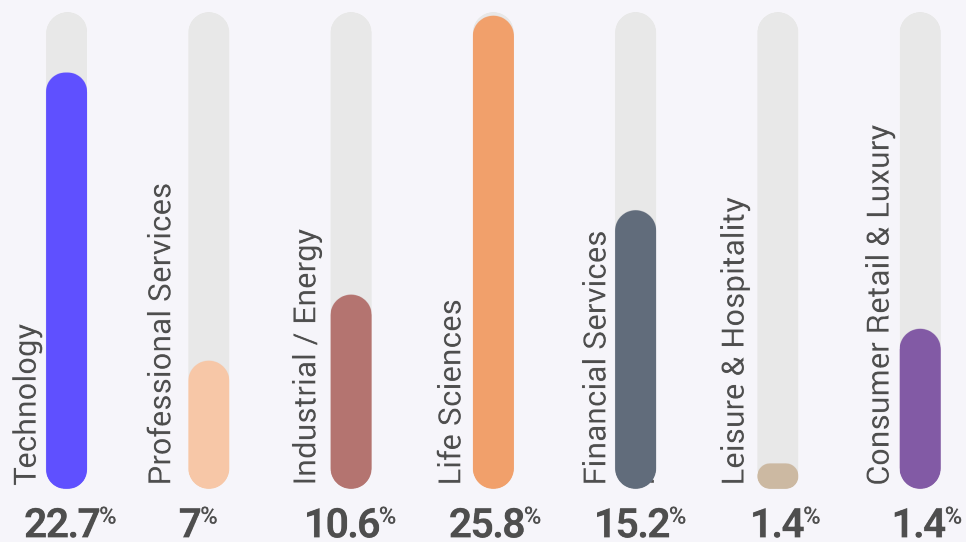
Our participants are currently leading global organizations with a market capital ranging from below \$10 billion to more than \$50 billion.

What is the Market Cap of your organization?



Sectors

The respondents represent some of the largest sectors of the global economy.



MAKING IT TO THE TOP

“My particular philosophy is that you can learn something from everyone. And if you're going with that spirit and that attitude, then everybody can be a blessing to you eventually in your career.”

Stephanie Chung

Chief Growth Officer
Wheels Up

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“You must continue to invest in yourself and your team. Ensure effective communication throughout the team – I cannot stress this enough. Share knowledge as it grows by investing in relationships and networks. Prioritize and act fast on these three steps because technology is moving very fast – as are the business ecosystems.”

Dr. Shalini Sarin

Co-founder and Executive Director
Elektromobilitat India Pvt. Ltd.

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Let's face it - the view from the top is pretty darn good. The corner office brings with it a succession of different feelings – inspiration, teamwork, pride, empathy, and inclusion. In the days of people questioning the need for a corner office, the C-Suite is more than just real estate.

It defines the leadership and management skills that push the envelope - and you - to the top of the "hierarchy." It brings with it the wisdom and experience that enable you to make decisions that potentially affect the business as a whole, and with it, the talent.

The journey to the corner office is tough—more for some than others. Our conversations with some of the leading senior women executives highlighted key skills, culture, and motivators that define a great leader.

Collaborating with and developing people and teams stood high on the list of management skills for our respondents.

Developing and driving a successful team identified as the top motivator for senior leaders.

A Collaborative and Open-Door Culture that is also transparent and inclusive is the culture that leaders aim to foster in their ideal work environment.

And finally, **building effective teams** is the top mantra of our interviewees to maintain a balanced, successful career.

“I think if you ask teams I have led and colleagues across my respective chapters, they will describe me in three ways: accountable, present, and supportive.”

Catherine Krna

Chief Operating Officer and President
Syllable Healthcare



As leaders at the top, it is imperative we drive a culture that develops the required management skills and motivators for aspiring leaders. While our discussions revealed the top motivators that inspire leaders to succeed,

it also highlighted the culture women in business foster based on these motivators.

TOP CULTURE PER MOTIVATOR



Warranting a Collaborative and Open-Door Culture that is transparent and inclusive are two of the top leadership styles chosen by our respondents. What is interesting is the addition of empathetic leadership for those who are motivated by organizations that offer a collaborative leadership style, diverse and inclusive culture, and learning and development opportunities for their workforce.

One way to ensure a collaborative culture is by educating the executive team through demonstration and discussing expectations. The key is to give feedback—not hint—on the organization's expectations of the executive's behavior.

Another is by leveraging the open-door policy by bringing your whole self and perspective to the table. You are in the room for a reason. Use the fact that you have made it there.

Being transparent and inclusive is an excellent way to establish a well-rounded, diverse culture.



“If you are surrounded by people that are like you in how they've been brought up, in their education, in their thought processes, you're going to get through work pretty quickly. 90% of the time, you're going to agree and you're going to get to a reasonable solution. However, if you inject some diversity of background, of gender, of thought into your equation, you're going to find yourself in conflict an awful lot more than when you're surrounded by like-minded people. But I guarantee you are going to have much more interesting conversations and you are going to drive to a better result than if you didn't have that diversity.”

But we have to allow time for that. Diversity takes time to embrace, to get over that initial "I don't agree with that," and to really understand what is driving the difference in thought process of the people sitting around the table. So that's one of the things that I think we really have to embrace, is to allow time for that diversity of thought.”

Lesley Salmon

Senior Vice President and
Global Chief Information Officer
Kellogg Company

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Stephanie Linnartz, agreed.

“I think the key to success and any company is really just surrounding yourself with the top diverse talent that is different from yourself. It could be diversity broadly, race, ethnicity, religion, thought, you name it. Building a diverse team, I think is the key to success.”

Stephanie Linnartz


Former President
Marriott International

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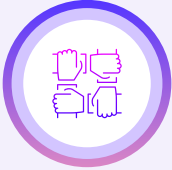
Fostering such a culture paves the way for the required management skills that, according to our interviewees, result in a great leader. These management skills were selected based on the top culture manifested by our respondents.

MANAGEMENT SKILLS PER CULTURE




Collaborative and Open-Door Culture

- Collaborating with and Developing People and Teams
- Problem Solving
- Strategic Vision
- Effective and Open Communications
- Organization Planning and Management




Transparent and Inclusive

- Collaborating with and Developing People and Teams
- Problem Solving
- Strategic Vision
- Effective and Open Communications
- Organization Planning and Management




Flexible and Agile

- Collaborating with and Developing People and Teams
- Problem Solving
- Strategic Vision
- Effective and Open Communications
- Aligning Business Objectives to Create Customer Value



Competitive/Result-Oriented

- Problem Solving
- Collaborating with and Developing People and Teams
- Strategic Vision
- Effective and Open Communications
- Organization Planning and Management



Empathetic

- Collaborating with and Developing People and Teams
- Effective and Open Communications
- Strategic Vision
- Problem Solving and Organization Planning and Management
- Aligning Business Objectives to Create Customer Value


Collaborating with and developing people and teams; effective and open communications; and strategic vision account for the top management skills women leaders can develop in a collaborative, transparent, inclusive, agile, and empathetic cultural environment of an organization.

WOMEN ON BOARDS



“The number one thing that you bring to a board is your integrity. And sometimes it's very difficult because you have to stand up and speak. When other people on the board think you're being dreadful or the management thinks you're being dreadful, you still must speak because it's your responsibility to do the right thing.”

Dr. Jacqueline Kosecoff
Managing Partner, Moriah Partners

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“Studies show that men are very uncomfortable giving women feedback. So, therefore, we have to ask for feedback. We have to actually make it easy for people to give us feedback because if we don't, we won't get the real feedback, and if you don't get the real feedback, you can't improve yourself and, therefore, you'll hit a ceiling and you won't be able to grow.”

Shellye Archambeau
Board Director, Fortune 500

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Our recent article on bringing diversity into the boardroom – and promoting women as chairs – also highlighted key insights that ensure the successful management of existing and upcoming cultural dynamics in the boardroom.



Merge toward a constructive and effective contributory style of board meetings



Provide guidance on how best to interact during board meetings



Rethink and re-engage



Don't lay down and accept when it comes to activists. Instead, listen and don't get into a fight.



Be disciplined—and inclusive as it relates to tenure on boards. Board evaluations, while necessary, can also be challenging.

THE BALANCING ACT

“We need to get rid of this concept of balance because it is a construct that the world puts on us, or worse yet, we put on ourselves that is really not achievable. I think we tend to think about balance in time-limited circumstances, and in my experience, I need to free myself from the expectation.”

It is important to come up for air and really evaluate how we are divvying up our time and energy because it is not limitless. We must be thoughtful and proactive about it because it will get out of whack. We just have to give ourselves that space to realize that today is another day to start again and to try to start inching back in a direction that I want. It's like a pendulum, and as long as we're aware of where we are on that pendulum and have the opportunities to kind of redirect and course correct along the way, I think we're going to live much more fully and have a lot less guilt.”

Jennifer Grove

Vice President – External Relations
Baptist Healthcare

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A commonly used phrase that, so far, defined the various aspects associated with juggling professional and personal life, particularly by women – **work-life balance**.

When asked what their mantra was for balancing a successful career, the top three responses that came up included:



**Building
effective teams**



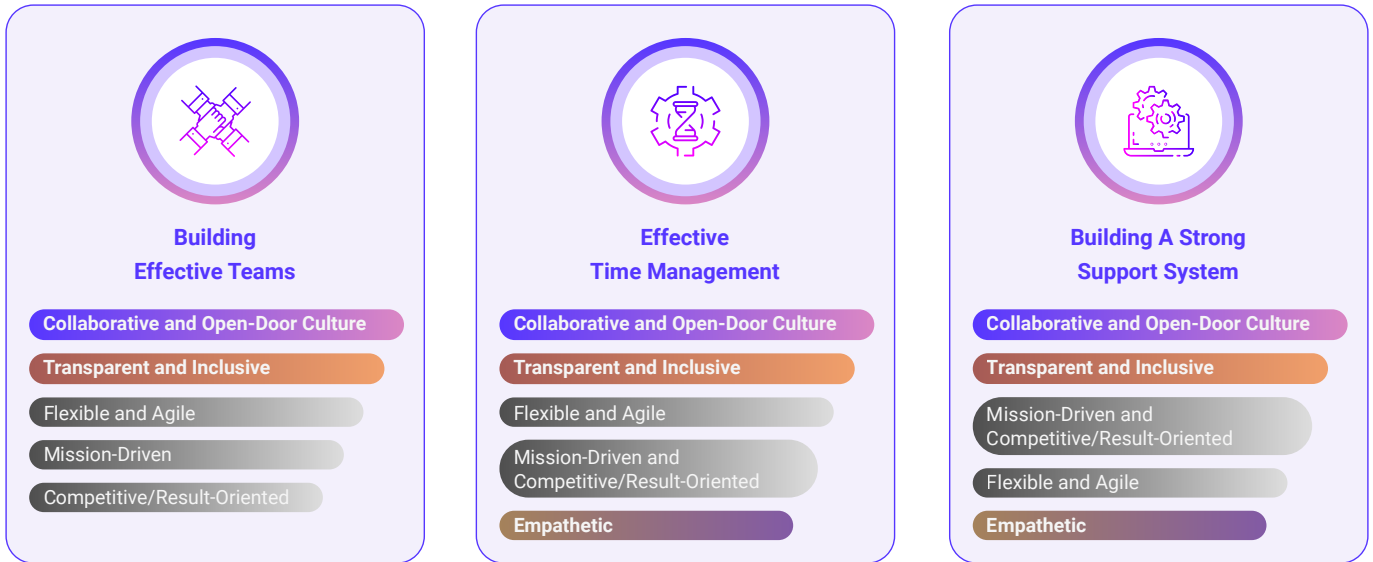
**Effective
time management**



**Building a
strong support system**

These findings corroborate with the management skills that leaders agree make for better executives, i.e., collaborating with and developing people and teams and effective and open communications.

But how does this mantra affect the culture you may want to foster as a leader?



The only difference between the three is the empathetic work culture when leaders try to balance their professional and personal lives by ensuring effective time management and building a strong support system. Ensuring a Collaborative and Open-Door Culture that is transparent and inclusive is still top of the list.

But is there such a thing as balance?

The concept of a work-life balance was first coined in the 1970s and the 80s by baby boomers who strove to find a balance between their careers, their recreation time, and their family time. This was during the Women's Liberation Movement in the U.K.¹

The premise was that women 'needed' that time off in the form of maternity leave and flexible schedules while men could go on with their work unencumbered by housekeeping and family raising.

Today, work-life balance has evolved into a more inclusive sense of being wherein both men and women have different sets of priorities. With the Great Resignation that followed COVID-19, workers are looking for less stress and more flexibility and autonomy in the workplace.²

As you move up the career ladder, the question of balance must evolve into accomplishing your priorities through delegation and a sound support network.

“ I think there's a feeling of being overwhelmed when you've got too many priorities. You don't know where to start. You feel like you're getting to the end of the day and you've not achieved anything. And this is where you need to be kind to yourself. Prioritize and delegate. Make a plan of action and understand where to bring in your team. And most importantly, do not forget to plan for things that give you your energy. It is really easy to stop looking after yourself. ”

Lesley Salmon
 Senior Vice President and
 Global Chief Information Officer
 Kellogg Company

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“ Dr. Jacqueline Kosecoff, Managing Partner, Moriah Partners, agrees.

You can't be in charge of everything. But on the other hand, you can try and manage much better. And one of the advantages of a long and semi-successful career is that you can have that optionality to create that portfolio. ”

Dr. Jacqueline Kosecoff
Managing Partner, Moriah Partners

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IS SELF-CARE THE NEW DEFINITION OF WORK-LIFE BALANCE?



“ One of the pieces of advice I've tried to give myself and others is about taking care of yourself, because if we don't take care of ourselves, how can we be there for our families? How can we be there for our companies and our team? ”

Stephanie Linnartz
Former President, Marriott International

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The idea of self-care establishes a regime that allows you to be of sound body and mind as you make decisions that effectively evolve the culture of your workforce—and your firm. Taking time off – whether it is through meditation, vacations, unwinding with a good book or spending quality time with your family – allows you to build a diversity of thought that trickles down to your team and the rest of the talent pool.

Each leader is different. Each circumstance is different. What matters is what you do with the situation to evolve yourself as a leader. As Hina Nagarajan, MD and CEO of Diageo India put it, "Do hard well."

Giving yourself that time to step back to reevaluate with a fresh mind ultimately helps you imbibe a different type of awareness on what people really can add and how to pivot those capabilities to the benefit of your firm.

¹<https://www.kumanu.com/defining-work-life-balance-its-history-and-future/>

²<https://www.businesswire.com/news/home/20220125005017/en/Work-Life-Balance-Is-More-Important-Than-Compensation-in-2022-Paro-Research-Finds>

IDENTIFYING YOUR DERAILERS

“A lot of time roadblocks happen because of data points and assumptions made by other people. Don't just sit there and say, 'I don't understand.' Ask the question because you might find out that it is an assumption that was holding you back.”



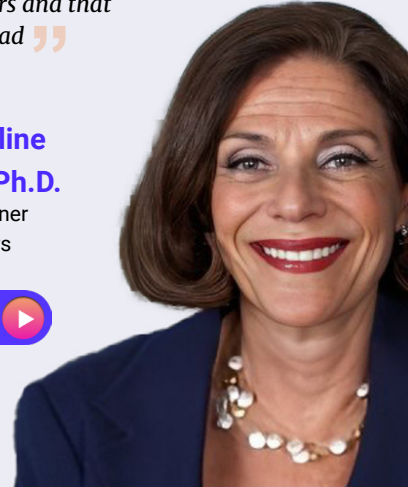
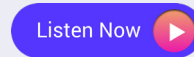
Shellye Archambeau
Board Director
Fortune 500



“I think that it's a responsibility for women to help others stand on our shoulders, such that one day others will stand on their shoulders and that we move ahead”



Dr. Jacqueline Kosecoff, Ph.D.
Managing Partner
Moriah Partners



For far too long, the door to the corner office kept away all those who were not part of the 'all boy's club.' More often than not, it was the lack of self-awareness, confidence, and supportive environment that steered aspiring women leaders away from reaching the corner office.

Today, women run 4.8% of the global companies per this year's Fortune Global 500 list¹—a jump by one CEO over last year. That accounts for 24 global women CEOs.

We identified some of the factors that could potentially derail an executive's career. The top five included:



Lack of self-awareness



Leadership style



Culture fit



Discriminatory behavior at the workplace



Unhealthy or destabilized work-life balance

34.3% of our sample pool also agreed that the lack of a support network or community could also hamper the progress of an aspiring leader.

¹<https://fortune.com/2022/08/03/female-ceos-global-500-thyssenkrupp-martina-merz-cvs-karen-lynch/>



“If I look at it from a woman's perspective, no matter where I have travelled, the biggest derailer I have seen is the lack of support systems for women when they are in their mid-career stages. This is when they've got married, they have children and they're really struggling to balance the demands at work and at home. Having a supportive family, as well as a workplace that provides the right support, is critical for these women to progress in their careers. I mean, I see the biggest attrition at this life stage for women.”

Hina Nagarajan

Managing Director and Chief Executive Officer
Diageo India

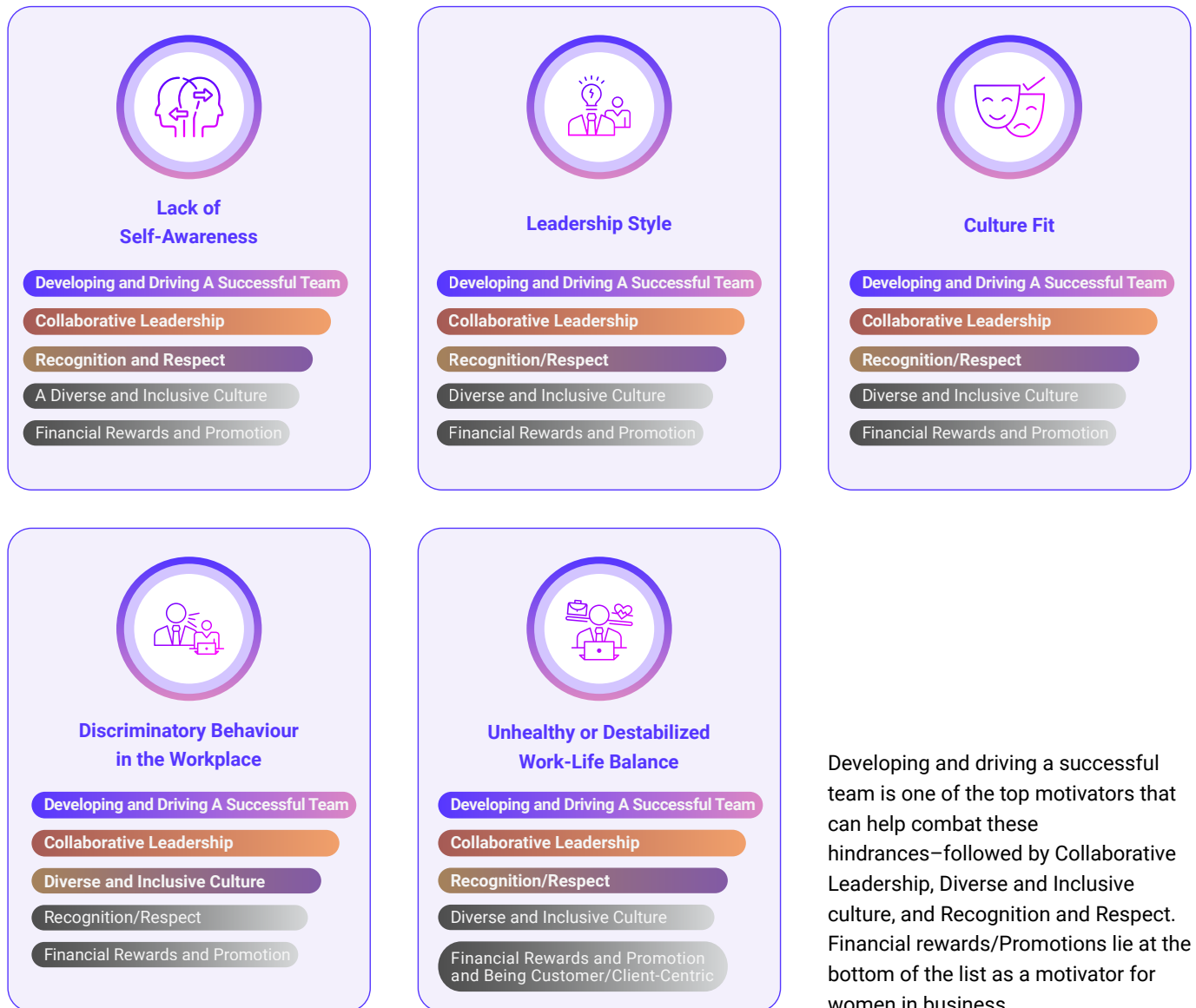
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And this attrition rate has only increased during the pandemic with the pressure of schooling children from home, looking after sick people at home, and then trying to manage a career at home. Organizations have noticed high attrition in women who cannot cope with it all—leading to an even stronger breakdown in self-confidence.

This lack of self-awareness accounted for the top derailer in an executive's career. To mitigate such gaps, we looked at what could motivate leaders most—especially as they face some of the derailers mentioned above.

TOP MOTIVATORS PER DERAILER



Developing and driving a successful team is one of the top motivators that can help combat these hindrances—followed by Collaborative Leadership, Diverse and Inclusive culture, and Recognition and Respect. Financial rewards/Promotions lie at the bottom of the list as a motivator for women in business.

BEING A MENTOR AND A MENTEE

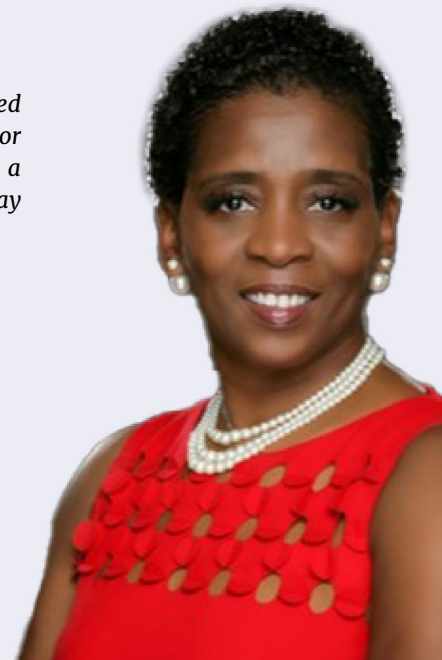
“There have been so many people along my journey that have mentored me. Whether they were former mentors, sponsors, advocates, or champions for me, they taught me things that I think if I look at a theme, it was how to embrace your authentic self and to do it in a way that allowed my leadership to shine through.”

Felicia Guity

Chief of Staff
Google



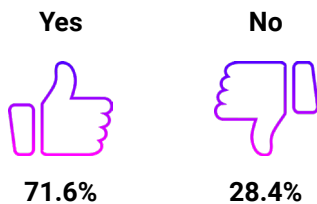
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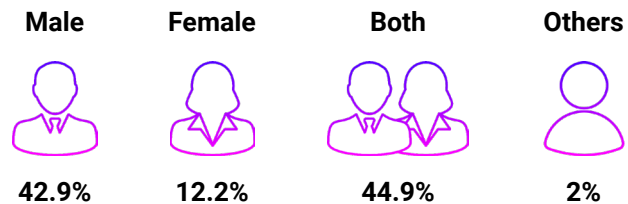
With a lack of self-awareness and a support network forming the top derailers in an executive's career, mentorship is a sound way to build a relationship that engages and elevates your skillset and also builds your competency as a leader.

Our conversation on the relevance of mentorship with our pool of inspiring women leaders resulted in a positive response. While a few had not been mentored or coached through their career trajectory, most had.

Have you had a mentor/coach?



Were your mentor(s) male/female?



“I always recommend this for our early leaders. Try to identify someone and shamelessly seek advice. It's perfectly okay. There are a lot of women and a lot of leaders who are willing to help. You just need to be shameless in asking for advice.”

Nalini George

Board Member and Chief People Officer
Rakuten India




Her Corner Office

“From early on in your career, make an effort to seek someone and shamelessly ask for advice—it's okay.”

Nalini George, Chief People Officer, Rakuten India

Mentorship is available in two formats. One could be a more formal program that is mandated or available in your organization. They pair you or recommend the right mentor for you.

The other is to find a support group anywhere and everywhere. Your mentor doesn't necessarily have to be a leader from your company. They could be a colleague, a family member, a friend—someone outside your industry. You must find someone you can resonate with over a long term and then set a cadence you are both comfortable with to host your conversations.

It is beneficial to create this inner circle of support and then concentric rings of people who will push you and help you develop the functional and technical skills you require for your expertise while also focusing on a mentor or group of mentors around you more often. Some respondents also recommended the benefits of having multiple male and female mentors.

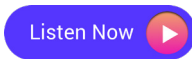
“First of all, I think for women to mentor other women is absolutely critical. I think they just relate to the challenges that the mentees are facing; the mentees are able to hear real case studies from women. I think there's just a different level of empathy that women bring as mentors for mentees, so I think it inspires a lot of confidence and belief.

Secondly, and most importantly, I believe that women cannot progress without the involvement and support of the balance of 50% men. My husband is my strongest mentor. My bosses at all my companies, I was lucky that I had very strong mentors in them. I honestly don't think I would have progressed without their support and push.

Men do make the strongest of mentors and really can help women believe in their potential. The push that men can provide really can egg women on. I think both have a big role to play for the progress of women.”

Hina Nagarajan

Managing Director and Chief Executive Officer
Diageo India



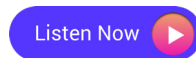
Organizations such as Voya have also introduced programs around reverse mentoring—a method to recognize the diverse mentors who can work together with leaders offering a holistic global perspective.



“Reverse mentoring is all about making us better leaders.”

Christine Hurtsellers

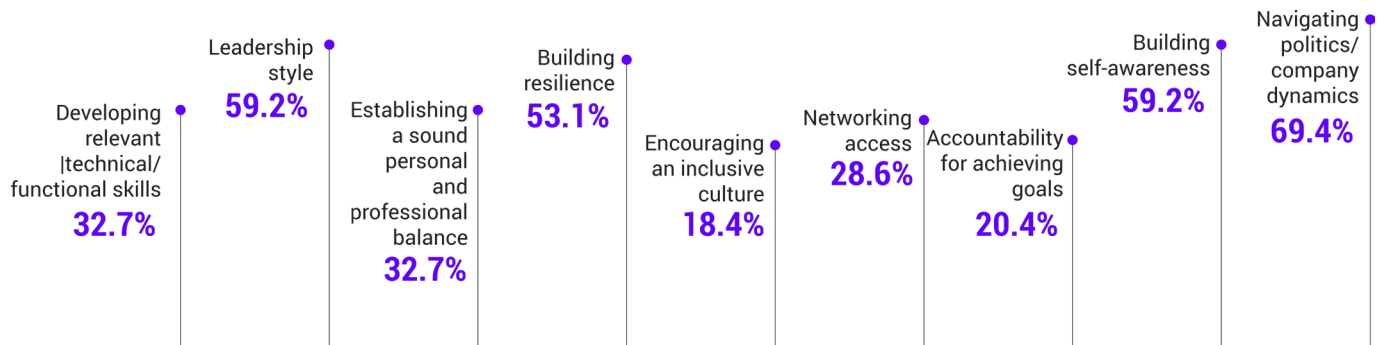
Chief Executive Officer, Voya



Having a mentor helps you gain competencies through their leadership experience that you can utilize on your journey to the corner office. One of the most commonly developed competencies is navigating politics and company dynamics—particularly as aspiring women leaders move forward in their career trajectory.

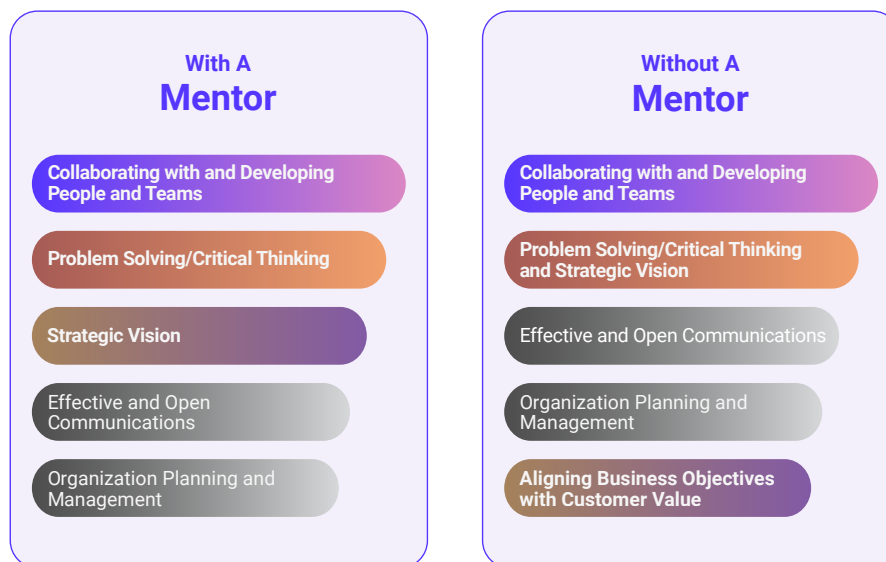
Creating a good leadership style, building self-awareness and resilience, and developing relevant skills are the top five competencies' mentors help mentees develop throughout their professional lives.

What competencies did your mentor help you develop?



We also looked at the management skills that define great leaders – with and without a mentor. While the findings identified similar skills, the priority of order offered additional insight.

Management skills that define a great leader – with and without a mentor



Collaborating with and developing people and teams, problem-solving/ critical thinking, and having a strategic vision are the top skills defining a great leader. However, some respondents who did not get mentored or were not coached also added equal importance to **aligning business objectives with customer value**.

WHAT TO DO WHEN IT GETS LONELY AT THE TOP?



“It can be a lonely place at the top. So, work out who your trusted partners, trusted allies are, as you make your way to the corner office.”

Lesley Salmon

Senior Vice President and Global Chief Information Officer
Kellogg Company

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As you begin your climb up the value chain, you should surround yourself with people who keep you grounded and not let you develop the sense of entitlement that accompanies a seat in the corner office. Building such relationships help you to:

- Understand your shortcomings
- Accept your learnings
- Better your experience

It also helps eliminate any unconscious bias from the process and offers a balanced view on the decisions you may or may not make as a leader. Remember who and what got you to the top because as you move up further on the value chain, you will find fewer people telling you that you're not doing a great job. So, keeping a check on yourself, when no one else is, is also a skillset one must develop on your way up the ladder.

THE WAY FORWARD WITH INCLUSIVE DIVERSITY OF THOUGHT

“ This is not a cookie-cutter world. There is diversity you can see, and there is diversity you cannot see. Identifying this difference and bringing together my personal and professional life has helped position me better to lead from the front and drive the conversation surrounding these issues.”

Christine Hurtellers
Chief Executive Officer
Voya

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“ I think some of the skills that have served me well, to move up the leadership ranks specifically, are, besides grit and perseverance, the ability to be a good listener, to identify talent and to build a diverse team.”

Stephanie Linnartz
Former President
Marriott International

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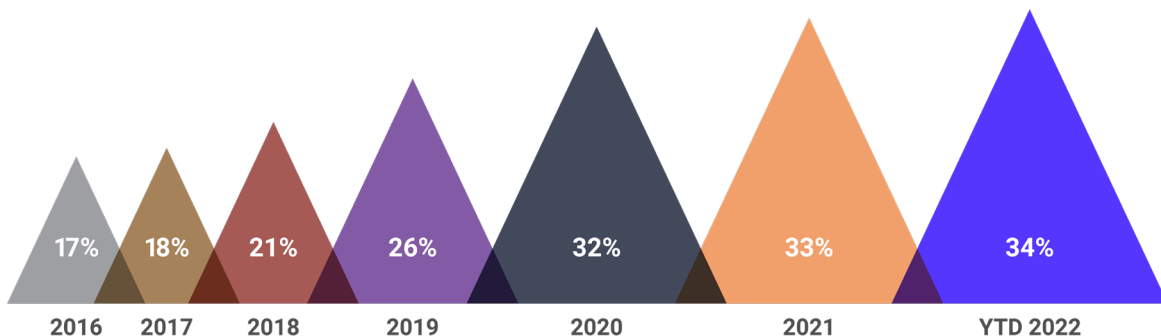


People are the driving force toward building an inclusive and diverse work environment.

Inclusive diversity of talent starts from you. It starts from the language you use and goes up to the effort you make to remove the unconscious bias you probably did not even know existed in your mind. Set the tone for your personal brand as someone who is decisive, transformative, and inclusive and cast a wide net when looking for the right talent. Focus on the skills and attributes they bring to the table through their diversity of thought – and not just based on the diversity of gender, region, race, capabilities, etc.

The demand for diverse leaders is also increasing globally with firms shifting focus to introducing diversity of thought through diverse leaders determined to foster an inclusive culture.

This phenomena has resulted in a steady requirement for women leaders – a rise we also noticed through our own global women placements.



Our Women in Business 2021 study also reported key insights gathered over eight months of conversations with nearly 500 leading women executives.

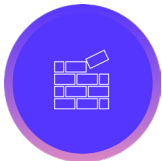
Some of the insights shared by leading senior Ibero-American women executives are quoted below as part of our findings.



Diversity

Women believe and encourage diversity in their own teams and environment and are convinced that it encourages effective leadership behaviors that are healthy for the organization and business performance.

- Diversity is not a goal, it must be internalized by everyone in the organization and it must be part of the culture, values, and mission of the company.
- A significant number of women are now working on a variety of personal projects associated with diversity.
- Diversity cannot and should not be used as a banner for a movement or initiative. Its importance is not a conquest or victory, but for what it represents. Otherwise, it can create more conflict than unity.
- Organizational environments that respect and internalize diversity are environments of greater talent attraction and retention. Women delegate a lot and are open to hiring powerful and talented teams.



Resilience

We found that women do not give in easily to external pressures regarding their careers and once it is clear in the direction that they want to follow, they focus on achieving the goals they set for themselves, to get their place, and generate the space that legitimizes them as executives.

- Successful women are emotionally stronger, disciplined, results-oriented, and have developed resilience and high work capacity, as well as the ability to combine their dedication to family and work with equal intensity.
- The woman, whether she is the leader of the organization or not, should not be afraid to show her emotions or to stop being who she really is. The woman adds up to as much as the man in infinite situations. One should not stop being who she is or adapt to behavior that is not hers to make her opinion count.

“Women who want to grow must Dare, Explore, Search and, Look Ahead.”



Leadership

- Women lead by example and with a strong orientation to the development of people. They are convinced that everything is generated with people—never alone.
- Women delegate a lot and are open to hiring powerful and talented teams.
- We act with a sense of urgency and are very oriented to execute, exercising a humane, empathetic, and reflexive leadership, which also evolves as we advance in responsibility.
- We are intellectually honest, we say what we think, we preach by example, we don't have to be told what to do and we show temperance in our decisions. "We have earned the trust, like the captains in the storm," always showing control of the situation.
- We leave no room for regrets or victimization. Women were never the "weak sex," but it is necessary to know how to position oneself whenever necessary and according to what is right for each moment and situation.
- Women executives tend to communicate in a direct and transparent, horizontal, non-hierarchical style that reflects empathy. They agree on the importance of conducting their emotions better, which in turn is key to establishing an objective and positive relationship with their environment, so that while continuing to bring emotionality they are more effective on a steering committee.

“We are the first barrier; we have to believe in ourselves first.”



Balance

Most of these leaders had unconditional support from their families to be autonomous and independent to make their own life and career decisions. This has been a determining factor in the professional development of many of them. The executives who had this family support suggest this as a key factor for the success of future generations.

- Most women recognize that they have made great personal and family sacrifices, however, they also believe that without them they would not be where they are today and are convinced that their professional experiences have made them better mothers and have allowed their children to grow. It has been key to always have clear priorities and act accordingly.
- It is entirely possible to reconcile personal and professional life. It is not necessary to give up one to succeed in the other. But it is necessary to know how to position yourself without victimization and to assume that there is a life beyond your professional career.

“ It has been fundamental to have a family that understands and accepts; that assumes the sacrifices that my professional success brings. ”

- They are aware of the strong imbalance between the personal and professional aspects of their lives in the initial stages of growth, however, they feel they chose to do so at the time and have made sacrifices that in many cases have been compensated. They expect to be recognized financially without having to ask for it.
- Many times it is the executives themselves who limit their own growth, especially because of family responsibilities. However, women who opt for an executive career often structure their personal lives by optimizing the quality time they spend with their families in a pragmatic way and achieve a healthy balance.

“ Women, dare! Don't be afraid, you don't have to abandon your families; it is possible and we have the capacity to do both. ”



Development

Women tend to be demanding with education whatever their work universe. They aim high and raise the bar in everything they do, as well as investing in their development whenever they can.

- In the opinion of most, a solid basic and academic education is fundamental for success. All this background is what will allow them to stand out and distance themselves from the ordinary.
- Women plan their careers, take charge of themselves and do not go with the flow. They value international experience for what it brings to developing a global, broad business vision.
- The error is in wanting to compare themselves with men; we are different beings and as such have different strengths and weaknesses. The wealth is in knowing it and taking advantage of the complementarity.
- Some of the women we have talked to agree that at the beginning of their careers, sometimes being the only woman in a leadership role, it was useful to acquire a tougher and even masculine style of communication, in addition to talking about topics typically preferred by men. These same women, who developed the ability to blend in, recognize that over time they internalized the value of vulnerability and empathy in, for example, creating better work teams.

“ I had to learn about soccer in order to fit into the Board of Directors. ”

- Most agree that they set the limits for themselves; they must seek out and take the opportunities, taking control and responsibility for planning and structuring their career and future.
- Many female executives believe that there is a growing number of sectors and companies in many societies that are making significant efforts to facilitate a positive evolution in the presence of women in executive roles - but there is still a long way to go.



Mentoring

The vast majority of successful women leaders recognize that they had parents, bosses, coaches, friends or mentors who guided them on their path and contributed to their process of gaining self-confidence.

- The leadership of demanding bosses and trainers has been relevant in their careers, so it is important to look for opportunities to work with professionals from whom you can learn and who are willing to teach.
- Developing and maintaining networks and close relationships with other professionals throughout the career is of great value - you do not build a successful path alone

“ **Women are over-mentored and under-sponsored.** ”

- Some of the interviewees were trained in patriarchal environments, some very conservative - which have been an important stimulus, and in some cases the determining element to become autonomous and independent. They are ambitious and proud of their achievements.
- It has been key for women who exercise leadership roles today to have clarity about what moves them, and from there the type of organizations where they can really feel at ease while doing something that makes sense to them, and from that space generate value.
- Many women have had strong events on a personal level, which have been instrumental in developing resilience and emotional strength, which in turn were central to the development of their careers.

As leaders on their way to the corner office, how do you respond to specific instances of unfortunate, unconscious bias?



“ *With a strong, positive response that leaves people with their dignity. There was this one time when my team hosted a highly successful, large-scale event, one particular customer came up to me, and when he found out I was the highest-ranking leader there, he goes, 'you must be really, really good for you to be in charge here.'* Now, in his mind, he might have meant it as a compliment, but as a double minority, you realize it isn't. So, my response was to agree, yes, I am that good. My point is, we need to start having these uncomfortable questions. The questions asked are the equalizer, and if I can understand where you are coming from, then, more importantly, you too can understand where I'm coming from. Only then do we have a real opportunity to move the conversation forward and perhaps get to a place that makes sense for all. But if you're not willing to have the discussion, have the uncomfortable conversation, or more importantly, listen and learn, that's when it gets a little challenging. ”

Stephanie Chung

Chief Growth Officer, Wheels Up

Listen Now



ADVICE FROM THE TOP

“ Know what your strengths are and what they are not. Always be clear about your foundational pillars. There is an element of self-awareness and coachability in knowing your baseline. ”

Kristin Myers

Chief Executive Officer and Co-Founder
Hopscotch Health

Watch Now



As a conclusion to our study on Her Corner Office, we put together all the advice we gathered from our various global participants. These women have lived some extraordinary stories, and we hope they inspire you on your journey to the corner office.

Motivational Advice

“ Your organization is short on talent to achieve its goals, especially talent like yours. You are not "lucky" to get the next good assignment, the organization needs you and it needs you to succeed. I had no idea the opportunities I could have reached for had I been more confident. ”
Independent board director, COO, and leader of digital transformation and growth in the Financial Services industry

“ 1. Nothing in this world can serve as a one-stop solution for all. There will always be some outliers, and we have to learn to embrace them.
2. Well defined end objectives are the true differentiators across all spheres of life.
3. As a leader, if you are to err, err on the employee side. The merit in this is far higher than anything else. ”
Head of HR at a leading global telecommunications organization

“ I have learned that great leaders don't have all the answers; they just ask better questions. ”
Chief People Officer of an HR and compliance organization

“ Leadership is a choice and an opportunity to serve. ”
Group Chief HR Officer at a leading manufacturer in healthcare

Mentorship and allyship are relevant at all career stages. It's never too early to seek a mentor for guidance and advice on how to navigate within an organization. ”
Certified Executive Coach

“It's not about work-life balance; it is about choice. Communicate your boundaries and be transparent and consistent with the choices made.”
Chief Marketing Officer at a leading financial services provider

“Take a risk, lean in, and don't be afraid to fail.”
Chief Executive Officer of a leading asset management organization

*“Be mindful of the shadow that you cast.
The more a man speaks, the less he is understood!”*
Chief People Officer of a leading tech-enabled biopharma company

“Be your greatest advocate. Don't assume that hard work and great results will translate to success automatically. Be prepared to ask for promotions, raises, additional responsibilities/opportunities, etc.”
Chief Financial Officer of an R&D scientific software company

“Be politically astute, not political.”
Anonymous

“Never be whom you think your boss wants you to be – be who you are.”
Chief Executive Officer of an American multinational consumer electronics retailer

“Be decisive. Your leader won't fault you for not making the best decision, but they will fault you if you can't make one.”
Anonymous

“When it gets uncomfortable, that's when something new is happening to or around you. Pay MORE attention, don't push it aside. Walk into the static of the discomfort. It's never as bad as it seems when it's unknown.”
Chief Executive Officer of a leading virtual mental health platform

“Many years ago, a Managing Partner asked me during my career development conversation who I wanted to become from a career perspective, and I said I want to be a partner. And so, he said – if you want to be a partner, behave now like you are a partner. I took his advice to heart, and it certainly helped me to advance my career faster. So, I would say two things are crucial for a successful career:

*Be very clear about whom you want to be and what really moves you; and
Whomever you want to become, behave like one now, and the rest will follow naturally.”*
Chief Human Resources Officer at a British multinational research-based pharmaceutical company

“Just be your authentic self – whether you are talking with the CEO or a front-line worker. It takes too much energy to be anyone else.”
Anonymous

Advice on Leadership

“Develop and train the people in your team the way they become the future leaders you want to report to one day.”

Chief Human Resources Officer at a publicly traded healthcare technology company

“• A career is a marathon, not a sprint

- Look for linkages – see how all the pieces fit together
- HR Specific: sometimes the action is no action – wait to see how things develop rather than rushing in”

Chief Human Resources Officer at a leading manufacturer of advanced technical ceramics

“I have 11 things I have captured over the years.

- Confidence without humility is arrogance – stay humble as you climb.
- Calibrate your ethical barometer early in your career – the time to understand your boundaries is not in the middle of an ethical crisis.
- Champion Diversity – if it does not matter to you now, the day will come when it does.
- Know what you love to do, what you can live with doing, and what is off the table.
 - Take calculated risks.
 - Own your career and its progression – no one cares about it more than you.
- Communicate honestly and transparently – people need to know where they stand.
 - Seek out mentors.
- In applying for jobs, use the 60% rule. If you meet 60% of the criteria, then you should apply.
 - Develop your EQ.
- Work/Life balance is in your hands – the company will take as much as you give them.”

Chief Product Officer of a leading software company

“Your organization is short on talent to achieve its goals, especially talent like yours.

You are not "lucky" to get the next good assignment, the organization needs you and it needs you to succeed.

I had no idea the opportunities I could have reached for had I been more confident.”

Independent board director, COO, and leader of digital transformation and growth in the finserv industry

“1. Nothing in this world can serve as a one-stop solution for all.

There will always be some outliers, and we have to learn to embrace them.

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Certified Executive Coach

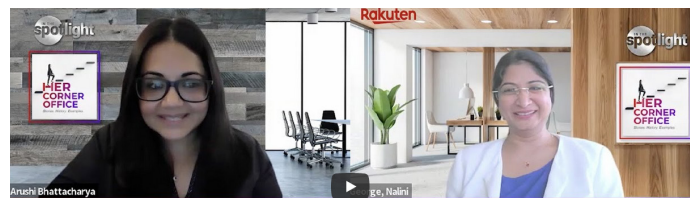
“It's not about work-life balance; it is about choice. Communicate your boundaries and be transparent and consistent with the choices made.”

Chief Marketing Officer at a leading financial services provider

“Learn to be resilient. This is not something you can inherit, but you must learn”

Nalini George

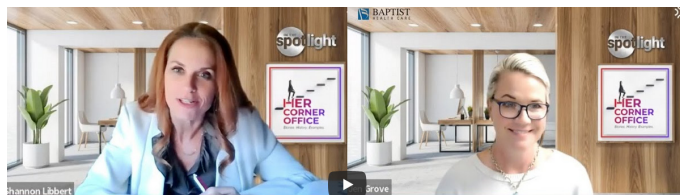
Board member and Chief People Officer
Rakuten India



Her Corner Office

“From early on in your career, make an effort to seek someone and shamelessly ask for advice—it's okay.”

Nalini George, Chief People Officer, Rakuten India



Her Corner Office

“Fear and excitement feel the same way in your stomach — so, don't run away from it.”

Jennifer Grove, Vice President - External Relations, Baptist Health Care

“Fear and excitement feel the same way in your stomach – so don't run away from it.”

Jennifer Grove

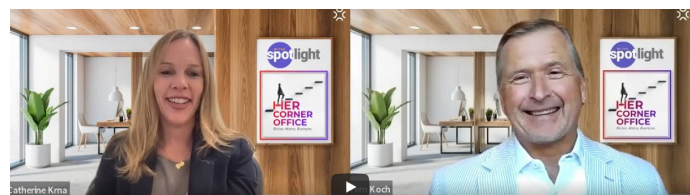
Vice President – External Relations
Baptist Healthcare



“If you're so concentrated on getting the right answer or so concentrated at the end of the race, you lose the whole point that it's in the journey.”

Catherine Krna

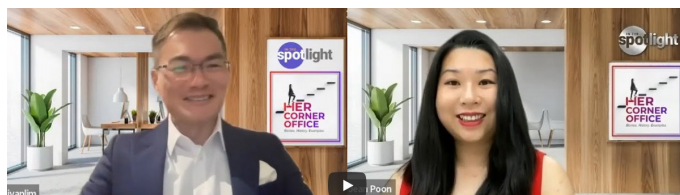
Chief Operating Officer and President
Syllable Healthcare



Her Corner Office

“Diversity is not important for diversity's sake. I think better business decisions are made because diversity of opportunity and experience really matters.”

Catherine Krna, Chief Operating Officer and President, Syllable Healthcare



Her Corner Office

“Be authentic. Don't let anyone ask you to be who you are not.”

Jean Poon, Former Talent Acquisition Director, Asia-Oceania, Dassault Systèmes

“Be authentic. Don't let anyone ask you to be who you are not.”

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Former Talent Acquisition Director, Asia-Oceania
Dassault Systèmes



