

Dare
to be
Extra-
Ordinary.

LIFE LESSONS FROM WOMEN
WHO TAKE THE LEAD

Dare to be Extraordinary.

LIFE LESSONS FROM WOMEN
WHO TAKE THE LEAD

Written by Maritza Gomez Montiel and the Women of Deloitte

Edited by Meredith Shue and Kathryn Metcalfe

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Foreword

BY JOE ECHEVARRIA, RETIRED CHIEF EXECUTIVE OFFICER, DELOITTE LLP
NEW YORK, NEW YORK

The essence of leadership is inspiring people. Leaders convey their vision, their passion, and even share their innermost self in order to move people to take action. At Deloitte, we know how challenging this is because the greatest asset in our firm is our people.

It is tempting to look at Maritza Montiel's list of accomplishments at Deloitte as evidence of her leadership. From her work with clients, to her success in building lines of business, to her leadership transforming entire practice areas. It's remarkable. Most people would be proud to achieve a fraction of what she has accomplished at Deloitte.

Yet, her biggest accomplishment is far greater. Maritza has furthered our firm's tradition of leadership and development, helped foster a culture of learning and growth, and promoted a spirit of achievement. She is a natural builder, and has long understood that you don't build a great firm with mottoes. You build it with a diverse array of people.

I am, like many others who contributed to this book, living proof. When I first met Maritza, I was young, raw and inexperienced. I grew up in the South Bronx and didn't have a network of friends from my childhood or anyone in my family who could guide me through those first critical years in the profession.

But like many people who have enjoyed the opportunity to work with great leaders like Maritza, I had someone who made me believe in myself. When it counted most, she was there for me as a coach, champion but most importantly as someone who cared.

Since Deloitte launched our profession's first women's initiative (WIN) under the leadership of Mike Cook more than two decades ago, we have broadened how we define inclusion. We have made it a burning platform within our organization because, as the nation's largest professional services organization, we rely on a talent advantage. That's what our clients expect, and it's what allows us to deliver superior performance.

Maritza has been a powerful force, driving our culture of inclusion, where difference is strength, where standards stay high and where our clients see us as leading from the front. That's the mark she and many other incredible women at our firm have left, and for that, we are all incredibly thankful. As for Maritza, well, te quiero.

Leaders on Leadership

PUNIT RENJEN, CHAIRMAN OF THE BOARD, DELOITTE LLP
PORTLAND, OREGON

A strong sense of purpose is a defining characteristic of exceptional organizations. At Deloitte, we apply our skills, knowledge and resources to create enduring, positive impact for our clients, people and society. Ours is a culture of purpose, brought to life through shared values and beliefs that place a high premium on diversity and inclusion.

For example, we are bound together by a passionate belief in developing skilled professionals and future leaders. Supporting women to serve in leadership positions has helped us create working environments that elicit and benefit from diverse perspectives and experiences. As a result, we are better able to serve clients with distinction and integrity, develop our people as colleagues for life, and make a difference in our world.

01

Courage

“Sometimes not taking a risk is a greater risk.”

— BILLIE JEAN KING

Courage

I thought long and hard about whether or not to write this book. Would anyone want to read it? Why on earth would my experiences during 40 years at Deloitte be of interest to anyone other than my friends and family? But then I realized something: this book isn't for today. It's for tomorrow and the days that follow. In sharing my experiences, I believe that I'm encouraging future generations of women to share theirs so that we can learn from each other, make each other stronger, and help each other become more successful.

By talking about the obstacles that I faced at a time when there were virtually no women in the audit profession—and by sharing the stories and wisdom of the other remarkable women featured in these pages—I hope I can, at the very least, lend the women who come after me some valuable perspective. You are not alone. Other women have faced the challenges that you face today, and you can persevere, no matter what. I faced a lot of obstacles and challenges, but I believe to this day that it's *because* my road was hard that I was so driven to prove myself.

No matter how difficult or challenging the task at hand, even if I didn't feel that I was getting the right assignment or the proper recognition, I might have given myself permission to mope for a couple of days, and that was it. My goal was to move ahead with even greater conviction, believing that yes, I can make it, and yes, I can do it. That leads me to the subject of this chapter: *courage*.

SHARON ALLEN,
RETIRED CHAIRMAN OF THE BOARD, DELOITTE LLP
LOS ANGELES, CALIFORNIA

When I graduated in 1973, women made up only five percent of all accounting graduates. As I began my search for a job, I knew I wasn't going to find many women along the way. In fact, I was the first woman hired in the audit function in my office at Deloitte. Over the years, I was the first woman office managing partner, the first woman regional managing partner, the first woman elected to the Deloitte Board of Directors—and the first woman chairman. While proud of those “firsts,” I always felt it more important to focus on the next—the next women in important roles. Even in my retirement, I consider it my responsibility to help other women succeed.

On my career journey I learned many lessons, and one of the most important came early in my career. I was passed over for a promotion. I went to my boss, expressed my surprise and shared with him a list of all of the things I had accomplished. He told me that he didn't know that I had done all those things! That taught me a valuable lesson: look out for your own career. Take personal responsibility for ensuring that those around you recognize the contributions you have made. There are ways to do that without being a braggart.

What Drives Me

You're born with some of your drive and passion. Then, as you mature, you develop your ability to persist, strive and endure. My ultra-competitive nature and passion started in my childhood. I grew up a middle child. My older sister was the family superstar: a gifted intellectual who won every academic medal. She also had an amazing ability to play the piano and was great at ballet and flamenco dancing. To top it off, she was beautiful. How could anyone compete with that?

My younger brother had a heart condition when he was young, and at six

months old had open-heart surgery. He was actually even smarter than my sister. He was also an incredible athlete, and if not for his heart condition, I'm sure he would have gone on to play Major League Baseball.

Bookended by two siblings who were great at everything, I developed a fierce drive to be the best. I was always pursuing the things that middle children are known to strive for: attention and approval from parents, teachers and peers. Going full speed ahead in everything I did was more than a survival skill, it became my automatic setting.

My mother was my biggest influence. She was an extraordinary woman who lost her husband before age 50 and raised three kids without being able to speak a word of English. She only had an eighth-grade education, because back in Cuba where she was from, women only went to school through the eighth grade. After that, you learned to sew and knit and cook — to take care of your future husband. She didn't go to college, or even high school, because that wasn't even an option.

After my father died, my mother learned to drive and put all three of us through school, working two jobs. To her, there was nothing impossible in life and nothing was off limits just because I was a woman. She would tell me, "Of course you're going to pass the CPA exam." "Of course you're going to graduate from college." "Of course you're going to make partner." To her, it was a foregone conclusion that I would succeed. She believed it, and eventually so did I.

If any of us had a second of doubt, that was just too bad. Mother would refuse to let us quit at anything. She taught us that passion and perseverance go hand in hand.

All of us need to adopt a simple attitude: we are the CEOs of our own careers. We are responsible for the opportunities we make and the path we take. We have to do the negotiating. We have to have the vision. We have to set the goals and find a way to reach them. Nobody else is going to do it for us. That's the attitude I had when I came to Deloitte.

What drives you to pursue your goals?

DIANE DAVIES, PRINCIPAL, DELOITTE CONSULTING LLP
LOS ANGELES, CALIFORNIA

I have had the great fortune to experience many great leaders during my 24-plus years here at Deloitte. The thing that strikes me most is that many of these leaders had vastly different styles and strengths, but certain things in common.

What are the common traits and key elements of great leaders? They all have a real passion for what they do and use this to inspire others to greater performance. They are highly self-motivated, confident, and unafraid to challenge the status quo and make tough decisions. They learn from a diverse team and achieve ambitious goals. I have also seen a human side to these leaders (and at times a little insecurity) that motivates them to continue to learn and grow as people.

As a woman in a leadership position, I try to be authentic and a good listener. I try to create a safe environment for people to share ideas and bring diverse points of view. I challenge the status quo, but in a respectful way, pushing for a vision of something better. As a leader, you need to live your values and model the attributes and behavior you expect in others. Sometimes you have to bring your team along patiently; sometimes you have to remove a disruptive team member.

I have two daughters—both teenagers, both incredibly bright. I have taught them that there is no limit to what they can achieve. My advice to them:

- *Find motivation and satisfaction with success from within. Do not look to others to validate your successes.*
- *Find something that you enjoy doing and an environment where you can continuously learn.*
- *Once you start developing capabilities, play to your strengths. If you get bored, move on to something else to continue to grow. The work you enjoy eventually becomes a passion.*
- *Find people who inspire you and learn from them.*
- *Don't underestimate your ability to achieve great things.*

800 Khakis and Navy Blazers

When I joined Deloitte in 1973, there were no female role models. Women in the C-suite, women in the boardroom ... these things were inconceivable. There were no prominent women leaders in the accounting or consulting business whose leadership style we women could emulate. We had to learn on our own and cultivate a style of our own.

Here's an example of what it was like: When I made partner and went to my first partner meeting, there were 800 guys in khakis and blue blazers and a total of five women (including my class of three). There were so many men, and so few women, that we even let the men share the ladies' room with us!

The gift we received at the end of the conference? A men's necktie with the Haskins & Sells logo. Today, we're more thoughtful. But back then, women were a mere afterthought.

To further complicate matters, in those days no one thought about diversity. If you were a minority, it was up to you to figure out how you fit into the bigger group. If you were young and inexperienced, you did what you were told. My first assignment when I joined the Miami office in 1973 was to work as a tax accountant at the Fort Lauderdale office. There was only one problem: my old Ford Mustang had been stolen on my last day at the University of Miami. So the first day I went to the Miami office by bus. I had to tell my boss that I had no way of getting to Fort Lauderdale ... but that when I got my first paycheck I would have enough for a down payment on a new car. Not exactly the first impression one wants to make!

KAREN MAZER, PRINCIPAL, DELOITTE CONSULTING LLP
PHILADELPHIA, PENNSYLVANIA

When I first started at Deloitte, I could not imagine becoming a partner. I viewed it as a starting point: get some experience and then go work for a client who wanted to hire me. Twenty-four years later—sixteen as a partner—I cannot imagine anything else. I am incredibly grateful for what I have had the opportunity to do, contribute, and experience

during this time. It hasn't been without its bumps, and there have definitely been some low points, but the amazing thing is that there are always wonderful people around who can help you get unstuck when you need it.

One of my best leadership examples came from a client team I worked with several years ago. We had a portfolio of 50 projects ranging from a major transformation program to smaller assessment projects, and hundreds of people on the ground. Our account leader was a great judge of talent and was able to attract some of our best to the account. He was also able to step back and create roles that allowed people to stretch and develop. He was a big personality who made room in the limelight for others. That created great career opportunities for everyone who worked with him and shaped my leadership style and philosophy.

“Because You’re a Girl”

At Deloitte we were lucky enough to have an employer that believed in hands-on mentoring of its new hires. Back in those days, the organization assigned each of us a “career counselor,” someone who had typically been at the organization for five to ten years but wasn’t yet a partner. I was fortunate to get a career counselor named Leon Mayshak, who would end up staying with Deloitte for 38 years and would become my voice of reason and a shoulder to cry on during those early years.

Leon went out of his way to be someone I could talk to and lean on, someone who would support me. But he was also very tough, and it took me a lot of years to understand why he said the things he said. Whenever I didn’t get an assignment I wanted or the credit I thought I deserved, I would ask, “Why is this happening to me, Leon? Why can’t I be the lead senior on this project or client?”

Leon would smile and say, “Because you’re a girl. Things will happen to you because you’re a girl.” He said this to me again and again, and more than once it drove me to frustrated tears. But the more I thought about it, the more I understood what he meant. I was a girl. Men made the rules and like it or not,

I had to play by those rules for the time being. In my experience, there are two types of courage. Here's one of them:

Making the best of the way things are.

Perseverance isn't flashy, but it's how we get what we aspire to. It's nice to believe that we can change things on command, but that's not always true. Sometimes, we have to do the best we can with what we have—but we'd better be ready when things finally change! Leon was telling me that, as a woman, I wouldn't get the same opportunities as the men ... at least not right away. That was true; most of my early auditing assignments were for small private companies and non-profits, while the big, prestigious audits of public corporations went to the men. That was the way things were.

Leon helped me realize that a weakness is only a weakness if we let it be one. I learned to be relentless—to say: "Okay, life's not fair. What am I going to do about it?" and then to have the courage to do something about it. So I took on the jobs and the challenging client assignments that no one else would and made them and the people who worked on them feel special!

BARBARA ADACHI, RETIRED PRINCIPAL, DELOITTE CONSULTING LLP
SAN FRANCISCO, CALIFORNIA

At Deloitte, I have learned the importance of authenticity, passion, perseverance and courage. As a first generation Japanese-American, I grew up in a world where I felt I needed to conform. But I rebelled at an early age and took a different path, while staying true to myself. Others know when you are being genuine, and this becomes even more important as a leader. You must build trust and have followers who will share your vision. This starts with authenticity and being true to your own values.

Growing up, I was taught the importance of "gambaru," a Japanese word that means "never give up." Perseverance is key, as there will always

be obstacles and setbacks. When I was starting out at Deloitte as Senior Manager and building a practice, I made 50-plus cold calls per week, most of them ending in “No.” It took almost 18 months until I made my first real sale and I was certain I was going to be fired any day. Instead, I had great support from our managing partner who encouraged me to “act like a partner” and treat this like my own business. That support inspired me to stay the course. I am so grateful that I did.

Courage is essential. Courage is about not being afraid to fail, about taking risks and taking a stand when you believe in something. In my first practice leadership role, when I asked our managing partner about joining the management committee, I was told, “You aren’t seen as a leader by the other partners.” My heart sank but I responded with a smile, saying “That’s because I am not on the management committee.” To be respected by the other leaders, I knew that I needed to be viewed as their peer. We both laughed and he said, “You’re right. I can help you.” He became my mentor, and this experience was a turning point in my career and my journey on the road less traveled.

The One/Three Syndrome

One of the other frustrations we women faced at the time was that our performance and potential was being judged by men who had little or no idea where we fit in Deloitte or the business world. Who could blame them? The workforce was changing fast as women entered the business world with no “how to make this work” kits. Twice a year at Deloitte, we received two kinds of evaluations: one number for “current performance” and the other for “long-term potential.” Every six months, I sat down with Leon to discuss my evaluations.

Both evaluations were on a one-to-five scale, with five being the lowest score and one being the highest. As a high-achiever type, I was happy that my current performance evaluation was always a one. But long-term potential was another matter. A rating of one indicated “unlimited potential,” a rating of two meant “making it to the next level with certainty,” and a three rating meant

“potential undecided.” A four or a five basically meant that you had no future with the organization.

My long-term potential score was always a three. I had a chronic case of *One/Three Syndrome!* No matter what I did, or how hard I worked, I was stuck being a one/three. When I asked why, Leon didn't have an answer. That leads me to my second definition of courage:

Believing in yourself even when no one else does.

After one of my evaluation sessions, I asked Leon who was responsible for rating me a three. He told me that it was a partner who was the head of Talent at the time.

When I walked into that partner's office a few days later, I sat down and asked him, “Why am I rated a three on potential?” He simply replied it meant exactly what it said on the evaluation form: they were truly undecided. Now, he was a wonderful man and I am sure he meant well, but after hearing that I paused and said, “Sir, with all due respect, you may be undecided about my potential, but I am not undecided about my potential, and I think my potential is unlimited.” Then I stood up and said, “Sir, I'm sorry, but that's how I feel.” He said it was okay, and I left the office.

I was rattled for a while but, in the end the lesson is that in life, don't let anyone define what you can and can't do!

KATHERINE SCHERER, PARTNER, DELOITTE TAX LLP
CHICAGO, ILLINOIS

Great leaders don't all need to look and sound alike. If we really want to “break our own rules” as women business leaders, then we need to have the courage and strength to lead in a genuine way that is right for us. When I think about the traits of a great leader, these come to mind:

- *Great leaders have the courage to make difficult decisions and tough calls. You can't be everyone's friend and you won't always be well-liked.*

- *Great leaders have patience and persistence. Not everything is a quick fix.”*
- *Great leaders are information seekers. They surround themselves with diverse teams and seek a lot of input and feedback.*
- *Great leaders have stamina and positive energy. They pace themselves to be able to lead day after day.*
- *Great leaders provide hope. No matter how bleak things look, there is always another move to make.*
- *Great leaders believe their messages. If your heart isn’t in what you say, the team won’t follow.*
- *Great leaders surround themselves with great teams.*

When I look back on my leadership roles, the one I am the most proud of was leading a regional merger during the Great Recession. I was excited about taking on a bigger role, but it quickly became clear that I was leading a practice that was oversized and underwater. To right-size and reshape it, I had to rely on all the characteristics I outlined above.

One of the best things I did was to make sure that I had a strong and balanced team to help me execute. I took a lot of counsel, so that I never second-guessed even my toughest decisions. I did my best to stay positive and focused while being honest with the team. I stuck to simple messages and insisted on mutual respect and having each other’s backs at all times. The results did not come overnight, but I kept reassuring the team that if we stayed the course things would turn around—which they did.

Time to Stand Up

In hindsight, we can’t be too hard on the men at the top in those days. Women were entering the profession as never before, and they honestly didn’t know what to do with us. There were so many questions about us. What would we do when we had babies? Could we talk to the men in the C-suite, and would the men listen? Would we put in long hours? Would we travel with a family at home?

Like many other women at the time, I knew my worth and I was ready to do anything I could to make sure that the leadership knew it, too. Still, today too many women continue to lack the courage to express how great and capable they truly are. Furthermore, we are often uncomfortable sitting down at an interview or evaluation and doing what men do: talk clearly and confidently about what they've achieved, how they're valuable, and why they're the best person for the job.

We have made significant strides. As Leon pointed out in a recent interview, "I think women have made tremendous progress and I'm just elated with that. I was a very young manager when I met Maritza and became her counselor, and I didn't know how to counsel anybody. As we worked together, in time I no longer thought of her as being a Cuban woman. Of course, some people discriminated against her because she was Cuban and because she was female."

In spite of the challenges, women have made great strides and achieved amazing success in all facets of life. However, by any measure the outcomes are still not enough. According to a Catalyst study, only 14 percent of the executives at Fortune 500 companies are women, even though we're 46.9 percent of the overall workforce. We can do more and be more. It's time for us to stand up. It's time for women to believe in themselves. If we do, will others start to do the same. Stand up for yourself and tell your story!

DONNA GLASS, PARTNER, DELOITTE & TOUCHE LLP
PHILADELPHIA, PENNSYLVANIA

During my time with Deloitte, I've had the honor of working with several great leaders who inspired me to do more than I ever thought possible. They were role models and mentors who believed in me, often when I didn't believe in myself. My success is their success. Based on my time with them, I developed my own list of some of the top behaviors I believe are key for success as a leader:

- 1. Leaders see opportunities where others see problems. They want to be part of the solution.*
- 2. Leaders care about their team as individuals—they make others' problems their own.*
- 3. Leaders are decisive and comfortable making decisions, even without complete information. They are not afraid to fail.*
- 4. Leaders are courageous. Often, the "right" way is not the "easy" way. Strong leaders are committed to the "right" way, regardless of the personal consequences.*
- 5. A leader's goal is to make everyone around them better by their sheer presence. As John Quincy Adams said: "If your actions inspire others to dream more, learn more, do more and become more, you are a leader."*

Leaders on Leadership

BARRY SALZBERG, GLOBAL CHIEF EXECUTIVE OFFICER,
DELOITTE TOUCHE TOHMATSU LIMITED AND FORMER DELOITTE LLP CEO
NEW YORK, NEW YORK

How can global businesses maximize performance and impact if they don't have diversity of thought and representation? That's never made any sense to me. It's only when different points of view are exchanged that innovation is sparked and big ideas can emerge.

That's why it is so important to raise the conversation about inclusion to the senior leadership level, particularly when it came to the advancement of women. Like many companies, we had previously delegated this effort to human resources. To achieve the true culture shift we needed, however, we had to broaden our vision beyond individual initiatives and make senior leaders accountable for delivering on it.

02

Dream Big

“Far away in the sunshine are my highest aspirations. I may not reach them, but I can look up and see their beauty, believe in them, and try to follow where they lead.”

— LOUISA MAY ALCOTT

Dream Big

Nothing is worth achieving if it isn't hard. In fact, if something is too easy, there's not much gratification to it. Steve Jobs had it 100 percent right: the world wouldn't be what it is today if people didn't dream the impossible and then, in many cases, achieve it. That's how change happens in business, government and society. Someone has a dream that most of the people around them label "crazy" or "impossible." *You can't do that*, they insist. *Things aren't done that way*. Says who? Big dreams always come with resistance.

One of the first things I encourage people around me to do is dream. When I was the Southeast Managing Partner, in our meetings we would talk about dreams and aspirations for our region. In preparation for discussing goals of individual leaders, I'd say to my partners, "When you work on your goal forms, I also want you to come prepared to talk about your dreams." Often I'd get puzzled expressions. In the past, they'd been asked about their career goals, business and functional goals or strategies, but no one had ever asked them about their personal dreams.

Sometimes our goals can be shortsighted, and dreaming forces us to think about the long view. It makes us stretch our minds beyond the next quarter to see not only what's statistically probable but also what's *possible*—personally and professionally. Thinking about the future in terms of dreams forces us to define our dreams, and the art of the possible, and provide the inspiration and catalyst for achievement!

Some of the partners never became comfortable with this. But some did start sharing. Their eyes would light up when they allowed themselves to discuss their

dreams! They talked about what they aspired to and they found that they gained self-confidence from the experience. When someone asks you, “What are you doing about your dreams?” it makes you focus. It forces you to ask yourself some hard questions about where you want to end up in the long term. I like Joe Echevarria’s saying on this subject: “If your dreams don’t scare you, they aren’t big enough.”

ALLISON KENNEY PAUL, PRINCIPAL, DELOITTE CONSULTING LLP
CHICAGO, ILLINOIS

In 2001, I attended a gathering of women executives at McCormick Place Convention Center in Chicago. Friends from big name retail companies were gathering to talk about forming a network, called NEW, in response to the paltry number of women in leadership roles in our industry. I was with a competitor of Deloitte at the time and knew this was something I had to be a part of. But when I returned to my office, I was told that there were no resources and that if I wanted to attend future NEW meetings, I would have to pay for myself and take PTO for the time.

Needless to say, I was working at the wrong organization! Within a year, I joined Deloitte, bringing my affiliation with NEW with me. Once there, I sought out leaders who would see the value in sponsoring such an important organization. Leaders like Tara Weiner, Stacy Janiak, and Deb DeHaas ensured that we joined at both the national and regional level. I joined the national board as the sponsorship chair and was the founder of the Chicago chapter.

In 2008, I was approached to be the president of NEW. It was the fall of 2008, and throughout the economy budgets were being cut at an alarming rate. NEW was in danger of becoming a luxury for the sponsoring companies—an expense that could no longer be supported.

But I was so passionate about NEW’s mission and its benefits to Deloitte’s business that I felt an obligation to take on the job as president and work with sponsors to maintain their support. It is easy to lead in the good times; what forges a leader is leading when things are tough.

In the end, we did not lose one dollar of sponsorship during my two year tenure as president. In fact, NEW's sponsor base grew by 50 percent! At the same time, we continued to build the Deloitte brand with key executives in the consumer packaged goods and retail industries, resulting in more relationships and revenue. None of this would have happened if I had not had the nerve to step outside my comfort zone...and ask.

No Rewind Button In Life

One of the most important things a leader can do is to give everyone permission to dream. No one should feel like they have to apologize for their dreams. The only person who needs to approve of your dreams is you. It's wonderful to dream about making the world a better place, but there's also nothing wrong with dreaming special things you want from your life, like owning a fancy boat or living in your perfect beach house—or in my case, having the University of Miami win the BCS Championship every year.

Sure, I dreamed about being a Deloitte partner when there were no women partners. But I also dreamed of having a Corvette convertible. For most of my college career I drove a beat-up old car that didn't even have a reverse gear (no kidding). I would look out my classroom windows at the parking lot and see guys pull up in their fancy Corvette convertibles and say, "One day, I'm going to own that car." I finally did!

DIANA O'BRIEN, PRINCIPAL, DELOITTE CONSULTING LLP
CINCINNATI, OHIO

After years of dedication and intense focus, I was thirty days from attending the new partner meeting at the Waldorf in New York City when I learned that my two-year-old triplets had autism. Devastated and lost, I

thought I had no choice but to decline the offer of partnership and walk away for the sake of my family. However, my table-pounding partners rallied around me with overwhelming support and convinced me I had another choice. It was in that moment that I realized three things about my life:

- 1. I was not alone and I did not have to do it all by myself. My amazing partners, mentors, and friends who had coached, mentored, cajoled, and cared for me up to that point in my career were not leaving my side. They were in it for the long haul, and life is a long haul. Many of my partners agreed to take on extra work to cover my clients while I took a leave of absence.*
- 2. I could have it all, but that did not mean I would get everything I wanted. I have been a principal for 16 years at the most wonderful organization and I have raised my beautiful children, who turned 19 years old this year. My life's blessings are beyond measure. However, my children still have autism and I would have given up everything to have changed that one thing for them.*
- 3. I always have a choice. One partner told me to sign my partnership papers today even if I decided to leave Deloitte tomorrow. "You always have the choice," he reminded me. You have to recognize that you have a choice and once you make it, you have to own it every day in all that you do. Owning my choices has also helped me choose to make a positive influence beyond my children alone, particularly when I helped to establish IMPACT Autism, a non-profit to help others living with autism. Your work is a choice, your impact is a choice, and your happiness is a choice. You may not always have control over your circumstances, but you always have the choice in how to respond.*

One of the most common reasons I believe that people wind up with unfulfilled dreams is that they expect their dreams to choose them. So they sit around and wait for inspiration to strike. I think that's wrong. I think we choose our dreams.

We can't always pick the cards that we want out of the deck. That's something that can be hard for educated, accomplished men and women to accept. We want to feel that we're in control of our futures. However, sometimes the hand we're dealt is the hand we're dealt. We either play it or fold.

I know that many of us didn't get everything we wanted from our early careers at Deloitte. No one does at any company. But even if an assignment has nothing to do with our dreams, we need to pick ourselves up and go around telling everyone that what we are doing is the *greatest* thing ever. It's possible to trick ourselves into finding enthusiasm and passion for almost anything. The alternative is to wait, worry and wonder what might have been.

What are your career and personal dreams? What are you doing to make them come true? Remember life has no rewind button!

JULIA CLOUD, PARTNER, DELOITTE TAX LLP
CHICAGO, ILLINOIS

I've always believed that a leader needs to dream big, and keep working the dream until it has become reality. Never backing down, even in the face of obstacles and never giving up until the goal is achieved.

In the past decade, I've become more and more focused on a specific industry sector. The sector however, suffered from lack of visibility within Deloitte. Yet I believed that there were great opportunities to grow. It was a hidden gem.

My first path was to see if there was a formal spot for the sector within our organization's industry taxonomy to garner visibility and investment. Despite my best efforts, path one didn't work out. Disappointed but not yet deterred, my next path was to identify to whom I could sell my idea about the growth potential and try to affiliate this sector with theirs. Essentially merge my sector into another in order to gain that investment support. After a good bit of analysis, I honed in on a particular leader and

pitched him on why he should add another sub-sector to his industry group, and fully embrace the clients and the professionals serving them as valuable assets. The second path was eventually successful and I got the approval that the combination could be achieved and a new cross-functional sub-sector officially recognized within our organization.

I now realize that the hardest part of the journey is still in front of me. While I feel very proud of helping create a new sub-sector based on my vision and integrating a group of several hundred professionals to a new matrix at Deloitte, my lesson is that leading from the front never stops. I still have more to do to make the vision complete.

Be Willing To Break The Norms

After a few years of learning how to be a partner, it wasn't long before I had the dream of leading something big at Deloitte. My first opportunity came when I was asked to become the Central Atlantic region managing partner. There was no precedent for women in this role.

However, when my soon-to-be boss asked me to move from Miami to Washington, D.C., to be the regional managing partner, I told him that while I was excited about the opportunity, my family wasn't moving.

He sat speechless for a moment and then said, "You can't do this job without moving." I said, "Hear me out. My husband has a business and a well-established career in Miami, and he's not willing to move. But he's willing to support whatever I need to do to make this job work." I told him that I would fly up to D.C. on Mondays and fly back to Miami on Friday nights. If I needed to be there on weekends, I would find a way to do that too. He agreed that we could give it a try, and I never looked back.

So the lesson here is that we should always be willing to negotiate and redefine the "norm." No one had ever taken on a "community leader" role at Deloitte without living in the community. Of course, it is preferable to have a regional managing partner living in the city; that makes all the sense in the world. But it wasn't going to work for my family, so I negotiated a way to get it done

while taking all the risk on myself. I told my boss “Give me two years to succeed, and if I don’t live up to your expectations, you can fire me.”

Not every journey leads in a straight line. You can always figure out other ways to accomplish your goals if you’re willing to take the lead and offer solutions that make it a win for both sides!

TONIE LEATHERBERRY, PRINCIPAL, DELOITTE CONSULTING LLP
PHILADELPHIA, PENNSYLVANIA

Great leaders cannot lead if there is no one to inspire, no stakeholders to influence, no ability to rise in the face of adversity and no realization that the mission is bigger than them. As a principal in Deloitte Consulting, I am proud of the leaders who paved the way, navigated through tough times and transformed a failing practice. Their leadership may not yet be fully appreciated, but current leadership has provided a solid foundation that allows our practice to be a formidable competitor in the marketplace.

When I mentor young women on ways to achieve the highest levels of success in their professional career, I encourage them to do three things:

- 1. Develop and continue to maintain the highest level of technical knowledge. Be known as one of the top “go-to” people. Understand who the movers and shakers are and position yourself to be on their team. Make sure you are seen as someone who is willing to give more than you take, and always offer to do so.*
- 2. Know your business. Understand the market and related trends, the competitive landscape, how your organization is positioned for success and your relevance in the market ecosystem. Always maintain a roadmap for success and solicit input from others on how to navigate.*
- 3. Be passionate and make your growth objectives known. Passion shines through and is infectious. When others see this kind of energy, coupled with talent and ambition, they will be more eager to invest in your success.*

Woman Up!

Unfortunately, many women are unwilling to do the tough negotiating needed to create win-wins. The strong, relentless pursuit of ambition doesn't come naturally to many of us. According to a Zeno Group survey, seven in ten women have ambitions other than leadership, and only 15 percent of women polled aspire to be the leaders of a prominent organization or start-up company. There's nothing wrong with wanting something other than the CEO's office; I'll bet a lot of the 70 percent of women with other ambitions want to raise children, the most important job in the world. But why should we have to choose between raising a family and being a leader?

In general, women have been programmed all our lives to be people pleasers. We're trained to make everyone else happy, not step on toes, and avoid hurting anyone's feelings. It's often hard for us to state, simply and assertively, what we want.

For example, when I was in charge of the leadership development program, many people would reach out to discuss their career objectives and future opportunities for leadership roles at Deloitte. I was struck by how often the men would tell me they wanted to be CEO or the next leader of their area of interest. They would go into detail about all of their accomplishments and why they thought they were the best person for the job.

Of course, women also came into my office, but the way they defined their ambitions and goals contrasted sharply with the men. They were often uncertain. When I asked them about their career goals, they said things like, "Well, I don't know" and "I think I'm being told that I can do this, but I'm not sure." When one woman finally confessed that she wanted to be CEO, I got up from my chair and hugged her so hard that I think I startled her. I said, "You go, girl!"

MINAL DESHPANDE, DIRECTOR
DELOITTE CONSULTING INDIA PRIVATE LIMITED
MUMBAI, INDIA

From the time I became a senior consultant, I dreamed of setting up a Testing Center of Excellence at U.S. India. By the time I was a manager with the organization, I decided to present my business case to the leadership team. Though everyone appreciated my “entrepreneurial spirit,” there were delays in moving forward with approvals and sponsorship.

For a long time I went around selling my idea, but people were not convinced. They kept posing uncomfortable questions and challenging me. My reactions were a mix of disappointment, defense, and denial. I swung between trying to convince everyone, being nice, and being bullish. Then I decided to take more control of my dreams and take more ownership of the project. I sought out a group of supporters and I just went ahead, leading from all possible fronts.

Today the Testing Center of Excellence U.S. India is a 700+ strong community practice helping to serve global clients, and is a marketplace differentiator for our organization. My key lessons from the experience:

- Be sure of what you want, be clear about the vision and then just march on.*
- You will have people who will always look to bring you down. Counter that with a group of supporters who will have your back.*
- More challenges will come your way if you are a woman in a leadership role or who wants to do something out of the box.*
- Never compromise on your personal and professional integrity.*
- Change your leadership style if the situation demands it.*

When I was growing in my career at U.S. India, there were almost no woman role models to benchmark against. I grew my own leadership style instinctively or by learning what not to do. Today, as we are growing more woman leaders, I am confident that the next group will have a variety of role models to look up to.

Imagine a woman CEO at Deloitte. Why not? But it's only going to happen if women start pursuing their dreams with passion and confidence. What does that mean? I'm a huge sports fan and I love sports metaphors, so I'll use one here. Imagine for a moment that business is a football game. When somebody fumbles the ball, the men instantly dive for it. They don't care if they break a leg or shatter a tooth; they want the ball, and they don't care who they have to body block or eye gouge to get it. This game includes women, but are we diving for the ball? Probably not. More likely, we will be standing on the sidelines and saying, "Oh, I'm not sure if I want the ball, that looks so messy. How will it look if I dive for the ball?"

I exaggerate. But my point is this: there are no free rides in life. If we want the ball, we have to grab it. This doesn't make us any less female or feminine; assertiveness and drive aren't just male traits! But women need to learn to speak out about what we want and not be afraid to go for it.

Let's listen to our inner voice and let ourselves be driven by something higher that we've always wanted to achieve. We'll probably face some resistance because we're women, but that's a good thing. That's how we'll find out how strong we really are. Woman up! Let's invent the future together!

Leaders on Leadership

CATHY ENGELBERT, PARTNER, DELOITTE & TOUCHE LLP
PARSIPPANY, NEW JERSEY

In my 25-plus years with Deloitte, I've been fortunate to receive the support and guidance necessary to forge a great career. But more than that, I've had the chance to take risks. For me, risks have always been inflection points—chances to challenge my own reservations and assumptions.

When my husband and I were waiting for our first child, a girl, I was in the process of being admitted as a partner in our Audit practice. But the looming responsibilities of parenthood and partnership seemed too much. How could I be both an effective client service leader and a fully engaged mother and spouse? I was on the verge of leaving the organization to pursue another very promising offer when Managing Partner Bill Parrett met with me to express his confidence in my abilities. Despite my own hesitation, I decided to take a risk, turn down the other job offer, and stay with the organization. I became a partner.

The first years of being a partner were tough, especially since I found myself in a newly created service offering, Capital Markets. After several years there, it was time to strike out in a new direction. I approached Jim Quigley about possible new roles, but his first inclination was to assign me to a role in St. Louis with a mid-size client. With a second child on the way, the idea of a move was too much. So I went out on a limb and expressed an interest in replacing the outgoing lead client service partner on a prestigious pharmaceutical client in my home state. Jim didn't miss a beat. Although he did not know me well personally, he knew my work and reputation and was open to my determination to stretch myself and take a chance. He told me that he trusted me and took a risk himself, giving me the assignment against the recommendation of some other senior partners.

Today, I make it a point to be honest and transparent about taking career risks and my occasional struggles to balance my career and family life. Like it or not, the next generation of women leaders at Deloitte looks to my female peers and me as role models. We owe it to them to share our priorities without pretense.

03

The Power of Personal Leadership

“Do what you feel in your heart to be right — for you’ll be criticized anyway.”

— ELEANOR ROOSEVELT

The Power of Personal Leadership

Early on in my Deloitte career, when I became the leader of a group of partners, the deck was still stacked against me. But I learned another valuable lesson:

Your style needs to adapt to the circumstances.

People don't like change, and they will only follow you for three reasons:

1. *They believe in you.*
2. *They think you're going to take them to a better place not only for the team but for them. Every follower has self-interest in mind.*
3. *You recognize that being a leader is never about you.*

Leadership has nothing to do with titles. I've known people with important titles who couldn't lead a St. Patrick's Day parade. And I've known people with no title who could get the people around them to follow them to the ends of the earth. We can have all the power in the world, but no influence. However, good leaders understand the environment and figure out how to adapt to the circumstances.

TAMIKA TREMAGLIO, PRINCIPAL, DELOITTE FAS LLP
WASHINGTON, DISTRICT OF COLUMBIA

My mother used to say to me, "Good isn't good enough." I heard these words, felt this need, my entire life. Later, George Fraser echoed this in his book, Success Runs in Our Race, when he wrote that you can't just be good, you have to be amazing. You have to have something that distinguishes you from everyone else. He used the example of the smart phone. People had perfectly good cell phones, but they stood in line for hours in order to get an amazing cell phone.

That simple example hit home with me. You have to push harder, be better and stand out above and beyond. You have to be amazing, not just good. If someone asked me what I would tell other women in leadership, I would sum it up like this:

- 1. Be driven to be amazing. Without drive, there is no forward motion.*
- 2. Be passionate about what you are doing. Without passion, nothing works for long. No matter what you aspire to, you will never be paid enough for your sacrifices. You will only be paid in fulfilled passion.*
- 3. Do the right things, always, for yourself and for others. Don't be tempted to compromise.*
- 4. Be the leader you want others to be. Do the things you want them to do.*

I'll Take The Underdog Any Day

When I first went to the Central Atlantic region in 2001 as the leader of the Commercial and Federal Practice, we had our challenges. We were in last place among the large audit firm competitors (we were even smaller than some regional firms), and the Federal Practice was a mere \$50 million business; we weren't even on the list of top 100 federal contractors. Not too many people saw this as an opportunity. But I couldn't wait to get started.

Trouble was, morale among the D.C. partners was just as low as our market positioning. They felt like the Bad News Bears, with no hope to make it to the

top. They had little confidence and even less competitive fire. In the past they had been told, essentially, that their contribution to Deloitte was just to make a lot of money for the organization, but the organization was not going to invest in the market with talent or resources. Why? Because they had been told D.C. was “not a strategic marketplace.”

Well, I didn’t agree. When I looked at the D.C. marketplace, I saw the potential for a multi-billion dollar business. And when I looked at the partners and the people they were leading, all I saw were incredibly talented professionals waiting for someone to help them believe in themselves!

After doing the usual leadership soundings and learning all the one thousand and one reasons why things were the way they were, I realized that empathy and hard work just weren’t going to be enough to change our destiny. I was disappointed, not with the potential I saw in each of the people, but in their unwillingness to try anything different. In fact, I was convinced that their strategy was to “wait me out” because other new leaders had typically lasted only two years in the role.

Then came the “Maritza coming out leadership meeting,” when I needed to get in their faces and declare to them, “We are where we are because we chose to be. If we don’t like our market position, let’s do something about it, one opportunity at a time. Let’s seize the day and demonstrate to leadership why they are wrong about us.”

Who cared that certain people did not think the Washington, D.C. region was worth investing in? We had to create the vision and set our own strategy if we were ever going to change.

In sports as in life, never underestimate the power of the underdog. Nothing fires a team up faster than thinking they are being counted out and disrespected; that no one believes in them. Teams look for quotes that they can put up on the locker room bulletin board to fire up the players. Well, for the Central Atlantic team, they chose to change their destiny!

ANNE TAYLOR, PRINCIPAL, DELOITTE CONSULTING LLP
HOUSTON, TEXAS

I have often been asked, “How did an engineer end up as a leader at an accounting firm?” It was not part of a grand plan, but the fit has been incredibly natural. Engineering is about not only knowing how something works, but figuring out how to use it. That’s where I found my leadership niche at Deloitte—figuring out how to use what we have to build a practice or grow our brand.

I was fortunate to have my ability to build businesses recognized by a leader when I was a young partner. Bill Parrett took a risk asking me to take on a significant leadership opportunity. I recall asking him, “Why would I want to leave my current role to start up a business with six people and serve clients I’ve never heard of?” His response: “If that’s what it is a year from now, you won’t have the job!” Once I understood the type of leader I would be working with, I saw this as an opportunity to lead that I could not pass up. A year later, we had 80 people; in three years, over 300!

I have also had a number of leadership roles that were about getting people to follow ideas rather than management principles or processes. By recognizing Deloitte’s ability to deliver services that no competitor could offer, I helped create the platform we needed when Deloitte decided against separating our Consulting practice in 2003, including crafting and delivering our “A Category of One” message to the external analyst community. This is one of the contributions I am most proud of in my Deloitte career. However, it was not hard for me to do because I was passionate about it. That passion came from seeing our strengths and figuring out how to use them.

Sometimes, You Cheerlead

Once the Central Atlantic team’s pride got riled up, we had something to rally around. We started doing the little things that told everybody that we were

willing to be different in our quest for greatness. We knew that we wouldn't start winning big until each partner believed that we *could* win. I then realized that my biggest role as their leader was to cheer them on!

In order to create excitement, we had to do something different so that winning became a habit. Winning had to be celebrated with great pomp and circumstance! The feeling of winning itself had to be special.

One of my first moves was to buy a case of Dom Perignon in anticipation of winning a lot of work that we were determined to win. The champagne (which I paid for with my own money) probably cost more than the margin on some of the jobs. But it didn't matter. We established an "opportunity pursuit" phone line, and as soon as I got wind of a win, no matter how small, we would announce it over our PA system and invite everyone to drink champagne in our boardroom!

At first, we drank the champagne hesitantly, like we weren't sure it was allowed. But over time, we fell in love with the ritual. Spirits soared! We started to really celebrate the little things, and we started feeling good about ourselves. We began to change the conversation from "We're losers" to "We're winners!" Earnings went up, we won a bunch of new, more lucrative work, and we began to create a sense of "we can." That changed our team from underdogs to over-achievers! Every leadership meeting started with mimosas. But don't tell anyone else. That's our secret.

CHRISTIE SMITH, PRINCIPAL, DELOITTE CONSULTING LLP
SEATTLE, WASHINGTON

One of the things that we wanted to do when we created the Center for Inclusion at Deloitte University was to fundamentally redefine the conversation around inclusion. We wanted to be provocative and disruptive, and one of the initiatives we created with that goal in mind was the Share Your Story campaign. My desire was to inject humanity back into our workplace. At the time, our younger staff were looking at partners and directors and saying, "You guys have it made, you make a

lot of money, you get to tell everybody else what to do, you're on easy street." They had no perspective of what our lives really were like, and that created a sterile environment where we weren't looking beyond titles and work.

For Share Your Story, I asked the top leaders if we could videotape them talking about not what they are but rather who they are. We filmed the top 60 people in the organization, and we got some of the most moving stories I've ever seen. We got a straight white male CEO talking about how he was the first person in his family to go to college, and how he feels almost apologetic when he goes home and deals with his family because of his success. We had others leaders talk about diabetes, and how they have struggled with their weight and being on the road and eating garbage and not exercising. Another partner talked about how while she was going through the partner process, she and her husband found out they were not able to have children. We had a partner talk about having triplets only to find out that all three were severely autistic.

These stories went viral and our people began to see leaders in a different way. As a result of this, we asked our leaders not to start any speech with financials or the state of the union, so to speak, but to start with a personal story. That's taken hold throughout the organization. It's now a part of our culture and our vocabulary.

Seize Your Moment

Even with all the positive thinking and strategy in the world, sometimes it pays to be lucky. In 2002, we got lucky, and our Greater Washington partners deserved it! That year, a major telecommunications company decided to move its corporate headquarters to Washington, D.C. Well, everybody in D.C. was competing to win the account, but guess who got it? Yes, thanks in part to relationships that Deloitte already had with executives of the company, the underdogs of Central Atlantic region were handed the largest engagement Deloitte had ever won! We had changed the conversation. Now we were the upstart office that had

captured this huge opportunity. We had not only arrived, but we were the “It” team. Seemingly overnight, we had more than 3,000 people working on a single engagement! The D.C. marketplace had arrived!

Seemingly overnight we went from irrelevance to opportunity. We were beginning to believe that the momentum we had built was something we had chosen—that we were destined to be in this new place. We used this opening to create a strategic plan for the D.C. marketplace that we took to Deloitte leadership, and the rest, as they say, is history. Our investment in people and partners grew, but most importantly our partners led and built what today is one of the most successful professional services businesses in both the Commercial and Federal sectors.

DEB DEHAAS, PARTNER, DELOITTE & TOUCHE LLP
CHICAGO, ILLINOIS

In 1999, at age 39, I was asked to take on the role of Chicago office managing partner at Arthur Andersen. Andersen's Chicago office was the headquarters for the firm, employing over 5,000 people in the Chicago area. Not only was I a relatively inexperienced partner, but there had never been a woman leader of a large professional services firm in Chicago. Nevertheless, a number of CEOs and other senior leaders in the city—primarily men—immediately offered to coach and mentor me as I took on my new role. They were incredibly supportive and helpful in positioning me for important leadership roles in the community. Over time, many also became significant clients of Deloitte. Their efforts were critical to my success over the past 14 years. They have also continued to be some of the most impactful sponsors in my life—individuals who are always there to support me in both my personal and professional efforts.

My experience and support were critical as I faced the most difficult time of my professional career in 2002, when Andersen was indicted by the Department of Justice and it was clear that the firm would not survive. I was asked to help position our people in Chicago and the Midwest to move to new roles outside of the firm. I helped negotiate transactions with each of the remaining Big Four (as well as smaller firms) that allowed many of my Andersen colleagues to move to their next careers. It was an amazing opportunity to help create something positive out of an incredibly difficult situation. I learned much about leadership and how it is tested in times of crisis. I witnessed firsthand how leaders who put the needs of others ahead of themselves can inspire lifelong loyalty and followership. It was an invaluable and humbling set of experiences that I have drawn upon frequently in facing new challenges during the past twelve years.

LARA ABRASH, PARTNER, DELOITTE & TOUCHE LLP
PARSIPPANY, NEW JERSEY

I have two children, the youngest being my daughter, Samantha. I want nothing more for her in life than for her to take the opportunities afforded to her and run with them to create her own path. What I want Samantha or any young woman to know is that once you have an opportunity, what you do with it is the key. You are in control of your life, and I believe you need to dream big in order to be successful. You define what being successful means, whether that is being a mother, a wife, becoming a Partner or being the CEO of a company. You define who you become once you get an opportunity to do so.

Twenty-five years ago, I was the first in my family to go to college. I paid my way as a cashier at a supermarket. I had to dream big to do something and be someone different. The qualities I inherited from my family—ethics, integrity, passion and humor—have resonated in everything I have done. I saw adversity and grew up with people from all walks of life. These experiences inspired me to work diligently and search for opportunities to advance. I have always set out to dream big and execute—one step and one opportunity at a time. I am still seeking and responding to opportunities; I have grand aspirations for my career.

So, to Samantha and all women professionals: take your passion seriously, be honest about your ambitions, take feedback constructively and respond along the way. Most important, always be true to yourself. When you dream big, your career can be even bigger.

MICHELLE COLLINS, PARTNER, DELOITTE & TOUCHE LLP
DETROIT, MICHIGAN

Starting my career in Detroit and in the automotive industry presented unique challenges and rewarding opportunities. Manufacturing in general, and the automotive industry in particular, were historically male-dominated fields. Often the only female in the room, I was fortunate to have mentors who believed in me and helped me break barriers. They gave me challenging, meaningful assignments and supported my growth, inside Deloitte and with clients.

I was also encouraged to “take a seat at the table.” Literally. One client always told me to take a seat against the wall, but my mentor said, “No, she did the work, she’s at the table.” It was up to me to earn the right to stay there. I took the challenges that the organization gave me and I didn’t doubt myself. I believed in my preparation and made my mark as a valued leader on the team.

To be taken seriously as the “odd woman out,” I always had to be completely prepared—bulletproof. Lack of preparation or mistakes would undermine not only my efforts, but also those of my mentors. So I worked very hard and was always prepared. As I showed my value and advanced my career, I found that clients didn’t just accept me; they appreciated my unique point of view. I didn’t need to change my personality or emulate my male colleagues. I showed them that an educated, informed female perspective could provide value they had not considered.

The support I received and the challenges I took on allowed me to lead our national automotive sector practice, serve as LCSP on some of our most important manufacturing clients, and earn a seat at Deloitte’s leadership table. There were many times when it would have been easier for me to back away from these roles, but I always I jumped right in and enjoyed the challenge. There are many times when I am still the only woman in the room, but it doesn’t bother me. I know that due to my experience and support within the organization, I am able to contribute and add value.

Leaders on Leadership

J. MICHAEL COOK, RETIRED CHAIRMAN OF THE BOARD, DELOITTE LLP
WILTON, CONNECTICUT

“Launching our Women’s Initiative in 1993 was absolutely essential to fulfilling our commitment to our clients to deliver the highest quality of professional service—a commitment we could not continue to meet while losing high-talent women at an unacceptable, accelerating rate. Not only was it something we had to do for our business, it was the right thing to do for our people. We needed to fulfill our equally important commitment to our people by providing every one of them the fullest opportunity for success in our organization and our profession. It wasn’t easy—culture change never is—but for me it was one of the most important things we ever did to retain and enhance our most valuable assets, our clients and our people.”

04

Taking Risks

“Cautious, careful people, always casting about to preserve their reputations... can never effect a reform.”

— SUSAN B. ANTHONY

Taking Risks

My father used to say, “There’s never been a man in baseball fast enough to steal second base with his feet planted on first.” In other words, if you only play it safe, you’re probably not going to achieve what you want. You don’t want to be foolish, obviously. But it’s important to take smart, calculated risks.

Sure, we have to accept the possibility of failure—not every risk will pay off. That’s the way it goes. But even that is okay because the greatest lessons in life often come from failure.

For women and minorities, taking risks is especially important because we still face barriers. In many cases, we go into career situations as “firsts”: first woman hired in her position, first African-American executive, and so on—whether we like it or not. We don’t always have role models. It’s hard to imagine what we can do without having seen someone else like us do the same thing. But in many organizations, today’s wave of women and minorities *are* the role models.

Because sometimes there’s no one blazing the trail ahead of us in upper management or in the entrepreneurial world, it’s important for us to have this attitude of “Why not me?” No one will ever care more about our careers than we do, so we need to take charge.

CAMILLE STOVALL, PRINCIPAL, DELOITTE FAS LLP
HOUSTON, TEXAS

Thinking back on my career, I have tended to pursue and accept challenging client and leadership opportunities because I believe they provide the most rewarding professional experiences. In addition to the steady and patient guidance received from my father, I have been fortunate to work for some extremely intelligent and gifted leaders who helped guide my path and choices. And along the path, there are principles learned from all, which can be summarized as follows:

- 1. Trust your instincts. When there is no perfect answer, consider the facts and make the choice that enables you to look in the mirror. Indecision can also signal a decision. Once a decision is made, move forward and resist the temptation to revisit the conclusion.*
- 2. There is no need to go at it alone. We are fortunate that Deloitte provides us with the ability to access professionals with a wide variety of experiences and perspectives, particularly when we face challenging circumstances. It is important to know what you don't know and seek counsel as needed.*
- 3. Speak up. If you find yourself in a meeting, figure out what the organizer or group is trying to accomplish and be prepared to contribute. Don't be afraid to ask the unpopular question or make an observation that needs to be considered. When you speak up, have something substantive to say.*
- 4. Mistakes are a part of the journey. If something isn't working, stay optimistic and find another path. The optimist in me believes there is no failure you can't come back from or turn around. Stay open to the potential of a different outcome.*
- 5. Risks often pay high rewards, regardless whether the outcome is a success or failure. Don't wait too long to take a chance.*
- 6. When it comes to achieving career goals in a professional services organization, two things are critical: the quality of assignments and a committed sponsor. Remember to pay it forward and help others achieve their goals.*

Standing Alone

The best way to take charge is to speak up. It's hard to be a leader without a voice. Sometimes we have to have the confidence to stand alone and be the only voice in the room expressing our point of view. As long as we argue our point in a respectful way and deal with people who are willing to listen, this can be a powerful way to announce our presence as a leader, title or no title. Few people expect a woman to forcefully express a minority opinion, so this is a powerful way to get noticed and build our reputations. We sometimes see situations differently from men. That's a strength we should be using to our advantage!

It's true that speaking up by itself doesn't guarantee that we'll get what we want or even get noticed. But that's okay. Even if what we advocate for isn't in the cards right now, others will gain respect for us and know that we will fight for the principles that we believe in. When it comes to principles, there's no gray area—we either stand by what is right, or we risk losing our souls!

Standing alone isn't easy. In survey after survey, people say that speaking in public is their greatest fear, even greater than the fear of death. But for me, there's no difference between speaking in public and getting up and expressing a minority opinion in a business or board meeting. However, don't expect to be given an invitation to speak. Your opinion may not be welcome. Nevertheless, sometimes you have to be assertive and even willing to interrupt others in order to be heard.

It's very difficult to develop your personal leadership brand by saying or doing nothing. Your voice is one of your greatest assets—and it's badly needed. It's through diversity of opinion and debate that better outcomes evolve, so even if you are in the minority opinion, be willing to speak up and challenge the status quo when necessary.

KERRY FRANCIS, PARTNER, DELOITTE FAS LLP
SAN FRANCISCO, CALIFORNIA

I was the regional managing partner of the Northern Pacific FAS practice when Sarbanes-Oxley came into effect. The limitations that the legislation placed on who we could sell and deliver services challenged the FAS practice across the United States. This situation put a tremendous strain on our partners, professionals, and the resulting financial results. New competitors proliferated out of Andersen's failure, and the changes in the way the remaining Big Four could deliver services to clients led to a 50 percent turnover of partners and personnel in our practice. Devastating!

After a lot of soul searching, I came to the conclusion that I needed to rebuild the team. I led our remaining professionals and partners to reengage and rebuild the practice with passion. As a symbol of this effort, we created a BE GREAT campaign in which each letter stood for how we would carry out our journey forward. B stood for "Be Part of the Solution." The rest of the campaign followed with a strong focus on our clients, our people, and the market. For example, E stood for "Expand Your Network."

We also created a group motto: "It's about each of us as individuals, being leaders, developing meaningful relationships, doing interesting work, recognizing and appreciating excellence, communicating effectively, and genuinely striving to make our workplace a GREAT place to be." By the fall of 2007, our people survey results showed improvement with our professionals, and the financials for 2007 showed that we grew revenue by 37 percent and earnings by 41 percent over the previous year.

KAY BENESH, PARTNER, DELOITTE & TOUCHE LLP
DETROIT, MICHIGAN

When I tell people I'm an auditor—and have spent my professional life auditing clients—I typically get a half-hearted “That’s interesting” or “Can you help me with my taxes?” in reply. I’m sure they envision me in a dusty room, with stacks of papers surrounding me, as I punch numbers into a calculator or entries on a laptop.

Our life at Deloitte is much different, but it wasn't until I was asked to lead a team in developing a project management methodology across the audit practice that I fully grasped the broad scope of innovation we can deliver to clients.

We examined the best practices from across Deloitte and simplified our internal processes. In the end, we took a burning issue and found a resolution.

Now our methodology is based around four basic tenets: (1) manage the client well, (2) manage the team well, (3) ensure the project is governed appropriately, and (4) drive operational excellence. The innovation comes to life through the individual steps required to make these tenets a reality. We believe the new methodology takes the quality of the audit to the next level.

As the leader in charge of devising the methodology, it was my job to help the team come up with solutions, ensure there was flexibility in the model, roll it out, and secure the support of senior leadership. I found that after reinforcing the goals of the team, the more latitude I gave, the more effectively our team members performed. We made changes along the way, but they were part of the learning process. It all goes back to a rule of thumb I have: allow others more freedom than they are comfortable with because they will usually produce exceptional results.

Sometimes It's the Risks You Don't Take

Sometimes risk can take the form of aggressive action, like speaking up. Other times, risk lies in turning down an opportunity or walking away from something because we know it's not right for us. Those can be tricky situations to navigate. It's not easy to turn down a job or a promotion.

In fact, the first time it happened to me, I thought my career would be doomed! Can you imagine saying no to something your leader thinks you are crazy to turn down, especially when you know that it was an act of courage on his part to elevate a woman to a leadership role? But it's important to put yourself in the best possible position to succeed. I knew in my heart the odds of me succeeding in the role I'd been offered were not great and the personal price that my family and I would pay was not right at that point in my career. So while it broke my heart to say no, I did.

I've praised the value of failure, and I'm blessed that Deloitte has a culture that encourages people to take risks and learn from failure. We're very forgiving of bold mistakes. However, there's a difference between taking a daring risk and setting ourselves up to fall on our faces. That's not productive failure—that's torture. We have to know our strengths and turn down what we know isn't right for us. At times, it's a pure leap of faith.

Many of you will undoubtedly encounter opportunities where saying no is the right thing to do. Sometimes other more important things come first, like raising a family or personal commitments. However, don't forget that in business and life, there are unwritten scorecards. You may have to sacrifice many times for others and do what your partners and the organization need from you—no questions asked—until the balance of trade affords you the luxury of saying no when you need to. By the time I turned down a promotion, I had also earned some chits because I had done many other things for Deloitte—often at a personal cost or sacrifice—because my leadership was needed.

So you can take the risk of saying no, but it's a privilege that usually has to be earned.

STACY JANIAK, PARTNER, DELOITTE & TOUCHE LLP
CHICAGO, ILLINOIS

One of my earliest mentors gave me two great pieces of advice along the way. The first was “You can’t always fly with the eagles.” His message was that I needed to be able to lead and develop individuals at varying skill levels to produce an effective team. This was great to hear early on in my career. It helped me set appropriate expectations for my team members after careful consideration of their strengths and development needs.

The second piece of advice was “If you don’t ask, you don’t get.” He gave me this nugget as I prepared for my first fee negotiation. I have applied it often in both my professional and personal life. It’s simple, but it is a source of courage.

My advice to others? Be comfortable charting your own course and don’t let what you see today define what tomorrow can be. Too often, we look to the leaders ahead of us and think, “I couldn’t do that” or “I don’t want that.” But there’s nothing stopping you from doing things your way but you.

Deloitte University

Then there are times when a risk is as plain as day: a complex task where the odds of failure are so great it feels like the whole world knows the deck is stacked against you. That was the situation in 2009, when I agreed to head up the team overseeing the Learning and Development Strategy of Deloitte University.

Today, 40 percent of our learning and development takes place at Deloitte University. I think we can all agree it’s a wonderful place and one of the crown jewels of the organization. However, back in 2009, when the idea was proposed, it was one massive risk. After all, we were spending \$350 million to build an 800-room hotel, large by any measure. We had never done much, if any, multifunctional learning; the curriculum was still lecture based, and we had done little to emphasize the development of our people’s leadership skills. Yet our CEO

at the time, Barry Salzberg, challenged us to make Deloitte University the greatest learning and development experience in the world.

We had to revolutionize our learning curriculum and create an experience that was about creating “great leaders”—thus, the notion of our Leadership Center was born. We had never created anything where all the functions—AERS, Consulting, FAS, and Tax—trained together. We wanted DU to become a place for collaborative cross-functional learning and development. It would be a special environment where men and women could renew their careers and focus on the skills necessary to compete in the 21st century, all while building lifelong relationships, reinforcing our great culture of collaboration, and creating a unique leadership brand for the organization.

So there I was, tasked with doing something I knew nothing about with our largest-ever investment in the balance and the entire industry watching. No pressure.

I had never expected to be asked to take on this role—and to be totally honest, it was not a dream job. After all, I had no professional background in learning and development or any background in talent. I said yes anyway because it was the right thing to do for the organization.

Looking back, it was an extraordinary experience, one that I will forever cherish. I had the privilege to work with so many talented people from our Human Capital and Consulting groups as well as all other parts of the business. It was a great journey.

What leadership lesson did I take away from this? Sometimes the moment finds you. Despite the risk, my career was blessed as a result of doing something transformational. Sometimes you have to trust that others know when something is right for you, even when you’re not sure. And one more thing: sometimes you need to step up and do what’s needed just because it’s the right thing to do. Let’s not forget that Deloitte was built by the courage of so many others who unselfishly did the same. Sometimes you have to “pay it forward” no matter what the risk.

MICHELLE KERRICK, PARTNER, DELOITTE & TOUCHE LLP
LOS ANGELES, CALIFORNIA

As I look back on my 28 years with Deloitte, there are some defining moments. One such moment was in 1993. Mike Cook was CEO. He made a bold decision to establish and promote our women's initiative. We were hiring equal numbers of men and women, but the women were not advancing through the profession at the same rate as the men. Mike's decision to study the root cause and find a solution set us apart from our competitors.

I will never forget attending his "Men and Women as Colleagues" session. I witnessed the visible discomfort of one of our most senior, highly regarded partners. He was particularly offended that he would no longer be allowed to make inappropriate comments and jokes. Women were no longer to be excluded from key networking opportunities. Women were to be considered for top roles and engagements. He felt that all the "fun" had been taken out of the workplace.

Because of that bold move and the courageous women who came before me, I was able to make my own bold move. In 2005, I became an audit partner with the organization and had just been named the managing partner in Arizona. I had always wanted children, but I was divorced with no prospect of marriage on the horizon. I was terrified, but I decided to become a single parent. I used an anonymous egg donor and, at the age of 44, had my daughter, McKenzie.

I was in the conservative state of Arizona and a leader in a conservative profession. However, I knew that Deloitte would empower me to make that decision. My partners, colleagues, and boss could not have been more supportive, and I thrived. A few years later, I was given the opportunity to move to Los Angeles to lead that practice.

Today, more and more women in the organization are making similar decisions. It was the best decision I have ever made. Not only have I enjoyed happiness and fulfillment as a parent, but my decision also gave me tremendous confidence and empowered me to be a more authentic leader.

Get Your Fingernails Dirty

Depending on your source, either Mark Twain or Will Rogers said, “Why not go out on a limb? That’s where the fruit is.” Early in my career, I had to figure out what I could do to get noticed and get ahead. How? I ended up volunteering for jobs that nobody else would do. Those were the only unoccupied limbs!

Many of my earliest clients were the leftovers. They were definitely not on anybody’s list of top ten clients in Miami, and they weren’t prestigious public corporations. That didn’t matter. I knew that taking on these clients was my chance to prove that I could deliver fantastic results: building strong client relationships, being an effective leader, and helping my people excel.

My strategy worked beautifully. I got the reputation for being the woman who was willing to do the dirty work—the jobs nobody else wanted—and do it well. After a while, I didn’t have to go after the challenging, difficult jobs; they started to come to me. People approached me when they had problems that nobody else could solve. I proved myself again and again. That became my brand.

Let’s not be afraid to do the stuff that nobody else is willing to do. Volunteer for the hard stuff. Embrace risks. Great things can happen if we do—and very few great things will happen to us if we don’t.

Leaders on Leadership

KATHRYN METCALFE, DIRECTOR, DELOITTE SERVICES LP
PARSIPPANY, NEW JERSEY

In my role as a lead communicator advising CEOs, I've encouraged leaders to do as they say and say as they do. Twice in my life, I've given difficult feedback with very different outcomes. One CEO listened and acted when I pointed out how his treatment of senior women appeared different from his treatment of male counterparts. He asked questions to gain understanding and clarity. Most importantly, he asked what he could do to change perceptions, and together, we did just that.

Another CEO didn't respond in the same way. In fact, he did the opposite and, in the process, lost several high-performing women employees. Some of the lessons I learned from both experiences:

- The conversations that have the biggest impact sometimes take the most courage.
- Stand up for what you believe in. If you see something, say something.
- Better yet, do something. One person can make a difference. Actions can be big or small, bold or covert.
- By working together with your colleagues, you can have an even bigger impact.

My experiences taught me to value great leaders and seek roles where I can work and learn from them. They also taught me to work for organizations with a strong culture and values, which is why I am at Deloitte. I have also learned to be true to myself and to do what I believe is right. If I wouldn't like how it would look on the front page of a major newspaper, I don't do it.

It's taken me 40 years to understand that what Christopher Robin said to Winnie the Pooh is 100 percent true: "You're braver than you believe, and stronger than you seem, and smarter than you think."

05

Defining Great Leadership

“A leader takes people where they want to go.
A great leader takes people where they don’t
necessarily want to go, but ought to be.”

— ROSALYNN CARTER

Defining Great Leadership

hen we have leaders, we naturally have followers. By the time this book comes out, there will be about 65,000 people on the Deloitte team. That's a lot of followers who deserve the best leaders that we can produce. Some of those leaders are women, and in the future, even more will be women. That's why producing this book has been such a labor of love: great leaders don't happen by accident. They happen because we share our collective wisdom about what makes great leaders great.

There are a lot of misleading ideas about leadership. One is that an effective leader has to be tough and fearless, traits more associated with men. Fortunately, that misconception is dying out. Today, women are leading in every part of society, from business to industry and politics. What that tells us is there are as many ways to be a leader as there are ways to be a person.

I don't pretend to be an expert on the subject of leadership. I'll leave that to the people who write the leadership books that are everywhere these days. Everyone is looking for the "how-to Holy Grail" of effective leadership, but through the years, I have accumulated some thoughts around that topic, which I'd like to share—starting with how leaders handle problems.

JESSICA BLUME, PRINCIPAL, DELOITTE CONSULTING LLP
TAMPA, FLORIDA

Growing up in the 1960s, I was surrounded by many strong, often college-educated working women—several of them in non-traditional roles for women at that time. So there wasn't a doubt that I would have a career; it was just uncertain what it would be.

My journey to Deloitte took me through some defining work experiences. I spent time working a part-time job in retail while in college. We had a young store manager, Mr. J, who believed in identifying talent and giving them opportunities to stretch. The basics of my people management skills came from him. Each time I showed the capability to do more, he gave me the chance.

As my career has progressed, I've followed several guiding principles:

- *Be transparent, direct, and decisive.*
- *Develop a large network and protect and nurture it.*
- *Maintain balance among work, home, and personal needs. In the most recent years, I've learned that allowing time for me might be the most important.*
- *Finally, passion. Have passion for what you're doing and the people you're working with. That was a key element in my success.*

When I joined Deloitte, I was looking for a path to redirect my career. I never expected to be here 25 years later. So what kept me? As I've often told staff, we give you a long runway and stop you right before you run off the end. Leading new service development, working with some of the largest commercial and government clients and so many talented Deloitte people—it's all fed my need for finding passion in what I do.

As my career with Deloitte is nearing its end, I feel prepared for the next chapters in my life. While I had a lot of support from within the organization, I could not have done it without the support of Kenneth, my husband of 40 years. He took on the burden of our home and family and allowed me to follow my passion. So after retirement, I'll spend more time with him pursuing his passion: golf.

Run to the Problem

Problems and challenges can lead to trouble for any leader, and human nature teaches us that sometimes walking away is the safest option. However, great leaders run toward the problem. Too many people kick the can down the road, and if you do that, it's not long before you run out of road.

Leaving a problem for someone else to fix is not only demotivating but also paralyzing to an organization where everyone is supposed to be working toward a common goal. As leaders, it is up to us to make things better and tackle all challenges, no matter how difficult. Great leaders make the things and people around them better. Trust me, everyone sees and knows about the problem, so not acting on it definitely impacts your leadership brand!

CATHY BENKO, PRINCIPAL, DELOITTE CONSULTING LLP
SAN FRANCISCO, CALIFORNIA

I define leadership as the ability to influence, inspire, draw others in, and believe in and achieve the possibilities. Whether spawning an innovation, delivering an extraordinary outcome, or cultivating the genius of a colleague, leadership is always in the active tense. It is enabling and empowering—though it is not always announced or a power-packed presence in the room.

I experienced this just after being admitted into the partnership when I was asked to take on a newly created global leadership role in a burgeoning yet-to-be-fully-understood area. I recall the words of our CEO distinctly: "Go figure out that Internet thing." It sounded like a good plan, but the more I got into it, the more I realized that nothing would ever be the same. I convinced myself that the stakes were simply too high and that it would be better if a more seasoned leader was appointed. The CEO's response was, "Maybe you didn't know what you were doing, but I did. Get to work." There are times when a leader believes in you more than you do in yourself.

Leadership should not be confused with authority that comes with position or title. Leaders are lifelong learners and teachers. They stay relevant. They do not hide behind inaction but rather challenge the status quo because they know that the status quo leads to mediocrity. Followers draw ambition, promise, and empowerment from their leader, just as the leader draws strength and energy from those led.

Be Self-Aware

It takes self-awareness to overcome fear and run to a problem, and great leaders are extremely self-aware. They know what they're good at and where they need help. They play to their strengths and when they get into an area where they're not strong, they reach out to someone who's strong where they're weak. This is where many women excel. While men often play the "rugged individualist" card and see asking for help as a weakness, women leaders tend to see it as collaboration. We get better, the person we collaborate with gets better, and all the stakeholders benefit.

At its heart, self-awareness means two things:

- *Knowing what our values are.*
- *Leading based on those values, even if our decisions aren't popular.*

What is the right thing to do? What should we never tolerate? What's most important to us? Those are our values, and they're the heart of our ability to lead. Leaders don't go along to get along. They stick to their guns, even if the majority sometimes disagrees. When we try to please everyone, we usually wind up pleasing nobody.

Also, leaders are agents of change, and change can be scary, even for seasoned veterans. Even if the change will benefit them in the long term, some people will resist it. They'll complain, they'll argue, and they might even sabotage. Our ideas—our *leadership*—will make some people resentful and angry. When that happens, that's when we need to believe. Believe in our values and principles. Believe that we're doing this not for ourselves, but for others.

As for leading even when your decisions are unpopular, let me ask you this.

If you have kids, do you give them everything they want? Of course not. If you did, they would eat candy and play video games all day, right? Being a mom isn't a popularity contest. When you tell your kids no, they may get mad and not like you for a while. But in the end, they'll appreciate that what you did was best for them, even if they couldn't see it at the time. It's the same with the people we're leading.

CAROL LINDSTROM, PRINCIPAL, DELOITTE CONSULTING LLP
COSTA MESA, CALIFORNIA

I define great leadership as doing the things that make people respect you and want to follow you.

I had been a partner at Andersen Consulting for many years before Bob Wetzel, who then led Deloitte's consulting practice on the West Coast, approached me about building a technology practice not only for the coast but for the entire organization. After several months of discussions, negotiations, and soul-searching, I left Andersen to join Deloitte and have never looked back.

I learned from Deloitte that if you take care of the people who work with you, they too will take care of you. I had the great opportunity to build the Technology Integration Group, DC.com, and SRM and to work with outstanding groups of people. We all shared a common vision: we cared as much about the success of the individuals who worked with us as we cared about the success of the organization itself.

What helps in this process is that Deloitte has a culture that encourages people to ask for help whenever they need it. When they do ask, they get the help they need. In fact, the only time I have ever seen someone get in trouble at the organization is when they tried to take on too much without asking someone for the help they needed.

I have my own leadership style and have always been able to be myself throughout my career. Anytime a door opened for me, I walked through it. An eternal optimist, I try to make everything I do become a positive influence in my life and the lives of others I work with. I am proud and ecstatic about my life at Deloitte.

Define Reality and Provide Hope

It's not just you who has to believe, though. You've got to make sure that everyone else believes. Remember Phil Jackson, former head coach of the Los Angeles Lakers basketball team during the championship years with Kobe Bryant and Shaquille O'Neal? His nickname was the Zen master. Why? Because no matter what was happening on the court, he was always the picture of calm. He rarely shouted. He always looked like everything was under control ... and as a result, his players *believed* that everything was under control. When we're the leader, everyone will look to us for cues on how to think, feel, and act.

The number one job of a leader is to *define reality*. We're the keeper of the organizational narrative. What needs fixing and why? What are we working for? When something happens in the competitive marketplace that threatens us, what does it mean? Why is our financial performance slipping? It's our responsibility to define those things for our people. No putting lipstick on the problem ... it's that important your team understands the task at hand and what's at stake.

The number two job of any great leader is to *be a purveyor of hope*. Without hope, it's hard to get up in the morning, much less put in long hours required to do our jobs. We are the ones who remind everyone that there's a bright future and value in what they're doing—that their goals are real and reachable. Providing hope is not a part-time job. We must show up every day prepared to radiate hope in every way. If we can't, we should probably take a sick day.

Don't forget, large problems can sometimes overwhelm us. Remember the social science class in college where you learned about Maslow's Hierarchy of Needs? I have often used that to solve what appear at first to be enormous problems. Once you figure out the needs that must be met first and explain that to people, they will stay laser-focused, and you will amaze yourself with the progress that can be made!

JENNIFER KNICKERBOCKER, PARTNER, DELOITTE TAX LLP
MCLEAN, VIRGINIA

As a young professional at Deloitte, I had big aspirations. I not only wanted to be a partner but also aspired to a leadership role. As big as those goals were, I also wanted a successful, fulfilling career and a big happy family. There weren't many women in leadership positions to serve as role models for me. On the other hand, there were many people telling me my dreams were delusions.

After my first son was born, a well-meaning but small-minded woman who had been a mentor to me gave me a taped speech titled "How to Leave Your Career, Not Your Family." While I never listened to the message, I got the point. However, I was not deterred. Fast-forward 15 years to my announcement that my husband and I were adopting our fifth child. One very senior partner's response was "Why?" He too was thinking too small and saw family as a distraction that would take me off my current career trajectory.

Blazing a trail is never easy, and I've encountered challenges that have seemed insurmountable along the way. But early on, I resolved to become the example that I would like to follow ... to forge a path for future generations of women to cast their own visions and believe them to be possible. I committed to stay true to this course. This means deliberately choosing priorities and sticking with them while being flexible in areas that are less important.

In my world, throwing a handful of M&M's to my kids in exchange for five minutes of distraction so I can take a quick work phone call is a victory. Scheduling a connecting flight with a layover that allows me to spend a few hours at home with my family during a busy week of travel is another. Resilience, ingenuity, dogged determination, optimism, amazing supporters, lots of luck, and the ability to forgive myself for the times I've dropped the ball have all been important elements of my success. But the real key is seeing beyond the norms and believing—with conviction—that what others might view as impossible is possible.

Come Prepared to Lead

Sometimes that means calling people out when they're not showing up. Back in early 2008, just before the Great Recession really took hold, I led a meeting with a large group of regional leaders to talk about challenges, opportunities, and strategies for the coming year. I challenged them to come to the meeting with a crisp, bold message and a solid strategy that we would present to our partners as we refreshed our regional and functional strategies. Mind you, the expectations for this meeting and the required deliverables had been communicated well in advance in great detail so that everyone knew how to come prepared to lead and debate at this important meeting.

Each leader was expected to lead a one-hour discussion for their function. However, by the third presentation, it was clear to me, as disappointing as it was, that the leaders had not come prepared to lead or to present their strategies in a compelling way. They were simply going through the motions of the agenda without any purpose.

After a short break to think about what to do, I announced that it would be best if we canceled the rest of the day and rescheduled the meeting. I said we were simply not prepared to have a discussion, and although I was disappointed, we would come back and try it again. Leaders are expected to come prepared to lead!

My goal was not to humiliate anyone. There was no lecture. I called a simple audible to remind them that leadership is a privilege. *"You are better than this,"* I was saying. *"Let's try it again!"* As I saw everyone leave the room, I could see their faces full of worry and concern over having disappointed me, but the lesson was worth the anxiety.

A month later, the group came back, and you can probably guess that this time, they came prepared. Every one of them was able to detail every critical part of their strategies for the coming year and lay out a bold vision for how we would overcome the adversity of the recession. These leaders had come prepared to lead. I was so proud! In life, success can only come when you show up fully prepared!

LINDA KEENE SOLOMON, PRINCIPAL, DELOITTE CONSULTING LLP
ARLINGTON, VIRGINIA

Great leaders motivate people to achieve results that reach far beyond their individual goals and dreams. They take people to new frontiers in terms of experiences, new thinking, and personal development—often without their followers realizing it at the time.

In 2009, I assumed a new professional challenge: becoming the leader of one of our largest and most prestigious client account teams. In my mind, my biggest challenge would be inspiring my team to establish a new platform for growth. However, after one team-building session, life as we all knew it changed.

Deloitte had acquired another large firm, and my new role was to not only lead my team but to co-lead—with the leader from the acquired firm—the integration of our two practices. All of a sudden, I had a new leadership role that was quite different from the one that I imagined or signed up for only weeks before. I had to inspire a group of individuals from very different environments to accomplish great things together and to find common ground. This meant quickly letting go of many well-conceived plans and adapting to a new reality.

From the beginning of this new challenge, I chose to focus on transparency and engaging with key members of the new combined team to clearly articulate a road map to success. The combined team owned this road map—it was ours! By working with the team side by side and demonstrating to them that we were 100 percent focused on success (not the politics associated with “integration”), we set the tone for the entire team. This helped to establish an environment solely focused on achieving goals and making a major impact.

As a woman leader, I believe it is important to communicate in a manner that is simple yet reaches the hearts and minds of a team. Every team I have led is different, yet all respond to this “hearts and minds” approach. It’s part of the wisdom I have learned in my time at Deloitte.

Don't Think About You

Effective leaders must make it all about inspiring the people they lead. You can't lead any other way. For example, back in the day, I was coaching a Deloitte colleague who had an extraordinary intellect and tremendous presence. He really had the whole package: tall, handsome, articulate—everything we think our leaders are supposed to be. Heck, if he could have cooked, I would have set him up with my daughter! But he could not get out of his own way. He needed to be in control. So while he got to a very high leadership role in the organization, he was having a hard time getting to the next level. That's because the command-and-control "Do it because I'm your boss" style of leadership will only get you so far.

Leading should be a selfless act. The best leaders elicit the best work from their people and help them become the people they aspire to be. People are too smart to follow someone who takes all the credit for the good things while refusing to take responsibility for the mistakes.

Everyone can get better at leading, including those who may not have the natural disposition and charisma that we so often associate with leadership. That's why we see people with understated styles who are nevertheless very powerful leaders. So I guess leaders are both born *and* made.

Leaders on Leadership

JANET FOUTTY, PRINCIPAL, DELOITTE CONSULTING LLP
CHICAGO, ILLINOIS

As women, we talk about leadership quite a bit. We talk about how to develop our skills and be prepared for leadership opportunities. We talk about how to manage leadership when we are in the position to demonstrate it. And we talk about how critically important it is to each of us and the organization as whole. What we don't necessarily talk about is the universal truth that leading is a never-ending process—that each of us always has more to learn about how we can be better leaders. I know I do, and I imagine you do too.

I have found in my life and career that understanding the principles of leadership transcends levels, roles, and stages of life. Some of the best examples of leadership in action are often demonstrated by the people closest to you and in very casual settings. Sometimes it's as close as the dinner table.

A little background. I am the very proud daughter of a civil servant. I had the privilege of growing up learning from my father, who was a senior scientist for 42 years at the National Institutes of Health (NIH). He truly inspired me (and many others!) and was able to demonstrate clear leadership through this role.

It wasn't until a few years ago when his life's work was celebrated that I really internalized the principles of apprenticeship, sponsorship, and followership—in my mind, the three key principles—I had learned from his stories around the dinner table and the time I spent in his lab.

Apprenticeship: Taking the time to share knowledge, experience, and insight is easily the best way to help someone take on the skills they will need to succeed.

Sponsorship: Deliberately deciding on two or three people who you are going to help, and actively using your network to support them has brought me as much insight and support as I hope I have given others in their careers. Similarly, I owe a tremendous debt to those who supported me and continue to support me. They took a chance on me, and I am still working to prove myself worthy of their confidence.

Followership: Are you creating an environment where people WANT to work with you? I believe that the ultimate way to create followership is to support those around you, develop an environment where people can do their best work, and always be a gracious leader who gives credit away versus ever worrying about taking it.

My challenge to each of us is to constantly hold ourselves to these three qualities. That's what my father wanted me to do. And that's what I want my own daughter to do too.

06

The Best Advice I've Ever Received

“Do not be too timid and squeamish about your actions. All life is an experiment. The more experiments you make the better.”

— RALPH WALDO EMERSON

The Best Advice I've Ever Received

Let me paraphrase the great Lou Gehrig: I am the luckiest woman on the face of the earth. Certainly, I've worked hard and taken risks, but I've also been fortunate enough to know and work with some of the finest people anywhere. A lot of them have given me some pretty great advice, and I think this is a perfect place to pass some of it on while also sharing the great advice received by some of Deloitte's top woman leaders.

As you'd imagine, most of the advice I received early in life came from my mother. One of her best sayings doesn't quite have the same ring when you translate it from Spanish, but it makes sense. In English, it simply says, "Flush the toilet."

I know, it's not exactly Hallmark card material. But it means that if you're not having a good day—if things aren't working out the way you hoped and the picture isn't good—flush it away. It was my mother's way of saying "Take what life gives you and make it better and don't let the little things bother you. Move on."

Our parents have a great deal to do with who we become. How did advice from your parents shape the person you are today?

KATHLEEN FARLOW, PARTNER, DELOITTE TAX LLP
AUSTIN, TEXAS

I have learned a lot during my life's journey and received great advice from so many people I respect and admire—advice that helped me immensely along the way. Here is a compilation of the best advice I have been given and would like to share:

- *Be passionate, not with emotion but with commitment! Embrace your journey!*
- *Get the best education, with focus. Absorb all you can. Never stop learning.*
- *It is not all about your technical foundation; it's more than knowledge. It is about who you are, your values, how you articulate ideas, and your ability to inspire others.*
- *Set a goal and be determined. See yourself in the role you desire.*
- *Earn an excellent reputation; do your best every day. Stay focused.*
- *Avoid distractions, but not your personal goals. Take time to love. Remember to be happy. Take care of yourself and your family.*
- *Seek advice from those who are successful, those you admire and trust.*
- *Treasure meeting new people; stay in touch. There is power in relationships.*
- *Be decisive. Gather input but do make a decision.*
- *Take the high road always. Integrity matters.*
- *Forgive your mistakes and the mistakes of others. Be generous with praise and support.*
- *Celebrate not only your success, but also the successes of your family, your colleagues, and your team.*
- *Be proud—be true to yourself. Enjoy the journey.*

Pete Jensen

Of course, great advice has come from more than just my family. One of the many things I cherish about Deloitte is that we have a knack for finding people of great character and wisdom and hiring them before somebody else does. One of those was a partner I worked with named Pete Jensen. Pete gave me some of the best advice I've ever received.

I had been offered the opportunity to go and work with a leader with whom I didn't feel particularly compatible. Now I was young in my career, and conventional wisdom said that when you were just starting out and an opportunity came your way, you grabbed it. But I hesitated.

Lucky for me, I knew I would be in a meeting with Pete before I needed to decide on this opportunity. So Pete and I left the team after dinner to have a beer somewhere in New Mexico—I don't remember the restaurant or even the city—and I asked for his advice. He took a sip of his beer and said, "Maritza, who you work for is more important than the job. If I were you, I would trust your feelings." Thanks to Pete, I gracefully said no because he confirmed my instincts.

SANDY SHIRAI, PRINCIPAL, DELOITTE CONSULTING LLP
SAN FRANCISCO, CALIFORNIA

In May of 2009, when we were facing the recession, I polled a few "senior" folks in the organization to get their best advice. Here are a few pearls of wisdom from others who have survived a crisis or two:

- *Don't be Chicken Little. Or a Turtle. Don't let stress and anxiety trigger outbursts of anger or pessimism. Don't let the crisis result in inertia. Be conscious at all times of the messages you send by your behavior. Stop potentially counter-productive behavior before it causes damage.*
- *Be There. Be accessible when your clients and people need to meet with you, even if it's on the fly. Don't cancel appointments, but if you must, be sure to reschedule as soon as possible.*

- *Maintain Your Sense of Humor. There is something therapeutic about a really good deep-in-the-belly-laugh that lightens up the spirit.*
- *Reward and Celebrate Results. Public recognition goes a long way. Go out of your way to thank people and celebrate. It doesn't have to mean monetary awards. An overly excessive dinner or gift can actually cheapen praise.*
- *Confidence and Inspiration. Your clients are hurting. Your people are hurting. Look to the real leaders. They are inside Deloitte. They are our clients. Use them as role models. Then look in the mirror. You are a role model too. Inspire people. Give them hope. Be strong. Be confident.*
- *Double Down. The best companies and best people look at this as an opportunity. Reassess yourself. Reassess our business. While our competitors are focused on their internal issues, look for ways to leapfrog them. Provide extraordinary focus on our clients. Innovate.*
- *Take Care of Yourself. Do whatever you need to do to manage stress. Meditate. Eat right. Exercise. Talk to a trusted friend. Or just step back from difficult situations and chill out.*
- *Focus on Things that Matter. As told by partner Tom Galizia, "I get home and tell my toddler son, 'I had a tough day. Daddy needs a hug.' Then my son literally drops the truck he was playing with and runs into my arms for a big bear hug."*

Bill Parrett

I also received some wonderful advice from one of the great leaders at Deloitte, Bill Parrett, the former CEO of Deloitte Touche Tohmatsu. I was at a leadership meeting in New York, and in the room, there were about a dozen men and three women besides me. During the meeting, two of the women didn't say anything at all. The other woman spoke up, but even when her ideas were being challenged, she didn't step up. She was right, and she was standing on principle, but she didn't defend her ideas. She allowed herself to be steamrolled by the more assertive men in the room.

When I told Bill about that meeting, he told me something I'll never forget: "Don't ask for permission to lead. Just make sure that if you do speak up, you have something to say." I love that idea because it levels the playing field between men and women. Bill's view was that if you have something to say, you say it. Even if it's a controversial point of view, get it out there. Just as important, it's all about *what* you say, not *how* you say it. If you're a woman, you don't have to take over the room with a booming voice.

DIPTI GULATI, PARTNER, DELOITTE & TOUCHE LLP
NEW YORK, NEW YORK

Throughout my 23 years at Deloitte, I have been fortunate to receive great advice from so many people. Advice on how to deal with difficult client situations, advice on the importance of networking, and advice on accounting and auditing matters. Even advice on how to dress. But the best advice I received was from my dad, and it was pretty simple.

The year was 2001. It was a crazy year for me, with many key milestones. My husband and I had returned to the United States from London, having spent three years working there. We moved to the suburbs, bought a house, and started commuting to New York City. I was admitted to the partnership, dealt with 9/11 (both my husband and I were working in downtown Manhattan during the tragic events), and had our first baby on October 23. What a year!

I was fortunate enough to be home for a few months on maternity leave. As I was getting ready to return to work, I started feeling overwhelmed at the idea of leaving my daughter, commuting to NYC, and juggling work and life. I remember crying to my dad and telling him I just didn't think I could do it. Instead of consoling me, he simply said, "Figure it out." At first, I was taken aback, but "figure it out" was what I had to do. So I took a deep breath, called some partners, and started talking to them about my concerns. We decided that coming back to

work on a reduced schedule would help this new mom ease back into being at work. I maintained a returning to full time.

I am now a mother of three and about to become lead client service partner on an OCEO audit client. From time to time, the feeling of being overwhelmed comes over me, and I feel like I can't keep going. I stop and think of the advice my dad gave me: "Figure it out." I often tell others to follow this advice when they come to me with issues and problems that overwhelm them. Sometimes you need advice from others, or you need to think about things differently, but there is always a way to figure it out!

KATY HOLLISTER, PARTNER, DELOITTE TAX LLP
CINCINNATI, OHIO

The best advice I've ever received was "It's not about you, Katy." Someone said this to me a long time ago, and it was the beginning of my appreciation (and obsession) with looking at the world through other people's eyes.

There is a great quote: "The three things we crave most in life—happiness, freedom, and peace of mind—are attained by giving them to someone else." There is something rewarding about dedicating time to another person's success. Ironically, if you invest in others' success, theirs will often drive yours.

My first coach told me that other people considered me to be a negative person. His advice? Start listening to myself. When I did that, it didn't take long to recognize the problem: I always talked about what needed improving and didn't comment on the things I really liked. I learned the value of celebrating the things that are going well and acknowledging accomplishments.

I have developed a reputation for being candid, almost fearless, about

my opinions. This has gotten me in some trouble, but it has also been valuable, especially when I have sat on boards. I have learned how to challenge ideas and be direct without being perceived as negative.

Mentoring others is one of my greatest passions because so many people at Deloitte have done that for me. I coach a lot of younger women. I encourage each one to spend time thinking about what they want to be known for, articulating it in a vision statement, and using that vision to guide their words, choices, and actions. A lot of how we're perceived is driven by observations of our words, choices, and actions. If you are intentional about the things you want people to know about you, you will build your brand the way you want it to be built.

Best Advice I've Given

I've also been fortunate that others have come to me for *my* advice. My best advice went to someone whose name you'll recognize: our retired Deloitte U.S. CEO, Joe Echevarria. He'll probably give me a hard time for telling this story, but it's too good not to tell. Years ago, when Joe was a senior manager, he was up for partner, and I was his advisor and mentor. This was back in the days of *Miami Vice*, when everyone was dressing in pastels and Day-Glo colors. Well, if you can imagine, Joe wore a green polyester suit and sported an enormous moustache!

One night, I took him out to dinner and told him, "Joe, you're going to have to get a new wardrobe. You need to dress for the job that you want, not the job you have. And, Joe, you've got to shave your moustache. Nobody else will tell you, but everybody thinks you look like the Frito Bandito."

You know the rest of Joe's story. He's done pretty well for himself.

Leaders on Leadership

SUMEETA HARI, DIRECTOR, DELOITTE CONSULTING INDIA PRIVATE LIMITED
HYDERABAD, INDIA

One aspect of leadership that I have admired is the ability to add previously unseen perspectives and value to a proposal or an idea. I have seen that at play with a senior leader in Deloitte, whom I have had the opportunity to work with. Prior to any meeting with him and after multiple internal iterations, he would always have something new to add—a new angle, which left me thinking, “Wow, why didn’t I think of this before?” This has taught me the power of hands-on leadership and being one step ahead without making too much noise about it.

Truth is that we meet individuals who shape our leadership style. We also learn “what not to do” when we watch others. Learning and adapting is an ongoing process. What we do in our roles is being watched and emulated by many others. We practically live in a glass house.

My leadership style is sometimes viewed as “too soft.” But I believe that one needs to be tough only when absolutely required and even then, in dealing with the issue rather than the person. In fact, “praise in public and critique in private” has been my mantra. I prefer to give direct feedback when I have to.

My husband, Hari, a key decision maker in a successful organization, has been my mentor and has been integral in teaching me to deal with diametrically conflicting stakeholder needs in extremely challenging situations. The final decision may not be palatable to all, but the transparency and involvement of the team blunt the impact.

Blame it on the fact that I am a woman and a mother, but to me, my team is like my extended family. I try to be sensitive to their issues and consider it important to weave in small gestures that help strengthen the bond with them—be it celebrating festivals, exchanging quick notes on how the children are progressing at school, or putting together a surprise birthday party.

07

The Next Generation

"The future ain't what it used to be."

— YOGI BERRA

The Next Generation

I love golf. I'm not very tall or strong, so I can't whack the ball 250 yards, but I can most often hit the ball straight. So it's appropriate that my favorite metaphor for women in the business world comes from the world of golf.

If you have never played golf, let me set the stage. If you go to any golf course, at the teeing area, you will typically see different sets of colored "tee boxes" the places where players hit the ball as you begin each hole:

- Red tees, closest to the hole, usually used by women or juniors
- White tees for average male golfers
- Blue and black tees for long hitters or low-handicap players

The reason for this is that golf designers have shortened the distance to the hole to allow women to play at a comparable par yardage to men because women simply cannot physically hit the golf ball with the same club speed or distance as men. Think of it as golf's version of "leveling the playing field" to make the game more competitive. Fair enough.

However, in business, there are no red tees. Women don't get any advantage because we're women. We have to deliver the same level of excellence as male leaders under the same conditions. We are all hitting from the same tees!

The thing is women at Deloitte don't need to hit from the red tees. Every woman has more in her than even she thinks she is capable of. It is so gratifying to see the many successes achieved by our women partners and leaders and all the women at Deloitte.

CARRIE CRISTINZIO, PARTNER, DELOITTE & TOUCHE LLP
WASHINGTON, DISTRICT OF COLUMBIA

Breaking down a big problem or decision into smaller pieces or decision points has helped me to be a better mom and a more effective leader. Sometimes a small change, an easy tweak, can have a positive impact on the next day and help keep the balance at home or move the needle at work.

Finding the balance between family and work can be a moving target. Family needs, schedules, priorities, and logistical challenges all shift over time. Making small decisions along the way has definitely helped me navigate this journey. My first “tweak” came a few months after I returned from maternity leave. I needed more time with my son, so I proposed a “work from home” arrangement for two days per week, which would allow me the flexibility to stretch my day and fit in pockets of time for my son. I set up a home office, established clear expectations with my team, and made sure I was flexible when the inevitable client meeting or deadline resulted in a change to my schedule. It worked, and it was a pretty small change compared with the alternatives.

I put this “one step at a time” approach into practice very successfully for a complex client and a challenging project. I was leading a large team of professionals down an untested path on an uncertain timeline. After a particularly stressful meeting with senior client executives, it was clear that my team and our plan were stuck, and we needed to change course. I called the team together, and we started with a clean whiteboard. We focused on the facts we knew and the first steps we needed to take to determine our path.

Executing those first steps became the clear priority of the day. With this approach, we were able to define a successful path, meet the client’s deadline, and deliver a quality product.

My Legacy

I leave Deloitte in those women's capable hands as I retire. However, I will never stop encouraging every one of you to make sure that the women who come after us get the opportunities and build the self-confidence that they need to be successful leaders. Our work isn't done until all women can say, "Gentlemen, we won't be needing those red tees anymore." Or, for that matter, our inclusion initiative. Wouldn't it be something if the inclusion initiatives of the future were about including men instead of women?

The women of Deloitte, many of whose essays are in this book, are simply amazing. They've accomplished more and enjoy more opportunities than I ever did at the beginning of my career, and that thrills me. However, there's still work to be done. Men and women alike still ask questions like "Is she up to the job?" There are still barriers that we haven't hurdled yet and minds that we have to change.

AMI KAPLAN, PARTNER, DELOITTE & TOUCHE LLP
NEW YORK, NEW YORK

The best advice I ever received was given by well-intended guides who dished it out directly, candidly, and without ambiguity. Here is a summary of what I've learned:

"No one can take things from point A to point B faster than you. But you run over everyone on the way. Slow down and pick up other people." When I was a young manager, a formidable senior partner called me into his office to offer me this advice. I realized that up until I had been promoted to manager, I had been rewarded for personal performance. Now as a manager, I would have to teach others, so I needed to slow down to get the team up to speed.

"You're a great team player as long as you are the captain." One day, a partner observed my interaction on a committee and how much less enthusiastic and productive I was when others had chosen a course of action I didn't support. He reminded me that sometimes you need to lead and sometimes you need to follow and that great leaders know when to do both.

"The reason you can't get on my calendar is that I don't value our meetings." I worked for a very senior partner who was one year from retirement. The thought of a young partner reengineering his world was the last thing he wanted. He taught me that people make time for things they value. Now when planning a meeting, I first think about what the person I am meeting with will view as a good use of their time.

"You are the architect of your life." I made partner with a two-year-old and a newborn in the wings. I wanted a third child but wasn't sure that I could manage it. A partner reminded me that I was the architect of my own life. Madison was born five years later, and I simply couldn't imagine life without her. So give up the nonsense, volunteer for one less committee, and find time to bake cupcakes and fingerprint. It's what you will remember.

The Women of Deloitte

I've talked about the importance of dreaming, so let me share my dream for the next generation of women leaders at Deloitte: we will not be *under* represented in our business. We will be over represented. Women at Deloitte today lead some of our most challenging clients and run the most complex and challenging projects. I have no doubt that one of these days, we'll see a woman running the entire show as the U.S. or global CEO.

One of the reasons that my tenure at Deloitte gives me so much pride is that we've led from the front when it comes to gender equality. When other firms in our industry still had their glass ceilings firmly in place, we were aggressively pursuing the development of women partners and leaders—recognizing that inclusion of all types is what makes Deloitte great.

Ronald Reagan once said the following about Margaret Thatcher: “She’s the best man in England.” I hope it gets to the point in the world and in business where no one cares that someone is a woman—just that she’s the best person for the job.

ELLEN STAFFORD-SIGG, PRINCIPAL, DELOITTE CONSULTING LLP
NEW YORK, NEW YORK

I had made principal in 1996. In 1997 and 1998, the organization was weighing how best to build relationships and business at Company P. I was tasked with creating the consulting part of the team at a time when the consulting landscape there was dominated by Accenture, Boston Consulting Group, and McKinsey.

I decided to start by gathering intelligence and insights where I could—putting out the word to find Deloitte managers with company knowledge or connections and tapping into recent hires from competitor firms. We also sought out Company P alumni at Deloitte and Deloitte alumni at Company P. Each piece of information about Company P’s projects, culture, and buying patterns became part of a big puzzle. The information we gained and the people we identified enabled us to start having meetings with Company P contacts, gaining real insights and greater access.

After several months, we got a break. Company P was facing challenges with a product launch and was seeking support for a program to manage the risks. It was an ideal fit as we had strong qualifications from work with another client. We got our chance to propose, and we won. Once in, we could start to expand and build on our success. Within a year, we had won a new \$1 million project—not bad for 1999. By the mid-2000s, we had built well-connected relationships and a strong reputation across Company P. As I reflect on how the team achieved its goals, several

conclusions about effective personal leadership come to mind:

- *Start where you can. We planted seeds in the commercial side of Company P, made our way to the R&D side, and then back to corporate. Be strategic in leveraging what you have and flexible enough to adapt your interim objectives to the best opportunity to advance your long-term goal.*
- *Connect people. Push them to be curious and to share information and to look for and test insights together. Information and ideas power a team, helping them fearlessly pursue the unknown.*
- *When the odds are unfavorable, make sure that you and your team are learning, connecting personally, supporting each other, and enjoying the journey.*

My Next Chapter

My own future looks pretty bright as well. I will miss the intensity and excitement of Deloitte, though. It's exhilarating to be in the middle of all the important decisions. Everything you do influences the risks people take and the decisions they make. Still, the thought of being able to go on vacation without having to worry about getting back to my hotel room at 5:00 p.m. to do conference calls is pretty attractive.

However, I won't stop working. I want to continue to help make the world a better place. Not long ago, I met tennis legend Billie Jean King. During our time together, she said something that stuck with me: "Maritza, I've done a lot for women in sports, but I want to make the world for women better outside the boundaries of the U.S." That touched me. I'd never thought in those terms before.

I've already done a lot of work with nonprofits. I've been fortunate to serve as the chair of Goodwill and the chair of the YWCA, and I've taken on leadership roles in many other nonprofit organizations. There's nothing like seeing the hope in the faces of people you help to help themselves. I would like to do even more of that.

NICOLA JOHNSON, PRINCIPAL, DELOITTE CONSULTING LLP
ATLANTA, GEORGIA

In my view, effective leadership is a personal balance between strength of character, conviction of beliefs, and an ability to deliver results. This is all wrapped into an individual's personal style and nuanced by the ability to cultivate followership, a willingness to empower and trust others, the exercise of sound judgment, solid interpersonal skills, cultural understanding, and, above all, patience.

It's unusual to find all these traits in one individual. However, the leaders we look up to should possess a self-awareness of these attributes and contemplate their own growth. They also "pay it forward" by helping others build this same awareness.

I came to this understanding through years of trial and error and with dedicated mentorship from a retired senior executive. She helped me become more aware of the power of influence over that of mandates. She helped me realize new behaviors and see the positive impact of my changing leadership style. This greatly enhanced my own journey as well as my approach to leading.

Throughout my career, I have benefitted from the insight and mentorship of Deloitte's strongest, most effective senior leaders. My work with them afforded me opportunities to recognize my strengths and areas I needed to develop as a leader in the organization.

Greatness comes from leaders who grow and foster the next generation of leaders. By raising each individual's awareness of the areas where they need development and by sharing knowledge and life lessons to cultivate what is best in others, past leaders provide future leaders with the opportunity to become great.

As former British Prime Minister Benjamin Disraeli stated, "The greatest good you can do for another is not just to share your riches but to reveal to him his own."

The Challenge

Even as I challenge myself, I have a challenge for all my colleagues and friends, the women (and men) of Deloitte who are the power behind these pages and who have helped me so much along the way. Because I love sports metaphors, I'll phrase it in sporting terms. My challenge to all of us is this:

Never hesitate to jump into the pile when there's a fumble. Let's always focus on the ball and be ready to catch it and run with it. Share with others. Help them make their own plays. Throw the ball for big yardage.

JEN STEINMANN, PRINCIPAL, DELOITTE CONSULTING LLP
SAN FRANCISCO, CALIFORNIA

When I walked into my first executive meeting after being appointed Deloitte's new chief talent officer, I was a little bit intimidated. Since I'd come up in the organization quickly, I knew there were some people in the room who thought I didn't belong there. I was powerfully motivated to prove them wrong.

I've always valued advice, but once I started my new job, everyone seemed to feel entitled to give it to me. I had not yet internalized the fact that the CEO had faith in me and that I was now one of the organization's key leaders. I was put in the position to effect change, and I was going to do it.

I worked through the myriad details of the transformation the CEO had charged me with leading: changing the operating model of our talent organization, putting a new curriculum in place, and changing the compensation and performance management models. It wasn't easy—change never is.

As we got closer to rolling out the new program, the barrage of unsolicited advice got louder and more insistent. I was beginning to doubt the decisions I'd made over the past year and the work I was about to unveil to the entire organization. That's the moment that I really became

a leader—the moment I fully committed to this work I'd been doing, taking ownership of the decisions I had made and the decisions I was going to make. The moment I mentally shifted away from all the people who were trying to impose their agendas on my mandate.

You've heard people talking about "manning up"? Well, I "leadered up." It was the most freeing moment of my professional life. I had to stop worrying about what other people were thinking and stop second-guessing myself. I knew not everyone would be pleased with the transformation I was about to roll out, but I decided I wasn't going to be influenced by anybody who didn't understand what I was charged with getting done.

Something interesting happened: people stopped seeing themselves as teachers and started treating me like a colleague. Once I owned my leadership, I expected other leaders to treat me as an equal. And so they did. You don't get followers by being placed at the top of an organization chart. You get followers by earning them, and that starts with believing in yourself as a leader. Leader up.

I could not have made the shift without Maritza's support and guidance along the way. We met for the first time when I was being considered for the chief talent officer role, and from that day forward, her focus has been to help me get it right. Finding someone like that to be a part of your professional journey is a gift.

There is a poem that my father hung on the wall in our kitchen growing up. It was "Invictus" by William Ernest Henley. It was my grandma Libby's favorite poem and served as a constant reminder of family to me. I now keep the poem on my desktop (guess that is the new kitchen wall), and these many years later, it also serves as a call to action: "I am the master of my fate; I am the captain of my soul."

Remember, ladies, they don't call a long miracle pass that wins the game in the last second a Hail Joseph. They call it a Hail Mary! There's no challenge we can't handle. Let's always *dare to be extraordinary!*

DARE TO BE EXTRAORDINARY

Deloitte.

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