

16TH ANNUAL
WOMEN'S LEADERSHIP CONFERENCE

2023

TOGETHER
WE WILL

EMPOWER WOMEN LEADERS

CONFERENCE PROGRAM
SEPTEMBER 18 & 19

MGM GRAND CONFERENCE CENTER

16TH ANNUAL
WLC
LAS VEGAS
WOMEN'S LEADERSHIP CONFERENCE



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REGISTRATION AND INFORMATION DESK OPEN

Sunday, September 17 - 1:00 p.m. – 3:00 p.m.

CONNECT WITH OUR SPEAKERS,
SPONSORS, AND ATTENDEES
AND SHARE YOUR STORIES.



/fwlelv @FWLElv

USE HASHTAG:
#2023WLCLV
#TogetherWeWill

TOGETHER WE WILL

INSPIRE
LEARN
COLLABORATE
GROW
EMPOWER
THRIVE

Hosted by the Foundation for Women's Leadership and Empowerment, the 16th annual Women's Leadership Conference (WLC) brings together a diverse community of professionals who seek to better their leadership competencies. Over the past 15 years, the WLC has educated and influenced thousands of women leaders to achieve greater heights in their personal and professional lives.

Our theme this year is a statement about uniting to empower and support women's leadership - TOGETHER WE WILL. "Together" defines our approach to learning, leading, and achieving, and "We Will" represents our persistence and desire to push onward. Through this theme, we will demonstrate to women leaders that they're supported on their path to leadership at the Women's Leadership Conference.

WELCOME TO THE 16TH ANNUAL WOMEN'S LEADERSHIP CONFERENCE!

"Together We Will," our 16th Annual WLC theme, symbolizes the remarkable results that happen when women with purpose band together. Since at least the mid-19th century, organized movements of visionary, passionate women have collaborated, strategized, advocated, marched, and taken bold actions TOGETHER to achieve freedom and equality for women in the political, economic, social, and cultural life of America. As in all societal evolution, different generations of women have taken different approaches to activism with different specific goals – leading historians to divide these time periods into broad phases or waves. Each wave has been marked by diffuse schools of feminist thought, unity and division, splinter movements, cross-currents, and subgroups, but each successive wave has nevertheless demonstrated the collective power of women in building upon the gains of predecessors to create a more equal, better society. As one commentator aptly stated, "We are a better nation for all that their legacies in leadership continue to give" (Professor Michele Goodwin, Chancellor's Professor, University of California, Irvine).

We are now in the midst of what historians deem the Fourth Wave of feminism – or as some put it, multiple, digitally-driven streams of feminisms. The genesis of this wave is widely attributed to Tarana Burke's 2007 #MeToo program to foster empathy and solidarity among women of color survivors of sexual abuse, an initiative that morphed into a movement that eventually reverberated around the globe. This Fourth Wave, fueled by a genuine recognition of intersectionality and broad-based belief in the equality of people of all genders, continues to seek innovative ways to rectify the same inequities and unfairness that have plagued each wave of feminism across generations – unequal pay and other employment discrimination, workplace harassment, unequal access to health care, reproductive rights, gender-based violence and sexual assault, underrepresentation in elective office, and restrictive social norms and stereotypical expectations about women.

The Women's Leadership Conference ("WLC") was formed amid this social context. It is another powerful example of what resolute women can do when they mobilize in the quest for equality. WLC is the product of collaboration among a small group of diverse women leaders in Las Vegas and members of the MGM Resorts International Corporate Diversity team. They joined together to create a self-help forum, supported by MGM Resorts, that debuted in 2007 as a gathering place for women of color to share their workplace and life challenges, and build mutually beneficial relationships in forging common solutions. The expanded and evolved WLC has since served thousands of women (and men) of all types and walks of life, helping them with career enhancement and sometimes life-changing direction. Sixteen (16) years later, in this year's WLC, we are once again experiencing the fruits of that ambitious

pioneering solidarity – and once again many of these same women, and hundreds of other aspiring women and men, are joining together for mutual inspiration and connection, and education and mentorship in core leadership attributes.

As we gather, where do American women stand in 2023? Without a doubt, women have achieved historic leadership milestones in some areas. Here are a few examples:

- Women comprise 28% of the current 118th U.S. Congress – the highest percentage in U.S. history,¹ and up from 2.3% in 1965, while women represent 51.1% of the U.S. population.²
- 18% of state governors are women, up from 2% in 1975.³
- 10.6% (53) of Fortune 500 CEOs are women, an all-time high since 1972 when Katherine Graham became the first woman to lead a Fortune 500 company (The Washington Post).⁴
- 8.2% (41) of S&P 500 CEOs are women.⁵
- 32% of the S&P 500 board directors are women – a record high.⁶

As much as these statistics herald progress, viewed through the lens of history they are modest, incremental improvements. Women still occupy a dramatically smaller percentage of leadership roles – even though they represented 58.4% of the American workforce as of September 2022, they held only 35% of senior leadership positions. The glass is still more than half empty, and change is moving at a painfully slow pace – especially for women of color. Compare the below statistics to the ones cited above:

- Sixty-one (61) women of color (11%) serve in the 118th Congress: 29 Black, 20 Hispanic and 11 Asian American (among 540 voting and nonvoting members)⁸.
- Of the 49 women who have served as state governors⁹, only 3 women of color (Hispanic & Asian American) have ever been elected to this office¹⁰; there have been zero Black female governors.¹¹
- Less than 1% (that is, two) of Fortune 500 CEOs are women of color.¹²
- Only 1% (four) of S&P 500 CEOs (507) are women of color: 3 Asian women; 1 Black woman.¹³
- Only 8% of the S&P 500 directors are women of color.¹⁴
- One in four C-Suite executives is a woman; only 1 in 20 is a woman of color.¹⁵
- Among the 333 organizations studied by McKinsey in 2022, women of color held 8% (white women 24%) of the vice president and 6% (white women 23%) of the senior vice president positions, contrasted with men who held 68% of the vice president and 71% of the senior vice president positions.¹⁶

Equally concerning are analysts' warnings that the fragile women's leadership pipeline has new cracks. *Women in the Workplace 2022*, the most recent of McKinsey & Co/LeanIn's pioneering series, found that for the eighth (8th) consecutive year, the significant "broken rung" disparity between men's and women's entry into the first step of management is still holding women back, causing a domino effect of men outnumbering women in leadership throughout their entire careers. Compounding this phenomenon is the accelerating rate of women resignations from their organizations - according to McKinsey, for every director-level woman who gets promoted to the next level, two women directors are voluntarily leaving their companies.¹⁸

IBM's Institute for Business Value/Chief collaboration echoes McKinsey's alarm. They admonish that the strides in top leadership positions for women are threatened by a profound decline in the number of women in nearly all mid-level leadership tiers. IBM/Chief project that at the current rate of C-suite change, gender equality in such positions will take at least *three decades*; for the leadership roles below the C-suite, where growth has been flat or decreased, the prognosis is worse, if ever.¹⁹ Unless these pipeline issues are addressed strategically and quickly, there will continue to be simply too few women to promote up to senior leadership. This is why the Foundation for Women's Leadership & Empowerment ("FWLE") was formed in 2019.

In many ways 2023 seems like an inflection point for the status of women, a time when the hard-won gains toward economic security, safety, health and well-being of women seem threatened in many ways with regression to the shackles of a grim past. And this Fourth Wave of feminism - amplified by Hollywood's embrace of the #MeToo movement and its companion TIME'S UP campaign; galvanized by Hillary Clinton's loss of the 2016 presidential election; and now driven by the fury unleashed by the U.S. Supreme Court's reversal of *Roe v. Wade* - is increasingly beset by turmoil. Progress toward gender equality is not inevitable, and requires sustained, focused collaboration and strategy. More than ever, attention is laser-focused on challenging and changing the institutions

and systems of power that perpetuate gender inequality, so as to warp speed across the 132 years that the World Economic Forum forecasts it will take to close the global gender gap.²⁰

Though the pursuit of women's equality faces immense obstacles - while the needs of our society are escalating, we must "channel our collective rage, suffering, aspirations and intentions into concrete action...to create positive change."²¹ Ascension of women into greater leadership of the institutions and systems at the helm of our society is crucial if we are to regain the ground we have lost to date and accelerate the pace toward gender equality. Vital to moving this strategy forward is development of capable women leaders to press a sea change in leadership representation and eradicate the biased paradigm, whether conscious or unconscious, that casts men as business- and results-oriented, but women as people-oriented. Moreover, as women leaders demonstrate personal excellence and foster increased organizational results, businesses and other sectors realize more and more the tremendous value derived from women's participation, thereby increasing the demand for women leaders.

Our mission during this Fourth Wave - FWLE's and WLC's purpose - is to expand the pipeline of women (and men) who have the fortitude, competencies, and acumen necessary for powerful, impactful leadership. The tall hurdles that face us present immense opportunities for women and like-minded men, each of us, to leverage our individual skills, power and influence as agents of change for gender equality. However, no single individual, organization or agency can reverse the gender gaps that exist. We chose TOGETHER WE WILL as the centerpiece of 2023 WLC because it calls upon us to reaffirm our collective commitment to become the best leaders we can be - women and male partners and allies alike - and to take collaborative collective action to advance gender equity as an anchor of the American ideal of equality for all.

We have miles and miles to go, but **TOGETHER WE WILL** make the journey to place the unique stamp of our generations' contributions on the unfolding history of the Fourth Wave of the women's equality movement(s). **Let's get to work!**

¹Pew Research Center (Jan. 3, 2023) ²Zippia, "25 Women in Leadership Statistics: Facts on the Gender Gap in Corporate & Political Leadership" (June 8, 2023) ³Zippia ⁴Shortlister, "Women in Leadership Statistics in 2023: Where We Are & Where We Need to Go" (2023); "Here to stay: The rise of female CEOs in the Fortune 500," Tom Chapman (Business Chief Feb. 28, 2023) ⁵Catalyst, "Women CEOs of the S&P 500 (List)" (Feb. 3, 2023) ⁶Zippia; Catalyst, "Pyramid: Women in the U.S. Workforce" (Feb. 7, 2023) ⁷Zippia ⁸Pew Research Center (Feb. 16, 2023) ⁹Center for American Women and Politics 2023 ¹⁰Wikipedia, "List of female governors in the U.S." (Jan. 10, 2023) ¹¹Yahoo!news (Dec. 13, 2021) ¹²Zippia ¹³DiversIQ, "In the S&P 500, women of color are few and far between in CEO & CFO roles," Josh Ramer (Nov. 11, 2022) ¹⁴"Him for Her and Crunchbase 2022 Study of Gender Diversity on Private Company Boards," Ann Shepherd (Mar. 29, 2023) ¹⁵McKinsey & Co/LeanIn, *Women in the Workplace 2022* (2023), p. 7 ¹⁶McKinsey & Co/LeanIn, p. 8 ¹⁷McKinsey & Co/LeanIn, p. 7 ¹⁸McKinsey & Co/LeanIn, p. 7 ¹⁹IBM Consulting/Chief, *Women in leadership: Why perception outpaces the pipeline and what to do about it* (March 2023), p. 13 ²⁰Global Gender Gap Report 2022 ²¹Crystal Marie Fleming, Professor of Sociology & Africana Studies and Author, Stony Brook University, New York, quoted in "Our Collective Feminist Wishlist for 2023," Ms. Magazine (Dec. 27, 2022)



PHYLLIS A. JAMES
Founding President & CEO
Foundation for Women's
Leadership and Empowerment

Phyllis A. James

SCHEDULE OF EVENTS

MONDAY, SEPTEMBER 18, 2023

EVENT TIME	LIVE EVENT	SPEAKER/WORKSHOP	ROOM
7:30 a.m. – 8:30 a.m.	Breakfast		Chairman's Ballroom
8:45 a.m. – 9:00 a.m.	Opening Remarks	Phyllis A. James	Premier Ballroom
9:00 a.m. – 10:00 a.m.	Keynote Address	Col. Nicole Malachowski: "Pushing the Envelope: Being the Best When It Counts"	Premier Ballroom
10:00 a.m. – 10:30 a.m.	Networking Break		Premier Pre-Function
10:30 a.m. – 11:30 a.m.	Keynote Address	Ryan Leak: "You Are the Culture Carrier for Diversity, Equity & Inclusion!"	Premier Ballroom
11:30 a.m. – 12:15 p.m.	Empowerment Lunch		Chairman's Ballroom
12:30 p.m. – 1:45 p.m. Education Session 1	Emerging Leader Track	HALLMARK SESSION/Option 1: Leadership and the Missing 33% CROSSOVER SESSION/Option 2: Strategic Relationships for Business Success Option 3: Career Derailers	See Signage
	Emerging Executive Track	HALLMARK SESSION/Option 1: Leadership and the Missing 33% CROSSOVER SESSION/Option 2: Strategic Relationships for Business Success Option 3: Communication and Listening	See Signage
	Executive Track	HALLMARK SESSION/Option 1: Leadership and the Missing 33% Option 2: High Stakes Negotiations Option 3: Follow the Money	See Signage
1:45 p.m. – 2:15 p.m.	Networking Break		Premier Pre-Function
2:15 p.m. – 3:30 p.m. Education Session 2	Emerging Leader Track	Option 1: Cultivating a Winning Mindset Option 2: Self-Promote with Grace and Authenticity Option 3: Introduction to Business Acumen Option 4: Winning Everyday Negotiations	See Signage
	Emerging Executive Track	CROSSOVER SESSION/Option 1: Managing Complexity Option 2: Think Like a CEO Option 3: Strategy: Art, Science & Mystery Option 4: Speak the Language of Power	See Signage
	Executive Track	CROSSOVER SESSION/Option 1: Managing Complexity Option 2: Cultivating a Culture of Accountability	See Signage
3:30 p.m. – 4:15 p.m.	Networking Break		Premier Pre-Function
4:15 p.m. – 5:00 p.m.	Fireside Chat	Jan Swartz, Executive Vice President, Strategic Operations for Carnival Corporation & plc	Premier Ballroom
5:05 p.m. – 6:30 p.m.	VIP Cocktail Reception	VIP Networking (open to all attendees)	Premier Pre-Function

SCHEDULE OF EVENTS

TUESDAY, SEPTEMBER 19, 2023

EVENT TIME	LIVE EVENT	SPEAKER/WORKSHOP	ROOM
7:30 a.m. – 8:30 a.m.	Breakfast		Chairman's Ballroom
8:45 a.m. – 10:15 a.m.	Roundtable	<p>Women Presidents & CEOs Roundtable</p> <p>Susan Gambardella, President, Kimberly-Clark Professional™ North America</p> <p>Melonie Johnson, President & COO, MGM National Harbor</p> <p>Sandra Douglass Morgan, President, Las Vegas Raiders</p> <p>Julie Rosen, Brand President, Bath & Body Works</p>	Premier Ballroom
10:15 a.m. – 10:45 a.m.	Networking Break		Premier Pre-Function
10:45 a.m. – 12:00 p.m. Education Session 3	Emerging Leader Track	<p>HALLMARK SESSION/Option 1: PIE Strategic Mentoring™</p> <p>CROSSOVER SESSION/Option 2: Pulling Back the Financial Curtain</p> <p>Option 3: Building Resilience</p>	See Signage
	Emerging Executive Track	<p>HALLMARK SESSION/Option 1: PIE Strategic Mentoring™</p> <p>CROSSOVER SESSION/Option 2: Pulling Back the Financial Curtain</p> <p>Option 3: Conflict Management</p>	See Signage
	Executive Track	<p>HALLMARK SESSION/Option 1: PIE Strategic Mentoring™</p> <p>Option 2: Strategy Execution: Aligning Your Team</p> <p>Option 3: Creating a Culture of Innovation</p>	See Signage
12:00 p.m. – 1:00 p.m.	Empowerment Lunch		Chairman's Ballroom
1:00 p.m. – 1:30 p.m.	Cameo Interview	Cameo Interview with Lisa Ferrell & Jesse Ferrell: The Value of Executive and Career Coaching	Premier Ballroom
1:30 p.m. – 2:00 p.m.	Networking Break		Premier Pre-Function
2:00 p.m. – 3:15 p.m. Education Session 4	Emerging Leader Track	<p>Option 1: Cultivating a Winning Mindset</p> <p>Option 2: Self-Promote with Grace and Authenticity</p> <p>Option 3: Introduction to Business Acumen</p> <p>Option 4: Winning Everyday Negotiations</p>	See Signage
	Emerging Executive Track	<p>CROSSOVER SESSION/Option 1: Managing Complexity</p> <p>Option 2: Think Like a CEO</p> <p>Option 3: Strategy: Art, Science & Mystery</p> <p>Option 4: Speak the Language of Power</p>	See Signage
	Executive Track	<p>CROSSOVER SESSION/Option 1: Managing Complexity</p> <p>Option 2: Leading from the Top: Making the Tough Calls</p>	See Signage
3:15 p.m. – 3:45 p.m.	Networking Break		Premier Pre-Function
3:45 p.m. – 4:45 p.m.	Keynote Address	Dethra Giles: "Living the GUD Life of Success"	Premier Ballroom
4:45 p.m. – 5:00 p.m.	Closing Remarks	Phyllis A. James	Premier Ballroom

ABOUT THE FOUNDATION



The Foundation for Women's Leadership and Empowerment ("FWLE") – an independent 501(c)(3) nonprofit organization – was established in May 2019 as an outgrowth of the enormous success of the Women's Leadership Conference. With founding support from MGM Resorts International, FWLE's vision is to expand the social and business impact of WLC to a broader platform of developmental programming, beyond WLC and beyond Nevada, for education of women leaders.

FWLE strongly believes that genuine equal opportunity for all to advance requires equal access for all to education and development in the skills essential for success.

Not only has the human capital of women and women of color been dramatically underutilized in American leadership – when it comes to leadership education

women, especially non-executive women and women of color, have been dramatically underserved. This has been documented by numerous studies such as the groundbreaking McKinsey Lean-In Women in the Workplace series.

These reasons fueled FWLE's resolve to undertake its mission. Thirteen years of steady growth of the WLC demonstrated the deep-seated thirst women have for leadership education. Furthermore, preparing talented women leaders is a matter of economic necessity as much as social justice. Society's call for greater numbers of qualified leaders, including the talent of women, has never been greater – to meet the urgent economic, environmental and political crises facing the globe, the unprecedented change of the Digital Age, and now to rectify the disproportionate pandemic losses of women and communities of color.



As the leading corporate sponsor of WLC from its very beginning in 2007, and now as Founding Sponsor for FWLE, MGM Resorts has made another great leap in its long-standing championship of gender and racial equity - raising the bar for others to extend their social investment in our communities and our nation.

FWLE realizes that it will take more than WLC, its companion Aspiring Women virtual program, FWLE, and frankly, any one company, to make a dent in our mission - but because we can't do it all does not mean we should refuse to do what we can.



Expressions of support for gender and racial equity have become commonplace in America. Talk is cheap; actions speak! FWLE invites every company, every institution, every community, EVERYONE across America and the world to join with us in “[e]nd[ing] all forms of discrimination against all women and girls everywhere” (United Nations Goal 5 of the 2030 Agenda for Sustainable Development) and empowering women leaders to elevate humanity!

Please visit our website fwle.org to learn more about FWLE and its programs.



***“YOU HAVE BEEN ASSIGNED
THIS MOUNTAIN SO THAT
YOU CAN SHOW OTHERS
IT CAN BE MOVED.”***

- Mel Robbins, Motivational Speaker & Bestselling Author



— LEADERSHIP —
& EMPOWERMENT

MANIFESTO

We are ordinary women. We are extraordinary women.
We are women at all points in between. We are half of the
human capital on our planet.

We can all accomplish extraordinary things – with the spark
of inspiration, the cultivation of knowledge and the opportunity
to excel. We develop and use our innate talent and ability to
become and do our individual best.

We work together – as colleagues, neighbors, or friends
– to do our collective best to achieve a common goal.

We consistently push ourselves and those around us to improve.
We fight for our seat at the table of leadership.
We are multi-dimensional – whether it's meeting
with a CEO or being in the moment with a child.

We aim high. We achieve higher. We see every day as an opportunity
to achieve greater potential and ascend to new horizons.

We are resolute, bold and fearless – breaking barriers, shattering
ceilings, vaulting hurdles and building yet more confidence.
We stand together as sisters with brothers who are allies of women.

When women participate to our fullest capacity, as leaders and
contributors, organizations achieve greater collective intelligence,
greater innovation and greater productivity and value.

That is why women and men should and must be united as equal
partners – with equal rights and equal responsibilities – striving to
lead better communities, better institutions, and a better world!

Betty Friedan

Ida B. Wells-Barnett

Jeannette Rankin

Nancy Pelosi

Ursula Burns

Justice Ketanji Brown Jackson



**FWLE and WLC thank
MGM Resorts International and
The MGM Resorts Foundation
for 16 years**

of monumental commitment
to the ideals of equality,
empowerment of women leaders
and stronger communities
through sponsorship of WLC!



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ANNE FONTAINE



MAIN STAGE PRESENTATIONS

MONDAY, SEPTEMBER 18, 2023



PUSHING THE ENVELOPE: BEING THE BEST WHEN IT COUNTS

Col. Nicole Malachowski, USAF, Ret.

9:00 a.m. - 10:00 a.m.

Leaders across every industry and experience level share one thing in common - to be successful they need to effectively navigate moments of self-doubt, master the role of a trustworthy team player, and embrace moments of personal and professional vulnerability. Pushing your own personal “performance envelope,” at work and in life, will empower you to bring your best every day, to accomplish as much as possible with your unique skillset, and to consistently perform to a standard of excellence as individual leaders and as elite teams.

This session will help you reflect on your unique personal and professional strengths and bolster your ability to:

- Overcome the self-doubt that often inhibits personal and professional growth.
- Model the selfless trust needed to be an effective teammate.
- Practice vulnerability and transparency to build trust and galvanize teamwork.



YOU ARE THE CULTURE CARRIER FOR DIVERSITY, EQUITY & INCLUSION!

Ryan Leak

10:30 a.m. - 11:30 a.m.

Studies have proven that organizations that practice inclusive diversity are more innovative and drive better business performance. As momentum has galvanized around Diversity, Equity and Inclusion (DEI) – particularly since the COVID pandemic and renewed social justice movements – so has the debate intensified over how to implement DEI. If DEI is now a holy grail for employers across the spectrum, why haven't more workplaces achieved greater success in promoting diversity of thought and representation, eradicating inequity, and fostering inclusion? One thing is clear: building a culture of DEI is more than providing anti-bias training to sensitize everyone to our multicultural workplace and avoid discrimination claims.

What is our role as leaders in instilling DEI values at all levels of our workplaces? Which leaders – the Chief DEI Officer and diversity specialists? Human Resources? The CEO and C-suite? Any leader? What is a team member's role? How do we all adjust our mindsets, behaviors, and practices so that everyone is accountable for sustaining a truly inclusive organization where all team members can thrive to their full potential? What does Ryan recommend on these crucial cultural questions?



FIRESIDE CHAT

Jan Swartz

**Executive Vice President, Strategic Operations,
Carnival Corporation & plc**

4:15 p.m. - 5:00 p.m.

Join us for an immersive conversation with one of the country's leading women executives, who leads strategy and innovation, external affairs, corporate marketing, and destination development for Carnival Corporation & plc., one of the world's largest leisure travel companies with a portfolio of world-class cruise line brands including Carnival Cruise Line, Cunard, Holland America Line, Princess Cruises, P&O Cruises (Australia), P&O Cruises (UK), and Seabourn.

MAIN STAGE PRESENTATIONS

WOMEN PRESIDENTS AND CEOs ROUNDTABLE

Tuesday, September 19 | 8:45 a.m. – 10:15 a.m.

By popular demand FWLE has convened a group of diverse women presidents and CEOs from a variety of industries to discuss their values, visions, career preparation, and experiences. This is a unique opportunity to hear valuable insights and guidance from women at the top of their organizations who have achieved success goals very few have!



SUSAN GAMBARDELLA

President, Kimberly-Clark
Professional™ North America



MELONIE JOHNSON

President & COO,
MGM National Harbor



SANDRA DOUGLASS MORGAN

President, Las Vegas Raiders



JULIE ROSEN

Brand President,
Bath & Body Works



**MODERATED BY HALL OF FAME
SPEAKER MARILYN SHERMAN**



CAMEO INTERVIEW: THE VALUE OF EXECUTIVE AND CAREER COACHING

Lisa Ferrell & Jesse Ferrell

1:00 p.m. - 1:30 p.m.

Some of the world's most successful leaders and CEOs have improved and benefited from coaching, such as Bill Clinton, Oprah Winfrey, and Bill Gates. No longer confined to C-Suite executives, today coaching has become a much sought-after tool for all leadership levels. Hear a few tips on why conferring with a coach could be one of the most beneficial, career-altering things you've ever done to maximize your potential.



LIVING THE GUD LIFE OF SUCCESS

Dethra Giles

3:45 p.m. - 4:45 p.m.

Dethra will deliver a frank talk about the S word - SUCCESS! What are the most important factors influencing a person's success, whether personal or professional? She will break down the fundamental elements she advocates for success - How we define it? How we get up daily for it? How goal setting fits in? How we manage negative emotions and setbacks? How we project self-confidence and the persona of success in our daily interactions? Ultimately, how we cultivate "the success mindset"? All these aspects and more! Are you ready to harness your ultimate power and control your career choices and your life?



LIVE CONFERENCE TRACKS AND EDUCATION SESSIONS

HALLMARK SESSION as used in this Program Agenda refers to a course that provides critical insights every woman leader needs to know to drive career success for themselves and their teams. Specifically curated for all career levels, these sessions will be eye-opening for all.

CROSSOVER SESSION offers topics that apply to multiple career stages. The tracks combined in a Crossover Session were chosen because research shows that at certain points in a career, one must demonstrate the required skills and knowledge to be seen as qualified to progress to the next level. A Crossover Session may combine Emerging Leaders and Emerging Executives, or Emerging Executives and Executives, depending upon the subject matter.

AT A GLANCE

OUR WORKSHOPS ARE CLASSIFIED BY TRACKS ACCORDING TO PARTICIPANTS' LEVEL OF LEADERSHIP. HERE IS A QUICK SCHEDULE OVERVIEW OF EACH TRACK.

EMERGING LEADERS

DAY ONE

12:30 P.M. - 1:45 P.M.

OPTION 1: Leadership and The Missing 33%™ with Gretchen Sussman ★

OPTION 2: Strategic Relationships for Business Success with Alison Lazenby ●

OPTION 3: Career Derailers with Vanessa Phipps

2:15 P.M. - 3:30 P.M.

OPTION 1: Cultivating a Winning Mindset™ with Vanessa Phipps

OPTION 2: Self-Promote with Grace and Authenticity with Gretchen Sussman

OPTION 3: Introduction to Business Acumen with Anne Leets

OPTION 4: Winning Everyday Negotiations with Alison Lazenby

DAY TWO

10:45 A.M. - 12:00 P.M.

OPTION 1: PIE Strategic Mentoring™ with Nicole Gionet ★

OPTION 2: Pulling Back the Financial Curtain with Gretchen Sussman ●

OPTION 3: Building Resilience with Vanessa Phipps

2:00 P.M. - 3:15 P.M.

OPTION 1: Cultivating a Winning Mindset™ with Vanessa Phipps

OPTION 2: Self-Promote with Grace and Authenticity with Gretchen Sussman

OPTION 3: Introduction to Business Acumen with Anne Leets

OPTION 4: Winning Everyday Negotiations with Tim Kemp

EMERGING EXECUTIVES

DAY ONE

12:30 P.M. - 1:45 P.M.

OPTION 1: Leadership and The Missing 33%™ with Gretchen Sussman ★

OPTION 2: Strategic Relationships for Business Success with Alison Lazenby ●

OPTION 3: Communication and Listening with Joyel Crawford

2:15 P.M. - 3:30 P.M.

OPTION 1: Managing Complexity with Usha Pillai ●

OPTION 2: Think Like a CEO™ with Quendrida Whitmore

OPTION 3: Strategy: Art, Science & Mystery with Joyel Crawford

OPTION 4: Speak the Language of Power with Nicole Gionet

DAY TWO

10:45 A.M. - 12:00 P.M.

OPTION 1: PIE Strategic Mentoring™ with Nicole Gionet ★

OPTION 2: Pulling Back the Financial Curtain with Gretchen Sussman ●

OPTION 3: Conflict Management with Quendrida Whitmore

2:00 P.M. - 3:15 P.M.

OPTION 1: Managing Complexity with Usha Pillai ●

OPTION 2: Think Like a CEO with Quendrida Whitmore

OPTION 3: Strategy: Art, Science & Mystery with Joyel Crawford

OPTION 4: Speak the Language of Power with Alison Lazenby

EXECUTIVES

DAY ONE

12:30 P.M. - 1:45 P.M.

OPTION 1: Leadership and The Missing 33%™ with Gretchen Sussman ★

OPTION 2: High Stakes Negotiations with Usha Pillai

OPTION 3: Follow the Money with Nicole Gionet

2:15 P.M. - 3:30 P.M.

OPTION 1: Managing Complexity with Usha Pillai ●

OPTION 2: Cultivating a Culture of Accountability with Tim Kemp

DAY TWO

10:45 A.M. - 12:00 P.M.

OPTION 1: PIE Strategic Mentoring™ with Nicole Gionet ★

OPTION 2: Strategy Execution: Aligning Your Team with Usha Pillai

OPTION 3: Creating a Culture of Innovation with Tim Kemp

2:00 P.M. - 3:15 P.M.

OPTION 1: Managing Complexity with Usha Pillai ●

OPTION 2: Leading from the Top: Making the Tough Calls with Nicole Gionet

★ Hallmark Session ● Crossover Session

EMERGING LEADER TRACK

Who is an Emerging Leader? An Emerging Leader has less than 10 years of career experience. She/He may be an individual contributor who aspires to be in a leadership position but hasn't quite made it yet. Or she/he may already supervise individual projects and/or people as a Team Leader, or as an entry-level to mid-level Supervisor, Manager, or Administrator. The work of an Emerging Leader is likely focused within one functional area (such as sales, marketing, finance, human resources, etc.) and centers on execution of business plans and projects. At this career stage, an Emerging Leader is typically working to develop all aspects of her/his leadership skills.

THE EMERGING LEADER TRACK WILL:

- Upgrade your leadership skills and help you gain new skills.
- Expand your network through peer colleagues, team leaders, supervisors, directors, and executives you will meet.
- Get you inspired to take that next step!

DAY 1 | SEPTEMBER 18, 2023 | 12:30 P.M. - 1:45 P.M.

HALLMARK SESSION: OPTION 1

Leadership and The Missing 33%™ with Gretchen Sussman

Leading Women (“LW”) will present a unique definition of leadership and global research that has identified the nine (9) critical differentiators for moving from middle-level into senior and executive positions. Learn what the research indicates that traditional career advice for women neglects – key messaging about what LW calls The Missing 33%™ of the career success equation – business, strategic and financial acumen.

LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Excellence in Results & Customer Service Through Other People; Continuous Learning & Self-Development

CROSSOVER SESSION: OPTION 2 EMERGING LEADERS & EMERGING EXECUTIVES

Strategic Relationships for Business Success with Alison Lazenby

Every interaction has the potential to lead to a strategic relationship. And while leaders traditionally rate women as outperforming men in interpersonal skills, they rate men as outperforming women in using relationships to advance the business. Participants in this session will learn how to identify the difference between tactical and strategic relationships, six (6) tools for cultivating strong internal and external strategic relationships, and how to utilize these relationships for business and career success.

LEADERSHIP COMPETENCIES: Effective Communications with All Levels; Effective Relationships & Coalitions

OPTION 3

Career Derailers with Vanessa Phipps

Navigating our careers requires that we understand the springboards that will facilitate or the impediments that will derail our career progression. This session will highlight common dysfunctions to avoid and teach ways to keep your career on track.

LEADERSHIP COMPETENCIES: Continuous Learning & Self-Development; Effective Relationships & Coalitions



OPTION 1

Cultivating a Winning Mindset™ with Vanessa Phipps

The mindsets we hold about ourselves, challenges and opportunities shape our effectiveness as professionals. Organizations often say they are looking for a “winner” when they select leaders for advancement. What does this really mean? It doesn't mean someone who is out to “win” over others at any cost, but rather a leader who confronts any challenge with an attitude focused on overcoming the issue, no matter how daunting, to achieve the optimal solution for the organization. This session will explore how to cultivate and project a positive, optimistic mindset that attracts people to want to collaborate with you and instills confidence in others that you can prevail over the toughest tests.

LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Vision & Direction Setting; Excellence in Results & Customer Service Through Other People; Continuous Learning & Self-Development

OPTION 2

Self-Promote with Grace and Authenticity with Gretchen Sussman

Conventional wisdom tells women how important it is to self-promote, but it doesn't tell us what to feature about ourselves or how to make our achievements more visible in our organizations. Making our accomplishments visible is a vital advancement strategy for women, who often need to work harder to prove their competence. Participants will walk away from this session with tips on and practice in how to self-promote with grace and authenticity in both formal and informal business settings.

LEADERSHIP COMPETENCIES: Integrity; Effective Communications with All Levels; Effective Relationships & Coalitions

OPTION 3

Introduction to Business Acumen with Anne Leets

To enhance your success in the business world, business acumen is a must have. Business acumen refers to the ability to effectively and often rapidly assess situations and challenges that arise and achieve the best outcome for the organization, based on an understanding of its operating model, finances and strategic goals. A leader with business acumen truly understands how her/his organization works and how to execute strategy to drive the key success metrics for the business. This session will examine the skills essential to building a disciplined approach to analyzing business problems and the criteria used to make informed decisions to resolve them. Participants will also be taught the fundamentals of formulating a business plan.

LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Excellence in Results & Customer Service Through Other People; Drives Change & Innovation; Continuous Learning & Development

OPTION 4

Winning Everyday Negotiations with Alison Lazenby

Women have a bad rap for not being good negotiators - they are traditionally portrayed as having less confidence and undermining themselves by thinking they're “not good at it.” This stereotype is based on an outmoded view of negotiations as dominating, being right and winning at all costs. The paradigm for successful negotiations has shifted to active listening, building collaboration and rapport, and seeking smart, win-win tradeoffs. The reality is, most people engage in negotiation almost every day, either at work, at home and/or in general commerce transactions. This session will probe how women and men can develop successful negotiation skills with preparation and confidence-building practice in your day-to-day life.

LEADERSHIP COMPETENCIES: Effective Communication with All Levels; Business Acumen & Business Judgment; Excellence in Results & Customer Service Through Other People; Effective Relationships & Coalitions; Continuous Learning & Development



HALLMARK SESSION: OPTION 1

PIE Strategic Mentoring™ with Nicole Gionet

Participants will learn the difference between CAKE (Supportive) and PIE (Strategic) mentoring and why successful women and men leaders receive and give PIE mentoring. Participants will leave with practical tools for future discussions and experiences that will ensure they make the most of mentoring relationships and techniques to use PIE mentoring to earn sponsorship.

LEADERSHIP COMPETENCIES: Effective Relationships & Coalitions; Development of Others to Build Talent; Excellence in Results & Customer Service Through Other People; Effective Communication with All Levels

CROSSOVER SESSION: OPTION 2

EMERGING LEADERS & EMERGING EXECUTIVES

Pulling Back the Financial Curtain with Gretchen Sussman

Finance is integral to all organizations, whether for-profit, non-profit, government, etc. All employees must be able to understand and contribute to a discussion about the organization's performance. Financial acumen is therefore a critical aspect of business acumen for all team members, not just team leaders. This session will cover basic financial terminology and teach participants how to read and interpret three (3) key financial statements: the Balance Sheet, the Income Statement, and the Cash Flow Statement. Whatever your role, you have an influence on your company's financial performance.

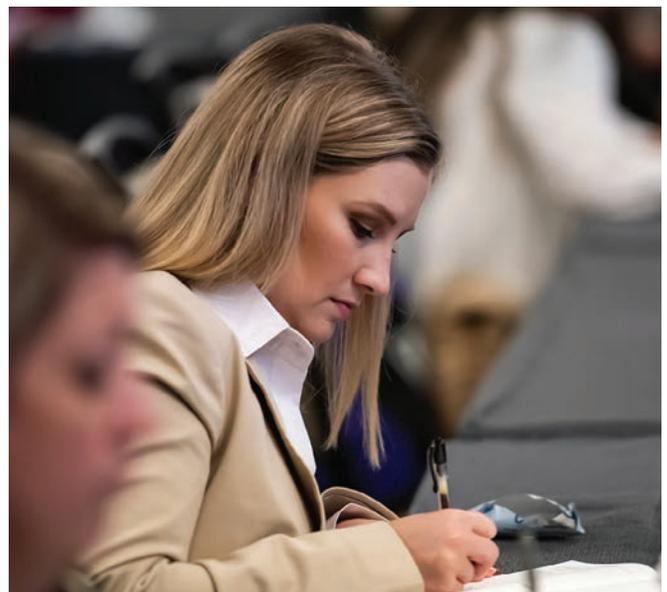
LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Continuous Learning & Development

OPTION 3

Building Resilience with Vanessa Phipps

There will always be change, challenges and uncertainty, but the world is experiencing disruption and challenges on a frequency and scale not seen in generations, if ever. Resilience - the ability to withstand and bounce back from adversity - is more important than ever in the workplace. This session explores the four factors that lead to building personal resilience: approaching the stress and challenges of work with optimism; increasing emotional intelligence; embracing balance; and developing a strong support system. The combination of these four factors will help you navigate the most demanding and stressful parts of your job (and your life) without becoming rigid, losing momentum, burning out, or stalling your career progress.

LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Vision & Direction Setting; Effective Relationships & Coalitions; Excellence in Results & Customer Service Through Other People



OPTION 1

Cultivating a Winning Mindset™ with Vanessa Phipps

The mindsets we hold about ourselves, challenges and opportunities shape our effectiveness as professionals. Organizations often say they are looking for a “winner” when they select leaders for advancement. What does this really mean? It doesn’t mean someone who is out to “win” over others at any cost, but rather a leader who confronts any challenge with an attitude focused on overcoming the issue, no matter how daunting, to achieve the optimal solution for the organization. This session will explore how to cultivate and project a positive, optimistic mindset that attracts people to want to collaborate with you and instills confidence in others that you can prevail over the toughest tests.

LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Vision & Direction Setting; Excellence in Results & Customer Service Through Other People; Continuous Learning & Self-Development

OPTION 2

Self-Promote with Grace and Authenticity with Gretchen Sussman

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LEADERSHIP COMPETENCIES: Integrity; Effective Communications with All Levels; Effective Relationships & Coalitions

OPTION 3

Introduction to Business Acumen with Anne Leets

To enhance your success in the business world business acumen is a must have. Business acumen refers to the ability to effectively and often rapidly assess situations and challenges that arise and achieve the best outcome for the organization, based on an understanding of its operating model, finances and strategic goals. A leader with business acumen truly understands how her/his organization works and how to execute strategy to drive the key success metrics for the business. This session will examine the skills essential to building a disciplined approach to analyzing business problems and the criteria used to make informed decisions to resolve them. Participants will also be taught the fundamentals of formulating a business plan.

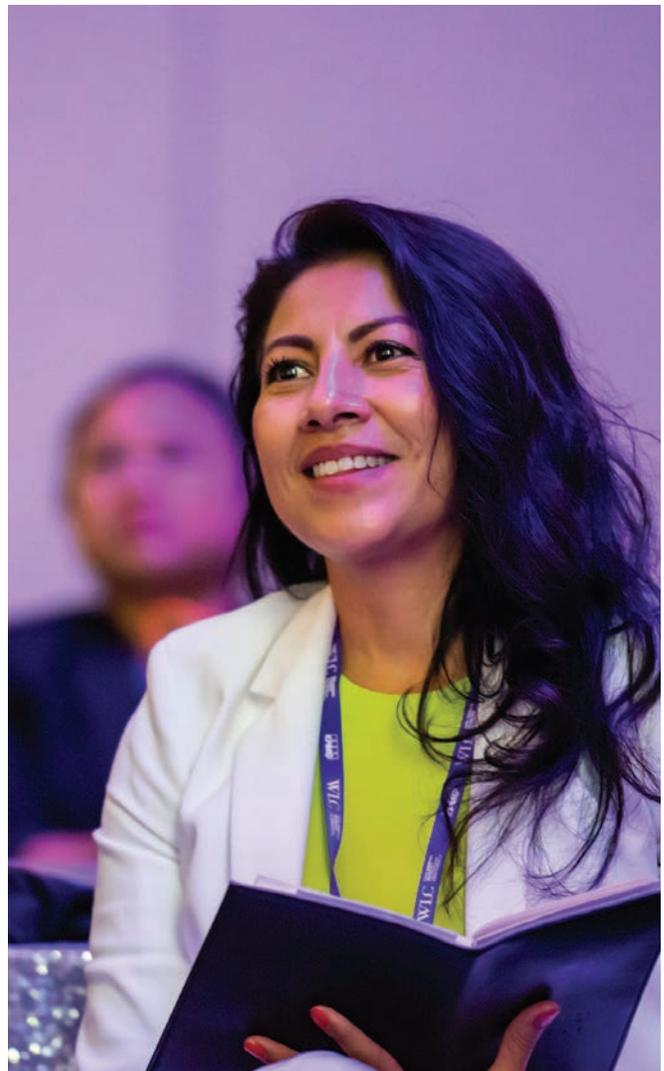
LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Excellence in Results & Customer Service Through Other People; Drives Change & Innovation; Continuous Learning & Development

OPTION 4

Winning Everyday Negotiations with Tim Kemp

Women have a bad rap for not being good negotiators - they are traditionally portrayed as having less confidence and undermining themselves by thinking they’re “not good at it.” This stereotype is based on an outmoded view of negotiations as dominating, being right and winning at all costs. The paradigm for successful negotiations has shifted to active listening, building collaboration and rapport, and seeking smart, win-win tradeoffs. The reality is, most people engage in negotiation almost every day, either at work, at home and/or in general commerce transactions. This session will probe how women and men can develop successful negotiation skills with preparation and confidence-building practice in your day-to-day life.

LEADERSHIP COMPETENCIES: Effective Communication with All Levels; Business Acumen & Business Judgment; Excellence in Results & Customer Service Through Other People; Effective Relationships & Coalitions; Continuous Learning & Development



EMERGING EXECUTIVE TRACK

Who is an Emerging Executive? An Emerging Executive is a middle or middle-plus level leader with more than 10 years of career experience. Titles may include Manager, Senior Manager, Regional Manager or Director. The work of an Emerging Executive may be focused in one function but typically requires significant cross-functional navigation. This position has control of budgets, develops business plans, and is a decision-maker with a span of control reaching across sizeable revenue, geography, or project scope. She/He is responsible for effective execution of initiatives and may have influence on strategy development for her/his department or business unit(s). An Emerging Executive usually leads a team of direct reports who are managers of people. At this career stage, having mastered one or more areas of technical expertise and personal leadership skills, she/he seeks growth opportunities to stretch her/his work scope of responsibility and achieve high quality outcomes by mobilizing and engaging multiple teams or units.

THE EMERGING EXECUTIVE TRACK WILL:

- Teach you what business acumen and strategy are, and the differences in business acumen expectations between mid-level and higher-level leadership.
- Allow you to practice how to effectively communicate as a leader and project your leadership brand.
- Refine your approach to giving and receiving strategic mentoring and using strategic mentoring to earn sponsorship relationships.
- Enrich and expand your already substantial network by learning how to cultivate and use relationships to achieve strategic business goals.

DAY 1 | SEPTEMBER 18, 2023 | 12:30 P.M. - 1:45 P.M.

HALLMARK SESSION: OPTION 1

Leadership and The Missing 33%™ with Gretchen Sussman

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LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Excellence in Results & Customer Service Through Other People; Continuous Learning & Self-Development

CROSSOVER SESSION: OPTION 2 EMERGING LEADERS & EMERGING EXECUTIVES

Strategic Relationships for Business Success with Alison Lazenby

Every interaction has the potential to lead to a strategic relationship. And while leaders traditionally rate women as outperforming men in interpersonal skills, they rate men as outperforming women in using relationships to advance the business. Participants in this session will learn how to identify the difference between tactical and strategic relationships, six (6) tools for cultivating strong internal and external strategic relationships, and how to utilize these relationships for business and career success.

LEADERSHIP COMPETENCIES: Effective Communications with All Levels; Effective Relationships & Coalitions

OPTION 3

Communication and Listening with Joyel Crawford

The ability to communicate effectively, with team members across the organization and external stakeholders, is one of a leader’s most critical skills - essential to clear thinking, building trust and respect with others, and fostering inclusive sharing of ideas and problem solving by teams. This session will explore techniques for conveying clear, accurate and concise information to a multitude of audiences in ways that maximize audience understanding and engagement in the message. Because communication is a two-way street, the discussion will also focus on the powerful skill of active listening - to understand recipients of the message and promote quality exchange of ideas.

LEADERSHIP COMPETENCIES: Effective Communication with All Levels; Effective Relationships and Coalitions; Business Acumen & Business Judgment; Excellence in Results & Customer Service Through Other People



CROSSOVER SESSION: OPTION 1
EMERGING LEADERS & EMERGING EXECUTIVES

Managing Complexity with Usha Pillai

Many consider coping with complexity in today’s business environment as the essence of 21st century leadership. What is the complexity that makes change unrelenting and global business unstable and unpredictable? This session will examine some of the many factors that produce complexity within an organization and externally in its communities and the world – such as complicated structures and policies; diverse and often conflicting business models and management systems; ambiguous information to support decision-making; conflicting stakeholder demands and expectations among diverse employee, customer, supplier and community bases; interdependency in the web of global connections, such as global supply chains; geography; risk; and government regulation. This discussion will also outline approaches to building agile, resilient organizations capable of managing complexity through such measures as creative thought diversity; experimentation; innovation; continuous quick learning; real-time communication; and shared, cross-enterprise leadership.

LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Vision & Direction Setting; Effective Communications with All Levels; Excellence in Results & Customer Service Through Other People

OPTION 2

Think Like a CEO™ with Quendrida Whitmore

It’s never too early (or too late) in a career to enhance your business acumen, but if development isn’t pursued timely enough, careers can plateau. Participants in this session will learn the four (4) key business outcomes that executives monitor and will understand how their work drives these outcomes. Participants will also learn the importance of aligning their work to achieving these outcomes for the organization, and how their contributions to successful results can distinguish them from other candidates for advancement.

LEADERSHIP COMPETENCIES: Business Acumen & Judgment; Vision & Direction Setting; Drives Change & Innovation; Excellence in Results & Customer Service Through Other People



OPTION 3

Strategy: Art, Science & Mystery with Joyel Crawford

The basic elements of business start and stop with strategy. Formulating and/or implementing strategy for your organization is the ultimate responsibility of every business leader. Organizations succeed when they get it right and fail when they get it wrong – i.e., when they don’t have a strategy, or when essential elements of a sound strategy have not been effectively cascaded, aligned and/or executed throughout the enterprise. In this session participants will learn a systematic approach to strategic planning; the 20 questions that must be addressed to build an actionable strategic plan; and what to do with it once the strategic plan is completed.

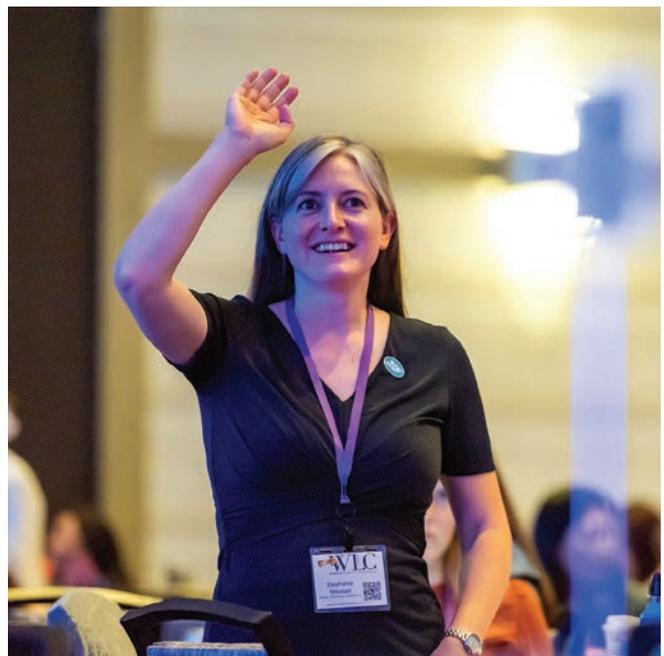
LEADERSHIP COMPETENCIES: Vision & Direction Setting; Business Acumen & Judgment; Effective Communications with All Levels; Drives Change & Innovation

OPTION 4

Speak the Language of Power with Nicole Gionet

It isn’t easy to get quality face time with senior executives, so when you do get it, make the most of it. The Language of Power is the language of outcomes, and communicating effectively in this language is a vital success factor for your impact and career. This course will outline the dos and don’ts of C-Suite discussions, and how to present yourself as a valuable, knowledgeable, and trustworthy partner possessing the business, strategic and financial acumen essential to the organization’s success.

LEADERSHIP COMPETENCIES: Effective Communication with All Levels; Business Acumen & Business Judgment; Effective Relationships & Coalitions



HALLMARK SESSION: OPTION 1

PIE Strategic Mentoring™ with Nicole Gionet

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LEADERSHIP COMPETENCIES: Effective Relationships & Coalitions; Development of Others to Build Talent; Excellence in Results & Customer Service Through Other People; Effective Communication with All Levels

CROSSOVER SESSION: OPTION 2

EMERGING LEADERS & EMERGING EXECUTIVES

Pulling Back the Financial Curtain with Gretchen Sussman

Finance is integral to all organizations, whether for-profit, non-profit, government, etc. All employees must be able to understand and contribute to a discussion about the organization's performance. Financial acumen is therefore a critical aspect of business acumen for all team members, not just team leaders. This session will cover basic financial terminology and teach participants how to read and interpret three (3) key financial statements: the Balance Sheet, the Income Statement, and the Cash Flow Statement. Whatever your role, you have an influence on your company's financial performance.

LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Continuous Learning & Development

OPTION 3

Conflict Management with Quendrida Whitmore

Workplace conflict is inevitable considering the different personalities, goals, ideas, and styles in our workplaces. Conflict can and must be managed and resolved promptly and equitably. Participants will probe the frequent causes of interpersonal conflict, and the skills and techniques leaders must have to critically evaluate and effectively handle, if not resolve them. Participants will develop greater awareness of emotional triggers and how to defuse them.

LEADERSHIP COMPETENCIES: Effective Communication with All Levels; Development of Others to Build Talent; Effective Relationships & Coalitions



CROSSOVER SESSION: OPTION 1
EMERGING LEADERS & EMERGING EXECUTIVES

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LEADERSHIP COMPETENCIES: Vision & Direction Setting; Business Acumen & Judgment; Effective Communications with All Levels; Drives Change & Innovation

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LEADERSHIP COMPETENCIES: Effective Communication with All Levels; Business Acumen & Business Judgment; Effective Relationships & Coalitions



Who is an Executive? An Executive is a member of her/his organization's senior leadership team and interacts routinely with the organization's C-suite and Board of Directors (or equivalent). She/He has more than 10-15 years of career experience and leads an important, often sizeable portion of the organization. Her/His titles may include Senior Director, Vice President, Senior Vice President, Executive Vice President, President or Chief Officer. She/He is responsible for leading strategy, has oversight of multiple functions or geographic regions, and controls a large budget. An Executive is expected to have a deep understanding of her/his industry, competition, and internal/external factors affecting the organization's business performance. At this career stage she/he continues to pursue continuous learning, especially to help her/him move the organization and her/his team of senior leaders forward in strategic ways, and to promote the development of talent in others and pave the way for ascent of successor leaders.

THE EXECUTIVE TRACK WILL:

- Allow you to dive more deeply into skills and expertise that are essential for further success in your current or other high-level role(s), such as negotiations, agility in strategy and execution, and leading complex teams, organizational units, or functions.
- Provide you with access to grow your network of other high-level leaders and a platform for you to share your knowledge and expertise with your peers and more junior conference participants.

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LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Excellence in Results & Customer Service Through Other People; Continuous Learning & Self-Development

OPTION 2

High Stakes Negotiations with Usha Pillai

Leading Women ("LW") will present strategies and case studies to teach senior leaders how to achieve maximum results in high-stakes negotiations, including mergers and acquisitions.

LEADERSHIP COMPETENCIES: Integrity; Business Acumen & Business Judgment; Effective Communications with All Levels; Effective Relationships & Coalitions

OPTION 3

Follow the Money with Nicole Gionet

As you move up in your organization your decisions have greater impact on the direction of your department(s), how resources are allocated and budgets are spent, and the overall financial health of your enterprise. Leaders from functional roles are often not taught an understanding of the numbers in their line of business. When you understand the concepts and language of finance, you have the power to build stronger strategies, make better business decisions and expand your influence. This course will examine the dynamics of finance from both internal and external perspectives, strengthen your knowledge of core financial literacy concepts and key performance indicators, and reinforce your ability to use financial tools to make informed decisions – all to help you play a bigger role in helping your organization make more money, save more money and improve the financial metrics that strengthen your bottom line.

LEADERSHIP COMPETENCIES: Effective Communications with All Levels; Business Acumen & Business Judgment; Excellence in Results & Customer Service Through Other People

CROSSOVER SESSION: OPTION 1 EMERGING LEADERS & EMERGING EXECUTIVES

Managing Complexity with Usha Pillai

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LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Vision & Direction Setting; Effective Communications with All Levels; Excellence in Results & Customer Service Through Other People

OPTION 2

Cultivating a Culture of Accountability with Tim Kemp

Accountability lies at the heart of high-performing teams and successful organizations - it means that employees at all levels take full ownership and responsibility for their actions, decisions, and performance, without excuses, **and** for achievement of business outcomes. A healthy culture of accountability increases productivity, collaboration, and engagement; drives problem-solving; improves morale; and makes team members and organizations thrive. Accountability starts at the top but requires consistent strategic reinforcement by every leader demonstrating personal accountability. Participants in this session will leave knowing the vital steps they must take to foster a culture of accountability, from setting clear expectations to transparent communications and relationship-building to positive reward for team members who show accountability.

LEADERSHIP COMPETENCIES: Integrity; Effective Communication with All Levels; Effective Relationships & Coalitions; Excellence in Results & Customer Service Through Other People; Business Acumen & Business Judgment



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LEADERSHIP COMPETENCIES: Effective Relationships & Coalitions; Development of Others to Build Talent; Excellence in Results & Customer Service Through Other People; Effective Communication with All Levels

OPTION 2

Strategy Execution: Aligning Your Team with Usha Pillai

As a leader you are valued for your ability to work through others. Successful execution of an organization's strategy is one of the most challenging roles for rising executives – requiring the ability to prioritize; allocate resources; delegate; hire, evaluate, motivate and coach talent; etc. Building a high-performing team and aligning the team's collective effort to achieve your organization's strategic goals are critical prerequisites to elevation to a senior executive role – because the quality of strategy execution can differentiate competitors in the marketplace. Alignment can be easier said than done. This session will probe the meaning of and techniques for team alignment with organizational strategy.

LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Vision & Direction Setting; Excellence in Results & Customer Service Through Other People; Effective Communication at All Levels



OPTION 3

Creating a Culture of Innovation with Tim Kemp

A comparison of the Fortune 500 lists for 1955 and 2022 reveals that only 49 of the same companies appear on both. It's a statistic that highlights the importance of innovation – a company that stops innovating is a company that stops entirely. As with many strategic activities, creating a culture of innovation boils down to leadership with a mindset of continuous improvement and reinvention. How can senior leaders ensure that innovation is embedded in the culture of their organizations – a criterion on which today's leaders are judged? This session will explore the meaning of innovation and the six most critical strategies for fostering a culture of innovation that can help you and your organization stay ahead of the competitive curve.

LEADERSHIP COMPETENCIES: Vision & Direction Setting; Drives Change & Innovation; Excellence in Results & Customer Service Through Other People



CROSSOVER SESSION: OPTION 1 EMERGING LEADERS & EMERGING EXECUTIVES

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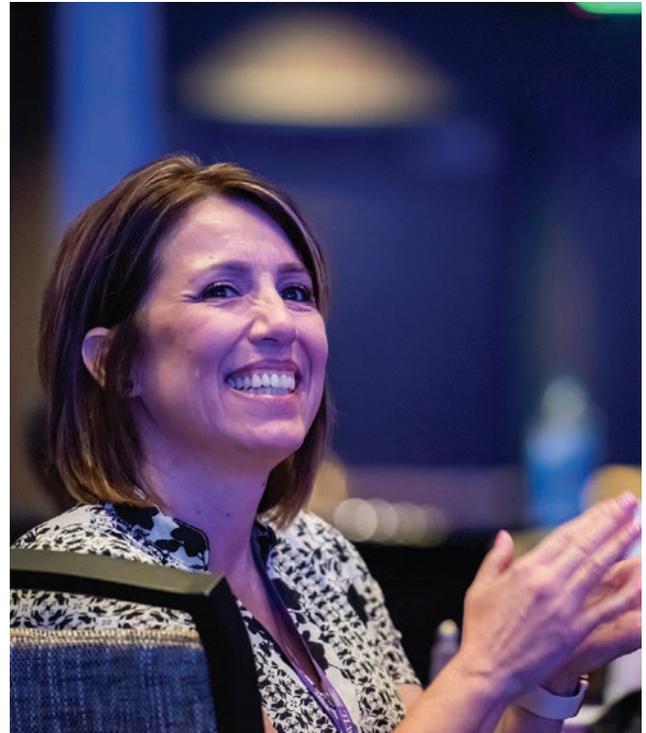
LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Vision & Direction Setting; Effective Communications with All Levels; Excellence in Results & Customer Service Through Other People

OPTION 2

Leading from the Top: Making the Tough Calls With Nicole Gionet

Senior leaders today must cope with extreme uncertainty and constant changes - in consumer markets, finances, technology, political landscapes, etc. - that require high-stakes decisions that could define their leadership. They realize that even under stressful or turbulent conditions, nothing relieves them of the fundamental obligation to make tough calls with conviction, exercise their authority judiciously, and take responsibility with confidence for the outcomes. Indecision can paralyze progress. Although there are no magic solutions, the best leaders adopt holistic, reason-based strategies for effective decision-making during disruption and crisis* - to ensure that short-term actions are aligned with long-term strategy; potential impacts and risks are balanced; and resources/investments are deployed to best support the organization's goals.

LEADERSHIP COMPETENCIES: Business Acumen & Business Judgment; Vision & Direction Setting; Effective Communication with All Levels



GET TO KNOW THE SPEAKERS



Phyllis A. James

Founding President & CEO, Foundation for Women's Leadership and Empowerment

PHYLLIS A. JAMES is Founding President & CEO of the Foundation for Women's Leadership and Empowerment ("FWLE"), a 501 (c)(3) nonprofit organization established in May 2019 to help remedy one of America's and the world's most urgent needs - access by women and women of color to high-quality educational experiences that prepare them (as well as men) for leadership roles across society. With founding support from MGM Resorts International, FWLE seeks to expand the pipeline of women leaders through Las Vegas' Women's Leadership Conference ("WLC") - one of the, if not the, premier women's development conferences in the western United States, and other accessible programs.

Ms. James has a distinguished multi-disciplinary career history as a lawyer and C-suite executive:

Seventeen (17) years at MGM Resorts - where she served as Chief Diversity and Corporate Responsibility Officer for more than a decade; as the principal management liaison to the parent corporation's Board of Directors CSR/ESG Committee; and as head of Company litigation during most of her tenure. She played a seminal role in the evolution of MGM's industry-leading CSR/ESG diversity and inclusion, philanthropy, and volunteerism initiatives into a cohesive business and social impact platform, embedding DEI values into the company's culture and business operations.

Eight (8) years as Corporation Counsel (Chief Legal Officer) for the City of Detroit under Mayor Dennis W. Archer - where she served as lead lawyer for the City in several legacy economic revitalization projects (e.g., Comerica Park, Ford Field, Campus Martius downtown business district, and Detroit gaming industry); counsel for the Mayor's Office, the Executive branch, and the City's legislative branch (City Council); and Law Director for a department of approximately 100 lawyers.

Fifteen (15) years in private law practice, first as an associate and then as a partner specializing in complex commercial litigation, at the San Francisco-based firm of Pillsbury Madison & Sutro (now Pillsbury Winthrop Shaw Pittman) - where she became the firm's first African American partner.

Beyond her executive and legal experience, Ms. James has served on several for-profit and non-profit boards of directors. She is a member of the Strategic Advisory board of *algotface.ai*, a cutting-edge artificial intelligence enterprise, and has served for almost two decades as a member of the MGM Grand Detroit, LLC board. Her most recent non-profit service includes the boards of Habitat for Humanity Las Vegas, Nevada Legal Services Inc. and previously the MGM Resorts Foundation.

Throughout her career Ms. James has been active in numerous bar association and civic affairs and has received several recognitions for her legal accomplishments and civic contributions, including Outstanding Business achievement as One of the 2019 Most Powerful Women in Corporate Diversity (Black Enterprise Magazine); Human Rights Campaign - Las Vegas Equality Award for outstanding service to the LGBTQ community (2017); the National Bar Association's Lifetime Achievement Award (2016); and admission to the American Law Institute, the leading independent U.S. organization producing scholarly legal word (2015).

Ms. James earned her J.D. from Harvard Law School and graduated Magna Cum Laude with a Bachelor of Arts Degree in American History and Literature from Harvard/Radcliffe College after having received the honors of Phi Beta Kapa junior year, the Captain Jonathan Fay Prize (then Radcliffe College's highest honor for a graduating woman based on the graduate's scholarship, conduct and character) and the Isobelle T. Briggs Fellowship for Graduate Study. She commenced her legal career as a Judicial Law Clerk for the Honorable Theodore R. Newman, Jr., then Chief Judge of the District of Columbia Court of Appeals.



Patranya Bhoolsuwan
Founder & CEO, Patranya Media LLC

PATRANYA BHOOLSUWAN is the Founder & CEO of Patranya Media LLC, a full-service media consulting agency based in Las Vegas, Nevada. A three (3)-time Emmy Award-winning TV journalist, Patranya integrates 20 years of experience as a broadcaster to help her clients amplify their voices and refine their corporate messaging. Through her agency Patranya works as a media strategist, public speaking coach, content creator, and event speaker. Patranya also teaches media and journalism classes at UNLV & College of Southern Nevada. A native of Thailand, Patranya is active in the AAPI community and is passionate about promoting the importance of diversity and inclusion in both businesses and nonprofits.



Joyel Crawford
Senior Consultant, Leading Women

Before beginning her consulting career **JOYEL CRAWFORD** supported professionals within all functional groups for 18 years at Verizon Wireless. She worked in Employee Relations, EEO/AA, Staffing, Professional Mentoring, and Learning & Development Training throughout her tenure there. She was a Manager of Management and Employee Development in charge of leadership development programs for more than 20,000 employees.

Joyel has facilitated leadership development courses and has been a keynote speaker for numerous businesses and organizations, such as the U.S. Senate, NASA JPL, The New York Times, ESPN, Intuit, NYC Mayor's Office, Morgan Stanley, Hewlett Packard, Aramark, various chapters of SHRM, NJACP, SHFM, and many other notable industries, organizations, and higher education institutions.

Joyel received her bachelor's degree from Elon University and her master's degree in management from Fairleigh Dickenson University, and is a Certified Professional Career Coach (CPC). She also holds PHR, SHRM-CP (retired), DISC, and Birkman Assessment certifications.

Joyel also hosts a podcast called "Career View Mirror®." She is the author of the Amazon Bestselling book "Show Your Ask: Using Your Voice to Advocate for Yourself and Your Career," which was ranked #1 in New Releases.



Sandra Douglass Morgan

President, Las Vegas Raiders

SANDRA DOUGLASS MORGAN has more than two decades of leadership experience in the sports, gaming, legal and corporate sectors. She has served as a chief regulator, director, attorney, and advisor to integrated resorts, casinos, and telecommunications companies. No stranger to historic firsts, Sandra was named President of the Las Vegas Raiders by Owner Mark Davis in July of 2022, making her the first Black female team president in the National Football League's history. Having an adept understanding of the community as a native Las Vegas, Sandra accepted the role with the vision of making the city the sports capital of the world.

Prior to her joining the Raiders, Sandra served as Chairwoman of the Nevada Gaming Control Board. As the chief regulator for Nevada's dominant billion-dollar gaming industry, Sandra led the passage and implementation of cashless wagering regulations, ensured that gaming licensees adopted policies prohibiting discrimination and harassment, and led a team of 400

employees in five cities across the state of Nevada. The Las Vegas native was the first person of color and the second woman to serve as Chair in the state's history. Sandra also served as a Commissioner on the Nevada State Athletic Commission and was the first Black City Attorney in the State of Nevada when she was the chief legal officer for the City of North Las Vegas, where she served from 2008 to 2016.

Sandra was previously with Covington & Burling, LLP and served as an advisor to the State of Nevada's COVID-19 task force charged with finding solutions for access to personal protection equipment, virtual education options, and expanding testing capabilities so that the state could reopen its doors to tens of millions of visitors from across the globe.

Widely recognized for her business acumen, unflappable leadership, and support for local causes focused on children and philanthropic initiatives for women and girls, she is the recipient of the UNLV Boyd School of Law's Distinguished Service Alumni Award and the Corporate to Community Connector award from the National Urban League Young Professionals. She was honored as one of the most influential "Women in Business and Politics," receiving an award from the Urban Chamber of Commerce in 2015 along with the Ladies of Distinction Award in 2013 from Olive Crest, a non-profit organization dedicated to assisting abused and neglected children. In 2012, Sandra was named Attorney of the Year by the Las Vegas Chapter of the National Bar Association which recognized her commitment to serving the local community, especially communities of color.

Sandra has served on a variety of nonprofit boards and is currently the vice chair of Super Bowl LVIII Host Committee, which will take place at Allegiant Stadium in 2024, marking the first time Las Vegas, and the state of Nevada will host one of the most-watched annual sporting events in the world. Additionally, Sandra serves on the Board of Directors of Allegiant Travel Company (NYSE: ALGT) and Fidelity National Financial, Inc. (NYSE: FNF). She is also a member of the State Bar of Nevada and the District of Columbia Bar.

Sandra graduated from the University of Nevada, Reno with a degree in Political Science and holds a Juris Doctor from the William S. Boyd School of Law at the University of Nevada, Las Vegas. The daughter of a retired U.S. Air Force Veteran, she currently resides in Las Vegas with her husband Don, a former NFL safety, and their two children.



Lisa Ferrell

Master Success Coach, JessTalk Speaking & Coaching Firm

LISA FERRELL, Master Success Coach and Strategist, runs Lisa Listen, a division of JessTalk Speaking & Coaching Firm that primarily focuses on helping women improve the quality of their lives globally! Lisa attended the University of Utah and brings 35 years of broadcast television, radio, and outdoor sales and marketing advertising experience.



Jesse Ferrell

Managing Partner, JessTalk Speaking & Coaching Firm

JESSE FERRELL is an International Speaker & Master Success Coach for JessTalk Speaking & Coaching Firm. He attended the University of Nevada at Las Vegas and studied Fine Arts and Business & Hotel Administration. He worked in the hospitality industry for 36 years. Jesse is a Managing Partner at JessTalk Speaking & Coaching Firm, and has been energizing audiences for the past 30 years.



Susan Gambardella

President, Kimberly-Clark Professional™ North America

SUSAN GAMBARDELLA joined Kimberly-Clark Professional™ as President of North America in February 2020. She is responsible for leading Kimberly-Clark Professional's largest region, spearheading a transformational growth strategy that accelerates North America's financial, strategic, and operational results. Kimberly-Clark Professional partners with businesses to create Exceptional Workplaces, helping to make them healthier, safer and more productive. Key brands in this segment include Kleenex, Scott, WypAll, KleenGuard, and Kimtech.

In June 2022 Gambardella was named one of "The Top 50 Women Leaders of Georgia for 2022" by Women We Admire for her significant contributions and achievements in the industry, as well as her tenacity, strength, and resilience. Gambardella was also honored at Atlanta Business Chronicle's "Women of Influence" awards in October 2022, for being a proven leader, trailblazer, business builder and advocate.

For more than three decades Gambardella has been instrumental in building strong teams and delivering significant results. She spent 27 years with The Coca-Cola Company and held senior leadership positions, including the Chief of Staff to the CEO, as well as marketing, customer and general management roles, both domestically and globally. Gambardella began her career in Procter & Gamble's General Management Training Program.

In addition to her role leading Kimberly-Clark Professional North America, Gambardella serves on the board of BevSource (Shore Capital) and the national boards of directors for Girls, Inc. and the University of Connecticut Foundation.

Gambardella holds a Bachelor of Science degree from the University of Connecticut and executive education certifications from Northwestern University's Kellogg School of Management and University of Pennsylvania's Wharton School.

Gambardella and her husband Mark are the parents to two thriving young adults and live in Atlanta, GA and Martha's Vineyard.



Dethra Giles

CEO & Founder, ExecuPrep

DETHRA GILES is a four-time TEDx speaker, ranked a Top 100 Influencer by Engagedly Inc, recognized among HR Gazette's HRchat Pod Top 22 HR experts, and host of the "Happily Ever Employed" podcast. She is known as the CEO Maker and the Cubicle to Corner Office Empress. Her unique blend of advanced education and industry experience has earned her the title

"university tested and industry approved." She leads ExecuPrep, an international performance optimization firm that works with companies to improve their performance, productivity, and profit. You can hear Dethra every week on a nationally syndicated radio show where she shares insights on how to navigate personal and professional success.

Dethra's clients have included Louis Vuitton Moët Hennessy, Kaiser Permanente, The National Basketball Association, the Center for Disease Control (CDC), U.S. Army Corps of Engineers, and the Salvation Army. According to Dethra, none of this matters if she can't impact a life. She often says about her work, "Motivation is not what people need, because motivation is a fading emotion; they need impact. Impact takes a feeling and turns it into an action. Actions change lives and companies. I provide formulas so people can take action." Dethra has impacted people and audiences around the world, from coaching senior executives at multibillion dollar organizations to delivering keynotes at some of the largest global conferences.

Interacting with Dethra means you will walk away with one of her many formulas for results: a formula that will help you develop actionable strategies, optimize your performance, and eliminate distractions. Get ready for information that will cause a change in behavior that will change your life!



Nicole Gionet

Senior Consultant, Leading Women

Having 30 years of extensive international human resources experience, **NICOLE GIONET** began her career with the Government of Canada and moved to the telecommunications industry in 1997. She has worked, lived, and experienced the cultural diversity of four countries – Canada, Belgium, China, and France.

Prior to joining Leading Women, Nicole was the leading IP Networking, Broadband Access, and Cloud Technology Specialist for Alcatel-Lucent (acquired by Nokia in January 2016).

Headquartered in Paris, France, Alcatel-Lucent's (14.bn€ and 55,000 employees around the globe) main customers were the top telephone, cable, and internet service providers around the globe.

As Chief Human Resources Officer (CHRO) Nicole led the HR function during the most significant cultural, financial, and operational transformation in Alcatel-Lucent's history. She led the modernization of the company's HR function, adapting its operating model, systems, and processes to meet the global and diverse footprint of the company; outsourcing all transactional activities to a third party; re-empowering people managers; and placing talent and leadership at the core of company priorities – all while reducing the overall HR cost by 20% and workforce by 30%.

Nicole is widely known for her track record as a leader, and her exceptional ability to establish trust and respect as well as build collaborative relationships with clients, senior management, colleagues, and staff for positive outcomes.

Nicole completed an Executive Management Development program for Women at Carlton University in Ottawa, Canada. She is a certified Business Coaching Advantage Practitioner (BCAP) and a registered Corporate Coach (RCC). Nicole is fluent in both French, her native language, and English.



Melonie Johnson

President & COO, MGM National Harbor

MELONIE JOHNSON is the President and Chief Operating Officer (COO) of MGM National Harbor. In her leadership role Johnson provides strategic direction and oversees daily operations of the property. She is committed to supporting the local Prince George's County community and is dedicated to fostering an engaged and diverse local workforce.

A graduate of the University of New Orleans with a bachelor's degree in Accounting, Melonie's gaming and hospitality career spans nearly 25 years, during which she held key leadership positions at major properties throughout the United States. Johnson has been with MGM Resorts since 2015, most recently serving as President & COO of Borgata Hotel Casino & Spa prior to her return to MGM National Harbor in 2022, which she had led from December 2017 through May 2020. Before making her move to the East Coast, Johnson started her MGM Resorts career with Gold Strike Casino Resort in Mississippi. She has consistently worked to nurture a service-oriented employee culture and developed strategic plans that ensured properties met both their short- and long-term goals.

Melonie's decades of leadership experience at regional gaming properties along with her financial expertise and strategic thinking have served her well in a number of high-profile gaming positions, including Assistant General Manager at Hollywood Casino at Charles Town Races in West Virginia, CFO/Interim General Manager at Hollywood Casino Aurora in Illinois, and Regional Vice President of Operations and Vice President of Finance for Caesars Entertainment Corporation, among other roles. Melonie and her husband Mark share six children and six grandchildren.



Tim Kemp

Senior Consultant – United Kingdom, Leading Women

TIM KEMP is a global expert on diversity and gender dynamics with over 35 years experience as a Learning and Development specialist. Tim is also the Chair of Leading NOW's Center for Diversity & Inclusion.

Tim brings his extensive experience delivering learning events to cross-cultural teams across Europe/Middle East/Africa (EMEA), the Caribbean, Malaysia and the Americas. He has broad expertise in the areas of leadership, HR effectiveness, change management and web-based learning, and has been an advisor and coach to CEOs and strategic leaders in a variety of sectors and industries. With UNICEF he

designed and delivered its global Management Masterclass, which has trained more than 1,100 leaders and managers around the world.

Tim has worked as a senior consultant to Korn Ferry, as a learning and development advisor to the Council of Europe, and as a Program Director with Corporate Learning Solutions. Tim's skills include developing programs for web-based learning, delivering blended learning programs, and designing tailored courses and materials for a range of professionals who need to be able to train others in specific job-related skills.

Tim is currently a faculty member of Price Waterhouse Cooper (PwC) Academy in Eastern and Central Europe for the award-winning Mini MBA Program, for which he delivers modules on Leadership and People Management as well as masterclasses on the Evaluation of HR, L&D Effectiveness and Talent Retention.

Tim's work with organizations including The Economist, Salesforce, Nokia, GSK, Vanguard, Allianz Global Investments, UNICEF, Dell, Deloitte, AT Kearney, Microsoft, Shell, and Fischer Scientific has enabled those organizations to identify and minimize barriers to inclusion.

Tim holds a MBA from London Business School with a focus on organizational behavior and change, a MA from the Institute of Education at the University of London, a Diploma In Adult Learning from Oxford University, and a BA from the University of Alberta, Canada. He is a Chartered Fellow of the Chartered Institute of Personnel and Development, a Fellow of the Society of Leadership Fellows at St George's College, Windsor Castle, and a visiting Lecturer Professor at Rome Business School.



Alison Lazenby

Senior Consultant – United Kingdom, Leading Women

ALISON LAZENBY brings over three decades of cross-industry business experience to her consultancy. A change and leadership expert, Alison's strengths are simplifying complex issues, building relationships, and collaborating with clients to bring their change aspirations to life.

Prior to joining Leading Women Alison was Managing Director of Leadership Development at Root Inc. Her focus for the past 15 years has been helping leaders at all levels of an organization € from front-line supervisors to seasoned C-suite executives € spearhead change initiatives and deliver breakthrough results by empowering, inspiring, and engaging their team members. The principles of DEI are threaded through all her leadership work, and she is devoted to helping organizations unleash the power of human potential in all its myriad forms. A particular focus for Alison has been to raise consciousness of and modulate bias, celebrate diversity, and create inclusive workplace cultures that foster a sense of belonging for all contributors.

Alison is a skilled facilitator and mentor and relishes working with small groups and individuals to unlock insights, galvanize thinking, and spur results-focused action. Her past clients include Novartis, Cleveland Clinic, Synopsys, United Rentals, XPO Logistics, Fossil, Verizon, Giant Eagle, and Northwestern University.

Alison is also a frequent guest speaker and panelist at conferences, including ATD, Training, HCI Global Talent Forum, The Conference Board, Consero, SHRM, and local ATD events.

Born, raised, and educated in England, Alison worked as an executive in Europe for 15 years, developing brand equity and building distribution for Diageo's iconic brands (Archers, Smirnoff, Malibu, Cinzano, Gilbey's Gin, and Bombay Sapphire) before settling in the United States. She now resides in England.



Ryan Leak

Motivational Speaker & Author,
Ryan Leak Group LLC

RYAN LEAK is an author, executive coach, and motivational speaker who inspires more than 50,000 people every single month. As CEO of the Ryan Leak Group, he trains more than 15,000 leaders every year in organizations ranging from Fortune 500 companies to professional sports teams. His viral Surprise Wedding story has been featured on “Good Morning America,” the “Today Show,” and various other media outlets. He is the author of the USA Today best-selling book, “Chasing Failure: How Falling Short Sets You Up for Success.” His most recent book, “Leveling Up: 12 Questions to Elevate Your Personal and Professional Development,” is a Wall Street Journal Best Seller. Ryan is married to Amanda and is the proud assistant coach for his son’s basketball team.



Anne Leets

Senior Consultant, Leading Women

ANNE LEETS has first-hand knowledge of what it takes to be effective in a global organization €achieve sales, profit and distribution targets; develop global brand strategy; build teams; lead change; and accomplish large-scale corporate initiatives.

Her leadership and operational experience in Sales, Marketing, Operations and Training was developed while she held Director and Vice President positions at Fortune

500 companies with iconic brands. She was also successful in General Manager and Company President roles. Throughout her career, she consistently led national teams to record results, despite significant economic challenges, reorganizations, downsizing and corporate takeovers. Her coaching effectiveness is enhanced by her hands-on experience in highly competitive and fast-paced corporate as well as entrepreneurial environments.

The powerful combination of her rich diversity of experience and passion for supporting the success of others makes Anne an insightful and innovative coach, facilitator, and leadership strategist. Practical, engaging, and results-oriented, Anne helps leaders navigate workplace challenges and changing business and political landscapes, and leverage their emotional intelligence to enhance communication, influence, team performance, organizational and leadership effectiveness.

With her extensive leadership experience, Anne has developed polished, engaging and inspirational presentation and facilitation skills. Her genuine and dynamic style connects with many types of audiences on today’s most important leadership topics.

Anne also leads The Leets Consortium and has worked with clients in all functional areas and at all organizational levels, including the C-Suite, and in a wide range of businesses.



Col. Nicole Malachowski

United States Air Force (Ret.)

COL. NICOLE MALACHOWSKI, USAF (Ret.) defies stereotypes: a jet fighter pilot, a leader, a combat veteran, the first woman pilot on the Thunderbirds Air Demonstration Squadron, a White House Fellow, and an inductee into both the National Women's Hall of Fame and the Women in Aviation International Pioneer Hall of Fame. She even has a Star Trek Federation starship named after her, the USS Malachowski (NCC-1619)! Nicole's distinguished 21-year Air Force career exceeded her wildest dreams but came to an end when a devastating tick-borne illness left her struggling greatly to speak or walk for almost nine months. Drawing on stories from her career and personal life, Nicole inspires audiences to rethink the challenges they face every day - and urges them to go beyond resilience and become resurgent.

Nicole was sixteen years old when she took her first solo flight. While in high school she joined the Civil Air Patrol and participated in Air Force Junior ROTC. Nicole's professional career began when she earned her commission from the United States Air Force Academy in 1996. Following graduation she attended Undergraduate Pilot Training (UPT) at Columbus AFB, MS and began her career as a pilot. Competitively selected to fly combat aircraft, she was among the first group of women to fly modern fighter aircraft.

As a career pilot she served in combat as an F-15E Flight Commander, Evaluator, Instructor Pilot and Flight Lead. Over her 21-year career, Nicole achieved the rating of Command Pilot with more than 2,300 flight hours in six different Air Force aircraft. She was also selected to fly as Thunderbird #3 with the USAF Air Demonstration Squadron - the first woman to fly on any Department of Defense military jet demonstration squadron. Nicole

served as a mission ready fighter pilot in three operational F-15E fighter squadrons and flew more than 188 combat hours, including her proudest moment as a fighter pilot: leading the first fighter formation to provide security for Iraq's historic democratic elections in 2005.

On the ground, Nicole was a White House Fellow, class of 2008-2009, where she served on the Presidential Transition Support Team (PTST) while assigned to the U.S. General Services Administration. The White House Fellows Foundation and Association awarded Nicole the 2019 IMPACT Award for demonstrating both remarkable achievement and transformational contributions in her field, as well as a sustained commitment to the White House Fellows program.

Nicole also served two high-level staff assignments at the Pentagon - one in the Office of the Secretary of Defense (OSD P&R) as well as the Secretary of the Air Force Office of International Affairs (SAF/IA). Further, she served as the Executive Director of the White House's national "Joining Forces" initiative where she directly advised former First Lady Michelle Obama and Dr. Jill Biden on all topics relating to service members, veterans, and military families, including employment, education, mental health, veterans' homelessness, and more.

Nicole has been recognized with several honors for her consistent contributions to community service. As she continues to recover from her neurological tick-borne illness, she embraces any opportunity to educate others about her medical journey, and gains energy from educating others about this growing epidemic. She is on the Board of Directors at the Liv Lyme Foundation and is a Patient Advisory Board Member of The Dean Center for Tick Borne Illness. In November 2020 Nicole was announced as one of 2020's "Mighty 25" by We Are The Mighty for her passionate advocacy on behalf of veterans' health. The Mighty 25 is a recognition bestowed each year to changemakers in the veteran, active duty, and military family space.

Nicole earned a Master of Arts, with honors, in National Security Policy from American Military University and a second Master of Arts, with highest distinction, in National Security and Strategic Studies from the U.S. Naval War College. While there she earned the Admiral Stephen B. Luce Award as the class honor graduate, the first Air Force officer in the history of the Naval War College to do so.

Nicole was born in Santa Maria, CA and graduated high school in Las Vegas, NV. She and her husband Paul have twin children, son Garrick and daughter Norah. Paul is a retired Air Force Lieutenant Colonel and former F-15E Evaluator Weapons Systems Officer.



Vanessa Phipps

Senior Consultant, Leading Women

VANESSA PHIPPS has more than 20 years of successful executive and management development learning facilitation, combined with a strong background in compliance and global equity, diversity and inclusion (EDI) consulting.

Prior to joining Leading Women Vanessa served as the interim Chief Diversity Officer at the ACLU in New York City. She honed her skills in compliance and EDI at Aventis Pharmaceuticals (now Sanofi, U.S.). There she built a talent planning process in partnership with executive leadership that resulted in a measurable commitment by C-Suite leaders to identifying and

promoting diverse talent as part of their respective divisions' talent and succession planning goals. She also managed the launch at Aventis of the first Women's and the first African American Employee Business Resource Groups.

Further, she managed the respective submission processes for the Working Mother Top 100 awards at Aventis, Sanofi and Horizon BCBSNJ, resulting in each company garnering honors for the first time.

Earlier in her career Vanessa designed for an employer a development process that supported high-performing individual contributors, many of whose approaches to work and definitions of success were not always in concert with those of their respective managers.

Vanessa is Board President of the New Jersey Chapter of the National Association of African Americans in Human Resources (NAAAHR New Jersey), an organization that provides ongoing development and networking opportunities for the Association's HR and business members, university students and Women-owned and Minority-owned Businesses. NAAAHR New Jersey also supports sponsoring corporations in defining and refining their EDI mission, goals, and execution.

In addition Vanessa sits on the board of the Human Needs Food Pantry in Montclair, New Jersey which, since 1982, has fought to combat food insecurity, provide client medical screenings and offer a variety of outreach and support resources for local and surrounding communities.

Vanessa holds a B.S. in Human Services and Sociology from Lincoln University of Pennsylvania.



Usha Pillai, Ph.D.

Senior Consultant, Leading Women

DR. USHA PILLAI is a specialist in strategy, critical thinking, change management, outsourcing, and project/program management. With more than 20 years of experience as a leader and scientific professional in a global setting, Usha brings a holistic, integrated perspective to every engagement.

Prior to joining Leading Women Usha held various positions with increasing responsibilities and complexities at Pfizer, Inc., where she effectively leveraged her broad scientific knowledge, excellent global business acumen, and strong network of global resources

to achieve and often exceed business goals. She led strategic planning and outsourcing, introduced change management, and partnered on organizational redesign and strategy. Following Pfizer's acquisition of King Pharmaceuticals Usha served as an internal consultant responsible for coordinating plans for integrating King's research portfolio into Pfizer. There she introduced innovative platforms fostering external partnerships, and since has amassed more than seven years of experience executing and managing strategic alliances. One of her current engagements is with the Economic Development Corporation of New Haven, where she is working to establish a Bioscience Clubhouse dedicated to fostering science entrepreneurship.

In 2010 Pfizer selected Usha as a Global Health Fellow. She spent six months in Ghana working with Family Health International, a global non-profit organization. During her Ghana tenure she utilized many of her leadership skills to quickly assess her environment and engage team members not only to contribute their skills and talents to, but perhaps most importantly, to "own" the program. She successfully led the team in development and implementation of long-term sustainability plans, thereby decreasing future dependence on donor funds. Usha also authored "Lessons Learned from Ghana," a report detailing the successes and challenges of the program that makes it easily transferable to meet the health care challenges of developing nations.

Usha is a certified Project Management Professional (PMP). She holds a Bachelor's degree in Pharmacy from the Bombay College of Pharmacy, India; an Executive Masters in Technology Management from Rensselaer Polytechnic Institute; and a Ph. D. in Pharmaceutical Sciences from the University of Louisiana at Monroe. She also trained as a postdoctoral fellow at the University of Arizona in Tucson.

Usha is a member of the board of directors for the Garde Arts Theater in New London, CT.



Julie Rosen

President, Bath & Body Works
Brand President

JULIE ROSEN joined Bath & Body Works as its Brand President in September 2020, and has oversight of the long-term, strategic direction of the brand's product, including

leading the marketing, design and merchandising functions and delivering the profit-and-loss statement for the business.

Prior to joining Bath & Body Works, Rosen served as President of Ann Inc., part of the Ascena Retail Group, with responsibility for Loft, Loft Outlet, Ann Taylor, Ann Taylor Factory and Lou & Grey.

Rosen has a deep merchant background and a breadth of leadership experience across merchandising, design, planning, production, marketing, and stores. She began her career at Banana Republic and took on progressively larger roles within the merchant team for the brand and Gap. After running her own consulting firm with clients that included Nike, Theory and Bare Escentuals, she returned to Banana Republic as Executive Vice President for North America, with responsibility for a \$2 billion book of business and the global product assortment. Rosen is a graduate of the University of Michigan.



Marilyn Sherman

Hall of Fame Speaker & Moderator,
Women Presidents & CEOs Roundtable

Hall of Fame business keynote speaker **MARILYN SHERMAN** has spent the last 25 years delivering high content motivational programs to clients in diverse markets. She

knows how to inspire people to live their 'dash' and get the most out of life. With inspiring success stories backed with proven methods for implementation, audiences walk away with immediate take-home value. Her "SEAT of Success" keynote reminds people to change their seat to change their life. No more settling for balcony seats or even seats in general admission. It's time to join other high-performers in the front-row.

Forbes.com named her latest goal-setting book as one of the top leadership books for new managers. There's a reason why she's on several top speaker lists, and top key-noters in the industry! She is proud member of the National Speaker's Association Speaker Hall of Fame. Her programs have been described as inspiring, motivational, content-rich and life-changing.

She is a graduate of Washington State University and for the last 18 years has called Las Vegas her home. For more information and free Front-Row Friday videos delivered to your inbox, go to MarilynSherman.com.



“THERE WILL BE PEOPLE WHO SAY TO YOU, ‘YOU ARE OUT OF YOUR LANE.’ THEY ARE BURDENED BY ONLY HAVING THE CAPACITY TO SEE WHAT HAS ALWAYS BEEN INSTEAD OF WHAT CAN BE. BUT DON’T YOU LET THAT BURDEN YOU.”

- Vice President Kamala Harris



Gretchen Sussman

Strategic Advisor & Principal Consultant, Leading Women

GRETCHEN SUSSMAN honed her keen business sense through diverse career positions spanning 30 years, gaining all-encompassing experience in strategy creation and deployment, revenue optimization, leadership development, and change management.

Gretchen’s decades of executive experience developing high-performing teams, successfully leading transformations, and delivering exceptional results across multiple business

sectors and industries make her a valuable asset to the business and clients of Leading Women, where she develops the firm’s program content.

Prior to joining Leading Women Gretchen successfully led key IPO (Initial Public Offering) initiatives for two start-up companies; pioneered online commerce and international expansion for a North American logistics company; renovated the strategy, organizational structure and customer partnerships for two global B2B organizations; reinvented the volunteer and revenue model for a premier leadership development association; and led the retail and hospitality practice for a change management consultancy while advising senior management teams of Fortune 500 companies around culture, talent, and business transformation.

As an advocate for diversity, equity and inclusion (DEI), Gretchen quickly connects purpose, strategy, and actions with the necessary behavioral shifts to bring about immediate and lasting performance improvement for companies and the people who lead them. She is a skilled facilitator and requested speaker on the topics of gender equity, DEI, and leadership.

Gretchen attended the University of Wisconsin River Falls; earned an Executive Leadership Certification from Northwestern University, Kellogg School of Management; and is a certified Executive Coach.



Jan Swartz

Executive Vice President,
Strategic Operations,
Carnival Corporation & plc

JAN SWARTZ leads strategy and innovation, external affairs, corporate marketing, and destination development for Carnival Corporation & plc., one of the world's largest leisure travel companies with a portfolio of world-class cruise line brands including AIDA Cruises, Carnival Cruise Line, Costa Cruises, Cunard, Holland America Line, P&O Cruises (Australia), P&O Cruises (UK), Princess Cruises, and Seabourn. Reporting to the CEO, Jan also oversees the corporation's Alaska-Yukon Land Operations, including nine wilderness lodges, private islands and scenic tourist trains and rail cars.

Jan brings to the role vast experience driving business performance in highly complex global environments, having delivered category growth, operational excellence, and best-in-class service for more than 3 million guests annually across four of Carnival Corporation's nine global cruise lines as the chief executive supervising Princess Cruises, Holland America Line, Seabourn, and P&O (Australia). For almost three decades with the company, first as a management consultant with Bain & Company working with Princess Cruises, Jan has been instrumental in setting strategy and leading the commercial activities for Carnival Corporation brands, including all aspects of domestic and international sales, global marketing and public relations, commercial planning, yield management, and customer service, and spanning all customer segments, sales channels, and go-to-market systems.

Among Jan's many accomplishments, she spearheaded the company's expansion in Asia by opening offices in Japan, China, Singapore, Korea, Hong Kong, and Taiwan. She also led the way in guest experience innovation on Princess Cruises through Ocean Medallion® – a free, encrypted,

quarter-sized, wearable device that enables everything from faster boarding and touch-free stateroom access to chatting with shipmates and ordering food and drinks on-demand for delivery anywhere on the ship, and much more.

Roles and chronology

2023 - Present	Executive Vice President, Strategic Operations
2020 - 2023	Group President, Holland America Group, overseeing Princess Cruises, Holland America Line, Seabourn, and P&O Cruises (Australia)
2016 - 2020	Group President, Princess Cruises & Carnival Australia
2013 - 2016	President, Princess Cruises
2009 - 2013	Executive Vice President, Sales, Marketing & Customer Service, Princess Cruises
2004 - 2009	Senior Vice President, Customer Service & Sales, Princess Cruises and Cunard
2001 - 2004	Vice President, Strategy & Business Development, Carnival Corporation & plc
1999 - 2000	CEO, MGX Media
1992 - 1999	Management Consultant, Bain & Company

Corporate and charitable leadership

Jan is a member of the board of directors for MGM Resorts International serving on the Finance and Nominating/Corporate Governance Committees. She has also served in various international advisory board roles including marketing committee chairperson for Cruise Lines International Association (CLIA), the industry trade association. Jan's leadership through the COVID-19 pandemic is featured in a best-selling Harvard Business School case study, and she has lectured at Harvard Business School, Kellogg, University of Virginia, University of Southern California, and Loyola Law School, among others.

Jan founded The Goodness Web (TGW), a 501(C)(3) nonprofit focused on supporting youth mental health by accelerating systemic change through a unique social venture capital model. In 2023, Jan was selected as a finalist for the Young President Organization's Impact Award recognizing members who drive significant, sustainable, and scalable impact.

Personal and educational background

Jan earned a Master of Business Administration degree from Harvard Business School and a Bachelor of Arts degree in Economics from the University of Virginia.

She and her husband live in the Los Angeles area and are the proud parents of two amazing young women attending college.



Quendrida Whitmore

Senior Consultant,
Leading Women

QUENDRIDA WHITMORE gained her extensive career experience leading teams in the retail industry for more than 25 years. Her career journey started with Target Corporation, where she served in various areas of the organization, specifically, as a buyer in merchandising, director in loss prevention, and senior director in operations. She subsequently moved to Ross Stores, where she was promoted to regional vice president of operations. She then became a senior vice president in hospitality and operations with WeWork as Head of Community, in the United States, Canada, Peru, and Costa Rica.

Quendrida received her bachelor's degree from the University of Minnesota, her master's degree in Business Administration and Management from Texas Woman's University, and her EdD (Doctor of Education) degree from the University of Southern California with a focus on Organizational Change and Leadership.

A 2023 Executive-in-Residence at Boston University School of Hospitality, Quendrida is also a certified coach having earned her CPCC (Certified Professional Career Coach certification) from Co-Active Training Institute. A member of Women Leading Travel & Hospitality and Women in Retail Leadership Circle, Quendrida speaks frequently at their respective conferences.



“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, Writer, Activist, Former First Lady of the U.S.



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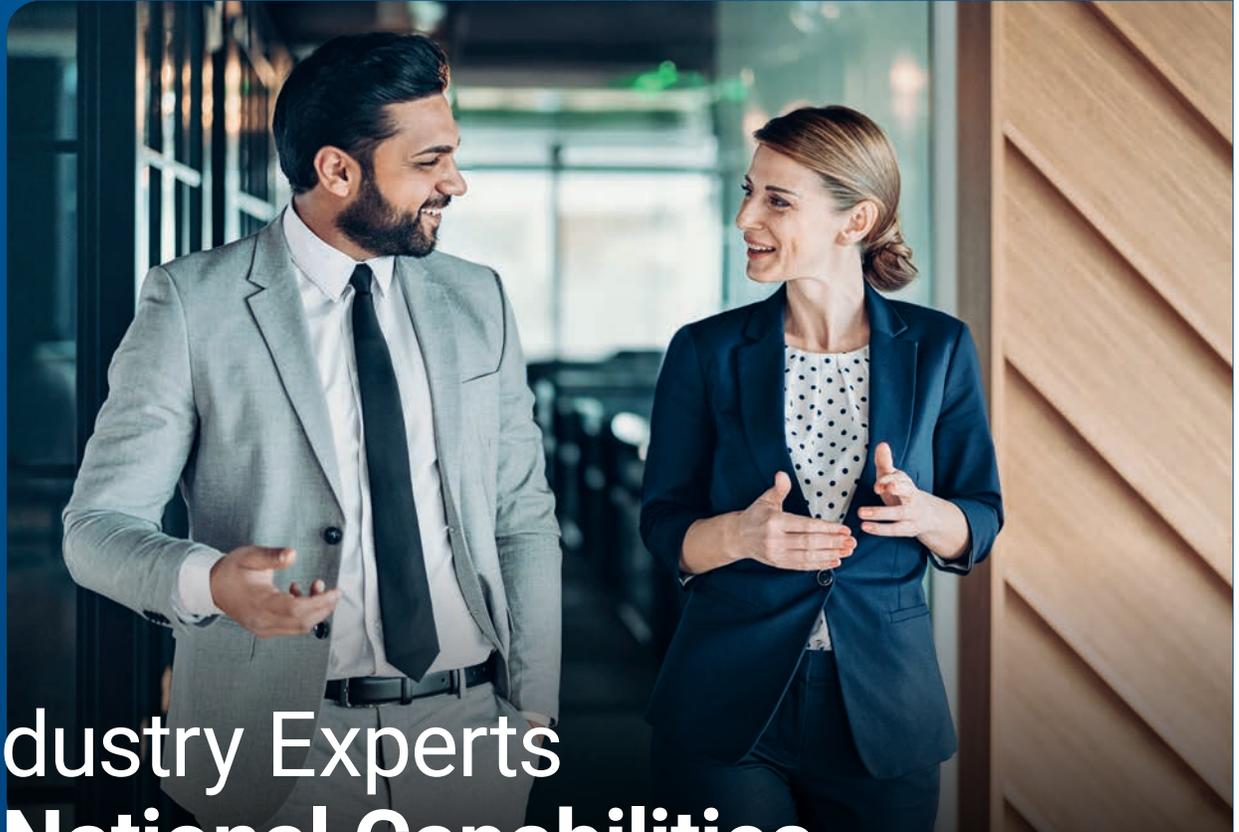
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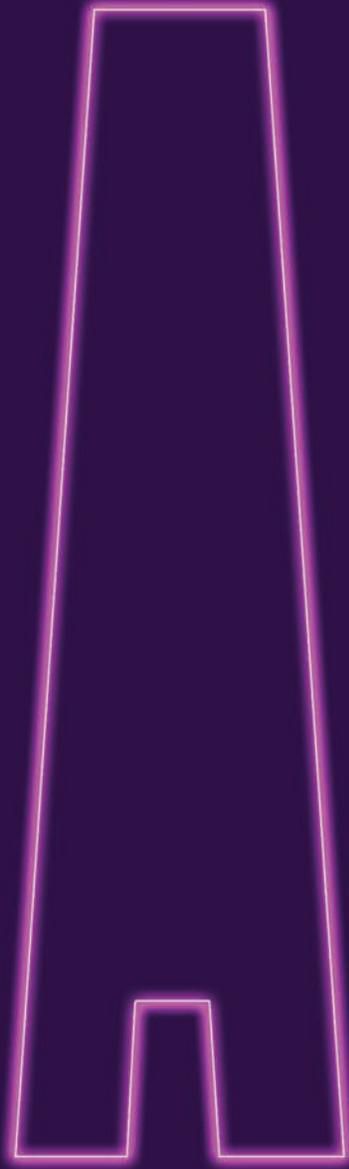
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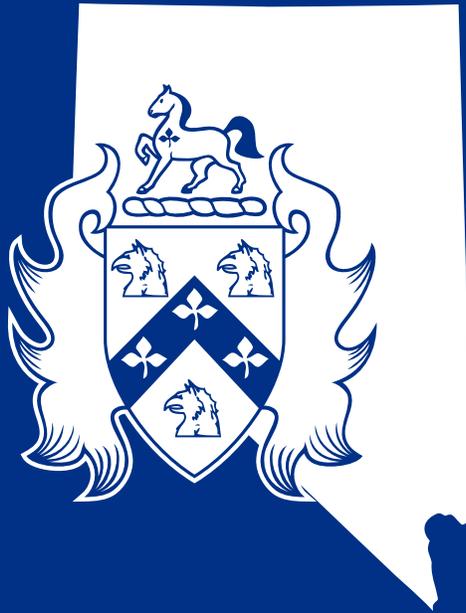
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A photograph of a bottle of Kim Crawford Sauvignon Blanc wine and two glasses of white wine on a white marble table. The background is a lush green wall of foliage. The bottle label reads "KIM CRAWFORD Sauvignon Blanc HARLBOROUGH".

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A collection of various liquor bottles arranged together. Brands visible include Spirit of Gallo (with a rooster logo), RumChata, Montenegro, E&J, Amsterdam, Select, Jura, RumHaven, Komos, Camarena, High Noon, and Don Fulano.



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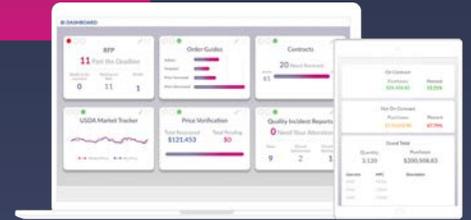
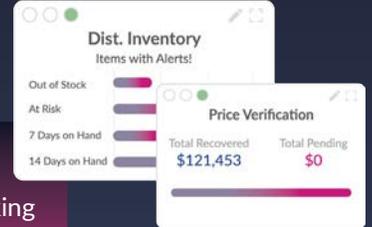
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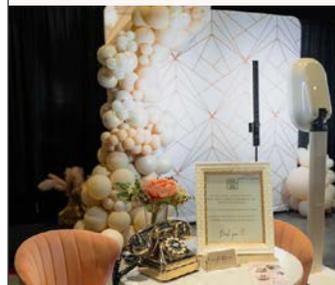
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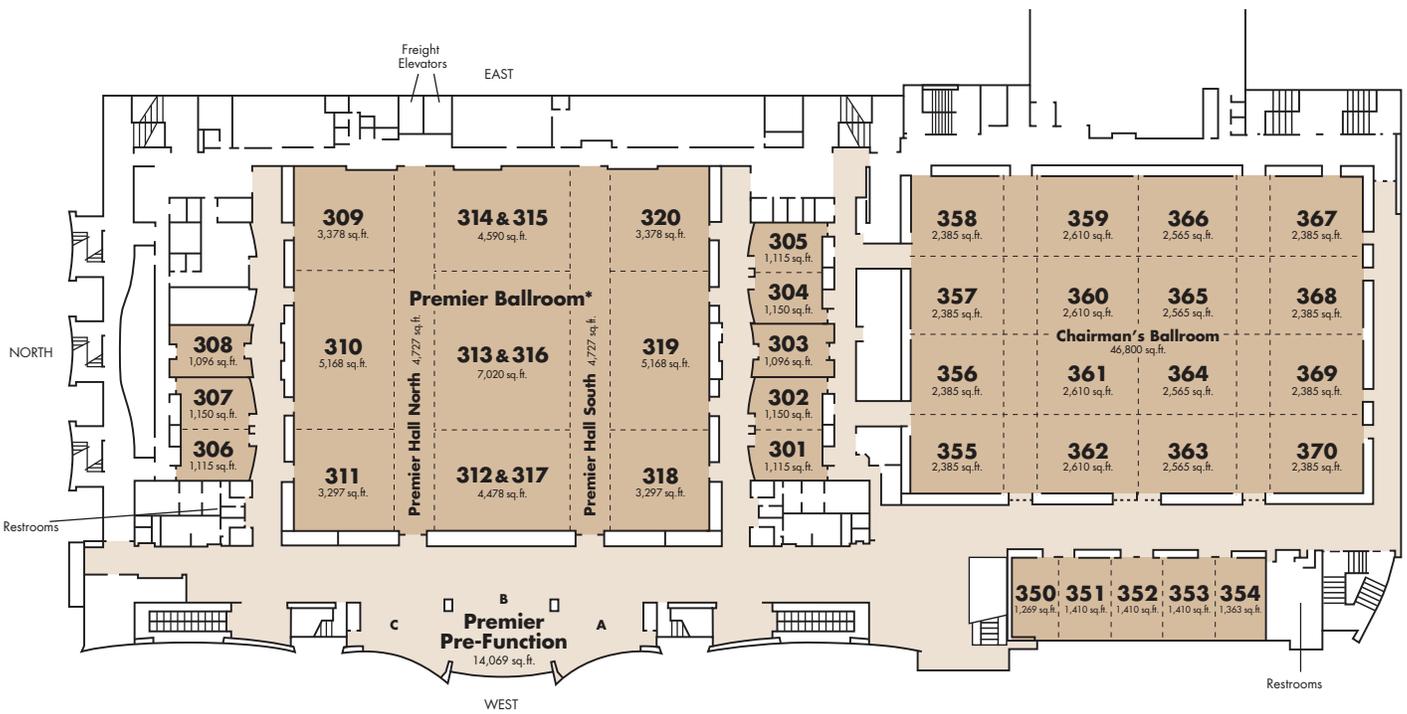
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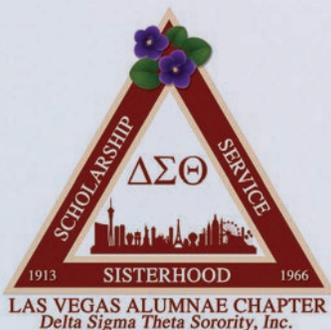


CONFERENCE CENTER MAP



CONFERENCE CENTER LEVEL 3

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