

PRAISE FOR

# ARRIVE *and* THRIVE

“This book will inspire and empower women—and their allies—at all levels of leadership to think bigger and intentionally about their professional impact and possibilities.”

—**DORIE CLARK**, *Wall Street Journal* bestselling author of *The Long Game* and executive education faculty at the Duke University Fuqua School of Business

“This book captures insightful and practical lessons that all aspiring leaders can learn from.”

—**JOHN DONAHOE**, CEO of Nike

“There are so many reasons to read this book: It is practical, poignant, personal, powerful, and pointed toward doing. The lessons learned from experience and research are provided in accessible ways. The authors are generous in sharing their favorite tools and best advice in the journey of moving beyond arriving to thriving. A must-read leadership resource.”

—**BARRY Z. POSNER, PhD**, Michael J. Accolti, S.J. Chair and Professor of Leadership, Chair of the Department of Management and Entrepreneurship at the Leavey School of Business, Santa Clara University

“If you are contemplating stepping up and stepping in, *even more*, the seven impactful practices in this book—and the wisdom of the three authors and the experts they highlight—will show you how.”

—**MOLLY FLETCHER**, speaker, author, former sports agent

*“Arrive and Thrive* is rooted in real world experience and incredible life lessons. The seven impactful practices have proven true throughout my leadership journey and reflect lessons that I learned both on the court and in the boardroom. In an era where so many of us think we are just surviving in this complex business world, this book will inspire you to move from survive to thrive.”

—**CATHY ENGELBERT**, WNBA Commissioner

“Timely and pragmatic . . . this progress in gender equity and leadership will alter the trajectory of our society.”

—**MICHAEL CROW**, president,  
Arizona State University

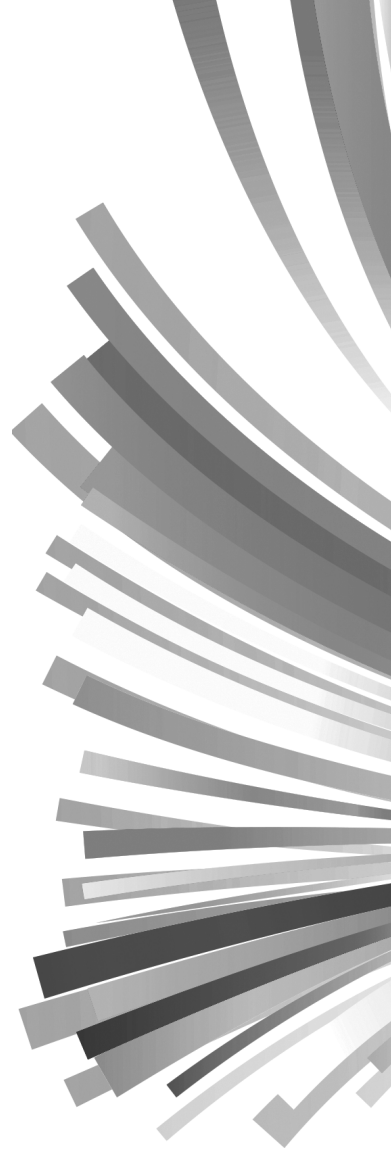
“Bravo to this trio of authors who, leveraging their powerful and distinct leadership experiences, perspectives, and network bring us closer to understanding the essence of authentic leadership. This book is chock full of inspiration and tangible lessons for being our best and truest self.”

—**ERIKA H. JAMES**, Dean of Wharton School  
of the University of Pennsylvania

“Women fighting for gender equality have to upend so many barriers; a world of work built for men and outdated stereotypes. It can be exhausting but there is energy to be found in learning from the insights of *Arrive and Thrive*.”

—**JULIA GILLARD**, 27th prime minister of Australia;  
Chair of the Global Institute for Women’s  
Leadership, King’s College London and the  
Australian National University

**ARRIVE**  
*and*  
**THRIVE**





# ARRIVE *and* THRIVE

**7 Impactful Practices for  
Women Navigating Leadership**

**Susan MacKenty Brady  
Janet Foutty  
Lynn Perry Wooten**

**Mc  
Graw  
Hill**

New York Chicago San Francisco Athens London Madrid  
Mexico City Milan New Delhi Singapore Sydney Toronto

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*We dedicate this book to all women and allies  
who are navigating their leadership journey.*

*To Jennifer and Julie for your unwavering  
support, encouragement, and sisterhood while  
I navigated every practice in this book.*

**—Susan**

*To the so very many who have positively  
impacted my career, and to those whose impact  
will benefit the next generation of leaders.*

**—Janet**

*To my parents, husband, children, and the communities  
who empowered my leadership journey.*

**—Lynn**





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## FOREWORD

We need more books like this by women leaders. Let me tell you why.

While career women face a multitude of challenges on the way up the corporate ladder, we are seeing steady progress. Women now hold many critical jobs overseeing some of the most important parts of the US economy. In 2021, the number of women CEOs on the Fortune 500 hit an all-time record: 41. And for the first time, two Black women are on the list. The numbers are better for the chief information officer (CIO) role—17 percent of Fortune 500 CIOs are women.

But as we all know, women's rise is also inconsistent and slow. The number of female CEOs is still just 8.1 percent of the total. The turnover among CIOs means it's tough to rise above that 17 percent. And the pandemic underscored the instability of all working women's lives, putting almost 5 million out of work, and by extension, shrinking the pipeline of future female leaders. What we clearly have seen is that without more structural, cultural, and personal support, the risk is that women will always be one economic crisis away from unemployment, underemployment, or career stagnation.

To really break through as women leaders, we need to hear from each other, learn from each other, and keep supporting each other. That's why books like this are so important. These 7

*Impactful Practices*, brought to you by authors Janet Foutty, Lynn Perry Wooten, and Susan MacKenty Brady, resonate with me. It's not just fancy theory or rhetoric—it's all based on real experiences.

In a quarter century at PepsiCo, including 12 years as chairman and CEO, I was also a wife and mother raising two daughters. My commitments and responsibilities for one of the world's leading food and beverage companies spilled into the needs of my family, and a lot of the time, I felt it was easier to invest in everything and everyone else first, essentially never getting to myself. My reality: being a CEO was brutal, exhilarating, gratifying, and immensely public, which often tested my resilience, authenticity, confidence, competence, and courage. I can confidently say the themes explored in this book, when viewed all together, wield immense power in helping anyone thrive in a leadership position.

First, *fostering resilience*. You'll need a lot of it. You're not just keeping up with pace and intensity—you will have more headwind than tailwind. You'll face some people hoping you don't succeed. Learn the layer of resilience that's needed daily so you will overcome setbacks and emerge stronger than before.

The way you *inspire a bold vision* is to go “outside in” as opposed to “inside out.” If you say your bold vision is what the organization can deliver, that's inside out—but that may not be what the world requires. To really inspire a bold vision, you've got to have the courage to think outside in and 10 years out and back. For communicating and persuading people to buy into your vision, you need to *cultivate courage* because visions do not manifest overnight.

The practice of *embracing authenticity*—bringing your whole self to work—connects with the practices of *creating a healthy team environment* and *leading inclusively* to ensure that people follow you and foster team dynamics that lead to long-term retention.

How do you work with people? How do you build a team where people lead from their best self and don't put down other people? How do you call them out? How long do you work with

## FOREWORD

someone before seeing they will not change, and retiring them? There are unconscious biased actions against not just women. Add race and it amplifies issues.

As women leaders, it's on all of us to pay it forward to the next generation. We must pass on everything that we learn in our positions of influence—as CEOs, and as women in the world, or as mothers, wives, and daughters. But that's not where it ends. Men, too, can benefit from what we've learned and experienced at the helm of our institutions.

Whatever *your* background or story is, you belong here. I'm glad that you've arrived. You owe it to yourself to thrive, but the world needs your contributions and will greatly benefit, too.

**Indra Nooyi**

former Chairman and CEO, PepsiCo



## ACKNOWLEDGMENTS

As with any book, this one came to be as a result of the support, courage, and brilliance of so many. The entire Arrive and Thrive™ Project was inspired by the legacy of the late Ellen Gabriel, who founded Deloitte's first women's initiative.

The Deloitte Ellen Gabriel Chair for Women in Leadership was established in 2005 by her Deloitte colleagues. The endowed fellowship is a tribute to Ellen's legacy and steadfast commitment to gender equity. Negotiation, gender, and leadership scholar Dr. Deborah M. Kolb was named as the first to hold the chair, followed by women on corporate boards expert Dr. Susan M. Vinnicombe, CBE, and mentoring expert, Dr. Stacy Blake-Beard. Susan MacKenty Brady was named to the chair by Simmons University President Helen Drinan and provost Katie Conboy in 2019.

## THE IDEA

With Ellen's legacy in mind, Helen and Susan pulled together a luncheon with Deloitte's Vice Chair of External Diversity, Equity, and Inclusion Terri Cooper, and Susan Esper, the Deloitte partner responsible for Simmons' initiatives. The four women spent the

majority of the lunch chatting about their own experiences leading, when the idea of collaborating on a book for accomplished women leaders emerged. The idea felt like *kismet* and Ellen's spirit was undoubtedly with us that fateful day. It was Terri who instantly thought Janet Foutty would be a terrific coauthor for the project on the Deloitte side, and Helen Drinan in equal speed suggested that the incoming Simmons President Lynn Perry Wooten serve as a coauthor as well. This was how our "author trio" was born. The rest, as they say, is history. (Or, perhaps her-story.)

Susan, Janet, and Lynn got to work and identified the 7 Practices, shared their learning and lessons about each with one another, and engaged others to contribute insight, wisdom, and advice to the project.

## OUR THANKS

### **Our brilliant editors:**

Donya Dickerson of McGraw Hill, you believed in this project from the start and jumped at the chance to publish this book. Always as patient and kind as you are wise, thank you for guiding us to make even better what we have here for our readers. Candi Sue Cross, our "first editor" partner-in-crime, you continue to zero in on what matters most on the page and refine meaning with speed and grace.

### **Our supportive teams:**

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Elisa van Dam for her expertise honing Practice 7, Annelle Rivera-Beckstrom for saving the day with speedy research turn-arounds, Kristen Palson for leading permissions and the creative manifestation of all things Arrive and Thrive beyond this book, Kerry Brady Seitz for helping to hone and scrub the Values Exercise as well as the practices at the outset, Abby Bays for project management along the way, and Michele Houston, Tracie Charland, Gavin McGuire, and Art Corriveau who will take the goodness in this book and continue to make magic out of it.

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### **Our inspiring contributors:**

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## INTRODUCTION

### *Welcome Package*

*One must pass through the circumference of time before arriving at the center of opportunity.*

—Baltasar Gracián, Baroque writer and philosopher

You are leading, but are you *thriving*?

You have already “arrived” by all accounts. You *are* a leader. You *have* stepped in and stepped up. But there is more for you. An opportunity to intentionally thrive and create a greater impact for yourself and others. As you contemplate how much more you wish to invest of yourself to lead, it is time we talk about what it takes not just to arrive but also to thrive.

Are you getting the support required to thrive? Do you know how to ask for it? How do you thrive as a formidable leader while combating systemic barriers and unexpected challenges that add complexity? What is a realistic picture of leading for you that is framed by you and other leaders who are creating a new inclusive working world? How are you managing your best self and bringing out the best in others as you navigate the demands of life? What stories are you repeating in your head about who you “should be”?

If some of these questions leave you wondering, here is your first bit of wisdom to *arrive and thrive*: your thoughts and feelings are normal, and you are not alone. In fact, our hope is that as you read this book, you realize you are never alone. We are not meant to do much of anything alone, and through this book we want you to feel supported as you navigate from wherever you are. We know firsthand that as women rise into positions of greater responsibility and leadership, the risks associated with sounding, experiencing, or looking vulnerable become greater and greater. The “veneer of perfection” too often takes hold and robs women leaders of the ability to be real. Forced into being something or showing up as something women leaders think they should be (or are expected to be, given norms set mostly by men) keeps the cycle of “got to prove myself” or “not good enough” going. As a result, they feel there is little margin for error.

We authors have been in your shoes. We know you are not only curious, you are open to and wanting advice. You have the ideas, a drive to succeed, and the ability to empower others. The world needs you. A world with more successful, thriving women leaders is a better world for *all of* humankind.

The world also needs better, more diverse leadership, and the gender gap remains much too wide. Senior women in leadership deserve to thrive when they arrive, but hard-won practical and applicable wisdom from other leaders about the essential and most impactful practices that can help ensure success is needed. Women’s leadership and decision-making have never been more urgent. The pandemic of the coronavirus (Covid-19) reared its submicroscopic head in December of 2019 and brought unprecedented consequences to the world in a span of six months, especially for women. An October 2020 Deloitte report, “Understanding the Pandemic’s Impact on Working Women,” found that nearly 7 out of 10 women who experienced negative shifts in their routine because of the pandemic believe their career progression will slow down.

We now know that a pandemic has the power to unravel our livelihoods, lifestyles, and turn our lives inside-out . . . swiftly. Seems ominous, we know, but it's not *all* bad news: a mass reset is happening. Pandemic-era realities have been intensified by the long-overdue awareness of the urgent need for racial justice and with it, total equity of opportunity for all citizens regardless of gender, race, ethnicity, ability, or sexual orientation. We have been learning and confronting fears, concerns, and cautions at warp speed—and facing them with courage.

In tandem, much attention is being paid to the creation of gender balance in leadership. The solutions—the programs, sponsors, and resources—that help women not only *arrive* at the top but *thrive* there will only increase, and for good reason: companies with gender-balanced leadership perform better. But how to do that effectively—how to make sure that women leaders succeed—is still an underexamined topic.

Navigating our leadership journey focuses on movement and requires intention and awareness and then agility-in-action. The practices in this book take you from learning to doing by guiding your movement as you intentionally arrive and thrive.

*Arrive and Thrive: 7 Impactful Practices for Women Navigating Leadership* ushers in critical and original advice for women facing disruptions that have little to no precedent. We knew it was time to boldly convey deep insights based on our own experiences and revelations. And we knew it could not wait.

Let us introduce ourselves.

Janet Foutty is executive chair of the board for Deloitte US, the largest professional services organization in the United States. She previously was the chair and CEO of Deloitte Consulting LLP. Janet is a frequent author and public speaker with executive-level audiences about the changing business landscape, leadership, corporate governance, crisis resiliency, equity, and technology disruption. Her thought leadership has appeared in business publications, including *Fortune*, *Forbes*, *Harvard Business Review*, and

the *Wall Street Journal*. Janet is a passionate advocate for diversity, equity, and inclusion (DEI) in the workplace; women in technology; and the need for science, technology, engineering, and mathematics (STEM) education. She has founded Women in Technology groups in India and the United States.

A seasoned academic and an expert on organizational development and transformation, Lynn Perry Wooten, PhD, became the ninth president and first African American to lead Simmons University on July 1, 2020. Specializing in crisis leadership, diversity and inclusion, and positive leadership—organizational behavior that reveals and nurtures the highest level of human potential—Lynn is an innovative leader whose research has informed her work in the classroom and as an administrator. She first joined a university faculty in 1994 and has served in administrative roles since 2008. Lynn came to Simmons from Cornell University, where she was the David J. Nolan Dean and professor of management and organizations at the Dyson School of Applied Economics and Management. She also has had a robust clinical practice, providing leadership development, education, and training for a wide variety of institutions. Lynn is the author of two books and dozens of journal articles and book chapters.

A working mom of two teenage daughters, Susan MacKenty Brady's journey stems from a career in leader development with a focus on self-awareness and relational leadership. She has a "two-sided business card" professional identity: one as accomplished revenue driver and business leader; the other, leadership author and truth-telling humorist, and inspiring keynote speaker. Her insight is informed by 20 years of work in the fields of advancing women leaders and inclusive leadership, which has led to three previous highly acclaimed books. As the Deloitte Ellen Gabriel Chair for Women and Leadership at Simmons University and the CEO of the Simmons University Institute for Inclusive Leadership, Susan is committed to seeing equity in leadership in her lifetime. She believes the path to more peace and joy and less guilt and

harshness *as well as* to better leadership is learning how to return to compassion (see Practice 1 for more on this!).

Simultaneously, our perspectives are backed by top-notch research and tools from our organizations, Deloitte and Simmons University.

Drawing on decades of our professional experience and our own personal insights, we want you to arrive and thrive. We have teamed up with and brought along well-recognized leaders who share their personal stories and insights exclusively and uniquely here to bring you the 7 Impactful Practices for Women Navigating Leadership:

- **Practice 1: Investing in Your Best Self.** Lead from the best part of yourself—and ensure you tend to your mind, body, and spirit for continual renewal.
- **Practice 2: Embracing Authenticity.** Bring your whole self to work with intention and ease.
- **Practice 3: Cultivating Courage.** Commit to action, alongside acknowledging and overcoming your fear of doing so.
- **Practice 4: Fostering Resilience.** Keep up with the pace and intensity while overcoming setbacks and emerging stronger than before.
- **Practice 5: Inspiring a Bold Vision.** Enroll others in a mission that awakens their spirit and desire to create a future that does not yet exist.
- **Practice 6: Creating a Healthy Team Environment.** Personify your organization's values and standards while creating an environment that is supportive, collaborative, and healthy.
- **Practice 7: Committing to the Work of the Inclusive Leader™.** Model the way for others while creating the culture of equity and inclusion needed for high performance.

We want you to see each practice as something you can come back to and work on over time, as you grow and as the context of your personal and professional life changes. Each practice offers a distillation of the best wisdom we could glean for you about every impactful practice, including wisdom from:

- Our own unique experience and learning
- The latest and most respected research and literature available
- Thought leader expert advice
- Leadership tips and stories from sitting or recently retired executives
- Tools for activation

Feeling supported wherever you are in this moment and in each milestone is critical as you evolve the 7 Impactful Practices. And you should know that others have tread similar territory in their positions of greater responsibility; they faced risk, turned adversity into opportunity, and led others through motivation and inspiration. That's why we felt it was conducive to bring in diverse outside voices with their own stories of impact, along with advice on the practices based on their own unique experiences.

- Gail Boudreaux, president and CEO, Anthem
- Albert Bourla, chairman and CEO, Pfizer, author of *Moonshot: Inside Pfizer's Nine-Month Race to Make the Impossible Possible*
- Anne Chow, CEO, AT&T Business, coauthor of *The Leader's Guide to Unconscious Bias*
- Helen Drinan, president emerita, Simmons University
- Tiffany Dufu, Founder and CEO, The Cru, author of *Drop the Ball: Achieving More by Doing Less*
- Sandra Fenwick, former CEO, Boston Children's Hospital
- Jen Fisher, chief well-being officer, Deloitte, coauthor of *Work Better Together*



- Bill Flynn, author of *Further, Faster: The Vital Few Steps to Take the Guesswork out of Growth*
- Beth Ford, president and CEO, Land O'Lakes Inc.
- Carla Harris, vice chairman, managing director, and senior client advisor, Morgan Stanley, author of *Expect to Win: 10 Proven Strategies for Thriving in the Workplace*
- Jim Harter, chief scientist, Gallup, coauthor *Wellbeing at Work: How to Build Resilient and Thriving Teams*
- Sally Helgesen, author of *How Women Rise*
- Dan Helfrich, chairman and CEO, Deloitte Consulting LLP
- Linda Henry, CEO, *The Boston Globe*
- Whitney Johnson, CEO, Disruption Advisors, author of *Disrupt Yourself: Master Relentless Change and Speed up Your Learning Curve*
- Natalie Martinez, CEO, Strong Women Strong Girls Inc.
- Indra Nooyi, former chairman and CEO, PepsiCo, author of *My Life in Full*
- Jill Robinson, CFO, Atlanta Braves
- Richard Safeer, MD, medical director of Employee Health, Wellness & Innovation, Johns Hopkins HealthCare
- Gen. Chuck Wald, president, Wald Strategy International, LLC
- Amy Weaver, president and CFO, Salesforce

Our contributors are proven leaders who bring industry and domain knowledge combined with the depth of leadership wisdom we know is necessary for getting it right.

Each practice presents a *self-awareness* and *self-practice* orientation, along with an *other-based* orientation, spanning individual application and broader team/culture application. Simply put, *Arrive and Thrive* is not the “next recipe for women’s success” but rather offers fresh insights about the practices that, when

not intentionally and continually implemented, lead to suboptimal impact, or worse, professional burnout. The paradigm for women for far too long has been about surviving—if you are lucky enough to arrive at the top. The 7 Impactful Practices for Women Navigating Leadership enable women to thrive and, in so doing, help others thrive as well.

As you rise into your position of greater responsibility, risk, and *reward*, this book offers the groundwork for making effective and fulfilling choices for yourself, your team, your industry, and even your community. Navigating senior leadership is hard enough for anyone in this complex world, and women face *even more challenges*. The gendered context we live in makes it harder for women to rise into positions of leadership, and we want you to feel a new level of support and practical wisdom as you navigate your journey from here.

Let's get started, shall we?

Learn more at [arriveandthrive.com](http://arriveandthrive.com)