TOP 10 Leadership Tips For Breaking Through The Glass Ceiling
Build yourself a **Personal Board of Directors**...

**one mentor is not enough**

- Pick 3-4 people (inside/outside of work)
- Discuss
- Listen to perspectives
- Synthesize
- Act

#10

@joannmoretti
Speaking of ACTING

Make Decisions! Weigh Risk, Take Risk.

- don’t not make a decision – you will slow down progress against the strategy
- Generally you don’t get fired for making a decision, only for making the same mistake twice.
Plug yourself into the Company Strategy
How do you do it? And How do you communicate it?

• 1st of all – listen to it!
  ✓ EVERY Town Hall – Every earnings call. Every time the CEO speaks – listen.

• Then CONNECT DOTS BETWEEN your output & Company goals
Creating a “Value Map” – how do you affect, connect & support the strategy

**Company X**
Shareholder Expectations
ROIC = XX%

Executive KPIs
- Create Leverage: Cash/Liquidity Target
- Grow Market Share & Brand Equity y/y
- Improve NPS Scores
- Improve EPS
- Improve Safety
- Hit Revenue Targets

Revenue

Capital

Cost

Drivers

Strategies / Investments

Geographic Expansions
- Go To Market Transformation FROM CM TO SOLUTION COMPANY
  - GOAL 1: EXPAND SHARE OF WALLET IN STRATEGIC ACCOUNTS BY XX%
  - GOAL 2: CHANGE PERCEPTION IN MARKET TO SOLUTION COMPANY
  - GOAL 3: WIN 5 NEW LABELS

Capability Expansions in HC

Digital Manufacturing Revolution

Employees First
- Talent Development & employee safety

Customer One

Communication, PR & Branding Programs
- Awareness Goals/KPI’s:
  - % Share of Voice
  - % of Impressions/Reach, Analyst/Journalist
  - Sentiment Positive/Negative
  - Brand Study Results y/y

Digital & F2F Marketing Program
- Goals/KPI’s:
  - # Customer Case Studies
  - # Marketing Influenced Pipeline
  - # Marketing Leads & New Contacts
  - # Marketing Influenced Revenue

Sales Enablement Program
- Goals/KPI’s re Sales Productivity Improvements:
  - % Win Rate Improvement – % Deal cycle time reductions/cost of sale reductions
  - % Discount level reductions

Sales
- Goals/KPI’s re Sales
  - % Sales Target Achievement
  - # Customer Satisfaction Scores (NPS)
  - % Share of Wallet Expansion

Innovation
- Digital & F2F Marketing Program
- Sales Enablement Program
- Digital Manufacturing Revolution

Functional Initiatives & GOALS
(GTM Transformation only)

#8 continued
Learn to Speak the **Language of Business**
Translate what you do into ROIC, EPS, FCF
### Program Name: Master's Executive Selling Skills Training

#### Program Goals:
Deliver Executive Selling Skills that enable upstream "C" level conversations & sell business value - vs downstream reactive bidding and differentiating on price.

#### 3 Key Benefits:
1. Higher Value Deals and More of them in the Pipeline
2. Lower discounts
3. Improve Sales Productivity/Close Rates

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#### Let's Focus on Goal 1: Higher Value and More Opportunities in the Pipeline

<table>
<thead>
<tr>
<th>Goal per class: 280m Net New Pipeline identified per class</th>
<th>$12,600,000,000</th>
<th>x 45 classes per yr</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Closed Revenue based on avg Close Ratio of 5:1</td>
<td>$2,520,000,000</td>
<td>(we have to put 5 dollars in pipeline on average to close 1 dollar)</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$126,000,000</td>
<td>(5% net operating margin average)</td>
</tr>
<tr>
<td>After Tax</td>
<td>$88,200,000</td>
<td>30% Tax Rate applied</td>
</tr>
<tr>
<td>EPS Improvement</td>
<td>$0.457</td>
<td># of Shares outstanding 193m</td>
</tr>
</tbody>
</table>

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#### And if we meet Goal 3 Improve Close Rates (3:1):

| EPS Impact | $0.762 | If we improve close rate to 1:3 in other words goal 3 is met (improve close rate) |

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*Example only*
Your Network is your #1 Personal Asset

Build it, Strengthen it, Learn from it build your BRAND inside of it, and most importantly LEVERAGE IT!
Speaking of “Personal Branding”
Use a Personal Infographic to help you tell your story.

PROFESSIONAL MISSION: empower sales. create value.

AWARDS & RECOGNITION
- CloudNow Lifetime Achievement Award
- EWF "Woman of Influence" x 2
- Women in Tech Honoree DBJ
- Named to BT150 2017
- SV/SJ Biz Journal WOI
- Best Corporate University
- 14 of 16 President's Clubs

PERSONAL MISSION:
empower women in business & stem

EDITION/PUBLISHER:

The Butterfly Daily

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The Butterfly Daily
Self Reflection & Self Awareness
What can you do better? Blind Spots?

#5
Support Each Other
No more MEAN GIRLS

• Men know how to play on the same team. We need to learn this as well.

• The enemy is outside.

• Gives men an easy way to “discount” you ➢ i.e. she’s “Too Emotional” for that promotion.

• Find “mutual purpose” share your plans, diffuse fear.
Be a leader not a “boss”
Leadership is **Action not words.**

And Leadership is most definitely **not a TITLE.** We are and can all be leaders.
Get out of your comfort zone, stretch yourself, learn every day

- Take RISKS. Try new roles
- Don’t get stereo-typed
- Definitely don’t be known as a generalist...they are a dime a dozen.

But be a **SPECIALIST** at something, anything! Generalists are a dime a dozen, and often miss out on opportunities that stretch them.
Remember this?
Stretched - every step of my journey!

Business Acumen will ground you stretch
to Sales Engineer to Sales to Sales Leader to Product Marketing & Management (stretched numerous times)
to Sales Enablement & running a University!
From IT to CMO & business leader

@joannmoretti
Create **Strategic Acceleration** for your organization & for yourself.

Tony’s advice **Have a Plan**
- **CLARITY** – be clear about the mission
- **FOCUS** – have 3 or 4 key priorities / high leverage activities & then ruthlessly prioritize
- **EXECUTION** – remove obstacles for people

Joanne’s Additional Advice
- **BRAND** – the plan & communicate it
- **CONNECT** – the plan to the broader mission
- **And MEASURE** – show progress
Q&A

Which one will you apply?