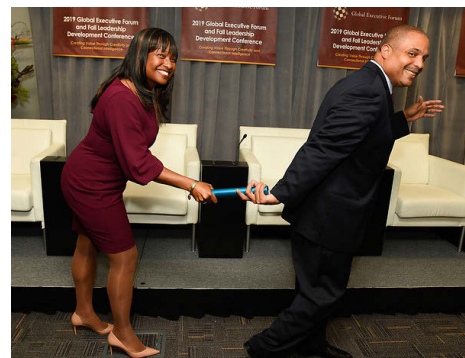
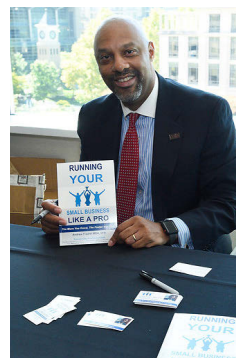




## 2019 CALIBR Global Executive Forum and 20<sup>th</sup> Anniversary Celebration





# THE Generator

FALL 2019 EDITION

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## About CALIBR

Founded in 1999 as NextGen Network, CALIBR is a leadership development association. We are dedicated to accelerating the careers of mid-to-senior level managers at the Director to VP levels, who are team or process leaders with 15+ years of leadership experience and are identified by their employers as having the business and professional acumen to be among the next generation of senior executives. These high potential leaders benefit from a network of peers that is global in reach and represents many functions in order to inform the best practices across industries that drive career success.

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



# Thursday Leadership Sessions

Sponsored by Wells Fargo and Booz Allen Hamilton



Booz | Allen | Hamilton



## Entrepreneurs' and Small Business Strategies: Commercial Real Estate and Government Contracting

**Featuring:** Robert Jefferson, Adeola Adejobi, Andrew Frazier, and Donna Ragins Wright

### Advice For Starting Your Own Business

- If you're thinking about starting a business, do the following as soon as possible:
  - 1. Save as much money as you can and get access to as much credit as possible while you have your income. Doing so will give you more flexibility.
  - 2. Minimize your expenses because you don't know what your cash flow will be like, and cash flow is rarely as good as your projections.
  - 3. Be conservative in your spending and also in your decision-making processes. There are tons of services for small-business owners. Those services will offer their accounting and marketing services, for example. You have to understand what you can afford.
  - 4. Know what you're getting into. Understand your market and analyze the types of products and services your business will offer relative to industry trends and the competition.
  - 5. Prepare yourself to develop a passion for your business. The passion may be the product, the people, or the outcome. Businesses fluctuate, and there will be times when you envision something for your business that others do not. Your passion for and your belief in your business will carry you to success in hard times.

### Keep In Mind

- Profitability isn't necessarily the most important aspect of running an effective business. You can lose a lot of money for years, and still be in business. This is because the true key to any business is cash flow. As long as you have the cash to pay your bills and pay your employees, vendors, and lenders, you can focus on making your company profitable.
- When you start a business, it will impact everyone who you share a household with. It's important to communicate your position and your goals with them, so they understand that you may not be able to spend the time or money that you once did because you're investing in your business. As an entrepreneur, your cash flow will be sporadic, especially at the start. You should review your personal finances to determine how you can cut costs. It's also important to plan for different types of growth: fast growth, slow growth, or no growth at all.
- As an entrepreneur, you're going to make mistakes along the way. Try to make small mistakes and apply the learnings to bigger opportunities or deals.

**Plan from the beginning to turn your business into an enterprise.**

An enterprise is able to function and remain profitable without its owner in day-to-day operations.

## Thursday Leadership Sessions **Cont'd**



## Alternative Investment: Hemp Industry Informational Session

**Featuring:** Mia Russell, Thomas Cardwell, Christopher Shipp, Tahir Johnson, Erica McBride Stark, and Delicia Gunn

### What is Hemp?

- **Marijuana and hemp plants are all apple trees.** A succulent apple like granny smiths, golden delicious, and others that you buy in stores are marijuana. That's what you smoke. That's the flower. On the other side of the spectrum, is your crab apple. That's CBD and hemp.
- **From a legal standpoint, the cannabis plant that has .3 percent or less THC is hemp.** A plant that is .3 or greater is marijuana. The .3 is a very arbitrary number. It was created by Canadian researchers to make the differentiation between the two. This research guided the United States' 2018 Farm Bill.
- **THC and CBD are both cannabinoids.** Cannabinoids are substances derived from the cannabis plant and include both the psychoactive and non-psychoactive compounds known as THC and CBD as well as compounds called terpenes.
- **Within the hemp industry, most of the well-known varieties are grown for their rich CBD content.** But the other side of the spectrum is that there are hemp plants that are grown like a traditional row crop like corn or soy for fiber, grain, or both. Crops that are grown for fiber or for grain are what car parts are made of, for example, and tend to have very low CBD levels.



While most of the money and resources are invested in CBD, it only represents a small percentage of the crop's potential. The fiber and grain crops don't face the same legal challenges as the varieties currently grown for CBD.



However, the infrastructure for growing the fiber and grain is still lacking in the United States.

- **85% of the products we use today can be made with bi-products of hemp, including plastics and geotextiles.**

### What is important to know in terms of the relevance, opportunity, and the legalities of hemp?

#### Relevance

- **The US is transitioning out of tobacco because of the harmful effects of smoking.** In the future, the United States Drug Administration will likely spend more money on alternative crops. Hemp offers more than 25,000 usages and industrialization opportunities. So if you're looking for a return on investment, you want to consider hemp.

#### Laws

- **The challenges with the 2018 Farm Bill and the legalization of hemp is that federal and state laws do not align.** As result, there isn't uniformity or regulations around the hemp plant. As an example, many people may be transporting hemp across states lines – which is legal. But if those transporters are pulled over, many patrol officers don't know the difference between hemp and marijuana, and they don't have the testing machinery to determine the difference.



Another challenge is in the financial sector. Despite hemp being legal, many banks are unsure about funding guidelines for entrepreneurs in the hemp industry. Banks are finding it difficult to do their due diligence in determining whether ventures are legal hemp operations or marijuana companies that are still illegal in certain states. State credit unions, however, have proven open to the hemp industry.



## Thursday Leadership Sessions **Cont'd**

- **The State Banking Act passed through the House of Representatives.** This is the first major piece of cannabis legislation to pass through congress.
- 💡 However, the country is still operating under the 2014 Farm Bill until 2020, which consists of state pilot programs.

### Opportunities in Current Market

- **Big companies aren't in hemp industry yet.** There's no Coca-Cola CBD for example. Even though the future appears to be wide open, there's a disconnect between the state and federal government. Many would argue that this is intentional because it creates an opportunity and a competitive advantage for individuals to get in the market early. But it takes money, influence, and time.
- **The industrial industry isn't scrutinized for THC levels and other FDA regulations, so there's less risk.** For industrial hemp to be successful, we need more opportunities to grow the hemp and the machinery to process it.
- **More opportunities will arise the more we educate people on the benefits of hemp.** Any time you use hemp, you are helping the earth. When you use a hemp-based product for a building installation, for example, you're reducing the carbon footprint and increasing the quality of air in the environment. People use fiberglass in their walls and suffer from allergies. Some doctors are recommending that hemp installations are used to reduce allergens.
- **Entrepreneurial barriers to entry for the hemp industry include: a lack of infrastructure and a lack of research and development.** Also, the U.S. hasn't made it affordable for small businesses to do hemp decortication because the machines may cost \$1.5 to \$2 million. It is going to be critical in the future that we produce affordable machinery to create end products.



### What are the easiest and most cost-effective ways to get involved in the hemp industry?

#### Products

- **The lowest hanging fruit is the grain market, which includes hemp milk, hemp seed, and hemp oil.** These products can be produced within the United States and with the current machinery. There's an opportunity in the nutritional market as well with cooking oils being used as a basis for soaps and shampoos. Protein powders and hemp pasta are other products that can be produced with minimal investment. Getting involved with hemp requires investing in the current infrastructure or creating a product, doing the proper testing, branding the product, and taking it to market.

#### Careers

- **The hemp industry needs people with professional skills.** Professionals who work in finance, or who are attorneys or consultants, or people with a particular skillset in packaging or fundraising can transition their current professional skills and apply those to cannabis businesses.



- 1) **If you are an entrepreneur, how will you use what you learned during the Thursday leadership sessions to improve your business?**
- 2) **If you are considering entrepreneurship, what insights provided during the session helped inform your decision?**
- 3) **How will your investment portfolio change as a result of participating in the hemp industry informational session? What information (handout or comment from a speaker) encouraged you to invest in the hemp industry?**

# Global Executive Forum Sessions

## 20 Years of CALIBR Leadership

### Historical Context and CALIBR Timeline – What was the organization’s focus while you were president?

#### Establishing the Network



**Jennifer Miles**

PRESIDENT  
1999-2000

In the beginning, we wanted to create an environment that looked like the Executive Leadership Council (ELC), but for the next generation. Many of the ELC members were first generation business leaders who had gone through affirmative action. So many of them had already fought the fight, so they knew what paths we needed to navigate and the skills required to be leaders.



**Kevan McCrae**

PRESIDENT  
2001

CALIBR had to address how we wanted to develop ourselves as an organization and how we develop the leaders who will follow us. The value of having the push-pull debate in which to push means to help others and pull means to help ourselves was instrumental in our development as an organization. I was more of a pusher, so I focused on what we could do for high school students. But there was a debate about whether to pull by focusing solely on the relationship with ELC. That debate enabled exponential growth because it allowed us to define our target audience for the pipeline behind us and then define how we grew in the future.



**Susan Chapman**

PRESIDENT  
2002-2003

When we first started, we wanted to connect with ELC members because we recognized that so many of us did not have parents or mentors who could help us navigate corporate America. CALIBR had a lot of influence on ELC. We established the platform that ELC used to create its pipeline. But we also recognized that the relationships we have with each other, fellow CALIBR members, was going to be the most powerful aspect of the network.



**Andrew Frazier**

PRESIDENT  
2004-2005

Prior presidents had created a strong base. At the time, NextGen was an east coast organization. So we had events in cities throughout the nation to establish ourselves as a national organization.

#### Sea Change



**Sekou Kaaland**

PRESIDENT  
2006-2007

I wanted to ensure that we operated as an ecosystem and supported each other personally and professionally. I also wanted members to deepen their network with ELC members to further their career objectives.



**Joy Booker**

PRESIDENT  
2008-2009

When I started as President the organization was at an inflection point. Our members had 10 -15 years of experience. Those members were very different than the scholarship winners who started the organization. By that time, CALIBR members had their own star power, their own network, their own richness to provide. So we created programming that would allow us to leverage our own networks independent of ELC.



**Mike Watson**

PRESIDENT  
2010-2011

NextGen was going through a sea change. You now had members who had been a part of the organization for 12 years. We found ourselves having to create a platform to cultivate and grow our membership, but we also had to create another platform for our members who were starting to extend deeper into their corporate lives. I had the dual challenge of helping to continue the legacy of the strong leaders who came before me, but then also making sure we were sustainable for the next 20 years. We focused on putting together a succession plan for the organization.

#### From NextGen to CALIBR



**Oral Muir**

PRESIDENT  
2012-2013

“Something for us and something for others” was our mantra simplified. It’s always been the rubric, but I used it to guide my presidency. CALIBR reached a point in which we realized the foundation of the organization was set, so we focused on making the organization multi-generational and transformative. We challenged ourselves to give based on our capacity instead of just for the sake of giving.



**Mario Lewis**

PRESIDENT  
2014-2015

After 14 years of being NextGen, we changed the name to CALIBR as a result of our members becoming more seasoned. It was a period of significant re-branding from a promotional standpoint, but we also had to change how we communicated to our members and sponsors. The programming, the member value-add, and the relationship with ELC also had to change to reflect the needs of our more seasoned membership. Along with that, the recruitment and onboarding of new members was refined thanks to the help of our lead sponsor, Prudential.



**Michelle Greene**

PRESIDENT  
2016-2017

I was focused on being very intentional about redefining our mission and values. CALIBR became stronger as an independent organization by increasing its overall financial health and strengthening the membership intake process. I recognized early that I needed to align myself with strong people, so I handpicked my leadership team and made sure key people, like our membership committee chair Kim Watson, remained on our extended leadership team.



- 1) What do you value most about your CALIBR membership?
- 2) How has participating in CALIBR helped you improve as a leader?

## Global Executive Forum Sessions *Cont'd*

### How to Leverage the CALIBR Network

**Susan Chapman**

CALIBR members are the most important people you can call on as you navigate your career. There are no other people who look like you, who understand your pain, and your triumphs like the CALIBR network. The people who are on the same level as you can often provide more insight than people who sit at higher levels. So I encourage you all to really think about how you support each other both personally and professionally.

**Mike Watson**

The value is in the conversations that members have access to, specifically hearing the stories of other senior managers and executives. CALIBR also provides a network of people who you can call on when seeking counsel. CALIBR is special. Don't take it for granted. Some of the greatest leadership mistakes I made were as the president of CALIBR. But when I found myself in similar situations in the corporate world I was prepared as result of the experience.

**Susan Chapman**

I took my own money, my own frequent flier miles, and my own vacation time to show up to meetings. Because, at the end of the day, I made the decision that my development was up to me. It's not up to my company. You might have to make the investment yourself. Sometimes it's really important to separate yourself from the enterprise to ensure you keep developing. This may include hiring a coach or building your external network. Don't put your personal power in your organization's hands. Invest in yourself.

**Oral Muir**

The charge for me is accountability. Hold each other truly accountable. It's good to commend people. But the people who really care about you help you find the floor. They tell you what's real, and they tell you about yourself, specifically in terms of pushing you when you're faltering and don't have confidence. Hold each other accountable. But build relationships in a way that when you make phone calls, you don't just have someone telling you how great you are.

**Joy Booker**

The smaller CALIBR network, in a lot of aspects, is more valuable than the ELC network because it allows you to actively get to know everyone in the room as opposed to aimlessly wading through the ELC forum. And you can leverage current CALIBR members to connect with ELC members as well.

**Michelle Greene**

You have to understand that if the career and opportunities that you seek are really that important, then I challenge you to take opportunities even if they are not ideal situations for you. Plenty of opportunities are created through the CALIBR network. I challenge everyone to keep an open mind and position yourself to take advantage of them.

**Mario Lewis**

CALIBR brings transformational people and experiences to your life. I was an essay winner, and when I joined I was very comfortable sitting in the back. When I became a member of the leadership team, I gained experience being the face of the organization and that has carried over into my professional life.



### *On Creating Connectional Intelligence – What did you take from NextGen/CALIBR that helped you get big things done?*



**Kevan McCrae**

CALIBR reinforced the concept of the critical few. You can't do everything. So what are the critical things that you need to get done to drive exponential growth and achieve value for your enterprise or for yourself?



**Jennifer Miles**

CALIBR taught me how to network, build relationships, and grow comfortable interacting with people at the c-suite level. If I hadn't had this environment to practice those skills, I wouldn't be where I am today.



**Andrew Frazier**

Through CALIBR, you have an opportunity to have a large impact on your organization, which can transform you as a leader. Being in CALIBR allowed me to test new ideas before bringing those ideas back to my organization.



**Mike Watson**

When you come to CALIBR, bring your entrepreneurial spirit, bring your phenomenal will, and bring your great skill to make the organization better. That same energy that's helped you be successful in your corporate career, bring it to CALIBR.

## Global Executive Forum Sessions **Cont'd**

# Insights From the C-Suite: Connections and Creating Exponential Value

**Speaker:** Tony Mitchell, EVP, Booz Allen Hamilton



**Tony's key takeaways from a 2007 Harvard Business Review Article titled, *Discovering Your Authentic Leadership* by Bill George, Peter Sims, Andrew McLean, and Diana Mayer.**

1. You do not have to be born with the specific traits or characteristics of a leader. You do not have to wait to be tapped on the shoulder. You do not have to be at the top of your organization. Instead, you can discover and express your potential right now.
2. There are transformational moments that test your values and your purpose. Those moments have the potential to hone your leadership skills over time, but only if you're conscious of them and you are purposeful about learning from them.

### On Leadership

*"This is a critical time for agile, relevant leadership and everyone has to contribute."*

Tony recalled being invited to a meeting with senior executives and a client. He thought he was only there to take notes. He was shocked and pleasantly surprised when a leader of his organization asked for his input on the topic at hand.



Make sure that you're always on – meaning that you're always ready to provide input that is relevant to your organization and valuable to your client.

- Build integrated teams and learn to lead across both generational and socio-economical differences.
- Be cognizant of body language and how you are coming off to other people.



Humanize yourself among key constituents. Allow them to get to know you as a person.

- Many leaders can see the overall strategy but can't see the vision. In order to have vision, you need to spend the time thinking about the strategy in relation to the culture and norms of your organization. Consider what you want your line of work or business to become, so you can put resources against that.
- Lead your team in a way that emphasizes that they are a part of something bigger than their day-to-day tasks. Instill confidence in them that they will be provided the resources and trained accordingly to perform their duties to the best of their abilities.

### On Transformational Moments

- Tests are the foundation on which you build your leadership capacity and over time build your success.



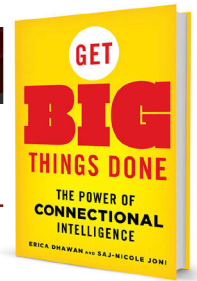
You won't know when you'll be tested, so you have to focus on building the operational outcomes that you want to achieve. But, more importantly, you need to consistently build trust in your ability to deliver what you tell people you can.



What aspect of your leadership did Tony inspire you to improve? How will you implement his recommendations in your day-to-day work activities?

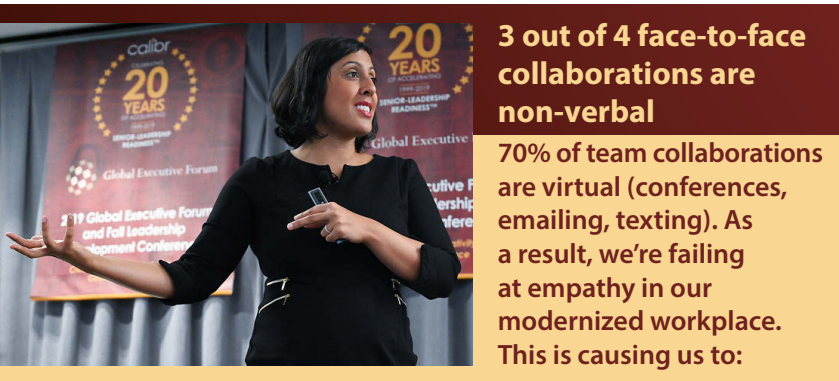


## Global Executive Forum Sessions **Cont'd**



# Creating Connections that Drive Exponential Growth

**Speaker:** **Erica Dhawan**, Founder and CEO of Cotential, Author of *"Get Big Things Done: The Power of Connectional Intelligence"*



1. Misunderstand each other
2. Speak more freely

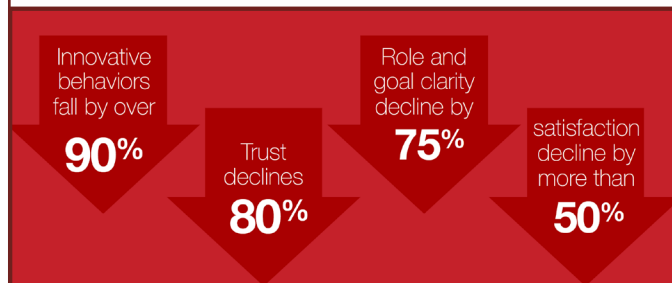
The Online Disposition Effect says that when people are interacting behind a screen, they are more likely to care less about the person they're communicating with and be ruder to them.

3. Argue more

Passive aggressiveness has increased in the age of email because we can wear masks behind a screen.

4. Walk away from relationships faster.

Based on a Harvard Business Review Article, *"The Subtle Ways Our Screens Are Pushing Us Apart,"* the adverse effects of modern communication consist of:



Understanding Connectional Intelligence will combat some of the technological hindrances to communication and drive exponential growth in your organization.

## The Five Key Principles of Connectional Intelligence

### 1. Brevity Creates Confusion

- The pressure to communicate quickly has caused us to take shortcuts and leave out context.
- Never confuse a brief message with a clear message.

### 2. "Communicate Your Mind" Mindset

- People can't read our minds.
- In all communication, be clear about what's the ask, what's the priority level, and why you and others need the information.

### 3. Have A Hold Your Horses Perspective on Work

- As leaders, one of the most important skills we have is to practice careful and patient responses.
- And we have to create an environment in which we encourage substantive thinking. This environment rewards thoughtfulness and meaningful communication instead of how quickly or how frequently team members respond to emails.

### 4. Assume The Best Intent

- When you receive messages that make you unsure of another person's feelings, assume positive intentions first and confirm that your interpretation was correct before responding.

### 5. Find Your Voice

- Traditional body language often implies and creates a sense of unconscious biases, depending on how visual cues are interpreted.
- In a digital context, many of the visual cues are removed which allows participants to focus on the substance of your communication.
- However, there are still digital cues that effect who gets heard, who gets noticed, and who gets credit.
- Ask yourself:

Are we creating psychological safety on the modern team?

How are you ensuring disparate voices are heard and rewarded for their contribution?

## Global Executive Forum Sessions **Cont'd**

### Creating Connections that Drive Exponential Growth



**CURIOSITY**



**COMBINATION**



**COMBUSTION**



**COURAGE**



**COMMUNITY**

## Questions to Ask Yourself Based on 5 Skills of CXQ Leaders

**CURIOSITY** — How well am I designing questions to tap into the expertise of others?

- Balanda Atis, a chemist, built an internal network of employees and business functions within L'Oreal to create and research a makeup line for multi-cultural women.

**COURAGE** — How well am I fostering the sharing of diverse perspectives, especially when those perspectives are different or controversial?

- Google realized it was becoming very bureaucratic as it grew in size. As a result, the organization created an initiative called "Cut the Crap Committees," in which employees could share a process or procedure that was deemed inefficient.

**COMBINATION** — How well am I combining networks where there is mutual benefit?

- Boehringer Ingelheim, a large pharmaceutical company, created a "Lunch Roulette" to ensure its employees are networking across functions. Every Friday, employees who sign up for lunch roulette can either share three things that they are experts in within the company or three things that they want to learn about the company. Based on the responses, employees get matched to facilitate networking and learning across functions.

**COMMUNITY** — How well am I cultivating shared understanding and collaboration across my organization?

- Music artist, Pharrell, has a non-profit organization called "I Am Other" that engages freaks, geeks, and other outsiders into doing the things that they love. It allowed people to consider "who they are" and how they can tap into their communities.

**COMBUSTION** — How well am I mobilizing and igniting diverse networks to create change?

- Task Rabbit is a platform in which anyone can post a 2-5 hour discreet work task and anyone can bid to complete it. It matches those who need help with people who have the time and capacity to do so. This model has been implemented within organizations to build trust, increase connectivity, and productivity.



## Global Executive Forum Sessions **Cont'd**

# A Conversation with a C-Suite Leader: Connections That Create Strategic Value Within Organizations

**Speaker:** Sean Woodroffe, SEVP & CHRO, TIAA

**Interviewer:** Dejuanna Patterson, Vice President, Global Human Resources Business Partner, TIAA

### What does it mean to make connections that create strategic value?

A strategic relationship is when you develop or cultivate a relationship with a senior person who is able to advocate on your behalf or who is in a position to influence what kind of job you get.

### How did your international work experience shape you as a leader?

Japanese people are incredible at patience and listening. In Japan, I learned to listen to what was being said, but more importantly to pay attention to what wasn't being said.

### Tell us about your leadership style and how that connects with you as a person?

I don't think of myself as a leader. I think of myself as serving others. It's important for a person in any leadership position to work tirelessly to inspire others to be their best. A leader is defined by how they treat people, whether they're dependable, accessible and helpful. A leader takes blame and also gives credit to others. More importantly, they create an environment for people to express opinions without fear of reprisal or consequences.

### How does someone foster meaningful relationships when seeking out sponsors?

Consider how you carry and conduct yourself, how you treat others, and your work ethic. Making sure you're at the top of your game is best way to prepare yourself for sponsorship. Sponsors choose you. Don't do anything that can bring your integrity or work ethic into question.

### On taking risks...

A lot of times, people want things to be very prescribed based on their preferences. When presented with a new opportunity, we want to know the job description, the salary range, the hours, and whether the job requires travel. Obviously, if you are parent, some of these factors are extremely important because it can affect your work-life balance. Other than that, you have to put yourself in a position to be responsive and receptive to opportunities when they are presented.



### What if you have strong work ethic and act with integrity, but you're still not being noticed?

I don't know how that's possible. If you distinguish yourself from others, develop a reputation for being accountable and dependable, and you inspire others, I don't know how you won't get noticed. And if you do all of those things and you're not being noticed, you're in the wrong environment."

### What do you look for in high potential talent?

- **Are they prepared for the role from a technical standpoint?**
  - To what extent is the person intellectually curious about their craft? How well researched are they. How committed are they to learning and acquiring new skills?
- **How are they living their values?**
  - How do they lead and how well can they attract talent?
  - There are two leadership types: shock amplifiers and shock absorbers.
  - Amplifiers are those who amplify noise and drama.
  - When shock absorbers hear negative stuff, they don't repeat it, they respond to it in a constructive way, and they make sure that it dissipates.



**How will Sean's insights change your approach to fostering meaningful relationships in both your personal and professional life?**

# AWARDS



**SPECIAL RECOGNITION AWARD FOR YOUR ENDURING COMMITMENT AND SUPPORT**  
**Prudential**



**MEMBER OF THE YEAR**  
**Tracey Patterson**



**SPECIAL RECOGNITION AWARD FOR YOUR ENDURING COMMITMENT AND SUPPORT**  
**Camilla McGhee**



**WITH ETERNAL GRATITUDE AND APPRECIATION FOR YOUR VISION AND LEADERSHIP**  
**Monique Jefferson**



**COMMUNITY IMPACT MEMBER OF THE YEAR**  
**Robert Jefferson**



**SPECIAL ACKNOWLEDGMENT FOR YOUR ENDURING COMMITMENT AND SUPPORT**  
**The Executive Leadership Council**



**COMMUNITY IMPACT MEMBER OF THE YEAR**  
**Robert Marshall**



**MEMBER OF THE YEAR**  
**Cheryl Wade**



**SPONSOR OF THE YEAR**  
**Wells Fargo**



**OUTSTANDING NEW MEMBER OF THE YEAR**  
**Melanie Hall**

# CALIBR Network Value Activity



The following questions are designed to help you cite specific examples of how your participation in CALIBR Global Leadership Network has benefited your relationships with both your colleagues and your organization, your leadership practices, and your overall career life. It will also help us understand your overall experience as a member or guest, specifically your reasons for participation, significant events that transpired during the activities, and the extent to which the activity was valuable to you. **Please click here to submit your responses.**

## STEP 1

### Activity

Describe a meaningful CALIBR activity you participated in and your experience (e.g., a conversation, a working session, a project, etc.)

## STEP 2

### Output

Describe a specific resource this CALIBR activity produced for you (e.g., an idea or a document) and why you thought it might be useful.

## STEP 3

### Application

Indicate how you used this resource in your leadership practice and what it enabled that would not have happened otherwise.

## STEP 4

### Outcome – Personal and Organizational

1. How did the activity change you professionally (e.g., skills, attitude, identity, self-confidence, how you feel, etc.)?
2. How has participating affected your leadership interactions with executives in your organization (e.g., number, quality, frequency, emotions, etc.)?
3. How has participating helped your leadership practices (e.g., ideas, insights, material, procedures, etc.)?
4. How has participating changed your influence as a leader (e.g. voice, contribution, status, recognition, etc.)?
5. How has your participation in CALIBR activities contributed to the success of your organization (e.g., metrics they use)?

## STEP 5

### New Definition of Success

Sometimes an experience changes your understanding of what success is. If it happened with this activity, tell us about the change.

## STEP 6

### Take This Form Again

Tell us about another CALIBR event or activity that had a significant impact on you. We encourage you to share as much as you like. We also encourage you to record and send us a video testimonial for the 20th anniversary video.



# The 2020 CALIBR Membership Application Is Now Available

Apply Today!

Application Deadline: March 6, 2020



## About CALIBR

CALIBR is a membership organization dedicated to accelerating the senior leadership readiness of high potential senior-level managers, entrepreneurs, and executives. Through specialized training, mentoring, coaching and relationship-building opportunities, CALIBR gives its members access to the best practices that drive business success. CALIBR members hold high-level leadership roles across multiple industries, government, academia and the non-profit sector, with one in five members being the CEO of their own entrepreneurial enterprise.

To apply for CALIBR membership, please visit [mycalibr.com](http://mycalibr.com), click the application link, and submit the following:

1. Resume
2. Bio
3. Digital Photograph
4. Essay Responses
5. Professional Peer Recommendation Letter
6. Recommendation from CALIBR or ELC Member

For more information, please direct all questions to [info@mycalibr.com](mailto:info@mycalibr.com)

