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About CALIBR

CALIBR is a leadership development association dedicated to accelerating senior leadership readiness for mid-to senior level managers and executives of African descent. CALIBR provides leadership development training, mentoring, and specialized networking opportunities in order to give all network members access to the best practices that drive business success. Our rapidly growing membership is committed to the values of Character, Agility, Leadership, Integrity, Breadth and Reputation in both their business and professional lives.

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Message From The President



Dear Sponsors, Partners and Other Supporters

These are challenging social and economic times in our country's history, and especially the Black community. The realization of how disproportionately the COVID-19 pandemic as well as social injustice and other economic imbalances impact black communities across our country has brought to light a need for change.

The growing social unrest over the recent killings of George Floyd, Breanna Taylor and Ahmaud Arbery has unearthed generations of angst, anger and pain that forces us to a place of uncomfortable conversation and a sense of urgency around real solutions regarding the value of black lives. As with other activities we find socially and legally unacceptable, zero tolerance must be the policy for the many forms of systematic racism, health care disparities and police brutality.

This moment in our country's history is an opportunity to go beyond awareness and turn it into an actionable awakening for those conscious leaders who are willing to add their voice in a brave, authentic and emboldened way to the millions around the world crying out on behalf of the black community for fair treatment, equitable practices and equal opportunity.

As a leadership team and on behalf of our board and members, we stand committed to use our collective voice, influence and resources to push past what is comfortable to create a sense of urgency to end social and racial injustice in this country using our platforms.

We must all stand and deliver in this pivotal moment in the history of our country!

In unity,

Tim Foy
President
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Training Generation Z

By Dr. Candace Steele Flippin



■ We need people who can hit the ground running.

■ You will figure it out.

■ We don't do a whole lot of hand-holding around here.

■ We are looking for self-starters.

Do any of these statements sound familiar?

Most of us can remember being thrown into a new role and feeling completely unprepared. Imagine your first day in a customer-facing, tech support job after receiving only a few hours of training on call center software. Hitting the ground running can be challenging when you are learning something new.

In my book, *Generation Z in the Workplace*, I surveyed men and women born after 1995 (i.e., Generation Z) about what they wanted their supervisors to start doing to help them be more successful in their roles.

One of the most common responses I received was that they wanted “appropriate and continuing training” to perform their jobs well. They also wanted “clear and detailed communications about directions and expectations.”

Avoiding these common mistakes when training Generation Z will help you provide relevant training and communication. In return, you'll benefit from a confident, empowered employee who understands your expectations and knows how to achieve them.

Are You Making These Mistakes?

- **Not focusing on the basics first.** It's easy to assume your new hires and current employees know more than they actually do. Be sure to give them explicit instruction in their job tasks and expectations. Also, offer opportunities for feedback and knowledge checks to make sure they understand.
- **Not making training resources available on phones and other mobile devices.** Gen Z is the mobile generation. They expect to access information quickly when they need it, on their phones and tablets.
- **Assuming offline training isn't necessary for this hyper-connected generation.** Your youngest, tech-savvy employees might also need training in how to communicate and interact person-to-person, offline. Remember that face-to-face “people skills” matter, and not everyone is skilled in this area.
- **Not making training flexible.** This generation expects to access information when and where they need it. A rigidly-sequenced training program that's only accessible during daytime hours might not work for your youngest hires.
- **Not updating or replacing out-of-date software.** You are probably focusing on the budget and planning cycle and making prudent decisions on technology upgrades and investments. Rest assured, they grew up with a weekly, monthly, and annual update to almost all their technology. When they come to work, they expect the same. They will expect the technology to work quickly and efficiently. If you did not replace that slow, clunky platform, Gen Z would notice and let you know how they feel about it. It is essential to manage expectations early on.
- **Not deciding in advance on specific, measurable goals.** If you aren't clear about goals, you won't be able to measure their effectiveness well. Make sure trainees also understand these goals from the very beginning. No one, regardless of age, wants to waste their time or disappoint their manager.

Yes, Generation Z may have different priorities, and we'll need to rethink traditional approaches to training. If you are willing to make the effort, you improve performance, productivity, and morale. You will also build loyalty by proving that you believe in their potential. It's an excellent investment.

Dr. Candace Steele Flippin is a global communications expert, nationally recognized multigenerational workplace scholar, TEDx speaker, and best-selling author.



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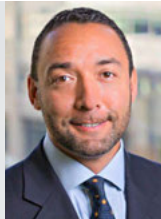
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5 qualities of great leadership

By Marty Rodgers, Senior Managing Director, Accenture



Spending time with great leaders is always inspiring, and I have been blessed to work with many great clients, mentors, and bosses who have changed their enterprises, the country, and the world.

This week, I was honored to attend the annual Great Place to Work For All Leadership Awards Gala, which assembled and celebrated a group of outstanding leaders from across a number of companies, industries and geographies.

The various CEOs and leaders at all levels—from pastry chef to head of Human Resources—recognized at the event got me thinking about the qualities I believe make a great leader.

Five leadership tips I've learned:

1. Lead authentically and inclusively.

Accenture's entire theory of leadership is predicated on authenticity and the teachings of Dr. Noel Tichy, that the best leaders are authentic leaders. Tichy suggests that in order to lead, we must know ourselves, our story and our teachable points of view, and have the courage to find our voices and share them.

In order for employees to be authentic and bring their whole selves to the workplace, and to have the courage to use their unique voices and experiences, enterprises must focus on inclusion and equality, not just diversity. They must also foster and reward those who are innovative and seek to improve big things and little things, internally and externally.

Empowered, equal teams can move mountains.

The key to innovation is inclusion. As market influences shift and competition increases, the key to a company's resilience and innovative thinking can be found in a culture of equality, in which all people feel empowered and invested.

The more empowering the workplace environment, the more innovative and productive your team will be. As a leader, be sure you are opening up room at the table, both literally and figuratively, for everyone on your team and empowering them to speak up and lead themselves.

Empowered, equal teams can move mountains.

2. Lead with purpose.

Do not get me wrong: Companies are in business to make profits, but having purpose is equally important. We must be about success and significance, and increasingly, consumers are looking to do business with companies whose values align with their own. The world's leading enterprises are called to be responsible and be both value- and values-obsessed.

So, as you make business decisions in your career, have purpose and integrity. Understand your "why" as much as the "what," and make decisions accordingly. Use purpose as the compass that keeps you on track.

3. Lead with curiosity—and listen and learn from everyone.

Never stop learning, never stop looking for ways to do better and do not be afraid to try new things. "It's the way we've always done it," is never a good reason.

I set aside time on Saturday mornings and Sundays after Mass for mentoring and coaching—everyone from new managing directors, to analysts and interns within Accenture, to community partners—and I probably learn from them more than they learn from me.

Seek and find; stay curious. Learn new skills and always continue to improve.

4. Lead with abundance.

A rising tide lifts all boats, and as a leader, the more you support your team, the more you encourage collaboration. The more you bring others along in your own success, the more successful you and your organization will be.

Put your people first; find ways to celebrate the success of those around you, and as you grow in your career, bring others along. Invest the time and energy to unlock the full potential of your people, and you will likely generate impressive results. As you have probably been blessed with mentors and sponsors—and heroes and she-roses—throughout your career, take the time to be a mentor or a sponsor yourself.

I have often found that the more you give, the more you get in return. A true leader doesn't force others to follow; they inspire others to action.



5. Lead by serving.

Last, but certainly not least, some of the best career advice I have ever received comes from one of my old bosses, attorney Marian Wright Edelman, the first African-American woman admitted to the Bar in Mississippi. I currently serve on her board for the Children's Defense Fund.

Marian said, "Service is the rent we pay for living," and it is advice I aspire to live by each and every day.

For me, leadership and service are indistinguishable.

Service is an opportunity to stretch yourself and try new things, to learn and build a sense of teamwork and a feeling of belonging. No matter where you are in your career, you should always be looking for ways to serve and give back.

For me, leadership and service are indistinguishable. And client service, community service and public service are callings all rooted in the same ethos.

When you help your community, you are also helping yourself in many, immeasurable ways. Doing well by doing good—what could be better than that?

I have learned much from leaders I admire, inside and outside of Accenture, on how to lead and how we all can continuously learn and improve, and these learnings top my list.

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<https://www.accenture.com/us-en/blogs/blogs-careers/5-qualities-of-great-leadership>



What Today's Most Influential Businesses Recommend for Managing Through COVID-19

By Kaihan Krippendorff



In March, as the reality of COVID-19 started taking hold, when my team received our fifth request in one day to postpone a keynote speech and my calendar was suddenly, unexpectedly, free for months, we sat down to discuss what to do. We figured that (a) other business thought-leaders are similarly, suddenly free, and (b) many are wondering what would happen to the business they own or work.

So, we decided to link supply with demand and launch a series of virtual summits connecting today's most influential business thinkers with the practitioners (strategists, executives, and entrepreneurs) who could apply the business thinkers' insights to create a better future. With 100% of profits donated to COVID-19 charities, we called it the **Reimagine the Future** summit.

The response exceeded our hopes. Immediately, many of today's foremost business thinkers signed up including Paul Krugman (Nobel Prize-winning economist), Renee Mauborgne (creator of Blue Ocean Strategy and ranked the #1 business thinker in the world), Rita McGrath (ranked the #1 innovation thinker in the world), and Liz Wiseman (ranked the #1 leadership thinker in the world). In all, 47 of the most influential management thinkers today agreed to speak. We attracted over 5,000 "Outthinkers" (innovators, executives, entrepreneurs) and raised \$160,000 for charity.

I watched all 47 sessions and reviewed recordings on the content portal available to summit registrants. Our team conducted an in-depth content analysis of the session transcriptions and audience dialogue. Here are the five most important themes of advice:

- Proximity
- Purpose
- Options
- Coordination
- Through the middle to the new



Proximity

The most commonly cited concept that came out of the summits was "proximity." Rob Wolcott (Kellogg and Chicago Booth professor, co-founder of The World Innovation Network) introduced this as a unifying explanation of the path of innovation. The time between demand for a product or service is moving ever closer to the moment of value creation.

Amazon's strategy could be summarized by this strategic goal: They use predictive analytics to anticipate what people will want and place warehouses near population clusters. A dynamic supply chain starts filling those warehouses ahead of demand so that people who want something can get it within hours.

Ming Zeng (former chief strategy officer of Alibaba) laid out a vision for business based on proximity. He argued that the companies that will lead in the future would be those with access to real-time customer data (not focus groups or market studies but actual purchases and behavior). Those companies will link that into their product design and marketing activities to dynamically respond to customer demands, thereby moving from annual analyses of customer needs for R&D and product design purposes toward real-time responses.

But there are other forms of proximity: psychological, physical, special, and geographical (think clusters like Silicon Valley for technology and Boston for biotechnology), to name a few. COVID-19 is reorienting all of these.

The most obvious impact is where people do their work. If we are lucky enough to have a job right now, we are likely, with some exceptions, doing it virtually. Lynda Gratton (London Business School professor and expert on the future of work) pointed out that this is causing us to redesign routines.

Routines enable us to separate (expand psychological separation) between our life roles - parent, tutor, professional, spouse. The rituals of dressing in work clothes, stopping at Starbucks, and reading the paper in the morning helps put you into a mental state for doing work. These rituals create psychological divisions, which increase productivity. However, when working from home, you don't have those rituals already established, so your identities blend and productivity drops.

We are learning new rituals, and it is exhausting. Martin Lindstrom (best-selling author of *Buyology* and expert on the psychological impacts of customer behavior) points out that, on average, a consumer conducts 350 subconscious routines a day. Right now, 40% of these routines (boarding a train, buying coffee, shaking someone's hand) are being repressed. This creates an immense cognitive drain, which leads to so many of us feeling exhausted.

Both Lindstrom and Gratton pointed to the additional cost of decreased physical proximity. We are getting less human contact. I am lucky to live in a home with three affectionate children, a wife,

two cats, and a dog. So, I get plenty of snuggles and hugs. But many are being deprived of human touch. Lindstrom cited a study showing that rats deprived of contact with other rats die earlier. Our lack of touch, if it continues, could have significant implications.

As people learn new rituals to create the spaces between our roles and identities, we could see remote working becoming more common, even as offices start opening back up. Benjamin Pring (an executive at Cognizant and authority on the future of work) and Rosabeth Moss-Kanter (Harvard Business School professor who

won the Lifetime Achievement Award by Thinkers50 last year) also pointed to humans' need for touch (physical proximity).

Yet we see as the geographical barriers to proximity are removed from the equation today, we are reorganizing along different dimensions of proximity. Family proximity steps forward, for example, as we hold virtual family reunions or weddings. My family, dispersed across 12 time zones, held a Houseparty video get-together. Virtual happy hours or coffees allow old friends in far-flung cities to reconnect.

The realization that companies whose growth is good for the world should outperform those whose growth is not has been surfacing for over a decade now. The COVID crisis will accelerate it.

Purpose

Purpose was another major theme. Los Angeles' clean skies and Venice's crystal canals are illustrating to humanity how our commutes, tourism, and air travel have been impacting the environment. Global consciousness of our impact on the environment is rising.

Moss-Kanter pointed out that businesses that fail to consider their impact on social stakeholders hurt their prospects. For example, Uber didn't address the negative impact its growth was having on stakeholders like drivers, local tax authorities, and taxicab companies. As a result, it was blocked from several international markets. AirBNB, Google, and Facebook have faced similar resistance to their growth.

The realization that companies whose growth is good for the world should outperform those whose growth is not has been surfacing for over a decade now. The COVID crisis will accelerate it.

Dan Pink (best-selling author of numerous books including *When and Drive*) argued that COVID-19 is "unmasking" questions we have needed to address, like whether shareholders really should be corporations' most important stakeholders and, for individuals, "what really matters to me and my life?"

David Ulrich (considered the father of modern-day HR) argued that while in the past, organizational culture was viewed as a set of rituals or norms, it should instead align with the organization's purpose. Do your organization's cultural norms help you achieve the impact you wish to have on the world?

This is a unique moment in history. As Marshall Goldsmith (best-selling author and

the #1 rated executive coach in the world) said, "I'm 70 years old, and I have never experienced anything like this." He then advised that right now we should be thinking about "what do you want to be remembered for" in these times. This kind of thinking is essential for your business as well.

Tiffani Bova (global growth evangelist at Salesforce and best-selling author of *Growth IQ*) advised that if you want to grow post the COVID-19 crisis, you should look at how you can help your customers right now because "they will remember."

You can see a clear divide now between people aligning to a new purpose and those waiting for a return to normal. As Faith Popcorn (best-selling author of *The Popcorn Report* and top-rated futurist) and her colleague Kim Bates pointed out, some people are simply bored at home right now, waiting for the crisis to end. Others are taking this as an opportunity to learn and develop themselves, like the 5,000 Outthinkers who joined our summit.

Options

This is a moment to create options rather than plans. Amy Webb (futurist author of *The Signals are Talking* and other best-sellers) said, "All strategic plans need to be rewritten" now because COVID-19 has forced us to rethink. Scott Anthony (Clayton Christensen collaborator and co-author) pointed out the need to introduce optionality into our plans.

Options are about creating possibilities over certainty with the goal of learning rather than predictable results. This is why Anthony, Tendayi Viki (author of *Pirates in the Navy*), Alex Osterwalder (author of *Business Model Generation* and *The Invincible Company*), and Navi Radjou (author of *Frugal*

Innovation) all emphasized the need to conduct small, inexpensive experiments with the goal of learning. As Zeng pointed out, the companies that become smarter faster will win.

Amy Edmondson (HBS professor, author of the best-selling *The Fearless Organization*) advised that we focus on how quickly we learn. Mauborgne discussed the need to explore new market spaces that help us, or, in the words of McGrath, to "see around corners". Francesca Gino (best-selling author of *Rebel Talent*) advised that we foster and look for "happy accidents" in which the unexpected results open new possibilities.



Coordination

Creating purpose and pursuing options naturally leads to creating coordination. The challenges we face today demand collaboration across organizations, cultures, and countries. Anthony advised that we "share the load" of innovation and embrace collaboration through open innovation.

Edmondson pointed out that today, more than ever, we need to enable "cross-sector teaming" in which people from across industries and functions come together. This requires creating "psychological safety" in which people feel free to speak up. Aligning behind a shared purpose helps us do this.

But as Megan Reitz (best-selling author of *Speak Up*) pointed out, it also requires that, as leaders, we check-in on what we do to allow and encourage people to speak their minds. She notes that 47% of mid-level managers believe that their ideas, when presented, will be ignored (vs. only 20% who believe they will be taken seriously). Her advice to leaders:

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What Today's Most Influential Businesses Recommend for Managing Through COVID-19

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1. Don't pretend you are not scary. Even if you say "we are all equal," people will put more weight on what you say and how you react than they will on others.
2. Create a list of the people you listen to, specifically those you pay particular attention to when they share opinions. Then ask, "Do they look a lot like me?" If so, you should start expanding that list.
3. Watch your immediate reactions to new ideas. A subtle frown which, to you, is your "thinking face," may be interpreted by others as a sign of disagreement.

Pring believes we are evolving from Hierarchies to "Wirearchies," recognizing that intelligence is not centralized but rather decentralized. As Edmonson advised, recognize ideas can come from anywhere. Listen. Be open. Collaborate.

Through the Middle to the New

Finally, where is all of this leading? It seems unlikely that, in most sectors, we will go back to "business as usual." We will settle on something, but it will be different.

Gender roles shift

First, the role of gender will shift yet further. Gratton outlined the history of roles shifting. As the adoption of appliances required people to do less housework, women started moving from domestic work to having jobs outside of the home - but not yet having careers. Then as roles shifted further, women began to have careers. Then women started taking senior roles in corporations, but still not often enough in the very top roles.

So gender roles have been shifting steadily for quite some time, and COVID-19 is accelerating that evolution. My wife, for example, is a senior executive at Mastercard. She has spent the last two months on 10 hours of conference calls daily, while managing our move from one house to another. What makes it possible for her to play this role - in addition to her being a superhero! - is that we do not adopt a traditional division of labor. As a foodie, I joyfully take on the role of getting groceries, cooking, and cleaning dishes (I also do other things like laundry and paying bills that I love a little less).

Pring talked about moving from "CEO to She-EO." He hopes that should his young daughter be designated as the CEO of a major public company someday, "it won't be news."

New spaces to unlock

COVID-19 is creating a movement toward massive non-consumption and, therefore, opportunities to create new markets. As Efosa Ojomo (co-author of *The Prosperity Paradox* with Clayton Christensen) put it, "COVID is creating non-consumption on a large scale." So, now is the time to focus not only on sustaining innovations and efficiency innovations but also on market-creating innovations - or what Mauborgne calls "blue oceans." There are four barriers to look at to unlock those options:

- Price
- Time
- Access
- Know-how

Some industries will be hurt hard, specifically those with low margins that depend on gatherings and events. Scott Galloway (NYU professor, author of *The Four*) advised that "anything with an escalator will die."

Dealing with inequality

Pink pointed out that COVID-19 will "unmask" an issue of inequality festering beneath our societies. It is now evident that not everyone is being impacted equally. Some live in crowded quarters, lack access to adequate healthcare and testing, cannot afford to be without income for more than a week, and are being evicted from their houses.

The riots in the US are maybe just the first sign of the significance of the inequality problem. Popcorn and Bates see inequality growing, leading to a future of "haves and have nots." When people need to separate in common spaces, our beaches, parks, and restaurants will lack the capacity to accommodate all those accustomed to such things. Will the elite be the ones able to pay for private beach space? Will park access be sold to the highest bidders?

Through the messy middle

Getting to this "new normal" will take resilience. Moss-Kanter pointed out that "Everything can feel like failure in the 'messy middle.'"

Hal Gregersen (author of best-seller *Questions are the Answer*) said, "You learn through going through 'dark space' - shock and uncertainty - but then the [learning] curve comes back."

How do you get through this "messy middle" to create a future that works for everyone?

Kirstin Ferguson (chair of Australia Broadcasting Corporation) advised that we should "balance a paradox: have faith you will prevail on one hand and, on the other hand, make an honest assessment of the [dire] situation you are in."

Goldsmith offered similar advice, saying that leaders today need to create a vision for the future but tell people that the vision may change. He also advised, "Focus on what you can do, not what you can't do."

And Gregersen offered a powerful exercise for getting through the "messy middle": pick a challenge, then do nothing but ask yourself questions about that challenge for 90 seconds. During his talk, Gregersen picked a challenge and had the audience first share key words that described how they felt about it. The most frequently used words were things like "fear," "concern," and "uncertainty." He then had the audience write as many questions as they could about the challenge for 90 seconds. After, he asked them to share the words that described how they felt about the challenge now. The most frequently cited words became things like "hope," "determination," and "possibility."

Take 90 seconds to conduct his exercise and you, too, may find you create a sense of hope.

Conclusion

It's not easy to summarize 47 hours of mind-opening talks into five bullets, and I certainly am leaving out a lot here, but consider applying these five themes to your business, career, and life:

- **Proximity:** Rethink what it means to be close.
- **Purpose:** Find and align to a purpose that puts you and your collaborators into action.
- **Options:** Focus not on creating a plan but on creating options.
- **Coordination:** Create collaboration, finding ideas from non-obvious spaces.
- **Work through the messy middle to create a new order:** Know that this "messy middle" is part of the journey and have the commitment and flexibility to see it through, seizing the opportunities crisis creates and reconciling the dilemmas it un.masks.



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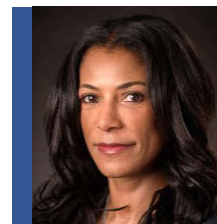
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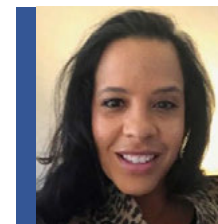
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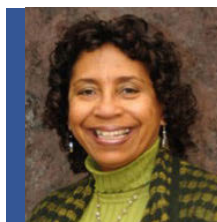
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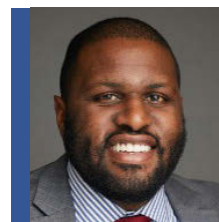
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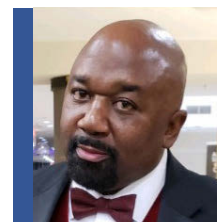
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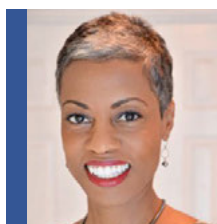
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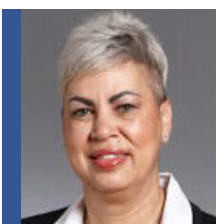
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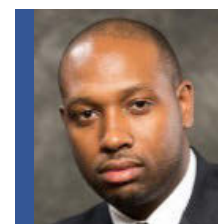
Kristi Plain
Vice President, Global Talent
and Sales Support
Masco Corporation



Laura Williams
Senior Contract Manager
Recovery Team Lead
Accenture



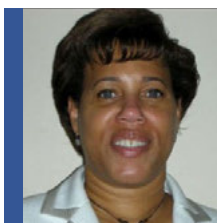
Mark Hatcher
Global Sales Team Manager
Amazon



Matthew Mebane
Senior Manager
Technology, Strategy, and
Advisory Practice
Accenture



Mauricio Grant
District Manager
United Rentals



Patrice Clark
Principal and Director
Civil Health Market
Booz Allen Hamilton



Sha-Ki Johnson
Director of Product
Continuous Improvement
Masco Corporation



Sukai Crook
Director of Technology
Innovation and Strategy &
Chief of Staff to CI&DO
WestRock



Susannah Numa
Senior Associate
Booz Allen Hamilton



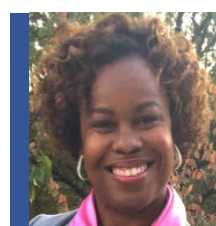
Tara Young
Senior Program Manager
Capital One



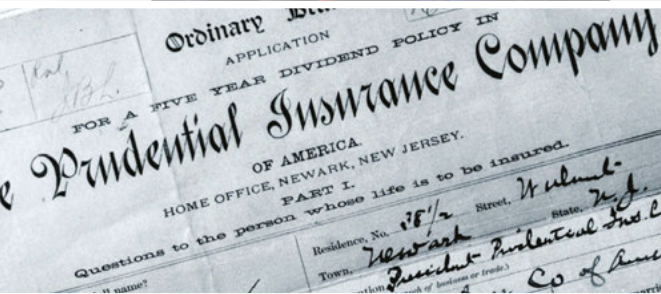
Terry-Ann Cooper
Senior Privacy Counsel
Senior Director of Ethics and
Compliance
Otsuka Pharmaceuticals



Travis Key
Regional Sales Director
WestRock



Wileeta McGee
Director, HR Consultant
Capital One



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THE SUPERPOWERS WE HOLD:

Architects of the New Normal for Black Business



By Rod Hardamon
CEO, URGE Imprint,
CEO, URGE
Development Group

We each hold many powers within our respective firms and communities that allow us to be a resource for Black businesses. Your superpower may be helping those you know operationalize a component of their business or encouraging everyone you know to purchase from 1-2 Black businesses each month. We know the power of the black dollar.

We need to act like we know the power of black businesses!

Small businesses contribute to the commercial viability and the walkability of a neighborhood, which raises property values and increases public service responsiveness. Making communities more desirable and a better investment inherently impacts the aggregation of wealth, which typically begins with the value of your home. This fact is exponentially true for black businesses. In a study of 15 markets, “the American Express OPEN Independent Retail Index found that in neighborhoods where independent businesses have thrived, home values outperformed their broader markets by 4 percent per year and 50 percent cumulatively over the past 14 years—and, on average, saw an additional 1,800 jobs at independent retailers, restaurants, and bars” (AmericanExpress.com).

So if black businesses significantly impact their communities, their loss is all that more catastrophic.

Cue the sound of doors closing and people sheltering-in-place in March 2020. A heightened sense of anxiety permeates all businesses right now, yet those in our communities feel this most intensely. Black businesses typically have less access to capital, technical assistance, and other vital resources that aid success. Coupled with the general liquidity and operation reserve challenges that conflate all small businesses, times of stress can quickly become tragic downward spirals in lean times. The anxiety is palpable for these business owners who, despite knowing how to be creative and make a way out of no way, often do not receive the necessary support to remain operational.

As a result of these trying times, I established URGE Imprint 12 years ago. URGE Imprint (“UI”) is an integrated boutique management consulting firm comprised of a consortium of diverse professionals who focus on helping clients ideate and execute to create and capture more value.

We have received calls from our client-partners over the past eight weeks, and we also reached out to our current and former partners to ensure they were positioned to survive the pandemic and thrive post-COVID. Our discussions focused on cash flow and capital management strategy, as well as the

need to assess where they were operationally and what pivots they needed to consider.

UI recommends focusing on three areas of growing concern for businesses: – talent, capital, and addressing the pressure of business ownership.

Talent

One thing is true: successful business owners quickly become experts at their craft. The long hours serving clients has led to an almost innate understanding of what their clients need. This time, attention, and knowledge served them well during the traditional day-to-day fight. But what happens when the sand shifts beneath your feet, and you no longer can figure out which way is up? There are a limited number of people who have experienced a crisis of this magnitude, and no one under the age of 80 has been through anything like this.

To augment their existing leadership, small businesses need the capacity to bring on consultants to assist in doing the transformative work that helps them pivot during turmoil and builds legacy companies for the future. While consulting resources provide technical assistance as a stop-gap, it’s critical to build a pipeline of talent with an eye for the future. Helping businesses develop internship programs is one method of developing junior talent. Those businesses can groom collegiate and graduate school students for leadership roles, which will lead to succession plan thinking within the organization. So, plan like tomorrow will come because it will.

Capital

Being bankable has a brand-new meaning now, and those who thought they had good relationships soon learned they did not. We have moved from being bankable to realizing most of us both personally and professionally are not being “effectively banked.” Broadly, our businesses are not maximizing formal banking structures. Due to both systematic barriers that have excluded women and minorities and a more fundamental institutional bias, minority-owned small businesses that need funding the most are usually at the back of the line. Learning how to cultivate broad capital relationships beyond the transactional space is necessary for business owners and individuals. Start putting your financial capital to work for you, and it starts with working your relationship capital.

The Price of Ownership

Times like these cause business owners to equate the challenges in front of them as a reflection of their past business decisions. While a healthy dose of self-awareness is important, the most critical thing to determine is, “What is the real problem I need to solve?” What we know is that businesses often addresses the challenge in front of them. However, that challenge is usually a symptom of larger foundational work that needs to be done within the organization. Said another way: “What they really want to know is, “am I going to be all right?” When they ask about margins or staffing issues, their real question is, “how do I survive?” Know you are not alone. Relationships with your industry peers from complementary and competing businesses in your space are a resource for insight, potential partnership, and growth within the ecosystem. Relationship cultivation is essential. It’s easy to defeat one person, but no one wants to rumble with an entire crew! Find your crew and get to work.

These are just some of the starting points for how UI engages its partners. We question it all and thus encourage our business partners to break from their norms to survive in this immediacy. It is important to do this before taking the next step, which is a deeper dive to develop methods of long-term growth and sustainability. We begin by telling our client-partners to find new ways to touch customers. Do you have an opportunity to do what you do better? What is ‘better,’ and how can you optimize your systems to achieve that? UI encourages its partners to move past fear. We tell them, “get to know your numbers to build financial strength”.

Seeing this need and choosing to help the community navigate these trying times is not only how UI chooses to use its own superpower, but it is also what fuels us. At UI, we know that we must remain true to our core competencies and interests, and we invite you to utilize your core strengths to support others. Advocating for investment through our purchases as a pathway to transformation is incremental. There is a 360-degree perspective of supporting Black businesses in a way that is not simply buying Black but seeding our communities with what we want to grow to be a new normal for us.

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Re-Imagining the Future

By: Dr. Velma J. Deleveaux
Strategy and Transformation Executive
Principal, Booz Allen Hamilton

As a Black woman, I'm particularly concerned about the impact that COVID-19 is having on Black and Brown communities. I'm also a strategy and transformation executive – focused on developing growth strategies and deploying cybersecurity solutions. In this article, I'll demonstrate how to apply the Futures Wheel Framework to collectively re-imagine a desirable future and lay the foundation for job creation, new business opportunities, and increased wealth. Similar to my strategy development work with my firm's leaders and clients, we must adopt a proactive posture and understand the full implications of trends (e.g., technology, economic, social), design solutions, and drive disruption to avoid being disrupted. We must then do the work to align stakeholders (e.g., community leaders, educators) - so that everyone collectively sees the same vision, believes in a bold future, understands their role, and takes action.

COVID-19 has changed everything. It is exacerbating existing vulnerabilities, challenges, and structural problems with healthcare, jobs, education, and access to technology. Our communities are on the front lines - doing the essential work to keep the country going (e.g., driving the buses, working in hair salons, serving in restaurants). Consequently, we are suffering significant job losses and are very concerned about the future. Many of us are asking critical questions: What are the new industries being created? Where are the new job opportunities? What are the skills and training needed? How do we prepare for this future? As leaders, we must provide thought leadership and use our voices, influence, experience, access to resources, credibility, and social capital to help answer these questions.

At this moment in history, it is more important than ever that we create a bold vision for the future and work to secure opportunities for the next generation of entrepreneurs, innovators, and business leaders. We can create the new "Black Wall Street." To this end, I was proud to lead the kick-off of our Monthly Speaker Series in May, where we used the Futures Wheel, innovative thinking, and collective ingenuity to re-imagine future business opportunities for communities of color. We brainstormed health and economic impacts stemming from COVID-19, identified possible consequences, and generated possible future scenarios.

Graphic A

Our analysis identified the following business opportunities in healthcare, mental health, and finance:

- 1) increased use of alternative medicines to address the loss of health care;
- 2) more demands for virtual and augmented reality vacations to address decreased domestic and international travel;
- 3) more use of "Do It Yourself" advisory services based on a decrease in personal/discretionary spending;
- 4) an increase in GIG economy jobs resulting in new educational requirements;
- 5) expected increased use of telehealth and demands for more mental health professionals.

These potential opportunities represent an excellent start on our journey to create a new future. Moving forward, they require more examination, planning, collaboration, and action to turn them into reality.

FUTURE WHEELS

The Futures Wheel Framework can effectively address a myriad of problems, proactively help you plan ahead of market disruptions, and create innovative solutions.

To use this framework, follow a 5-Step process:

Step 1: Identify the change

Write the change that you want to consider in the center of the wheel or on a flipchart. This change could be an event, trend, problem, or possible solution.

Step 2: Identify Direct, First-Order Consequences

Next, brainstorm possible direct consequences of that change. Write each consequence in a circle and connect it from the central idea with a line. These are “first-order” consequences.

Step 3: Identify Indirect, Second-Order Consequences

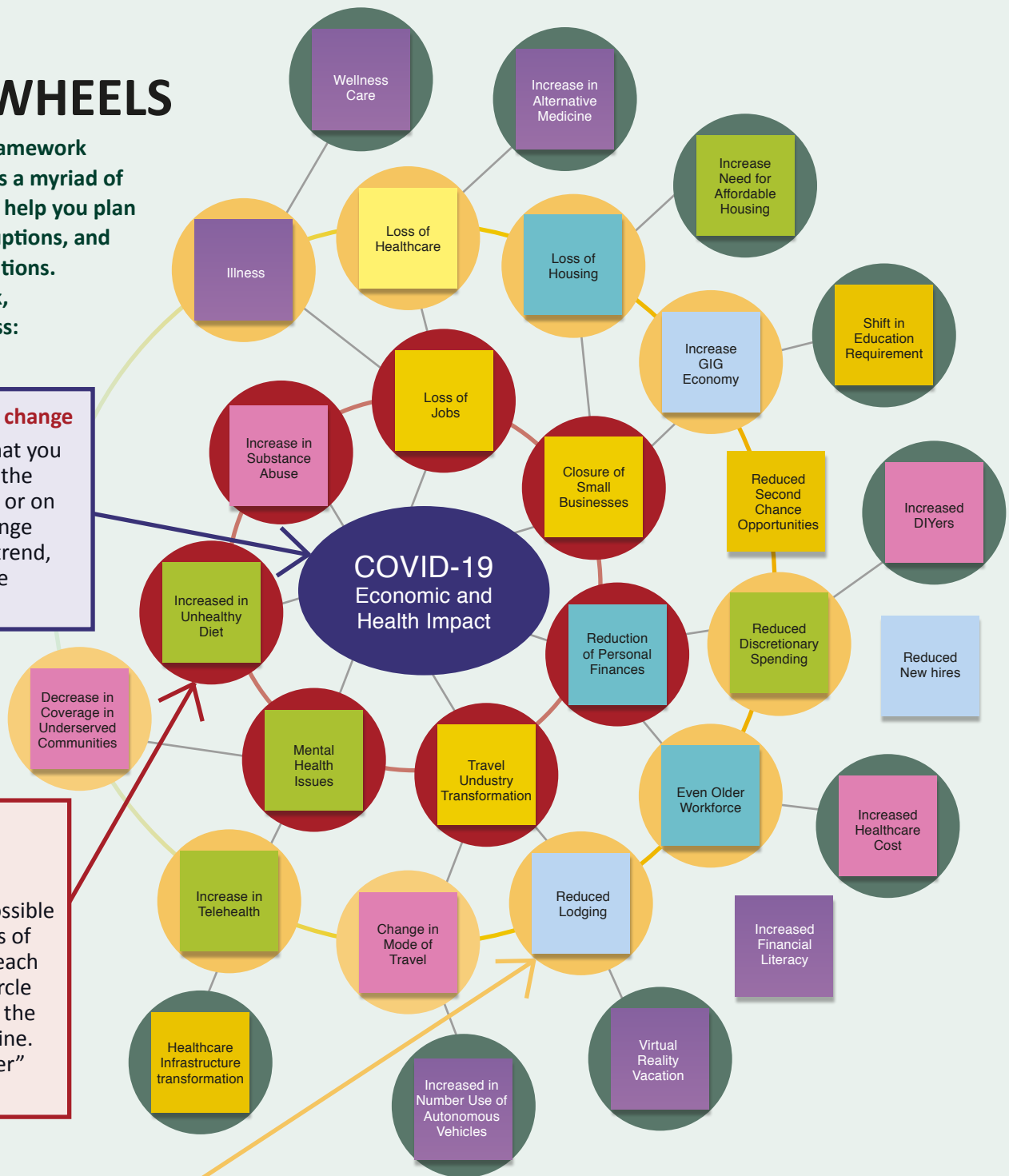
Next brainstorm all the possible “second-order” consequences of each of the first-order (direct) consequences that you wrote down in Step 2, and add them to your diagram in the same way. Then, repeat this by identifying the third-order consequences, fourth-order consequences, and so on.

Step 4: Analyze Implications

Once you’ve completed all levels of the Futures Wheel, you’ll have a clear picture of the possible direct and indirect consequences resulting from the change. List the possible future scenarios.

Step 5: Identify Which Possible Futures Merit Consideration and Action

Determine which futures are worth focusing on based on your criteria (e.g., highly likely scenario, potential impact, timeline, ability to address). Note that consequences are not necessarily negative. For those that are negative, think about how you can manage or minimize them. Where consequences are positive, think about what you can do to take full advantage of them.



Kristi Plain

VP-Global Talent
Brasscraft Manufacturing Company
Michigan Chronicle
2020 Women of Excellence Honoree



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Members on the Move



Alethia Jackson was recently promoted to Vice President of Federal Government Relations for Walgreen Company. In her new role, she'll continue to represent Walgreens business interests before the U.S. government, including Congress, the White House and federal agencies, as well as Washington-based and key third parties such as associations, think tanks, non-profits and non-governmental organizations. She'll provide leadership and support in advancing Walgreens public policy agenda by designing, implementing, and coordinating federal government outreach, messaging, and engagement with elected and government officials and their staffs, third-party allies, coalitions and industry partners on specific, high-priority initiatives. Alethia will also lead and manage the lobbying, PAC and grassroots team, and manage external federal consultants and third-party vendors.



Amber Jefferson has been honored with the 'Top Women in Grocery' distinction from Progressive Grocer, the leading voice of the retail food industry since 1922. Amber's work in strengthening the retail food industry through innovative ideas and exceptional program execution has led to her recognition as a top woman in the grocery industry.



Brian Jones recently accepted a Program Manager role at Acceleration (a Wunderman-Thomas Company). In his new role, Brian is responsible for managing internal operations, leading client-facing marketing technology and data analytics initiatives, and leading the diversity efforts to build a new African American Resource Group. Brian also recently founded Christian Jones Consulting in 2019. As CEO and Strategic Transformation Consultant, Brian consults individuals, small businesses, municipalities, and companies to increase their leadership development and operational effectiveness.



Shavonne Gordon was appointed to a four-year term on the Virginia State University (VSU) Board of Visitors. VSU is a 138-year-old HBCU in Ettrick, VA, just south of Richmond. Shavonne is currently Vice President of CALIBR and the Vice President of Diversity Recruiting and Talent Acquisition at Capital One.



Dina Abercrombie has accepted a new role as Senior Director of Diversity and Inclusion for Education at Northwestern Mutual (NM). In her new role, she will be responsible for creating and driving education strategy for all staff and leaders across the NM Corporate offices. She will also serve the thousands of brokers across the country with tools and training to ensure they are poised and ready to meet the needs of their current stakeholders and future customers.



Maria Smedley have been elected to the board of the Center for Energy Workforce Development (CEWD). CEWD is a non-profit consortium of electric, natural gas, and nuclear utilities and their associations formed to help utilities work together to develop solutions to workforce challenges within the industry. Maria has also been elected to serve as the president of the Arkansas Chapter of the American Association of Blacks in Energy (AABE) and as the president of Arkansas Women in Power (AWIP). AABE's mission is to provide energy professionals, executives, entrepreneurs, and students a pathway to learn more about the energy industry through education, mentoring, community service, and business networking. AWIP is a non-profit organization committed to recruiting, promoting, and maintaining women in the energy industry.



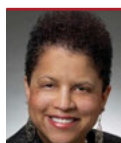
Shatica McDonald was promoted to a Managing Director at Accenture. Shatica leads Accenture's largest customer service experience transformations within the North America Payer Practice, a market opportunity of over \$100M in high-value consulting revenue. As a result, she now shares the responsibility of managing the overall P&L for this business, and she will continue to be an ambassador of stewardship for Accenture.



Stacy Gibbons accepted a role as Senior Vice President of Operations at Health Plus Management, a physician support organization providing business management and operation services for independent physician practices specializing in musculoskeletal care. Stacy was also a recent guest on the PopHealth Perspectives Podcast where she discussed a variety of enhancements that have been made to help health care practitioners and owners navigate the pandemic.



Terrence Hobby accepted a role as an Enterprise Sales Account Executive at Amazon Web Services (AWS). In his previous role, Terrence was a Senior Manager in Accenture's Resource Finance and Enterprise Performance Department.



Viveca Fairbanks-Henderson joined Ecolab as Vice President, Global Engineering – Industrial Sector. In this key leadership role, Viveca reports to the Global President - Industrial Sector and is responsible for integrating the regional engineering organizations into one Global Engineering organization and developing the strategy to "Transform Engineering for Growth." Viveca joined Ecolab after a 7-year tenure at Kellogg's where she most recently held the position of Senior Director, North America Project Execution.

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Member Profile



SHATICA MCDONALD

Managing Director
Accenture

Member since 2018

EDUCATION:

*Clark Atlanta University
Bachelor of Business
Administration
Business Finance*

CERTIFICATIONS/AWARDS:

*Named "Accenture Global
Health Expert" Client Relationship
Management Experience in
2018 and 2019*

*Nominated "40 Under 40"
class of 2020*

*Appointed as Member of the
"Detroit Economic Club:
Young Leader" in 2018*

Shatica leads Accenture's largest Customer Service Experience transformations within North America Payer, a market opportunity of over \$100M in High-Value Consulting revenue. With a primary focus on Customer Experience, Customer Relationship Management (CRM) and Contact Center Transformations, she brings innovative leadership to her clients while driving AI powered initiatives. She currently shares the responsibility of managing the overall P&L for this book of business. Known as a trusted C-Suite relevant thought leader and sales originator, Shatica has sold and delivered multiple complex transformation programs for some of Accenture's most important accounts. Shatica is equally passionate about ensuring Inclusion & Diversity is not just a saying or department but rather an embedded part of Accenture's fabric.

Why did you join CALIBR?

Simply put, for inspiration. I saw joining the organization as an opportunity to immerse myself with likeminded professionals that also looked like me. In researching the organization, I realized the core mission of CALIBR not only resonated with me because of its keen sense of community, mentorship and advancement of African American professionals but also in allowing me the opportunity to grow independently. Now, 2 years into my membership I am paying-it-forward by directly contributing to building a new wave of leaders.

What is the most important benefit of your CALIBR membership?

A Safe Environment! Since joining CALIBR in 2018, I was immediately welcomed with open arms and met with some authentic, warm and extremely smart people. This unique dynamic quickly created an environment for me to feel safe. Safe to learn, safe to share (both personally and professionally) and safe to develop a network that is actionable.

How has the CALIBR8 Leadership Development Program helped you achieve your leadership development goals and objectives?

While joining CALIBR, I was embarking on a two-year journey to become a Managing Director at Accenture. I can accredit my exposure to CALIBR's professional development programming, which included a vast range of executive coaching, cross industry learnings, executive presentations on EQ and innovation topics to supporting and affirming my overall journey. With CALIBR, I have truly sharpened my strengths and deepened my executive presence with the help of industry experts.

What advice would you give to someone interested in becoming a CALIBR member?

Be ready and willing to contribute as much as you are seeking to gain. View this opportunity to network with industry elite talent and leaders as a commitment. Take time to ensure your personal and professional goals are aligned with the organization's strategic direction and determine where you can be of service within the organization to help realize objectives, bi-directionally. Lastly, and for me most importantly, CALIBR is truly a family... welcome to the family!

Member Profile



OKEATTA BROWN

*Vice President, Senior Strategy Consultant
Wells Fargo*

Member since 2016

EDUCATION:

*Master of Business Administration
Montreat College – Charlotte, NC
Bachelor of Science in Marketing
Johnson C. Smith University –
Charlotte, NC*

CERTIFICATIONS:

*Certificate in Non-Profit Leadership
Boston College – Boston, MA*

*Certified Human Centered Design
Thinking Practitioner
Luma Institute – Charlotte, NC*

AWARDS:

*Pride Magazine's 51 Most Powerful
Women*

*Leadership Award, Urban League
of Central Carolinas Young
Professionals*

*Wells Fargo Black/African-American
Leaders Program*

LEADERSHIP:

*CALIBR, Global Leadership Network
–Leader, Southern Region*

*UNCF Maya Angelou Women Who
Lead Luncheon, – Co-Chair*

*Former Urban League of Central
Carolinas – Chair, Board of Directors*

Okeatta Brown is a Senior Strategy Consultant with Wells Fargo Public Affairs. In this role, she leads large cultural, business, and program transformations and develops multi-tiered, high-impact philanthropic strategies. She's built an impressive record of achievements during her 20-year career aligning strategies, models, and programs with corporate goals and strategic direction to affect favorable outcomes for the communities they serve. Okeatta counts building synergy and collaboration between leadership, stakeholders, teams, and partners to drive change and support business imperatives as principal strengths in today's complex environment.

Why did you join CALIBR?

I joined CALIBR because it is intentional about the professional development of Black/African American leaders. I was invited to attend the Global Executive Forum as a guest. I was more than impressed with CALIBR's members, leadership, programming, guest speakers, panels, tools, and resources made available to me. Let's not forget the playful competition regarding which cohort was the "best." The experience and exposure brought so much joy to my heart and soul. My initial thought, without question- I need to be a part of whatever this is!

What is the most important benefit of your CALIBR membership?

I continue to enjoy engaging with and learning from like-minded, high performing leaders who look like me. Often, we find ourselves seeking a network of professionals that share our concerns, challenges, and unique experiences, a network that will celebrate our successes and rally in times of uncertainty. I've found that in CALIBR.

How has CALIBR helped your leadership development?

CALIBR's Global Executive Forum, Summer Meeting, and monthly calls help me stay abreast of current business and strategy trends, discuss complex issues, and forthcoming opportunities. I also leveraged CALIBR's executive coaching offering and was not disappointed. My coach, David Greene, pushed me to see myself in my entirety. I was presented with the opportunity to think bigger and broader. Through intense and sometimes uncomfortable dialogue, I was given the tools to reconsider my perceived value in the workplace and instead focus on my actualized, holistic value. His coaching allowed me to get out of my way and understand both my intrinsic and extrinsic motivations. Today, I am a much better leader, and I credit that in part to my CALIBR experience.

What advice would you give to someone interested in becoming a CALIBR member?

As the CALIBR South Region leader, I start our conversations with "what do you intend to give to and get from CALIBR?" The experience must be mutually beneficial. You will be among various industries and top African-American talent. You'll have access to an impressive network, programs, tools, and resources that will only add to your personal and professional development. As a people, we have so much talent within our community. How powerful would we be if we were to harness that talent to continue to lift each other and build something extraordinary? As a potential member, you have the expertise, experiences, advice, challenges, and knowledge that could sow seeds with other CALIBR members, just as they do you.

*"Nothing will work unless you do."
- Maya Angelou*

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