

# 2012 ISM Diversity Summits

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## Proceedings/Session Highlights

*Black Executive Supply Management Summit*

*Hispanic Supply Management Summit*

*Women Executive Supply Management Summit*





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# TABLE OF CONTENTS

<b>About the ISM Diversity Summits .....</b>	<b>1</b>
<b>2012 Diversity Summit Session Highlights .....</b>	<b>2</b>
<i>Leadership: Its Role in Your Success .....</i>	<i>2</i>
<i>From Aspirations to Reality: Surviving Change.....</i>	<i>6</i>
<i>Diversity Perspectives at Work: Make Your Mark on Today's Business Landscape .....</i>	<i>9</i>
<i>Leadership: Influence and Vision .....</i>	<i>13</i>
<i>Where Supply Management and Finance Intersect .....</i>	<i>14</i>
<i>Executive Roundtable Networking.....</i>	<i>16</i>
<b>2013 ISM Diversity Summits .....</b>	<b>18</b>

## About the ISM Diversity Summits

Every year since 2009, ISM's Black Executive Supply Management Summit (BESMS), Hispanic Supply Management Summit (HSMS) and Women Executive Supply Management Summit (WESMS) have been colocated. Collectively, these events represent the annual ISM Diversity Summits experience hosted by Tempe, Arizona-based Institute for Supply Management™.

All three summits were developed as forums for diverse executives in supply management to come together and share their unique perspectives. Summit attendees learn from thought-leaders and change agents within their fields and representing leading organizations.

# 2012 Diversity Summit Session Highlights

## Leadership: Its Role in Your Success

### Panelists:

**Shelley Stewart, Jr., CPSM**, Senior Vice President, Operational Excellence and Chief Procurement Officer, Tyco

**Quentin Roach**, Chief Procurement Officer & Senior Vice President, Global Procurement, External Manufacturing and Supplier Development & Performance Management, Merck & Company, Inc.

**Rick Frazier**, Vice President — Global Liquid Food, The Coca-Cola Co.

**Meghan L. Murray**, Director/Advisory, PricewaterhouseCoopers LLP

**Moderator:** Jeffrey Hatchell, MBA, President and Founder, Empower Management

By the time individuals have attained the uppermost executive positions in their organizations — as all four panelists for the insightful discussion, “Leadership: Its Role in Your Success,” have — they’ve no doubt develop a clear idea of how leadership looks. Not surprisingly, this was the first question posed to the panelists.

### Defining Leadership

“At its deepest level, leadership is authentic self-expression that creates value,” said Meghan L. Murray of PricewaterhouseCoopers (PwC) LLP, quoting Kevin Cashman, CEO of LeaderSource and the executive to Leader Institute. Murray faced her share of trial-by-fire leadership tests after her company of 40 employees was acquired by the powerhouse firm of PwC, drastically increasing the number of people reporting to her. “I’ve found that you can be a leader of ideas, content, et cetera, in addition to leading people,” she added.

Rick Frazier of The Coca-Cola Co. — who began his career with the organization as a second-shift supervisor and now leads a team of 3,200 — said he ascribes to the servant leader model. “Before you lead, you’ve got to know how to serve,” he asserted. “You also have to know what it’s like to be led.”

For Merck & Company, Inc.’s Quentin Roach, a mentor’s advice sums it up perfectly: “You can’t have leadership without followership.” This advice has served Roach well as he’s transitioned in leadership capacities through a wide variety of industries, including automotive, medical devices and now, pharmaceuticals.

Tyco’s Shelley Stewart, Jr., CPSM — whose role at the Tyco encompasses not only supply chain, but also trade compliance, facilities real estate and more — agreed with Roach’s thoughts on leadership/followership. “And, I think leaders have to figure out a way to give back to the followers.” For Stewart, the bottom line on leadership is simple: “Some

people are born leaders; others are learned leaders." Interestingly, he counts himself among the latter group.

### Spotting Leadership Potential on the Team

When seeking out potential leaders, Roach said he asks himself one vital question: "Would I ever work for this person?" Ultimately, he added, work ethic and proven results are two nonnegotiable identifiers; however, even more than these, he looks for individuals who can inspire others.

"Do your job, and do it better than anyone else. Exceed expectations every chance you get. Remove the excuse of race, essentially."

— **Quentin Roach**

Frazier said he looks for individuals who have the level of conviction to "tell the emperor he has no clothes." In addition, he said, he looks for loyalty. "I want to know you'll stand your ground when I'm not in the room," he explained.

Simply stated, Stewart — who joked that his team members receive daily, not yearly, performance reviews — looks for smart, creative, passionate people. And if those individuals aren't afraid to "ruffle some feathers" from time to time, that's even better. "I look more for intellectual capital than job skills," he said. "I can teach someone supply chain; I can't teach them to be aggressive at the right time."

Echoing Frazier and Stewart's sentiments, Murray said she goes out of her way to reward team members with the passion to have an opinion. "I call my office an 'HR-free zone,'" she said.

### Personal Leadership Challenges, Revisited

At the moment, Stewart said, his most pressing leadership challenges were the result of the organization being split into three difference companies. "I'm trying to ensure all my people have jobs in the end, but I've got to be real with the people who won't," he told attendees. To this end, he said he performed most of the necessary layoffs in the first round: "That took leadership."

Roach said his most difficult challenge has always been — and continues to be — getting team members to shed the silo mentality.

For Frazier, water-pollution allegations aimed at The Coca-Cola Co. in India really put his leadership skills to the test. Protests in the country were looming, when Frazier suggested bringing in an independent third party — an Indian firm — to audit what, if any, involvement the beverage company had on the water conditions. The audit determined no fault on the company's part, but it was a gutsy move for Frazier. "It was a risk either way," he explained. "I think leaders need to 'get that.'"

Murray said her biggest leadership challenges arose in the wake of her small company's acquisition by the much-larger PwC. "We were a big fish in a small pond. A small cog in a big machine," she recalled. "I had a lot of post-acquisition questions to field, so I had to keep the lines of communication open. It required me to be continually vocal and share information — to be transparent."

## Perspectives on Opening Doors

Next, the panel moved on to the subject of opening doors for fellow minorities — or, as Hatchell phrased it [laughing], “How many times do you hear, ‘Hook a brother up’?”

“I tell them to bring the capabilities first,” Roach replied. “I want to know if they’re willing to do what it takes.” He used his father — who worked two jobs for more than 20 years, often functioning on three hours of sleep a night — as an example. “His education wasn’t achieved until later in life — after entering military service and starting a family — but his work ethic and willingness to learn were unparalleled.

“I do believe that the ability to help someone get their foot in the door — assuming the capabilities are there — is part of being a leader and a responsibility of being at these levels,” he added. However, Roach pointed out that it was two white, not minority, executives who first “took a chance” on him.

Stewart said his father also influenced him in this respect. Based on his example, he helps open doors for young black professionals as often as possible. “My father always had young black men in tow. He said he was going to give them *all* a shot,” Stewart recalled. “I don’t believe that someone failing to live up to the role they’re given reflects poorly on me. So, I probably am someone who goes to bat for people — maybe even more than I should.”

When it comes to opening doors for other women in business, Murray pointed out that “no one gets a free ride.” She said she does, however, invest a lot of time in her community. “I’ll step out for high-potentials.”

## What If People Just *Don’t* Like You?

In these instances, Roach advised attendees to first ask themselves if they’re operating in the best interests of the organization. If so, he encouraged them to hold steady to their convictions. “Also, never make things personal in business,” he said. “If you do all that, when people don’t like you, it’s no sweat.”

Stewart advised attendees to be more chameleon-like if they’re not well-liked. “Respect the past and culture of any organization you’re brought into,” he said. “Adapt your own style to work with it. And don’t be shy about your ethics and values in the business.”

## Speaking for Everyone

When asked how they manage the perception that they, as minority leaders, represent and speak for “everyone who looks like them,” the responses varied.

Murray encouraged female professionals to speak in terms of data-driven messages. “Have a strong voice,” she said.

Frazier agreed, and also made sure to take the initiative on the discussions surrounding race. “I don’t want to shy away from the inevitable questions that come with diversity,” he explained. “I want to be the one who brings it up.”

Stewart urged attendees not to be afraid to “be the diversity cop” if necessary, but also to speak up on nondiversity issues — those around customer service and IT, for example.



Roach agreed with Stewart: "Speak up about *all* you know, not just diversity." He offered another key piece of advice: "If you think you have to work twice as hard to get promoted because you're a minority, you've got two choices: Do it, or figure out how not to be a minority."

### **Personal Perspectives on Mentorship**

Roach said his mentors were a mix of executives — some women, some African-American and some Caucasian. One of the most important, universal lessons he learned from them, collectively, is to "do your job, and do it better than anyone else. Exceed expectations every chance you get. Remove the excuse of race, essentially."

He also advised attendees to get to work (if they haven't already) looking for mentors. "The higher you get in the organization, the lonelier it is, and the fewer people who'll tell you the truth," he advised. "At that point, having mentors is huge."

### **Parting Words of Wisdom**

Stewart urged attendees to stay level, be humble and never take themselves too seriously.

Roach emphasized the importance of authenticity: "Let your people *know* if you're disappointed." He also encouraged attendees not to be afraid to take risks (and occasionally fail), as well as to know themselves and their styles. "Care about both more than anyone else," he said. "And, aggressively manage them."

# From Aspirations to Reality: Surviving Change

## Presenters:

**Bette Clark**, Vice President, Supply Chain Compliance & Administration, MeadWestvaco

**Deborah K. Stanton**, Chief Purchasing Officer, MasterCard Worldwide

**Ginny Tucker**, Global Leader of Procurement Solutions, ACS, A Xerox Corporation

In this insightful session, Ginny Tucker, Deborah K. Stanton and Bette Clark, respectively, took turns sharing their best advice for supply chain professionals charged with driving change management initiatives. Many of these takeaways were “trial-by-fire” in nature, as they explained.

## 3 Critical Questions

For Ginny Tucker, supply management was an unlikely career move in the first place; her undergraduate degree is in psychology. But, after working as a live-in counselor for juvenile delinquent boys soon after college, Tucker said it was quickly evident that the role “wasn’t the best fit.” Her next move was to join Xerox as an entry-level tech rep.

Since then, Tucker has performed a wide variety of roles within Xerox — and now ACS — working her way up to a current senior-level position in procurement. She said one of her biggest challenges related to change management was the commercialization of ACS/Xerox’s procurement business. “Before, clients counted on us to purchase things like print,” Tucker explained. “The challenge, for us, was to expand our services to meet a broader set of needs.”

In the end, Tucker said she found out effective change management boils down to asking three critical questions: 1) *What’s the innovation?*, 2) *What skills and knowledge are standing between me (or the team) and achieving the aspiration for the innovation?* and 3) *Why does it all matter, anyway?*

“It’s critical to ask all these questions from a personal standpoint,” she advised. “The most important part of communication is listening. That’s how you’ll identify these gaps. “All three [questions] are critical in knowing how we’re affecting the bottom line — not just in terms of cost, but also revenue,” she added.

With regard to leading teams through a change management initiative, Tucker offered this piece of advice: Know that the stars of today may not be the stars of tomorrow. “They’re used to success in their current roles,” Tucker explained. “They might not feel comfortable with ambiguity and not being stars in their new roles right away.”

## Moving From Tactical to Strategic

From the beginning, Deborah K. Stanton has viewed her involvement in supply management as a way to truly affect the way the organization does business. Throughout her roles at Honeywell, Whirlpool, Temple Inland and now MasterCard Worldwide, she said driving change management/innovation has required her to “constantly educate internal stakeholders about what supply chain does, and who we are.”

To do this, Stanton said she has found that getting a seat at the executive table is critical. "This requires driving value for the organization," she emphasized. "It also involves getting your team to understand that gaining executive-level buy-in can be tough."

One of her biggest change management challenges arose when Stanton was tasked with transitioning the sourcing function at MasterCard from tactical to strategic. "The team thought they were already strategic," she recalled. "But, becoming truly strategic in our sourcing meant setting up category strategies."

After the fact, one of the key lessons Stanton took away was the importance of not getting blind-sided by one's own enthusiasm. "Some people won't, or can't, make the necessary mind-shift to strategic sourcing. Not everyone is equipped," she cautioned. "If you do it right, weeding out who's the right fit for a change management initiative forces you to make some tough decisions."

### **Managing a Massive Mind-Set Transformation**

Having spent more than 40 years in supply chain, Bette Clark has operated in a wide variety of capacities, having sourced both direct and indirect materials and services, as well as reengineering projects, outsourcing of accounts payable and much more.

Looking back, Clark said one of the most difficult change management initiatives she has had a role in leading has been the transformation of MeadWestvaco's supply chain from an organization that supported North American-centric paperboard operations to a international supply chain organization that supports a global packaging company — one that now generates US\$5.3 billion in revenue and spans 30 countries.

"Stakeholder engagement became the biggest challenge," she recalled. "Supply chain knew the value streams we were delivering, but we weren't sure the organization-at-large knew." To this end, Clark made gaining stakeholder engagement a much more structured process than in the past. Today, it's formal; value streams are identified, as is how the organization will deliver on that value. "This was a significant challenge, given all the different stakeholders we had to take into account," she recalled.

According to Clark, three valuable change management lessons emerged:

- 1) **Change management is tough; you can't do it alone.** "Identify early adopters and change leaders to help you along," she recommended.
- 2) **Assess organizational readiness.** "How ready is our team for significant changes in how they do their work?" she advised asking. "Also, how ready are the stakeholders to do the same?"
- 3) **Figure out when to push, and when to step back and let your team do what's needed.** "This requires intuition," she pointed out.

### **Questions — and Answers**

*An enlightening question-and-answer period between attendees and presenters followed this session. What follows are some of the noteworthy highlights.*

**Q: How do you think being a woman has affected your approaches to leading change management?**

**Stanton:** I don't think very often about the fact that I'm a woman in a leadership position. But, in retrospect, I think it has crossed others' minds.

A few comments stand out: "It's nice that your husband will be a stay-at-home dad, because then you'll be 'on par' with all the male executives with stay-at-home wives." Also, "Well, you know, Deb, this is manufacturing — and you *are* a woman ..." But who's the CPO, now?" *[laughs]*

**Clark:** In my experience, women generally like collaboration of ideas. I've found this to be really beneficial — using others' ideas — because then you don't need to have all the answers, yourself.

**Q:** With regard to organizational readiness, how do you assess it? And, what should you do if you find out your company isn't ready?

**Clark:** You've got to ask: How big is this change? Do I have early adopters? How risk-averse is my organizational culture? Also, I can't overstate the importance of communicating "what's in it" for the stakeholders.

**Stanton:** Show them data in a way they haven't thought about it before. Capitalize on your unique perspective. For example, you could say, "We have as many suppliers as we do employees." You want to make them feel a little bad, and a lot curious. *[laughs]*

**Q:** What if the right people to successfully implement change management aren't already at your disposal?

**Stanton:** You might have to hire in the skills you need. And/or, you could get your people the right training.

**Tucker:** I absolutely agree. You often have to build the team in different ways.

**Stanton:** You'll get pushback from, say, Marketing. They'll probably say, "What do you know about what we do?" And you might not be a marketer, but you're probably damn good at negotiating and contracting. Be candid with [internal clients] about your strengths and their areas of weakness.

**Q:** Many times, the time lines for implementing change management are riskily fast. How do you deal with those kinds of pressures?

**Tucker:** Identify the biggest risks and mitigate them. Also, make sure everyone is aware of the cost benefit of keeping a manageable time line, as well as the cost fallout of rushing it.

**Stanton:** Project management skills are crucial, but underrepresented, in supply chain — especially as they relate to change management.

**Clark:** If you can eliminate distractions, and get executive-level support for doing so, it'll really help.

"Some people won't, or can't, make the necessary mind-shift to strategic sourcing. Not everyone is equipped. If you do it right, weeding out who's the right fit for a change management initiative forces you to make some tough decisions."

— Deborah K. Stanton

# Diversity Perspectives at Work: Make Your Mark on Today's Business Landscape

## Presenter:

**James E. Martin**, Chair, ISM Global Group

Martin based his session on his own supply chain challenges and experiences — many of which the attendees are likely confronting in their own work lives. “Supply chain managers are going through some tough times,” he said. “And, they’re finding themselves totally unprepared.”

Martin also strived to ensure his session provided a different way for attendees to look at themselves, professionally and personally. For his part, Martin defined himself as a “self-declared supply chain expert,” having spent 24 years in the profession. He is also a former introvert who’s working toward extroversion. “Most supply chain people are analytical and don’t have a lot of interaction. But, to be effective, they *need* to be extroverts sometimes,” he explained. “Also, people generally like to be around extroverts — with balance, anyway. No ‘iron grip’ handshake is necessary.”

Martin further defined himself as someone who enjoys sales — and tried it for awhile, professionally — but “isn’t a closer.” Having discovered this, he made his way back to supply chain as a career.

But, even while working within his comfort-zone career field, Martin has endured some hefty battle scars. In October 2006, he appeared on the cover of *Inside Supply Management*® magazine, with the headline: “A Media Giant Goes Green.” Fast-forward to a few years later, and he was laid off.

“It was a devastating experience,” Martin admitted. Yet, the experience afforded him a new way to view and define himself: as someone who enjoys public speaking and inspiring people with exciting presentations.

“Oh, and by the way, I’m Hispanic, too,” he told attendees, offhandedly. “My point is this: Don’t let your ethnicity be the first thing organizations see in you.”

## Diversity Today: The Realities


Martin contends that many organizations now manage diversity versus truly understanding it. “In some companies, grassroots beginnings exist with regard to diversity; they’re really nurtured and understood,” he said. “In others, diversity is a knee-jerk reaction based on SOX regulations and so on. Rarely is there any really intention behind it in these cases.”

Whereas a diverse workforce is becoming more commonplace, Martin asserted that gaps still remain related to wages, senior executive representation and experience among Hispanics. To bridge the gap, he encouraged attendees to figure out (quickly) if they are truly assets to their managers or organizations. “Ask yourselves: ‘Do I have a career — or a job?’”

## Jobs Versus Careers

By definition, Martin said he considers a career something a person *wants* to do and can advance within, with endless opportunities. “You could start out as a tech, move to a buyer position, then manager, then vice president of supply chain and then CPO,” he offered as an example.

A job, on the other hand, is “something you do, but it isn’t necessarily what you *want* to do,” he continued. “It’s something you fall into — like a lot of supply chain people!”



“If you know what your brand is, it becomes part of everything you do. You don’t want people to see you first as a diverse candidate for a job; you want them to see you as a valid, accomplished prospect who’s *also* a diverse candidate.”

— James E. Martin



To determine whether they have careers or jobs, he encouraged attendees to look back on the past five years of their professional lives. Have they received promotions, adulation and salary increases? Or, has their trajectory been flatter and more “treadmill-like,” with meager increases in pay and a survival-by-any-means mind-set?

“The latter is more likely, given the economy,” he pointed out. “But in either case, you have to figure out how valued — and replaceable — you are.”

## More Introspection

Martin encouraged those in attendance to get even more introspective by examining what their *company* is like, as well. “It matters in how you’re defined,” he explained, citing the example of a friend who’d worked for Lehman Brothers and MF Global when both were in bankruptcy. “When he presents his résumé now, they probably think he’s the Angel of Death,” he laughs.

Beyond this, Martin urged each attendee to examine what his or her own department, as well as manager, is like. “Is your department central in decision-making, or is it one step above the mailroom? Is it competitive?” he posed. “And, is your manager the ‘good,’ the ‘bad’ or the ‘ugly’? Does he or she have your best interests at heart?”

Martin has a handful of colorful names to categorize all the managers he’s worked for over the years. First is Burdened Brian, who was the owner’s son. “All his moves were based on how *he* would be perceived by Daddy,” Martin explained.

Next is Wacky Walter, who left much to be desired in the area of supplier relationship management. “He’d crank up the heat in the room before a negotiation and make them sit in uncomfortable chairs,” Martin said. “He’d even put their competitors’ binders in the room!”

Then, there’s Serious Cynthia, a “professional, New York type,” according to Martin. “She was tough, but good. She taught me to be more analytical.” The most important way she accomplished this was by asking, “So what?” often, and without apology. Although taken aback the first time he heard it, Martin said he ultimately developed much more powerful speaker and training skills by frequently asking *himself* this same question.

Martin's belief in the criticality of managerial style is based on experience. He recalled working for a boss he deemed a "chronic liar" who often took credit for all the work accomplished in his department. Prior to being laid off, Martin asked this individual how he could help to keep his job secure and was told, "You're safe."

For this reason, he recommended that attendees choose a boss versus a company. "That way, if they leave, you have an advocate."

## **The Power of Self-Preservation**

Moving on, Martin presented the definition of "self-preservation." Essentially, it boils down to two key human instincts: 1) inclination to stop the pain, and 2) the compulsion to seek safety. He offered up the example of the world-famous "unsinkable" ocean liner, *Titanic*, as an example. "Most of the survivors were first-class passengers," Martin said. "Where are you in your organization — first-class, cruise staff or steerage?"

He asserted that most supply chain professionals fall into the "cruise staff" category, whereas CEOs and "others who are allowed to circumvent processes because they're 'unique' or 'special'" make up the first-class faction.

To gauge where they fall on the self-preservation index, Martin then asked attendees to examine an image of a tiger lurching toward a tribesman holding a spear at the ready. "Where are you in this illustration?" he asked. "Are you the hungry tiger or the guy who's doomed? Or, are you the guy who's about to have a really nice tiger-skin rug?"

On this index, Martin contended that every attendee falls somewhere between a "1" (hopeless), a "5" (surviving) and a "10" (ready to be CEO tomorrow). But, he added, ranking high on the self-preservation index isn't always a good thing. To illustrate his point, he cited the captain of the *Costa Concordia*, an ocean liner that sunk off the west coast of Italy in January 2012. Despite direct orders to return to the ship, the captain fled. In the end, nearly 30 passengers died. "He, for example, has an extremely high self-preservation instinct — but he wasn't serving his people," Martin explained.

Going back to the self-preservation instincts of pain avoidance and seeking safety, he then asked attendees to assess how much pain and fear they endure in their organizations, just to survive. "Layoffs, loss of work/life balance, reduced benefits — it was a bloodbath between 2009 and 2010," he said. "Many people hung on as long as possible and compromised on all these just to survive."

For his part, Martin said he doesn't prescribe to C.S. Lewis' assertion that people ought to play the cards in life they're dealt. "Because who plays one round of poker?" he asked.

## **If You Remember Nothing Else ...**

Wrapping up his session, Martin offered some key questions for attendees to retain above all.

- *What's your value to your organization?*
- *Is your company a fit for your particular skill set?*
- *Are you liked at your company?*
- *How much access do you have to senior management? Is someone blocking you?* ("Maybe you're a threat — or maybe you're just an idiot," Martin joked. "Find out which.")

- *Do you let the clock beat you?* ("Time management is crucial. People remember when you miss a deadline.")
- *Do you create problems, or do you solve them?* ("Creators burn bridges. Don't cause your internal clients unnecessary aggravation, or they'll go around you.")
- *Have you measured yourself on the self-preservation index scale?* ("Will you be the captain of the *Costa Concordia*, or will you fight for your passengers?")
- *Are you assessing, branding and networking?*

## Assessing, Branding and Networking

With regard to assessing themselves, the first question Martin encouraged attendees to ask is whether or not they like what they do, professionally. "If supply chain is your passion, you're in the right room," he said. "If not, maybe you just fell into it."

Additionally, he urged attendees to be realistic aware about what they are and aren't good at. Martin, for example, knows himself to be lacking in confrontation skills and delivering bad news.

"Also ask yourselves: 'What does the world see when they see me in passing, work with me and socialize with me?'" he continued. "Decide what you need to strengthen your flat spots."

Next, Martin spoke on the topic of personal branding, a phrase coined in 1937 by Napoleon Hill, author of *Think and Grow Rich*. "What makes you so special? How do you want to be recalled? Remember, no one asks for gelatin; they ask for JELL-O®."

After an individual knows his or her brand, there's the question of whether or not it's accurate and acceptable. "Do you want to keep it or modify it?" Martin said. "If you want to keep it, ask yourself how you can maintain it in everything you do. If not, figure out how you can adapt it."

Having assessed his own personal brand, Martin said he considers himself a supply chain executive, first and foremost; second, as someone who enjoys solving problems and streamlining processes. To illustrate what he meant, he used the line at the supermarket as an example. "If you're the seventh person in the line, and you've only got two items, I'm the guy at Register 2 who waves you over and gets you checked out."

"My job is simple," he added. "I take a four-step process and eliminate one of those steps to save money, time and labor."

When it comes to networking, Martin said he has a love-hate relationship. Although the benefits are obvious, he said he's a natural introvert and forgets names easily. "I'm also shallow," he admitted. "I have to ask myself, 'Do I really care about what people do when I meet them, or am I looking for an opportunity?'"

Even so, Martin said he knows that networking is essential for professional success. "When you're defined by your value, it's much easier to network. If you know what your brand is, it becomes part of everything you do," he said. "You don't want people to see you first as a diverse candidate for a job; you want them to see you as a valid, accomplished prospect who's *also* a diverse candidate."



## Leadership: Influence and Vision

### Presenter:

**Calvin Mackie, Ph.D.**, Managing Partner,  
Channel Zero Group, LLC & Speaker, Author,  
Entrepreneur, Activist, Inventor

A lifelong resident of New Orleans, Calvin Mackie, Ph.D., graduated from high school with extremely low SAT scores. Although he was a star athlete — a skill he admitted he relied too heavily to provide him with a college education — a career-ending shoulder injury sidelined those hopes even before he graduated.

"You're never too accomplished to listen and learn. *Someone* knows something you don't."

— **Calvin Mackie Ph.D.**

"I was ignorant, not stupid," Mackie laughed. "'Ignorant' isn't really that offensive because it means you just don't know. If you're stupid, there's no hope for you."

No doubt spotting the difference between the two in Mackie, a college recruiter from Morehouse College took a chance on him. But, this opportunity wasn't without conditions; at 18, the recruiter required him to take special remedial classes (including eighth grade-level reading) before he was admitted to Morehouse.

In the end, the gamble was more than worth it: Mackie graduated from the university No. 1 in mathematics and No. 5 in engineering. Then, in 1996, he became one of only 11 African-Americans in the United States to earn a Ph.D. in engineering.

In his career so far, Mackie has won numerous awards, including the 2003 Presidential Award for Excellence in Science, Mathematics and Engineering Mentoring; Black Engineer of the Year Award for College Level Educator in 2002; the 2002 New Orleans Data News Weekly Trailblazer Award; and the Pi Tau Sigma/ASME Excellence in Teaching Award in Mechanical Engineering for 2000 and 2002. Always harboring a passion for engineering, Mackie was also awarded a patent on a device to retrofit luggage stowage bins on 737 and 757 Boeing commercial airliners.

"Man cannot create a test to measure what's inside of you, if you're willing to work," he told attendees. "My grandmother once told me, 'Put something in your head and no one can take that from you.' It's not enough to be a learner in this business climate; you've got to unlearn and relearn, too. You're never too accomplished to listen and learn. *Someone* knows something you don't."

### Hope Drives Everything

Mackie has faced his share of adversity, and he isn't shy about the details. He joined Tulane University in 1996 and quickly became a well-regarded, award-winning professor — even acquiring tenure. Then, in June 2007, the university disbanded its engineering school due to financial hardship caused by Hurricane Katrina.

"I lost a six-figure job overnight," he recalled. To make matters worse, eight family members had move into his house in New Orleans at the time, all of whom he was financially

supporting. Rather than rest on his laurels, Mackie started a bio-energy company the very next day.

Then and now, one of his greatest career tools — the one that provides the most fuel for taking chances — is hope. “Today, you’ve seen that I’m passionate; don’t confuse my passion with anger,” he explained. “Passion is part of hope, and hope is the only thing that got us here. It’s also the only thing that’ll get you where you need to be.”

He uses the analogy of a one-year-old lobster to illustrate the role hope plays in one’s life and career trajectories. At 12 months old, every lobster either sheds the shell that protects it (even though it takes two weeks to grow a new one) or keeps the shell it has and “die a living death.” Not surprisingly, Mackie said he prefers the former.

## Where Supply Management and Finance Intersect

### **Presenter:**

**Robin L. Washington**, *Senior Vice President & Chief Financial Officer, Gilead Science, Inc.*

In her unique and entertaining session, Washington, senior vice president and CFO for Gilead Science, Inc. — a Fortune 500 therapeutics manufacturer — drew several parallels between supply management’s decision-making and its financial and general business impact on her organization-at-large.

Although Gilead produces medications for liver disease and respiratory issues (including Tamiflu®), its HIV/AIDS products are the largest sources of revenue: about 85 percent of US\$8.1 billion in 2011. Gilead is projecting a 6 percent to 8 percent growth by 2013, primarily driven by these medications. Outside the organization, Gilead’s HIV/AIDS products comprise nearly \$7 billion of a \$13 billion total market.


As Washington explained, all this information is critical when understanding how the organization’s supply chain efficiencies affect the financial bottom line — namely, in the area of patient accessibility, a top-of-mind concern.

First, the Ryan White Act stipulates that HIV/AIDS medications are free-of-charge for U.S. citizens living with the disease. Second, because HIV/AIDS is a virus, daily medications are crucial for its treatment.

“Patient access is tantamount,” Washington told attendees. “We produce a lot more because people must take these medications every day.”

### **Access Pressures Drive CFO Involvement**

With daily access so critical, as Washington pointed out, this translates to the need for many more outsourced facilities around the world producing the medications — especially in Africa, where the Gilead Access Program takes the same HIV/AIDS medications sold in more developed nations and provides them at cost. With this increase of facilities come brand protection and intellectual property concerns, increased partner qualification pressures and FDA inspections. “These visits have been ramped up in recent years,” Washington explained. “So, Gilead has to be nimble enough to bring up other suppliers if an issue arises.”



“Even more of my time is spent translating — say, to manufacturing — what the numbers mean and how they factor into their supply chains,” she told attendees. “There’s an ever-increasing focus on scenario planning.”

— **Robin L. Washington**

As a result, the “supplier health review” is one area where finance and supply chain heavily intersect at Gilead. In fact, as CFO, Washington estimates she spends about 25 percent of her time looking at the suppliers’ figures, which helps her and her team provide the procurement function with financial planning and analysis to support make-versus-buy decisions, as well as offer contractual negotiation support. All this supply chain-focused work is performed in addition to her general CFO responsibilities — managing investor relations, global finance, IT and internal audits.



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### **All-Purpose Advice**

Prior to joining Gilead four years ago, Washington had spent most of her career in the accounting, finance and technology sectors. She didn’t have a background in biology, so it was a big leap. Still, she contends that “about 80 percent of what supply chain does is the same, regardless of what sectors we work in.”

Keeping that in mind, she mapped out for attendees several pieces of advice that have been crucial to success in all her varied leadership roles: become a continuous learner; know your industry — products, competitive landscape and trends, in particular; get global experience; and develop a personal board of directors and advisers.

“My personal mantra is, ‘Imagine what you could do if you knew you couldn’t fail,’” she said.

### **Questions — and Answers**

*An enlightening question-and-answer period between attendees and presenters followed this session. What follows are some of the noteworthy highlights.*

**Q: When you’re working with supply chain professionals, what drive you most nuts?**

**Washington:** *[laughs]* It’s their hesitance to switch suppliers, even if they foresee issues. In a broader sense, it’s their reluctance to switch gears and think longer-term instead of in the moment. Getting supply chain people to think about how their practices will affect the company five years from now can be tough.

**Q: Our organization conducts a lot of its R&D and manufacturing in-house. It sounds like it’s mostly outsourced at Gilead. Do you think you’ll ever go in-house?**

**Washington:** It’s something we debate often. We do some chemical manufacturing and research in-house — related to pill size, for example — but [a largely outsourced model] means we’ve ‘been there, done that’ in the event of problems or issues. Ultimately, I think it’s difficult to scale up that way, so they aren’t likely to ever be 100 percent in-house.

**Q: When transitioning from a technical/finance background to pharma, what challenges did you face?**

**Washington:** Learning the lingo. Now, I hold my hires accountable for learning it, too; I bring in professors and doctors to help them out.

You have to build a real interest in learning and understanding the jargon, too, which requires relationship-building. In that sense, I've found that if you're a flexible, adaptable person, you'll be OK. In general, it's best to be humble and willing to learn — and to listen.

## Executive Roundtable Networking

### Facilitators:

**Lara Nichols**, Senior Director, Tyco International

**Joanna Garcia**, Assistant Vice President, Dallas/Fort Worth International Airport

**Craig Cuffie**, Vice President, Supply Chain Management, Clearwire Corporation

**Melodi Morrisette**, Director Supply Chain Management, BBVA Compass

**Craig Reed, CPSM**, Senior Vice President, Supply Chain Management, Eaton Corporation

**Cathy A. Rodgers**, Vice President, Global Opportunities, IBM Global Technology Services

**Carrie Ericson**, Vice President at A.T. Kearney Procurement Solutions; **Ginny Tucker**, Global Leader of Procurement Solutions, ACS, A Xerox Corporation

**Joseph F. Martinez**, Director, Global Sourcing — APAC, Deutsch Bank

**Jacquelyn M. Howard**, Senior Director of Strategic Sourcing, U.S. Supply Chain Management, McDonalds

**Alvin Ruiz**, Director, Process and Technology, Pfizer

**Chuck Wardlaw**, Vice President Procurement — Global Manufacturing, BP

**Ed Piñero**, Executive Vice President and Chief Sustainability Officer, Veolia Water North America

In this highly interactive networking session, attendees of all three Diversity Summits moved from roundtable to roundtable, each of which was moderated/facilitated by a different supply management executive.

Although hundreds of attendees offered their unique takes on which attributes and skills are most critical to procurement success right now, in the end, they mostly drew the same conclusions:

- **Analytical skills** — critical, especially related to the interpretation of financial data
- Depth of **category experience** — or, as one attendee phrased it, “knowing the ‘rules and tools’”
- **Understanding and influencing the decision-making** process
- The value of **comprehending context**, both in the world and in the organization
- A focus on **building your professional network**, both vertically and horizontally
- **Knowing who your peers are** in other organizations

- **Being good with data**, but also good with people — in other words, adaptability, coupled with diplomacy (especially in the event of a merger/acquisition)
- Skills related to **change management** — in particular, the flexibility to take on unexpected roles and having a “big picture” perspective to assess potential trickle-down effects
- **Dealing with ambiguity and vagueness** — navigating gray areas when no specific plan is in place
- **Inspiring stakeholders to embrace** the same **ambiguity** you do, which are likely part of your proposed solutions. (As one attendee pointed out, “I can have the best idea in the world — but only if my stakeholder believes in what I’m proposing.”)
- **Enjoyment of the supply management role** — having passion about the job
- **Continued learning** — especially regarding the potential technology and sustainability represent for driving savings
- The ability to **actively build trust with stakeholders** by gauging and identifying what’s important to them, not just for procurement
- Getting a seat at the executive table by **delivering value** through end-to-end supply chains and delivering **transparent procurement savings**
- Putting the **right people**, with the **right skills**, in the **right jobs**
- Aligning and imbedding procurement’s goals related to **supplier diversity goals** and **supplier risk assessment**
- Understanding the interplay of **sustainability commitments** and supply chain strategies and practices
- Attendees cite the importance of **sustainability goals being delivered by the CEO** and phrased in bottom-line savings, as well as by the chief sustainability officer.
- **Working sustainability practices into fleet management.** “It used to be that the internal customer would tell procurement what it wanted, and procurement would choose the least expensive fleet option,” an attendee said. “Now, the internal customer tells procurement what they’re using the fleet for, and procurement finds the most appropriate — and, if possible, sustainable — option.”
- Being able to **sell your personal brand** to secure the job you want
- The value of hiring supply chain candidates with **drive, passion, consistency** and the **ability to prioritize**
- Manage **speed of change** in the organization, as it relates to supply management, without becoming rattled
- **What works as a mentee** — the value of informal mentoring relationships; finding someone who’s taken on the same risks you face, and navigated them well
- **What works as a mentor** — authenticity, honesty and rapport. Be a confidante and a sounding board. As one attendee phrased it: “It’s not what you do; it’s who you are.” Provide daily and weekly feedback. Understand the benefits and unique perspectives your mentees can offer you in exchange for your time. Observe basic business etiquette, and establish a relationship based on mutual respect — call if you’re running late, for example.

## 2013 ISM Diversity Summits

The **ISM 10th Annual Black Executive Supply Management Summit** is scheduled for February 5-7, 2013 in New Orleans. Sign up on the [ISM website](#) to receive registration and program information.

The **ISM 5th Annual Women Executive Supply Management Summit** is also scheduled for February 5-7, 2013 in New Orleans. Sign up on the [ISM website](#) to receive registration and program information.

