**Lunch:**

**Be One. Find One. Make One.**

Objective of this year’s Forum is 3 fold ….

1. Provide advice to AAs to help them on their journey to the C-Suite.
2. Share examples of initiatives proven to deliver results in achieving representation
3. Outline things AAs who have ascended to the board rooms, CEO ranks and C-Suites can do to avoid being not only the first but, oft times the only in their organizations.

There are 3 black CEOs of Fortune 500 companies. Ken Frazier of Merck, roger Ferguson of TIAA and Marvin Elliison now of Lowes. It is quite an honor for Pittsburgh to have two of those three CEOs represented in our Forum by their direct reports.

some context … profile TIAA … profile Merck.

Describe the journey to your company’s current state of diversity. What specific actions did the company take to get there?

What was the role of metrics, compensation, promotional opportunities?

How does your company’s diversity circumstance affect your personal experience at work?

What are examples of things that your company did that worked? Things tried that did not work?

What ae the implications for white males in the board room/C-Suite who find themselves in the minority?

**Plenary Session I:**

Be One. Find One. Make One.

We have talked about these imperatives and how they manifest themselves in two very special companies.

Now lets dig deeper into the tool box for all three imperatives.

Michael Hyter …..

Questions from his book power to produce a desired outcome “ …career progression is not a matter of luck but a series of deliberate choices that people make.”

You describe a point in your career when you were an ambitious but frustrated professional. “Focused on what the company would not allow me to do.” Changed your focus to what you could control. “Learned to build coifidence .. resilience in face of setbacks. How to use failure as a source of feedback. How to use relationships not as something to struggle with but as a tool. “ Your book was targeted towards underrepresented groups … and spoke to three critical skills: technical skills, relational skills, influential skills. And, encouraged readers to understand that technical skills are required but are not sufficient to be success.

Commitment and focused effort are essential for progress

It is not the stimulus but the response that is important.

Kathy Thornton Bias. HBS study found that AAs often times find more success in privately held companies and entrpreneurship than in large publicly traded companies. Clearly having achieve the rank of CEO you have found success in the private company ranks. What led you to this end point and how would you compare contrast your public compny experience with your private company experience.

Paula Cholmondeley .. you have now sat in the board rooms of X different companies. What have you seen that works and does not work. How does the game change as you move from aspiring for the C-Suite, to aspiring for the CEO position to aspiring for the board room?

**Plenary Session II:**

We are going to climb up on top of the ball. Why is it so hard to achieve diversity in corporate America? And, why is it particularly hard to achieve representation for AAs in not only the upper echelons of companies but oft times at any level within a company?

Let me introduce first of my two guests who are going to help us unwind this complicated topic

Introduce Ashok Rao

Talk with Ashok.

Invite Aishetu Dozie … introduce. Ask about career. Stanfod Fellows program …Any thoughts on how your reality is similar or different than an African American who can not trace his or her family tree back any further than the borders of America.

**Dinner Panel**

Tonight we want to bring the discussions of the day into focus and put a Pittsburgh lens on them.

Before we do that …

Skip tell us about Executive Leadership Council?

And, you are here not only to participate in AADF-Pittsburgh but also have an idea towards replicating the concept in other US Cities?

Stefani, congrutualitons on your appt to position of CEO of ACCD. Will I get in trouble if I acknowledge ..1st womein X year history of organization.

tell us about the Allegheny Conference on Community Development

You stepped out earlier this year and put a challenge in from of the Pittsburgh Region … and I quote …” AA challenge.”

How did you arrive at that point of view? What has been the reaction? Specific steps to activate on that objective?

**Panel I Delivering Value as a Board Member. Extracting Value as a CEO.**

**Moderator led questions (30 minutes)**

*Kelvin and Nelda* *… Delivering Value as a Board Member …*

-Personal Journey-

1. What led to multiple boards over the course of multiple decades?
   1. What is the biggest change the you have seen in what is required from directors?
   2. How has your personal approach to serving on boards changed?
   3. What is different today being a corporate director who is African American versus when you were appointed to your first board?

*-Achieving Distinction-*

1. Without divulging anything proprietary, what is the most significant contribution that your personal input as a board member has delivered? Or: Without divulging confidential information, think of a significant business challenge addressed in the board room.
   1. How did the you and or the board add value to the situation?
   2. Top decile performance. Does someone come to mind if I ask you to identify a top performing board member?
   3. How did/does that person distinguish themselves.
   4. How do you as a board member stay fresh? Stay current?

*Vince* … *“Extracting Value as a CEO.”*

Congratulations on FNB’s achievements since you took over the helm six (?) years ago. … $10B and X employees to $31B and Y employees. Successfully transitioned from being a local bank to being a regional powerhouse.

*-Personal Experience-*

1. The FNB board has been significantly refreshed and the size has dropped dramatically. How did this refresh affect dynamics/conversations in the board room? Impact of board composition on collegiality?
   1. How did board design and selection figure into filling the openings on your board since you took over as CEO?
   2. You do not have all CEOs on your board. What do you see as the trade-off between having a functional leader versus a CEO on your board?
   3. From your proxy, the age span of your board is X to Y. What changes are seeing as you add younger directors?

-Achieving Distinction

1. What constitutes an outstanding director?

*Questions for everyone .. African American/Pittsburgh Perspective?*

1. Pittsburgh has the challenge of being one of the least diverse large cities in the country. Pittsburgh has also acknowledged that accessing the full talent pool is critical to its success. How can diversity at the board level help address the broader challenge of diversity or lack thereof for the City?
2. FNB’s market place has expanded from the Pittsburgh Region to now encompass Baltimore, Charlotte and, Columbus. How have the changing demographics of your customer and employee base affected conversations on diversity and inclusion?
3. How can the perspective of a Directors who are African American bring value to this challenge?
4. How should Pittsburgh boards respond when recruiters say they cannot find a candidate who is African American?

**Questions from the audience (30 minutes)**

**TIAA**

**A tale of two cities….. incredibly**

Start out with stats….

In 40s in 50s had first women..

Cliff Wharton was among the first black CEOs in the 60s. a Women board officer and a black man on board.

An actuary

Today have a board of 16, 37% (6) are white men. 63% are women 3 black men, Hispanic women and 2 white women.

C Suite compromises 8, 2 white men, 1 black wome, 1 white women, 2 men of east Indian extraction.

Last recruited executive … Lori Fuje….previously CEO of financial services business at Prudential financial service

1. How did you do it?
2. The best for expanding diversity is recruiting diversity.
3. How is the diversity at your organization received/perceived in the market place?
   1. Our client base includes University like Howard University
4. What are the questions that your diversity brings to the fore with your white male employees?
5. How do metrics fit into your business model for D&I
   1. Measure ethnicity
   2. Employee engagement
   3. Pay as well.