ASK AN EXECUTIVE

Kieth Cockrell, Divestiture Executive, Bank of America
John L. Hall, Senior Vice President, Oracle University
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Bank of America L.E.A.D. for Women
Northrop Grumman
WELCOME

Special guests

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Jo Miller  
CEO  
Women’s Leadership Coaching, Inc.

• Specializes in helping women break into leadership in industries that have been traditionally considered 'a man's world', such as technology, finance and energy.

• Since 1998, has developed and implemented leadership development programs that have benefited women worldwide.

• Delivers over 60 speaking presentations annually to audiences of up to 1,200 women.

• Has travelled widely in Europe, North America, Asia Pacific and the Middle East to deliver programs for women’s conferences and corporate women’s initiatives.
Kieth Cockrell  
Divestiture Executive  
Bank of America

• Leads divestiture activities in the consumer bank and serves as Vice Chair of the Global Diversity and Inclusion Council.  
• Joined Bank of America in 1993. Previous roles include Michigan market president and National Community executive responsible for community consumer banking services and banking center operations across the U.S.  
• He and his wife Serena attended Columbia University School of Engineering and live in Charlotte with their three children.
John L. Hall
Senior Vice President
Oracle University

- Leads Oracle’s education and training division, having turned it into the most profitable software training business in the world with 600,000 students trained annually.
- Instrumental in leading Oracle University in the corporate-wide initiative to save Oracle $1 billion by automating processes using the Oracle E-Business Suite and moving traditional classroom training to online learning.
- Joined Oracle in 1994. Previous roles include MD for Oracle Thailand and VP of Oracle Asia Pacific Alliances.
- BS in business administration, University of Kansas.
- Lives in Los Gatos, CA with one wife, one dog and one teenager.
#WLCwebinar

@womensleadership

@jo_miller
Ask An Executive

In this webinar:
I. Your career journey
II. Career advancement advice
III. Breaking through barriers
Your Career Journey
Was there a single most influential factor in getting to your current position – such as an event or advocacy from an individual?

— C.
“You never realize the power of the relationships you build & the sponsors you develop. I am where I am because people invested in me and saw something in me.”

- Kieth Cockrell
How did you get started in your career?
Global Mindset

Be open to diverse ideas and thoughts that are not US-centric.

Different cultures and places come to agreement in different fashions.

Take any opportunity to do global and international assignments.
Has your career taken the direction you intended? Has it changed along the way? How?

— C.
Was not planful!

Wanted to do great work + Loyal and passionate + Willing to relocate

Opportunities
If you had to do your career over – would you make the same choices?

— C.
WOULDN’T CHANGE

• Relocation from Kansas to Silicon Valley — the best place to be in the I.T. world

WOULD CHANGE

• Loyal to a fault
• Maybe stayed too long
Career Advancement Advice
What are the most common characteristics of people in your organization who contribute the most value (regardless of gender)?

— GM Women, Spring Hill, TN
Work well together as a team

Integrity

Results-oriented

Data-centric
Do you see a difference between the actions of men versus women which contribute to gaining leadership roles? What are they and how can women overcome this? What can women do to advance their careers and become business leaders? — A.
Great performance is “table stakes”

It starts with your commitment to doing exceptional work.

There are only so many jobs at the top. It’s a competition.

Those who have participated in team sports have an advantage.
What concerns you most when you look to promote someone (male or female)?

— Monica
We read that women find it hard to ask for or negotiate for the bigger job or salary and that we tend to settle for what is offered. What's the best way to negotiate for a promotion? — C. and K.
<table>
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<th>Begin with the end in mind</th>
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<td>What brand image are you trying to create?</td>
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<td>There are multiple ways to advance</td>
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<td>Become the go-to person for your boss.</td>
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<td>Work your way into the inner circle.</td>
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<td>Influence and implement.</td>
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<td>Start with the team.</td>
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<td>Do quality work.</td>
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<td>Show willingness to take greater responsibility.</td>
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Recently I was promoted and am now peers with my past manager, who still treats me as an underling and not a peer. Please comment on ways to gain respect.

— Layla
Be a domain expert.

Have self-confidence & self-worth.

Nobody likes a "victim".

Respect
As women, it’s hard to come in to an organization at the bottom and ‘lean in.’ Do you have any tips on finding ways to get ourselves noticed (without bragging) and create opportunities to move to the top?

— A. De Jesus
Getting noticed for opportunities

- Talk about the team – use “we” not “I”
- It’s OK to ask for what you want
- Think about “what’s my retirement position?”
- Manage your career by choice not by chance
- Do quality work
- Make sure that work is exposed
Please give advice on how to inform a male executive that there is an interest in his mentorship. Once that is agreed upon, how should a mentee prepare for meetings?

— C. and A.
Have a direct conversation

Have a specific focus you could use some coaching on

Proactively schedule follow-ups

Mentorship
What impediments have you seen female leaders face as they grow into a leadership role? Are they the same, or different for male leaders?

— M.
Don’t allow senior leaders to assume what’s best for you

Let people know if you are or are not willing to relocate.

Encourage those conversations with your manager and HR.
Please comment on the phrase ‘glass-ceiling’. Does it exist or do people create their own?

- Layla
Any advice for excelling in a male dominated industry such as construction or technology?

— C.
Do you think leaders are aware of their own biases? If they are not, what are some appropriate ways to bring those biases to their attention?

— Catherine
All of us have unconscious biases.

The best leaders have an awareness and will learn to listen.

It takes courage to find the right opportunity 1:1 to enlighten them.
There are lots of initiatives to support women’s careers. Do your peers “get it”? Do they understand the value of diversity that women bring? How do you promote it in your organization? —J.
Diversity

Better business for everyone

Global team

Diversity
Ask An Executive

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III. Breaking through barriers
Q&A

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A closing thought

• Kieth Cockrell

• John Hall
WIN AT THE GAME OF OFFICE POLITICS

Tuesday, February 25, 2014

It is possible to navigate office politics without becoming a political animal. Discover shadow organization structures and how to navigate informal networks in your workplace. Learn the dynamics of power in your organization, and create a strategic plan to cultivate an influential network.

Speaker: Jo Miller, CEO, Women's Leadership Coaching, Inc.
The recording will be posted on Thursday in the membership site at www.womensleadershipcoaching.com

Click Member Log-in
DISCUSSION QUESTIONS

What did you learn from the webinar that will be of use to you in:

I. Your career journey
II. Career advancement
III. Breaking through barriers