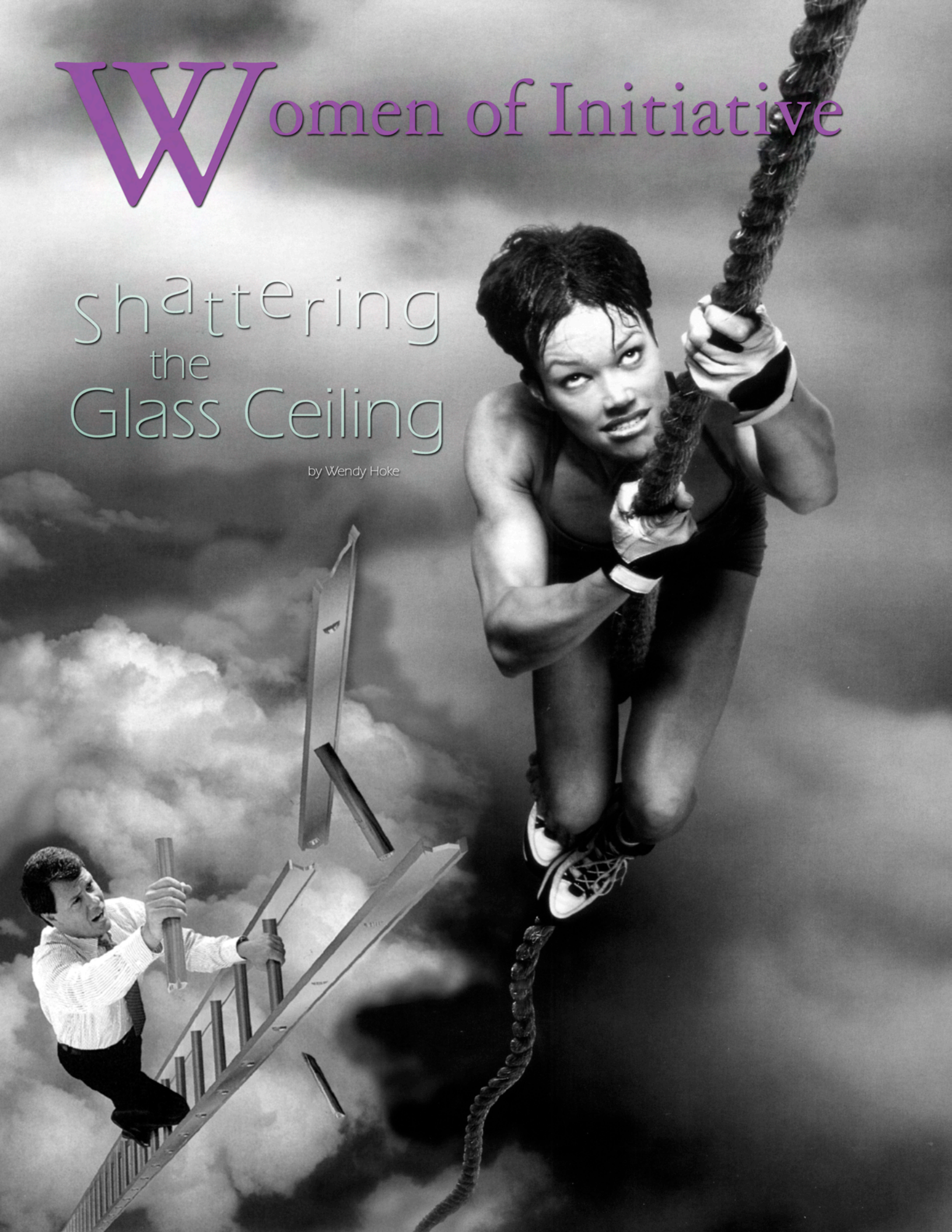


Women of Initiative

shattering the Glass Ceiling

by Wendy Hoke





From CHALLENGE to

Engaging and educating every employee is Laurette Koellner's strategy for maximizing creativity and innovation.

Laurette Koellner

Executive Vice President
Chief People and Administrative Officer
The Boeing Company

Laurette Koellner has never shied away from a challenge. During her 25-year career in the aerospace industry she has applied personal qualities of determination, curiosity, and diligence to every position she's held and every business objective she has achieved.

As executive vice president and chief People and Administration officer—and the top female executive at the world's leading aerospace company—she travels the globe promoting The Boeing Company's global strategy and business objectives.

At every employee meeting Koellner hosts,

development, empower them to turn their ideas into process improvements, and provide them with the information they need to do their jobs as efficiently as possible.”

“Laurette's leadership has focused her teams on developing clear strategies and metrics to achieve business results. We've realized the benefit of her influence as we've worked across our enterprise to implement Boeing's diversity and compliance strategy,” said Joyce Tucker, Boeing Vice President—Global Diversity, Compliance and Policy Administration.

Koellner takes the philosophy of Lifelong Learning beyond Boeing. As a mentor in

Throughout her life, Koellner has learned to take a challenge and turn it into opportunity.

Koellner grew up in Brooklyn, NY, where her father was deputy chief of the New York City Fire Department. Her father and mother moved her family from Brooklyn to Merritt Island, FL in the middle of her senior year in high school.

Following graduation from high school in Florida, Koellner began working at clerical jobs while attending college in the evenings. The experience proved to Koellner that hard work pays off when partnered with clear goals.

OPPORTUNITY

she takes the time to reiterate the importance of Employee Involvement in the workplace, the business case for diversity, and the value of Lifelong Learning.

“We must involve and develop employees at all levels,” said Koellner. “There is no question we have a ton of untapped potential in our people. It's leadership's job to create an atmosphere where employees' ideas can flow.”

Koellner believes strongly that diversity among Boeing employees strengthens the resources of the company and brings value to the business. “Optimum innovation will only happen when we leverage the multiple perspectives, talent and skills of our diverse workforce,” said Koellner.

“Because our people are our greatest resource, we need to encourage their

a Chicago-based program, New Leaders for New Schools, she is supporting Boeing's K-12 education strategy—and proving that Boeing's community investment is about much more than just dollars.

Under Koellner's direction, Boeing is working across the enterprise to direct support for elementary and secondary education to teachers—and therefore all of the students they subsequently teach throughout their careers.

“It's leadership's job to create an atmosphere where employees' ideas can flow.”

As a co-op night student at the University of Central Florida's Brevard County campus, Koellner earned her bachelor's degree while working at Patrick Air Force Base. Later, she earned a Master of Business Administration at Stetson University while working at McDonnell Douglas.

Throughout her career Koellner sought lateral assignments, often requiring moves across the country, to gain experience in different areas of the business. This diversity of experience was key in her later selection for a series of increasingly senior leadership positions.

Koellner married her high school sweetheart from Brooklyn, Victor. They have a daughter, Stacey-Anne, who is a senior in college.

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Just Another FIRST

FORD'S FIRST FEMALE GROUP
VICE PRESIDENT, ANNE STEVENS,
KNOWS THAT IF YOU AREN'T GOING
FOR THE STRETCH, YOU'LL NEVER
REACH THE SKY.

Among the stunned pilots at Lockheed Martin, the feat has earned her a new nickname: "Gravity monger."

It was just another first for Stevens, 54, who recently was named Ford Motor Company's first female group vice president. In her new position, she has responsibilities for all Ford automotive operations in the major Canadian, Mexican and South American markets.

It's a weighty job, especially during a time when great pressure is on the domestic auto industry. Stevens says she's looking forward to the challenge.

"My father believed in taking risks ... that if you aren't going for the stretch of your abilities, you will never maximize your opportunity to learn," she said. "He taught me that the biggest sin we could commit in life was to not fully develop and use all of the talent and potential that we were born with. Knowledge is power, but only in using it will you ever have true power in life."

Stevens, who was born in Reading, PA, always was a tinkerer. After briefly

considering a career in medicine, she earned a degree in engineering from Drexel University and held a series of management jobs at several Fortune 500 companies before joining Ford in 1988.

Stevens firmly believes in the power of diversity to strengthen corporations and enrich lives. Again, it was a lesson learned at her father's knee.

"This early awareness of the strength in diversity was one of the many valuable lessons that I have carried with me in nearly every facet of my life," she said. "My dad taught me to never equate knowledge or intelligence with position. Some of the smartest people are often on the front line.

"I'll know I've reached my pinnacle as a business leader when I've created an inspired, high performing, aligned team that not only performs well, individually and together, but also has with it a sense of camaraderie and mutual caring."

Prior to assuming her new role, Stevens had been the Company's vice president, North America Vehicle Operations, since August 1, 2001. In that capacity, she was

Ford Motor Company's Anne Stevens says she owes much of her success to a willingness to take risks—in and out of the office.

One of her most recent: piloting an F-16 fighter jet as part of her role on the Lockheed Martin Board of Directors. Under the guidance of professional fighter pilots, she reached a mind-bending speed of 9 Gs—faster than any non-pilot had traveled in the jets for at least seven years.

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Most people at Excellus BlueCross BlueShield focus on the wellness of our customers. But some of us direct our attention to the core principles of a healthy company. Open opportunity and inclusive programs. We know that diversity in our offices means more understanding and compassion in the communities we serve. Learn more about our diversity program by contacting Marie Philippe at diversity@excellus.com.

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“If we can embrace the diversity of viewpoints that we are lucky enough to have, then I think that we can be ‘kaleidoscopic’ in our ability to always be changing into something more and more interesting.”

**Pernille Lopez
President
IKEA North America**

“In reality we are not adding a program; we are leading a cultural change,” says Pernille Lopez, president, IKEA North America, speaking frankly about the furniture retailer’s comprehensive diversity initiatives. Since taking over the role of president in 2001, Lopez has made diversity a priority and has succeeded in putting it on the company’s global agenda.

Looking toward further integration of the innovative diversity strategies that have come under her leadership, she adds, “Awareness has to become an integral part of the way we do

business, how we think, plan and act. This requires the commitment to tackle the long-term task of meeting and overcoming the many road-blocks that will be faced. People must be engaged, thinking must be challenged and action must be taken. The responsibility cannot lie with an individual specialist or a department; at IKEA we have made the success of our efforts part of everyone’s responsibility, regardless of their level or function within the company.”

With a 10-year, 50-store expansion for North America under way, Lopez sees diversity as key to success. Elaborating on the business case for diversity, she says, “This drives our ambition that our co-worker (IKEA employee) populations in all our stores represent the diversity of the communities they serve,” she says. “To bring the value of the many dimensions of diversity to our organization, IKEA actively encourages and sponsors co-workers’ cross-border and cross-function mobility. This benefits our business directly through the exchange of ideas and experiences as well as the working relationships and networks that are created.”

All new stores opening under the expansion include a quiet room for co-workers to visit on their breaks. They might use the room to meditate, pray or just relax, explains Sari Brody, leadership and diversity manager for IKEA North America. The store managers are also charged with creating their own strategies to maximize the value of differences. “Our philosophy is that a diverse workforce will improve business results, strengthen our competitiveness, and make IKEA a better place for which to work,” says Brody.

Some stores have opted to celebrate a co-worker’s culture each month. The presenter usually brings in food and music and gives a brief talk on his or her culture. Employees are also interviewed about their cultural heritage and profiles are placed on the company Intranet.

Lopez offers an analogy to illustrate the endless potential of valuing differences: “I have this tiny kaleidoscope which serves as a daily reminder of how important both diversity and change are to IKEA. The colors refracted inside the kaleidoscope are always mixing and changing into new and interesting patterns. I think IKEA is much like a cultural kaleidoscope in its ever-growing diversity—and I think that’s a very strong asset. If we can embrace the diversity of viewpoints that we are lucky enough to have, then I think that we can be ‘kaleidoscopic’ in our ability to always be

Kaleidoscope

Wife, mother, and leader of a 1.3 billion dollar company, IKEA's Pernille Lopez pushes to take work-life balance policies a step further.

changing into something more and more interesting.”

Having held responsibilities from sales to retail to human resources, Lopez brings a wealth of experience to her role as president. One of her greatest assets is her humanistic approach and key ambition to foster an environment of growth, inclusion, and empowerment, where co-workers are provided with the tools and partnerships to successfully manage and balance both their career and personal lives.

She believes in leading by example. Her personal philosophy for work-life balance, which IKEA also champions, is “Take care of your personal life and your work will follow.” How else could she maintain a fulfilling personal life as a wife and mother of two—who finds time and energy to do yoga every morning at 6:30 a.m., feed the children breakfast and then get them ready for school—and still run a \$1.3 billion company?

Recent results of Lopez taking IKEA's already progressive work-life balance policies a step further include job sharing. By permitting two part-time co-workers to work flexible schedules to fill one full-time opening, IKEA reduced turnover to 56 percent from 76 percent in 2001. Lopez also extended full benefits to co-workers who work at least 20 hours a week.

Such generous health benefits are virtually unheard of in the retail industry. But IKEA

culture is all about being different and challenging the status quo. Co-workers at all levels are encouraged to ask “why” and constantly strive to make things better. That's how Lopez received her promotion to head human resources in 1997.

She attended a women's leadership conference in New York City and saw IKEA was lacking in programs to support women in the workplace. She returned suggesting to IKEA's then-president, Jan Kjellman, that IKEA “do something.” A month later, he offered her the new job. One of her first initiatives was to create the work-life balance task force in 1999 and help develop a diversity campaign. Today, she has created a mentorship program and has mentored a single mother who works in IKEA's Baltimore call center. Going into the program, Lopez says she knew from personal experience how beneficial a mentor can be, but what she didn't anticipate was how much she would gain from her contribution.

She learned it was sometimes a challenge to resist the urge to jump in and “fix everything.” “The most important thing to know is that both people learn from the experience,” she says. “At IKEA we want the mentee to direct the goals and the process; they must work at the pace that's right for them, when they are ready.”

The mentoring program, “Partners for Growth,” has four main goals: To develop leaders, support career development, develop diversity in the organization and strengthen the IKEA culture. Since it was instituted in 2001, about 40 managers have participated annually. The initiative goes hand-in-hand with Lopez's ambitious plan to promote from within at a rate of

90 percent and IKEA's goal to become the best retailer for which to work.

“We are actively campaigning to attract people who can be part of our success,” she says. “The strength of this effort is in not only offering competitive compensation, excellent benefits and learning and growth possibilities, but also in grounding the way of working in the culture and values that are at the core of our company.”

While Lopez is active in the Swedish American Chamber of Commerce and her local church committee, much of her work around the community is directed through her work and the influence IKEA has in the areas in which the company serves.

“Community involvement is important because it builds respect and trust for a company within the areas it serves,” she says. “But it is also important to have priorities and focus. IKEA, for example, has chosen children and the environment and works with partners such as UNICEF and Save the Children on global, national and local levels.”

IKEA has strict policies against child labor, which suppliers and sub-suppliers are required to follow. The company is also working with UNICEF in India on school projects in 500 villages close to the production sites of the suppliers. On the environment, IKEA aims to build long-term relationships with suppliers that share the company's commitment to promote good practices and who want to grow and develop together with IKEA. Suppliers are obligated to continuously strive toward minimizing the environmental impact of their operations.

Please visit http://jobsat.ikea-usa.com/us/privacy_statement.asp for information on career opportunities with IKEA. Additional information on IKEA's social and environmental responsibility programs, can be found at www.ikea.com.

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Wind in

As a mother of three children, two of them daughters, Bostrom's eyes light up when she talks about getting more young women to enter the technology field. "Technology and engineering are still male dominated professions," says Bostrom. "Women are more than 50 percent of the global population but underrepresented in the technology industry at large. We need more women to enter these fields and it starts with our daughters and nieces."

Bostrom is Senior Vice President of the Internet Business Solutions Group (IBSG) and Worldwide Government Affairs at Cisco Systems, the worldwide leader of networking for the Internet. Bostrom draws upon best practices from Cisco and other industry leaders to help companies and governments develop their own Internet business strategies and solutions. Cisco's implementation of Internet business solutions has enabled the company to scale to unprecedented growth and levels of customer satisfaction and Bostrom enjoys sharing that knowledge with business and government leaders around the world.

Bostrom is also executive sponsor of the Women's Initiative at Cisco. As executive sponsor, Bostrom speaks at company and industry events about diversity and the importance of women to the technology field. Bostrom firmly believes that diversity in the workforce brings diversity of thought which increases a business' competitive advantage. She believes that diversity is a business imperative and is critical—to attract the best employees, gain diverse ideas for decision making, and create a workforce that mirrors a company's customers and the world at large.

Bostrom has been involved with Cisco's Women's Initiative since its inception in 2001.

A small group of women formed the first network at Cisco's



SUSAN L. BOSTROM

Senior Vice President
Internet Business Solutions Group
and Worldwide Government Affairs
Cisco Systems, Inc.

Their W I N G S

Cisco's Susan Bostrom works to inspire our next generation of women in technology

San Jose, CA headquarters and Bostrom stepped up to be the executive sponsor. The group formed the network to increase Cisco's competitive advantage by capitalizing on the talents and skills of its women employees. The launch of this network generated momentum across Cisco, resulting in the formation of many women's networks and eventually a broader effort—the "Women's Initiative."

The focused effort continues to develop a pipeline and increase the representation of women at the company. Today, there are 16 women's networks at Cisco throughout the U.S., Asia and Europe. In addition, functional networks for women in technology/engineering and sales have been created.

"The participation of senior leaders across the company has been critical to the success of Cisco's Women's Initiative," says Bostrom. "Many of my peers have volunteered to sponsor new networks, giving more women the opportunity to network with other women, develop their careers at Cisco, and increase their visibility at the company."

Bostrom is pleased that Cisco has received recognition for its Women's Initiative and is increasingly asked to share best practices with other companies within and outside of the technology industry. Cisco has been named one of the "100 Best Companies for Working Mothers" by *Working Mother* for three years in a row. It was also recognized by *Fortune* magazine, the National Association for

Female Executives, and the Professional Businesswomen of California for being one of the best places for women to work.

One best practice that Cisco is often asked about is its annual Women's Leadership Conference. The conference is a forum

"Women are more than 50 percent of the global population but underrepresented in the technology industry at large.

We need more women to enter these fields and it starts with our daughters and nieces."

for leaders at the company to take a hard look at the progress that has been made over the past year and the obstacles that need to be overcome related to the development of women at the company. Bostrom delivers the keynote at this

annual event and serves as an advisor on the overall direction and agenda for the conference.

Cisco also has been recognized for its efforts around developing a pipeline for women in technology. Cisco recently produced a video entitled "I Am An Engineer." The video profiles four women engineers at Cisco who defy stereotypes and talk about what they like about being engineers. The video was created for 12-17 year old girls as a tool to start the conversation about careers in technology and has been shown at conferences, in schools as part of Cisco Networking Academy classes, and with Cisco customers and partners. Cisco is also developing workshops and programs to encourage more girls and women around the world to enter the technology profession.

Despite all of the achievements to date, Bostrom is a realist when it comes to Cisco's Women's Initiative. "We have a lot of work to do, a lot of progress to make, and much to look forward to." In the meantime, she's keeping her fingers crossed that at least one of her daughters will pursue an engineering degree.

For more information on the Women's Initiative at Cisco Systems, Inc., contact Kathleen Chin Makranyi, Executive Communications Manager for Sue Bostrom, at kmakranyi@cisisco.com.

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Abounding

Predominantly male-oriented, the sciences say DuPont Group Vice Presidents



Diane H. Gulyas has always been fascinated by “how things work.” Group vice president of the DuPont Electronic & Communication Technologies Platform—comprising Display Technologies, Electronic Technologies, Fluoroproducts and Imaging Technologies—she says her natural curiosity found a home at the true growth environment of DuPont.

Gulyas joined DuPont in 1978, a chemical engineering major recruited from the University of Notre Dame.

“I went to Notre Dame in the second year that women freshman were admitted,” says Gulyas, “so the student body was 5000 men to 500 women. Needless to say, I had no problem moving into a male-dominated field from there.

“DuPont was attractive to me because they offered me a flexible career path. My recruiter said that I should come as an engineer and see where my interests and talents take me. He spoke the truth—DuPont provides great development opportunities and does not pigeon-hole people based on their education.”

Gulyas spent her first ten years in a variety of sales, marketing, technical and systems development positions, primarily in the DuPont Polymers business. The next four years, she was in Europe as European business manager, based in Geneva, for Engineering Polymers, and plant superintendent at the Mechelen, Belgium site. She served as executive assistant to the Chairman of the Board, E.S. Woolard, in 1993-1994.

“I learned a lot during my time with Ed Woolard, Dupont’s CEO,” says Gulyas. “I worked by his side day to day for 18 months and I considered it my ‘on-the-job MBA.’ I attended DuPont board meetings and senior leadership

meetings. I saw how the company made decisions and allocated resources, but most importantly, I developed a personal network that included the top 50 people at DuPont, an asset that I continue to use today.”

Gulyas has held two positions as global business director—Nylon Fibers New Business Development and Global Zytel® Engineering Polymers. Before being appointed group vice president in February 2002, she held the vice president and general manager position of the DuPont Advanced Fibers Businesses—Kevlar®, Nomex®, and Teflon® fibers, at the Spruance Plant in Richmond, VA.

Active in her community, Gulyas is a former Board Member of the United Way of Richmond and DuPont’s 2004 Chairperson for United Way. She was a member of the Executive Committee of the Virginia Business Council. She currently serves on the Strategic Direction and Advocacy committees of the Delaware Nature Society.

“I think that participating in the community is very important,” says Gulyas. “It is part of what keeps us balanced. At the highest levels in corporate America, it is a challenge to find balance for women—and men as well—as the demands on our time are great. You just have to have discipline to carve out time for the things that you value ... for me, it might be playing golf with my husband, taking the dog for a long walk in the park, or spending time with my sisters.”

DIANE H. GULYAS

Group Vice President
DuPont Electronic &
Communication Technologies



Opportunities

present abounding opportunities for women,
Ellen Kullman and Diane Gulyas



Group vice president of DuPont Safety & Protection, Ellen J. Kullman leads a \$3.6B business enterprise that is one of the five growth platforms of the DuPont Company: DuPont Advanced Fiber Systems, DuPont Chemical Solutions Enterprise, DuPont Nonwovens, DuPont Safety Resources and DuPont Surfaces. Under her direction, DuPont Safety & Protection is focused on becoming the global market leader in providing solutions for people, property and operations in the area of safety, security and protection.

Kullman began her career at DuPont in 1988 as marketing manager in the medical imaging business. Following two years as business director for the x-ray film business, she moved to Printing & Publishing as global business director, electronic imaging. In 1994, she joined White Pigment & Mineral Products as global business director and was named vice president and general manager in 1995. She assumed leadership of two high growth businesses, DuPont Safety Resources (1998) and Bio-Based Materials (1999). Ellen was named group vice president and general manager in 2000 with the addition of Corporate New Business Development and Intellectual Assets Licensing. She later assumed responsibility for DuPont Flooring Systems and DuPont Surfaces in 2001. She was named to her current position in February 2002.

Before joining DuPont, Ellen worked for General Electric in various business development, marketing and sales positions.

"While at GE I worked on the Vice Chairman's staff," says Kullman. "There were only three of us, so I was deeply involved in how the company worked and made decisions.

ELLEN J. KULLMAN
Group Vice President
DuPont Safety & Protection



I had a wonderful mentor in the staff Vice President who really challenged me to think more broadly on business opportunity. I grew tremendously during this job—it established many of my beliefs and principals on business development, resource allocation, and the like.


"Often I see women who are not happy in their role yet wait for someone/something else to change it. We are responsible for our own development and our satisfaction with our careers," says Kullman. "The roles I have excelled in are the ones that I have loved. And to find that "match" is key.

"Both Diane and I are believers that we need to do everything we can to help women succeed in the company," she says. "I mentor several individuals, and when I travel to DuPont offices—especially those outside the U.S., where the networks are not as well developed as ours—I often get the women together to discuss what is going on and to exchange ideas."

Kullman received a Bachelor of Science degree in Mechanical Engineering from Tufts University and MBA from Northwestern University. She serves on the boards of the Delaware Symphony, The Wellness Community, and as a trustee of Christiana Care Corporation. She and her husband, Michael, live in Greenville, DE, with their daughter and twin sons.

"I really don't believe there is such a thing as balance with these jobs," says Kullman. "I say 'jobs' because my position at DuPont is a 24/7 job and my family is a 24/7 job. Somewhere in there I figure out how to get the important stuff done. I attend school functions/sporting events during the day and attend meetings at night or on weekends. I love what I do and I love my family. And if you really love it then it will work out!"

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Because We Can

Lurita Doan, Founder
and President of
New Technology Management, Inc.
on the **entrepreneurial spirit**
that led her to take on the
“big boys” of high-tech.

Photo by Cameron Davidson



SUCCESS THROUGH DIVERSITY



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