



Q & A

BE LEADERLY

Ask a C-Suite Executive
*With Anne Cooney and
Ann Finkner*

* Corporate subscribers



* Welcome



* Jo Miller

CEO

Women's Leadership Coaching, Inc.



Jo Miller

- Founding Editor of BeLeaderly.com
- Helps women break into leadership in industries such as technology, finance and energy.
- Delivers over 60 speaking presentations annually to audiences of up to 1,200 women for women's conferences and corporate women's initiatives.
- Lives in Cedar Rapids, Iowa, with husband Chris and two cats.

* Anne Cooney

President, Process Industries and Drives
Siemens



Anne Cooney

- Leads operational and commercial activities for Siemens products and services spanning process automation, low and medium voltage motors and drives, and specifically designed solutions for industries including Oil & Gas and Marine.
- Previously was Chief Operating Officer for Siemens Healthcare Diagnostics.
- Married 35 years with three children and two grandchildren.

* Ann Finkner

Senior Vice President & Chief Administrative Officer
Farm Credit Services of America/Frontier Farm Credit



Ann Finkner

- Provides executive leadership for human resources, development and learning, facilities and administration, and public relations and marketing, which includes legislative affairs and community relations.
- Also serves as Corporate Secretary.
- Has previously held lending, administrative, accounting, and technology leadership positions during her career with Farm Credit.
- Lives in Lincoln, Nebraska with husband Matthew. Enjoys singing in choral ensembles and hosting dinner parties.



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To be an effective leader, you have to be a strong communicator.

One of the most important areas of leading and communicating is with your own management.

**— Lori Carlin Proctor
Senior Retail Supply Leader,
Procter & Gamble**

* In This Webinar:

- I. Working with C-suite executives
- II. Presentations to C-suite executives
- III. Career advice





Working with C-suite Executives

* How do you strike the balance between being respectful of an executive's time and building relationships with them?



- Take advantage of casual interactions.
- Invite an executive to your team meeting to provide an update.
- Understand assignment expectations.



* What's the best way to initiate a conversation with a C-suite exec? How do I know if my question is relevant?



Anne Cooney

- Introduce yourself and state your name. (Don't rely on them to remember you!)
- Make a comment to show your market savvy.
- Keep it light.
- Understand and appreciate their scope of responsibility.
- Ask questions that are relevant to that scope of responsibility.



* How can I approach an executive about becoming a mentor or a sponsor? And what are some reasonable expectations?



- Understand the difference between mentors and sponsors.
- Find the right person for the right partnership.
- Take responsibility for the partnership.



MENTORS HELP YOU

SKILL UP



SPONSORS HELP YOU

MOVE UP

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* What questions do C-suite executives wish their teams asked more often?



Anne Cooney

- Let the executive know specifically what they can do to support your success.
- If you're just providing information, let them know.
- Ask...

- “What is the most critical area, project or initiative of the business that needs to be successful in order for us to be successful?”
- “How can I or my department help to make sure this happens?”



* What works when 'managing up?'



- **Managing up vs. leading up.**
- **Expand knowledge of the business and industry.**
- **Respectful communications and candid feedback.**
- **Engage and collaborate.**

* **What should we talk about we have 15 minutes of an executive's time?**



- If you only have 15 minutes, ask questions at the level relevant to the executive.
- Ask about something specific. For example, “How valuable do you think an MBA is to a career in this field?”
- Be sensitive to the executive’s personal situation and resume.
- Executives like to talk about themselves!



* How can someone in lower or middle management build rapport with C-suite executives when time is so limited?



- Casual interactions and team meetings (see the previous question.)
- Lunch meetings.
- Volunteer outside of responsibilities.



* How not to get intimidated by the C-suite title in discussions.



- Differentiate between the title and the person.
- Don't be intimidated by the title.
- Don't fall into the trap of executives who like to intimidate people. Take a neutral position and distance yourself from the individual.
- They are not better people. Don't let anybody convince you otherwise. They just have different jobs.



Poll: What is your biggest challenge with working with senior executives?





Presentations to C-suite Executives

* What is important when we are pitching a new business idea or concept?



Don't ask the executive to review detailed data or do the calculations.

1) Think through and fully represent the risks and the upsides.

2) Give options: What will happen if we don't go this route?

3) Give recommendations, back them up, but be open to modifying.



* What is the best method for keeping C-suite executives informed but not overwhelmed with information?



- Define communication expectations.
- Need to know versus what you want them to know.
- Be prepared to have a conversation.

* What is the right balance between giving supporting detail/data and executive summaries?



- A lot depends on the subject.
- Concise is better.
- Leave room for questions.
- Make sure information shared has an impact on the leader's scope of responsibility.
- Read the last two or three communications that they have sent, and make sure yours aren't much shorter or longer.

* What are some dos and don'ts for getting buy-in from C-suite leaders?





- Business case and strategic alignment.
- Change management.
- Define success.



Career Advice

* How can women advance their careers and get to the top of their organizations?



- **Keep learning.**
- **Network.**
- **Cultivate and project confidence.**
- **Be the best in your current role.**

* How can I sound confident without being arrogant?

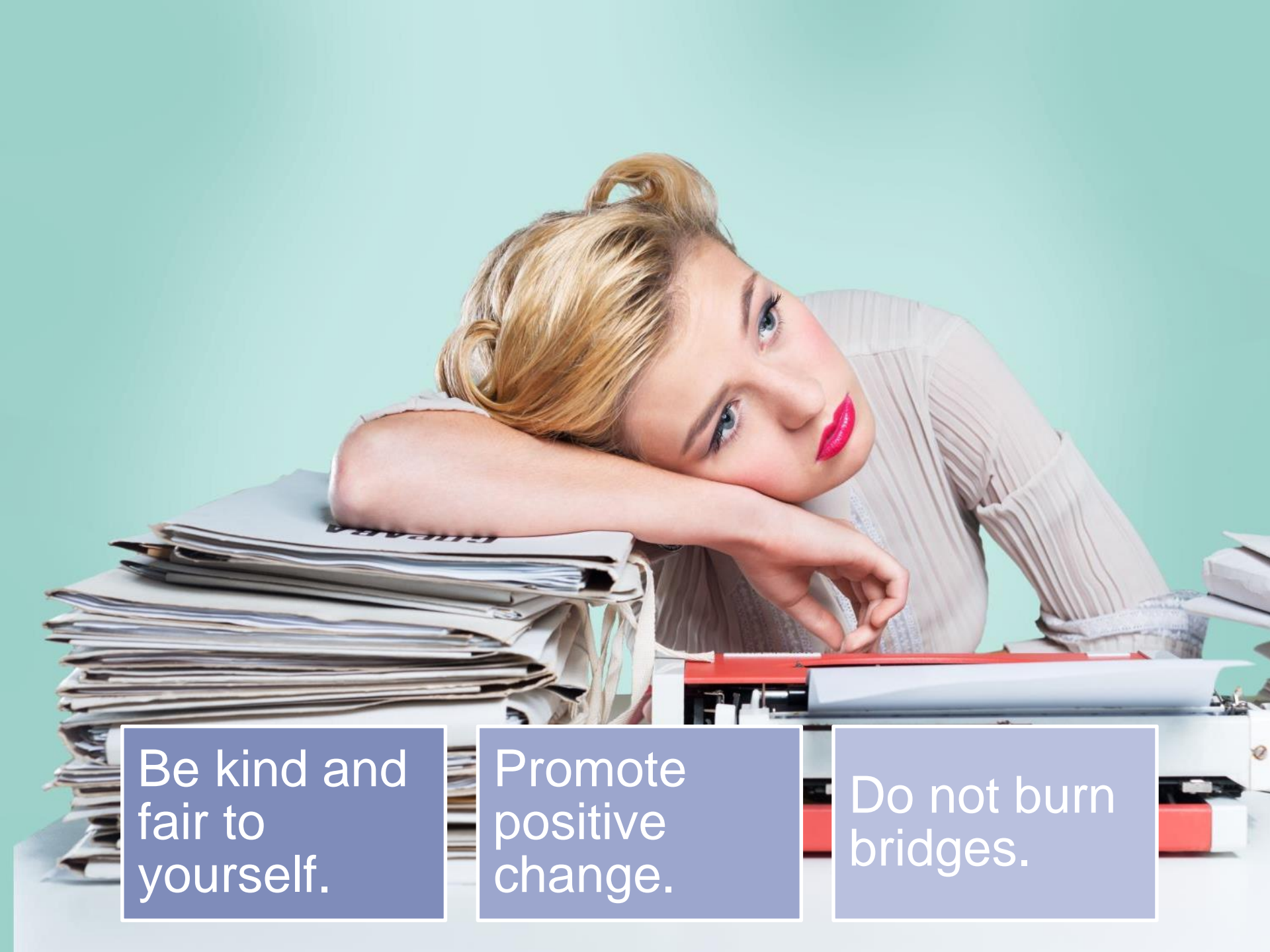


- There is a difference between confidence and arrogance.
- Be passionate and have strong opinions.
- Admit when you don't know something.
- State your position, but then ask questions and listen.



*** If someone does not fit the corporate culture in their organization what should they do?**





Be kind and fair to yourself.

Promote positive change.

Do not burn bridges.

* How do you effectively balance work and home life?



- **Balance is self-determined. Take ownership of the trade-offs you make.**
- **Set priorities – these may vary with different life phases.**
- **Ask “What is more important at this time?”**



* How do you develop (or change) a personal brand?



- Identify who you are.
- Ask for feedback and insights from others.
- Be purposeful in what you do, say, and share.

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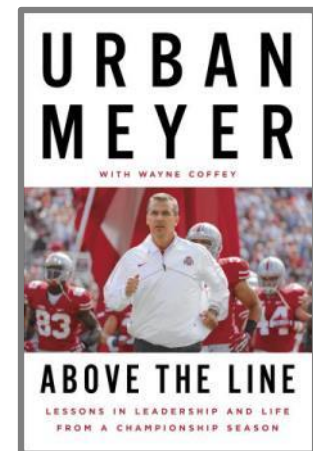
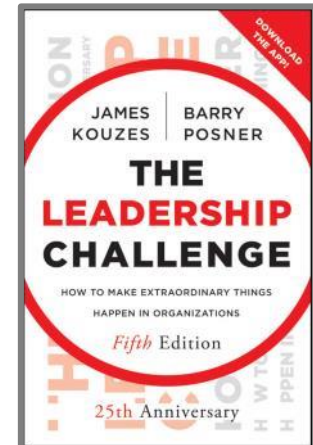
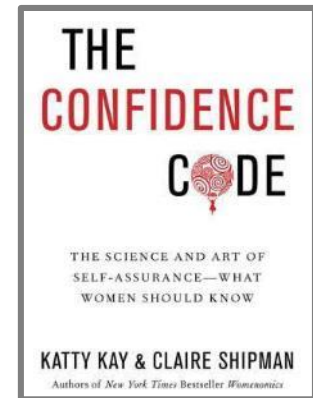


Poll: What action will you take after listening to this webinar?



* Recommended

- *The Confidence Code: The Science and Art of Self-Assurance — What Women Should Know*, by Katty Kay & Claire Shipman.
- *The Leadership Challenge*, by Barry Posner & James Kouzes.
- *Above the Line: Lessons in Leadership and Life from a Championship Season*, by Urban Meyer and Wayne Coffey.



Closing Thought



Anne Cooney



Ann Finkner



* Attracting the Attention of Influential Sponsors

Tuesday, April 26, 2016



Jo Miller

Sponsors are influential leaders who advocate for you and connect you with career opportunities. In this webinar, learn the difference between mentors and sponsors, what sponsors expect from you, and 8 steps for attracting a sponsor's attention.

Speaker: Jo Miller



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**Hear more about my workshop on
May 5 in Minneapolis!**



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* Discussion questions

1. Discuss a time when you communicated with or worked with a senior executive.
 - What worked well?
 - What would you do differently next time?
2. Discuss a time when you presented to a senior executive.
 - What worked well?
 - What would you do differently next time?
3. How will you prepare for your next interaction with a senior leader?
4. What was the most useful thing you learned from this webinar?

