

win^{ins}pirations

Expand Our Markets, Minds & Impact



Sparking The Leader Within

- Optimize **Networking**
- Maximize **Mentoring**
- Harmonize **Work/Life**

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March 30, 2006

Dear Colleagues,

As the Women's Initiative for Networking and Success hosts its third annual Women's Leadership Conference, I want to thank all of the leaders and team members of WINS who have contributed to its efforts to promote the growth of our employees and businesses.

I am inspired by the commitment of WINS to enhancing talent and leadership development, fostering collaboration across The McGraw-Hill Companies, creating networks to meet employee and customer needs, and developing new business opportunities. Simply put, WINS is helping employees realize their potential and is strengthening our performance culture.

In a relatively short period of time, WINS has created a record of impressive accomplishments. Its mentoring program just launched its fourth phase with 100 new partnerships, bringing the number of employees involved in the program to more than 650. Its employee development workshops have included more than 1,500 people across 11 WINS regional chapters. It is at work on a new initiative with Community Partners to deepen our involvement in the communities where we live and work. And the WINS Leadership Conference — organized by a dynamic team of 75 volunteers from around the world — brings together 250 leaders from all parts of the company.

I am deeply appreciative of the leadership WINS has demonstrated and encourage all of our employees to find out how they can make a positive difference through WINS.

Thanks,



Harold W. McGraw III



Vision

Creating a culture that inspires women to develop their leadership abilities, seize growth opportunities, and increase their knowledge of The McGraw-Hill Companies for organizational and personal success, driven by our global commitment to serving and celebrating the community of women.

Mission

To support The McGraw-Hill Companies' women globally.

By women, about women, and for everyone by:

- Providing a network to encourage women to share experiences across The McGraw-Hill Companies
- Partnering to create a mentoring culture
- Providing programs and events to enhance women's careers, leadership skills, and knowledge
- Developing new business ideas
- Connecting with our communities
- Providing the strongest pipeline of diverse talent for top jobs
- Supporting McGraw-Hill in attracting, developing and retaining diverse, high-quality talent to keep us an employer of choice

Leadership Conference Purpose Statement

The WINS Leadership Conference provides a unique and substantive forum for the most senior women at McGraw-Hill to engage in thought-provoking topics critical to developing our business and leaders. Through keynote speakers from leading companies, panel discussions among internal employees and external experts, and workshops for all participants, the event aims to make a lasting impact—for the benefit of its attendees and McGraw-Hill overall.

Welcome to win^{ins}pirations

This publication, specially produced to coincide with the 2006 WINS Leadership Conference held on March 30 in New York City, marks an exciting moment. We introduce a number of “firsts”—this magazine, our first WINS Awards, our first Community Partners external partnership, and our first Conference Showcase. In the spirit of all that WINS celebrates, the conference planners have expanded event parameters, our thinking, and, we’re confident you’ll agree, our impact on the organization.

The theme of this year’s Conference, *Expand Our Markets, Minds & Impact*, has meaning to McGraw-Hill employees around the world, as we reach out to new markets and customers with higher value-added products and services. We’re asked to explore ways to enrich our work environment, strengthen our leadership skills, and build high-performance teams. We’re asked to reach out beyond our day-to-day jobs and business units to find innovative ways to make an impact in our global organization. Our conference workshops and guest speakers will take our participants down thought-provoking paths of learning and discovery in all of these areas.

The goal of WINSpirations is simple: We hope the growth, perseverance and success that come to life within these pages will inspire you. Learn more about WINS if you’re not involved today. Think about how you can benefit from participating in its many programs. Meet some of the key players in the WINS organization. Read about what’s in store for 2006 and beyond. Share in the insights of the Leadership Conference speakers.

The team of amazing volunteers who brings the Leadership Conference and this pioneering publication to you—some 75 strong behind the scenes—deserves special thanks for their unending passion and countless hours of work. We have been deeply inspired by their creativity and results. We hope you will join us in saying thank you, and well done!

Sincerely,



Rosemarie Lanard



Cathy Daicoff

P.S. Be sure to visit the WINS intranet site <http://mhc.mcgraw-hill.com/wins> to learn more about WINS, the Leadership Conference, and how to get involved!

Conference Co-Chairs



Rosemarie Lanard, Vice President, Employee Engagement and Diversity, Standard & Poor’s, New York, is WINS Conference co-chair, a WINS board member, and a senior member of the Mentoring Program Implementation Team.



Cathy Daicoff, Managing Director and Senior Credit Policy Officer, Analytics Policy Board, Standard & Poor’s, New York, is WINS Conference co-chair and a WINS board member.

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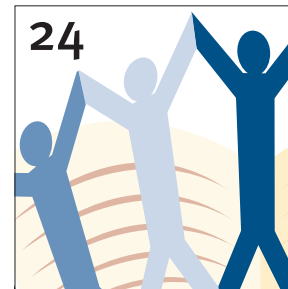
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View from The Top

Q&A with McGraw-Hill's Leaders

By Mara Der Hovanesian

Who better to talk about a culture of excellence than the business stewards of The McGraw-Hill Companies? *BusinessWeek's* Mara Der Hovanesian went straight to the top and asked CEO Harold "Terry" McGraw III and his executive team—Standard & Poor's Kathleen Corbet, McGraw-Hill Education's Henry Hirschberg, and Information & Media's Glenn Goldberg—about their commitment to the success of Women's Initiative for Networking & Success.

The mission at McGraw-Hill, says Terry, is to "provide essential information and insight that help individuals, markets and societies perform to their potential." By offering a program such as WINS, which contributes to the professional development of employees, the company stands to benefit.

"Around the world, our customers and markets look to the women and men of The McGraw-Hill Companies to provide them with the information, tools and capabilities they need to succeed," Terry says. "Supporting WINS' vision of fostering professional and personal success is strengthening our performance culture and helping our employees to realize their potential."

Q: Last year, McGraw-Hill ranked high on *Working Mother's* list of the 100 Best Companies to work for. How big a role do you think WINS played here?

Terry: I'm enormously proud of the *Working Mother* recognition and am delighted that WINS received a special mention in the magazine's profile of the corporation. Supporting WINS means supporting the growth and success of our employees. WINS has made an outstanding commitment to developing leadership, fostering opportunities for career advancement and enhancing this corporation's reputation as an employer of choice.

Q: How does WINS, with its emphasis on cultivating leadership and other skills, contribute to the company's overall growth?

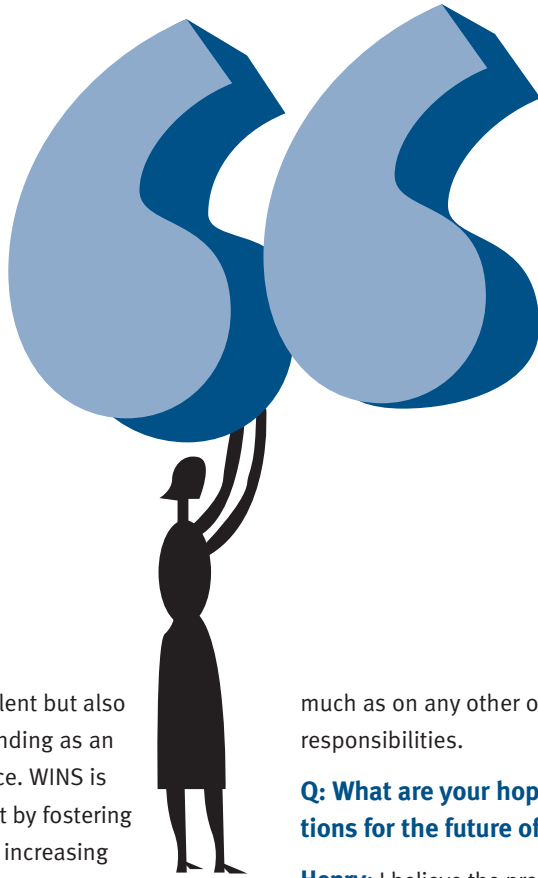
Glenn: To the extent that this becomes a place that promotes dialogue, it creates a more positive culture for the entire place. It translates to an easier, safer place to talk and swap ideas. WINS allows

employees to become more vocal and visible leaders. As an ideas company, a people company, it's important to cultivate that culture of dialogue. WINS contributes to that process.

Henry: Leadership requires an individual's total effort, commitment and energy. If, through WINS, we can foster those qualities, then we will continue to develop a leadership team that drives our growth agenda forward.

Terry: Creating an environment in which all of our employees develop to their fullest potential, both professionally and personally, is essential to building a performance culture that will enable our continued growth and success. It is the leadership of employees that drives our growth and success and enables us to perform for our customers, markets and shareholders.

Kathleen: The commitment McGraw-Hill has made to the development of our workforce not only helps us attract and



retain the best talent but also reinforces our standing as an employer of choice. WINS is making an impact by fostering better teamwork, increasing knowledge of our businesses across McGraw-Hill, and providing more opportunities through networking and skill-building workshops. WINS can lead to new business ideas, career advancement, new leaders, and a stronger global community of women throughout McGraw-Hill.

Q: Kathleen, what kind of effect has the program had on you personally or professionally?

Kathleen: My mentoring partnership through WINS has been extremely rewarding and valuable. My mentee and I have shared experiences as working parents, deepened our knowledge of each other's business, and discussed the challenges of leading a global organization. To me, the mentoring program reinforces the notion that it is our responsibility both to lead and to give back—that good leadership entails focusing on mentoring as

much as on any other of our professional responsibilities.

Q: What are your hopes and expectations for the future of the program?

Henry: I believe the program will help support more opportunities for well-qualified women to move up in the ranks. Continuing to promote WINS and its initiatives will go a long way in increasing awareness of the need for a diverse workforce and sustaining and growing the network.

Q: Does McGraw-Hill have a healthy pipeline of diverse leadership talent, or is there more work to be done?

Henry: We have a number of women in senior leadership positions, but there is always room for improvement. WINS has a valued role in providing development opportunities and supporting a network to share information across the corporation.

Kathleen: Much has been done in the area of leadership development: We have a strong base of diverse leadership talent. But we can always do more. For example, WINS has been very successful in engaging

individuals with little formal leadership experience as managers of events and programs, giving them the opportunity to practice management and leadership skills. Many have commented on the benefit of that experience to their day-to-day work.

Q: What kind of new resources or programs will the company earmark to enhance a mentoring culture for women at McGraw-Hill?

Kathleen: The organization has embraced and supported the mentoring culture that WINS has nurtured. Going forward, to maintain our own commitment, Standard & Poor's this past year created a new position for employee engagement that is led by a founder of the Mentoring Program, Rose Lanard. Rose has helped oversee the effort to expand the mentoring initiative and works hard to maintain the high-quality partnerships that have distinguished the program from the start. We are also very pleased that the McGraw-Hill Hispanic Heritage Network has decided to adopt the WINS mentoring model as the foundation for its own program.

“WINS sets the tone for people to think big and engage each other.”

— Glenn Goldberg

“Supporting WINS’ vision of fostering professional and personal success is strengthening our performance culture and helping our employees to realize their potential.”

— Terry McGraw

Q: What about the role of technology in WINS initiatives?

Henry: Technology has enhanced career-building opportunities within the corporation, particularly in the WINS organization. I am pleased to see that WINS uses technology to share information across the company through frequent Webcasts on timely professional development topics and various meetings such as those for the mentoring program.

Glenn: As our global footprint grows, we need to stay connected in a variety of ways to further our business goals and to build personal relationships. My contact

with my mentee, for example, was conducted almost entirely on a remote basis since he was located outside New York. Also, technology allows projects to be organized on a global basis, creating the opportunity for virtual teams. And of course video conferencing further reduces the impersonal nature of the traditional conference call.

Q: Do you think the WINS mentoring program helps create a more entrepreneurial environment at McGraw-Hill?

Glenn: What seems to be most valued by the employees is the ability to have an open and personal dialogue with colleagues and immediate supervisors. WINS contributes to that process and it sets the tone for people to think big and engage each other. That makes us a more coherent, stronger, unified company.

Henry: I believe that the WINS mentoring program plays an important role in fostering an entrepreneurial spirit within the company by enabling employees to

exchange information and ideas with their colleagues in a one-on-one environment. The imagination, commitment and dedication of each individual employee helps set us apart from the competition.

Mara Der Hovanesian writes on finance for BusinessWeek



Making an Impact

By Christine Summerson and Gary Brumberg

Call it organic growth, buzz marketing, or simply an idea whose time has come, but WINS is circling the globe. We now have 12 regional WINS networks, from the first offshoot in New York to the newest newbie, Asia WINS. And more are on the way: one at J.D. Power in California and one in South America.

In the spirit of “think globally, act locally,” the dozen different networks have a dozen different ways to make WINS work. The agenda for regional WINS events ranges from motivational speakers to training, from book clubs to community outreach. Groups can hold one or two big events a year, or arrange quarterly or even monthly meetings. “We want as many people as possible to ‘own’ this, to get involved and to grow the network in as many places as possible,” says Rachel Thomas, the HR manager charged with developing WINS initiatives at the corporate and regional levels. “If you want to develop yourself professionally, then build the network that’s going to accomplish that for you.”

All of the groups have canvassed participants to come up with priorities, which differ by region. In the Chicago regional

“We want as many people as possible to ‘own’ this, to get involved and to grow the network in as many places as possible.”

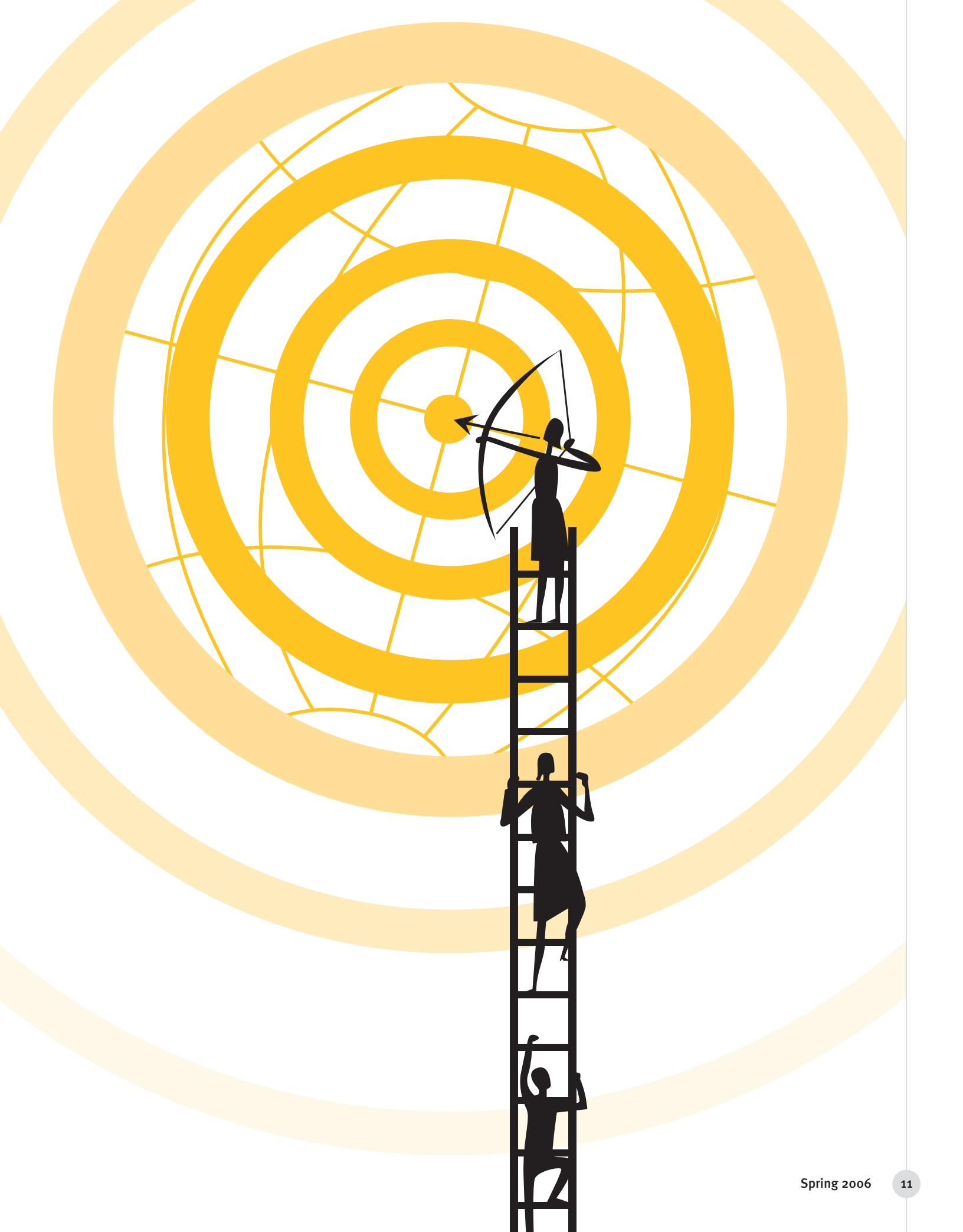
— Rachel Thomas

WINS, for example, four issues came up initially: career development, work-life balance, mentoring, and networking. But in further discussions, a common theme emerged: self-empowerment. “There’s a lot of energy around that topic,” says Sarah Eubanks, S&P managing director of corporate and government ratings. “It’s the first time I’ve seen everybody respond to it equally, from administrative assistants to managing directors.” Meanwhile, WINS 55 Water St. has had great success

with sessions on refining negotiating skills, best practices in new-product development and the latest trends in fixed income.

What pop up as key concerns in the U.S. don’t always resonate elsewhere around the world. “Work-life balance seems to be a huge issue in the States, but it didn’t seem to feature here,” says Fiona Hamilton, director of the European Risk Learning Institute for S&P and member of the WINS Europe steering committee. “Some countries have a farther road to travel regarding women.” In her group, the focus is on career development and leadership.

The WINS network at CTB McGraw-Hill, the test publisher in Monterey, Calif., explores the topics of women in leadership and “sharing success stories” at monthly



luncheons. Its yearly event has a particular theme: In 2005, it was new trends in technology and education. At that daylong gathering, attendees drew inspiration from Susan Patrick, the former director of technology for the U.S. Dept. of Education, who spoke on the future of technology in schools. A highlight was June Durand, an attorney whose parents, Ethel and Willis Clark, founded CTB in 1926. This year's event will tap senior women in leadership positions in education, such as superintendents, for a panel.

So how did these groups get started? The Colorado regional WINS grew out of Platt's in Boulder, inspired by the McGraw-Hill Mentoring Program. "At Platt's we got together and said, 'Let's make this happen,'" says Tia Hensler, research director for business development and marketing at Platt's. But membership soon snowballed to include women from other McGraw-Hill units in the state, including S&P, MH Construction, broadcasting, and education. In April, 2005, the group invited senior women leaders from across McGraw-Hill to the Colorado WINS launch. "They were so good and so smart and they really promoted pride among the women here in Colorado," Hensler says. "That set us on the path of generating interest and excitement. Often, we need to network within our own business unit. But now, if there is something that you're working on and there is a person with the same responsibilities in a different unit, you can com-

municate and learn about best practices across the business units."

McGraw-Hill women in Asia are gaining some traction, too. Two years back, women leaders from S&P in Tokyo planned dinners every other month or so just to get to know each other. But they found it hard to keep up the momentum because of new job responsibilities and changes. "I think this is a reflection on the talent pool, but it makes it harder for us to get together on a regular basis," says Keiko Tamura vice-president of Tokyo product development and marketing for S&P Asia Pacific. Now, this tiny group of five is seeking funding for talent development and mentoring—activities that would attract new members. A separate group of women from the education segment had a WINS launch in February, 2006, in Bangkok.

Whether activities take place in a single office, a regional center with multiple business units, or across an entire continent, the key is starting with a core of dedicated leaders. "We've really got a great group of volunteers who are really willing to take advantage of the cause and carry it forward," says Samantha Gordon, S&P's managing director for market development. She is also the current WINS president and past chair of 55 Water WINS, one of the earliest and most active regional WINS networks. "There's so much you can do to make a difference," she says. "Find things you're

passionate about and stick with them." In her view, "if you can find four people, there are probably 10 or 50 or 100."

Finding an executive sponsor is an important early step. That person, male or female, should be someone near the top of your organization who will visibly support your efforts, help provide funding for key projects, and actively encourage participation on WINS teams and attendance at WINS events.

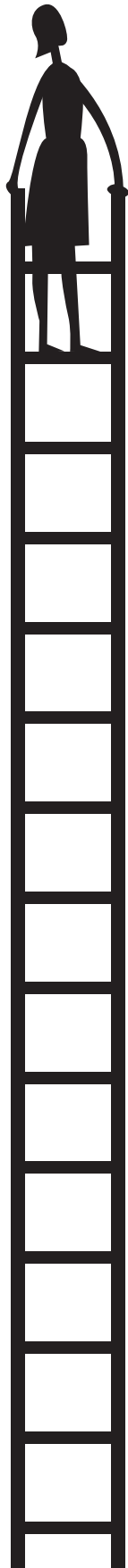
One tip from Linda Lannon, CTB vice-president of marketing and co-organizer of WINS CTB's big event last year: Try to attract women in all job levels. At the event, "everyone felt that they belonged to WINS," she says. "It's pretty powerful, it really is." CTB WINS also opened part of their program to men. "I think people were appreciative," she says. "You don't want to pit women against men in the organization."

If you're interested in starting up a regional network, be sure to tap Colorado WINS' Hensler, who also chairs the WINS Regional Networks & Programs subcommittee. She has shared her start-up materials—agendas, messages, badges, letters, e-mails, etc.—with



“People could dial into the London meeting, and when the formal session was over, they could have their own networking event.”

— Fiona Hamilton



other regions. The subcommittee is also assembling guides for getting started, planning events, organizing book clubs and other activities, and basically setting up the infrastructure to help your network succeed. These guides will be available on the WINS page on the McGraw-Hill intranet.

Using technology wisely helps WINS networks expand their reach. McGraw-Hill offices in Europe are spread out in 13 different countries. Since many employees were based in London, Europe WINS held its first few regional events there. But now, “we’ve been using technology to get people involved in the sessions,” says London-based Hamilton. “In the local offices, people could dial into the London meeting, and when the formal session was over, they could have their own local networking event.” Panel

discussions didn’t lend themselves to dial-in, so the Europe WINS made DVDs of the sessions available to its members.

The 2 Penn Plaza network was the first to pioneer its own podcast of its session, “How to Survive and Thrive in a Matrix Organization.” (You can download it from <http://enr.construction.com/wins/thematrix.asp>.) “That was a success because it reached beyond the group of 65 women who sat in the room,” says Lisa Nielsen, senior technology project analyst for McGraw-Hill Education and chairperson of WINS 2 Penn. “Even the Singapore office downloaded it.”

Those who have formed WINS regional networks insist it’s worth the effort. It’s all about “women helping women,” says Eubanks, who strongly recommends joining a regional WINS planning or advisory committee. “It gives women opportunity for visibility, leadership skills, insight into how boards work, and how to run committees,” she says. “And it allows junior women to gain skills that they might not have otherwise.” Beyond that, women can see the company beyond their narrow business unit. A wise investment for women—and for McGraw-Hill.

Christine Summerson is an associate editor for business development at *BusinessWeek* and Gary Brumberg is a senior graphics designer for MH Professional

Best Practices: How to Run a Regional Network

- Recruit your launch team from women at different stages of their professional careers.
- Find a top executive to serve as a sponsor and key promoter.
- Hold a formal launch, and canvass attendees on their needs and expectations for your particular group.
- Create a board and subcommittees for such areas as events, communications, membership, and mentoring.
- Be creative in programming by including your customers and your community.
- Use podcasts, DVDs, and teleconferencing to expand your reach.
- Share experiences with other WINS regional networks.

How Networking Works its Magic

By Suzanne Woolley

Across Corporate America, companies are angling to get closer to customers. Samantha Gordon and some of her colleagues found a simple but powerful way to do just that through the launch of the 55 Water WINS regional network. At its first event in 2004, the network invited a panel of senior women in financial services to talk about how they managed their careers. Not only were all the panelists influential in helping women advance at their respective employers but each worked for a company that was a customer of Standard & Poor's. "You want to look like your customer so that you better understand and better service your customer," says Gordon, managing director of market development at S&P, and WINS' president. "By getting the customer perspective, you're driving the business forward."

WINS and other "employee resource groups" are moving far beyond their modest beginnings as informal gatherings for women and members of other minority groups who seek a supportive network of peers. Although such low-key networking remains an important element of these groups, they are also serving an increasingly important role in business development, in understanding and penetrating niche markets and in training the entire workforce to be more effective. More than ever, employee resource groups are becoming a potent weapon in the battle for customers in our hyper-competitive and diverse global market.

At McGraw-Hill, the Women's Initiative for Networking & Success is rooted in

the corporation's diversity strategy. It is the largest employee resource group, with 12 regional networks in the U.S. and abroad. The network has already helped the company further establish its role as a diversity champion: In 2005, WINS was mentioned in *Working Mother's* write-up of McGraw-Hill as one of the 100 Best Companies for working mothers. "WINS is a great opportunity for employees to understand how to build business relationships, and their careers," says Ivy Latimer, director of Equal Employment Opportunities and Diversity Initiatives at McGraw-Hill. "Employees can also use it as a very powerful way to give back to the company and help it with its business platform and services."

Connecting with Clients

These days, employee resource groups are helping companies become "culturally competent," says Nan Langowitz, a professor of management and director of the Women's Center for Leadership at Babson College. Through informal meetings and other programs, they help "encourage everyone in the company to appreciate differences." The payoff, she adds, is real: "You relate to each other better, so you are more productive and relate better to a variety of customers, so you make more money."

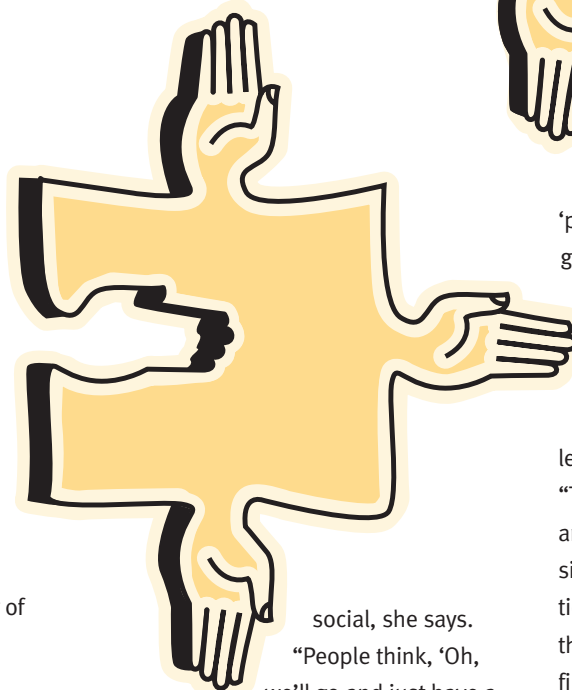
The activities of many affinity groups are increasingly focused around clients. "At professional service firms, one of the latest things is an attempt to use the networks for client cultivation," says



Langowitz. “There’s a demographic argument. Clients on the other side of the desk are women and are getting tired of having all white guys come into their office to pitch business. Clients have affinities, too.”

Large companies see huge value in these groups, particularly when it comes to understanding customer needs. Connecting with clients was the impetus behind the network launched by New York law firm Epstein Becker & Green, for example. “We have a number of senior women at the firm, and we work with a number of senior women,” says Rachel Silverman, manager of marketing and practice development and executive director of the company’s Women’s Initiative. “We realized that we had a natural network.”

Silverman is adamant about not turning the events into a sales pitch. “I hope everyone there knows who we are,” she says. “But the challenge for our lawyers is, if you want business, go network like everyone else.” The benefits of the events, which include golf clinics, a self-defense class and wine tastings, go beyond the purely



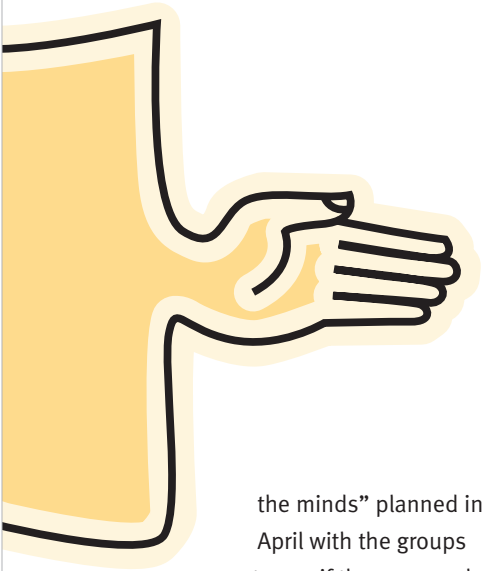
social, she says. “People think, ‘Oh, we’ll go and just have a great time.’ But it’s not just that. They leave, and we’ve introduced them to someone and they’re working together and sharing information.”

Lehman Brothers’ network also holds gatherings for top women clients. A recent event held by Women’s Initiatives Leading Lehman (WILL) involved a dinner at the firm’s New York headquarters and panels on China and the hedge fund industry the following day. Janet Hanson, a managing director at Lehman, says the event was a

chance for the company’s senior women “to leverage the WILL ‘platform’ to create value for the firm.” The group hopes the conference will build goodwill and lead to new business.

The women’s network at Deloitte & Touche USA will hold an event that takes a different tack: helping male colleagues relate better to female clients. “There are more women in the workplace, and there are more and more female decision-makers and influencers in organizations,” says Cathy Benko, who heads up the women’s initiative and also leads the firm’s high-technology practice. In April, the network will hold a series of workshops for men on how to more effectively connect in the marketplace with female clients. Says Benko: “This is a way to help our men connect with those women who are an emerging market for us.”

In addition to connecting with clients, employee resource groups like WINS are also networking more with each other. The Hispanic Heritage Network at McGraw-Hill, for example, is exploring whether it can merge some of its efforts with other McGraw-Hill groups. It has a “meeting of



the minds” planned in April with the groups to see if they can work together on issues such

as career development that might appeal to all of their constituents. “We’re confident that the corporation, and the groups, will benefit by collaborating,” says Lou Viada, senior vice-president of global resource management for McGraw-Hill and a founder of the Hispanic network.

Talent Management

As networks develop, their members are also becoming more strategic about how to use them. “Groups are asking, ‘How can we be smart about positioning ourselves to get the attention for talent development and advancement? What do we need to ask the company to do for us?’” says Langowitz.

Employee resource groups are indeed proving to be quite powerful when it comes to advising companies on the benefits that can help attract and retain a diverse workforce. American Express’s women’s network was the driving force behind the development of some of the company’s alternative work arrangements.

And AmEx’s Pride Network used its collective voice to convince the company to add domestic partner benefits. How did it do so? By demonstrating the positive impact the benefits would have on the firm’s ability to retain and attract people and on its image as a company committed to diversity, says Henry Hernandez, the company’s vice-president of diversity. JPMorgan Chase’s Gay, Lesbian, Bisexual and Transgender network, PRIDE, did research that helped shape the company’s workplace guidelines for employees going through a gender transition. The goal: to make sure these employees are treated with respect and to minimize any disruptions in the office. The group is gathering information on companies that provide full health-care benefits for these employees.

Deloitte has also used its women’s initiatives to increase the number of women partners and bring about dramatic change in its benefits and overall company culture. “What we realized over time is that our women’s initiative is as much an innovation group as an affinity group,” says Benko. “It’s a place where we really drive workplace innovation into our

corporation. A lot of the things we do in the women’s initiative benefit the entire firm.” And women themselves have made inroads at the top: Since a wide range of women’s initiatives were launched in 2003 by the company’s then-CEO, the firm has gone from just 7% of partners being women to 20%, and it’s working to get that percentage higher.

Concern about losing valued employees who opt out of the workforce for a few years prompted Deloitte’s women’s initiative to launch a program called Personal Pursuits. “We provide a coach and subsidize professional accreditations. Employees keep skills and training current, come to the Christmas party, and often do project work for us,” says Benko. “So when they are ready to come back in, they still have relationships in their sphere.” There are about 30 people in the pilot program, but the company intends to roll it out companywide. It’s open to men as well as women, and there’s at least one man in the program now.



“Companies now see these groups not as clubs but as a critical part of their business, their diversification strategy.”

— *Lehman’s Janet Hanson*

Ready Resources

Employee resource groups can also have a big impact in another role—as readymade focus groups. “Say you’re a consumer products company, or an automaker, and you feel you’re missing the female market,” says Sue Funkhouser, director of the Western region for women’s research and advocacy firm Catalyst and leader of the firm’s employee network issue specialty team. “You might say ‘Let’s use our women’s group as a marketing focus group.’”

At PepsiCo’s Frito-Lay unit, the Hispanic network called Adelante, gave the company some hands-on help in marketing. “Adelante provided input on the flavoring and packaging for what became our Guacamole Dorito chip,” says Amy George, PepsiCo’s vice-president for global diversity and inclusion. “It’s a \$100 million product for us.” A similar coup was scored by the Asian network at JPMorgan Chase. It helped develop a highly successful marketing program to celebrate the Chinese lunar New Year. Any customer

opening a new account with a certain amount of money got a decorative gold coin representing good luck and good fortune. The initiative was rolled out in four states and pulled in more than \$100 million.

Employee resource groups can also have a big impact in another role—as readymade focus groups.

At McGraw-Hill, the Hispanic Heritage Network is mobilizing to become a rich business resource for the corporation. The network sees one of its roles as providing the corporation with a stronger awareness of what is going on with the fast-growing segments of the Hispanic population, says Viada. The group’s Web site has close to 100 links to sources of information on the Hispanic market. A future role will be to link Hispanic employees in the U.S. with counterparts in Latin America. The group also wants to eventually identify new business opportunities for the corporation.



All of these efforts revolve around one central fact: A diverse, culturally competent workforce is good for business. “Companies now see these [employee resource] groups not as clubs but as a critical part of their business, their diversity strategy,” says Lehman’s Hanson. And with many groups starting to resemble internal innovation labs, their contributions to the diversity of thought in Corporate America could be just beginning.

Suzanne Woolley is an associate editor at [BusinessWeek](#), specializing in corporate coverage



Getting the Most Out of Mentoring

By Sue Stanek, Ph.D.

Everyone is talking about the need for mentoring in Corporate America, and that's because the benefits have been tested over time—and I mean a long, long time. In Greek legend, Mentor was the name of Odysseus' trusted counselor who taught and guided Odysseus' son, Telemachus, through his various trials. Under Mentor's guidance, Telemachus matured, gained confidence, and succeeded more efficiently.

Mentoring is proving to be as powerful a tool today as it was back in the days of Odysseus. Across the board, corporate leaders report that mentors have played one of the most significant roles in the development of their careers. And for female executive, the results are even more striking: 81% said that mentors were critical or fairly important to their career advancement, according to a survey by Catalyst. Another study reported in Business Finance revealed that employees who had been mentored earned more than their counterparts who had not.

Traditionally, mentoring relationships have been informal and spontaneous, emerging out of existing relationships. There are times when we have sought out mentors, and other times when mentors have identified us. Mentors can be managers, senior colleagues,

teachers, or advisers that we meet at work or through professional or personal networks.

We also know that these relationships can benefit both mentor and "mentee." Mentors have been there, done that, and gained wisdom that they then share in ways that open up powerful paths to grow professionally, and even personally. Mentees have a chance to ask questions, listen, inquire, and improve. Mentors, in turn, gain satisfaction from passing on their wisdom and seeing another grow.

Lynn Sontag, the CEO of MENTTIUM, the company that WINS hired to design and launch the McGraw-Hill mentoring program, says one of the most frequently mentioned benefits of mentoring is greater employee confidence. "Confident employees make better and faster decisions, take more risks, speak up more

often, and are willing to share their opinions, all of which prove to be extraordinarily valuable in business today,” she says.

The success of mentoring has led many organizations to include it as a development strategy to meet the pace of growth and change required to compete in today’s business environment. There are a wide variety of formal programs. Some companies, like McGraw-Hill, offer one-to-one mentoring programs, matching more experienced with less experienced employees. There are internal group programs that provide leadership and learning opportunities for mentees who meet in small groups. There are self-initiated employee mentoring partnerships supported by structured guidelines that offer a how-to blueprint but leave the timing and follow-through up to the employees. And there are cross-corporate mentoring programs, which match mentors and mentees from different organizations, increasing an employee’s exposure to a wider variety of business experiences.

Structured mentoring programs have several clear benefits in accelerating growth and leadership skills. The reason: They are specifically designed to get the most from the mentoring relationship. First, they focus on the unique development needs and goals of the mentee. They promote an honest and open two-way dialogue. And they’re designed to exchange practical insights and experiences and to create a sense of joint ownership and personal investment by both the mentee and mentor.

At McGraw-Hill, mentoring is now part of the culture, thanks to WINS. The origins of the program date back to the first WINS Conference in 2004, when it came up in a

brainstorming session. Within a few months, WINS launched a one-to-one mentoring program across business segments. Since then, more than 350 partnerships have formed, and the program continues to grow. In addition, some groups have initiated their own mentoring programs that are now supported by WINS including the Hispanic Heritage Network in New York and “The Windy City” program in Chicago.

Contrary to popular perception, mentors and mentees need not meet face to face to have a successful relationship. In fact, over 50% of mentoring partnerships in The McGraw-Hill Mentoring Program are long-distance or “virtual.”

Like all relationships, mentoring partnerships take work to succeed. Over time our company has identified certain factors in a mentoring relationship that help ensure success.

Here are the most critical elements:

- **Clearly defined learning goals for the mentee**
- **A strong match, based on those goals, of mentor and mentee**
- **Aligned expectations about the partnership (goals, structure, interaction)**
- **Commitment from both mentor and mentee, ensuring that the mentoring partnership remains a priority despite other business demands**
- **Structure—proactively planning regular contact and valuable discussion topics**
- **Confidentiality and trust**

96%
of executives from the 500 largest companies say mentoring is an important developmental tool.

75%
of those executives cited mentoring as one of the top three factors in their career.

81%
of surveyed female executives claim their mentors were critical or fairly important to their career advancement.

Employees who have had mentors earn between **\$5,610** and **\$22,450** more per year than employees who have not had mentors.



MUTUAL AID
Abbe Bates and mentor Connie Bennett

Given MENTTIUM’s experience working with 50,000 mentoring partnerships, we’ve identified these criteria as the best practices for a mentoring relationship. And I think those women at McGraw-Hill who have been able to take advantage of this program are the strongest testimonial to its success. Abbe Bates, director of

Traditionally, mentoring relationships have been informal and spontaneous, emerging out of existing relationships.

internal communications at S&P, for example, was mentored by Senior Vice President Connie Bennett. “It was a privilege to be exposed to my mentor’s perspective and experience over the course of a year, and learn from her positive, tactful, customer-focused approach to everything,” she says. “She was my ambassador to the rest of the McGraw-Hill corporation, and she made me feel much more connected to the broader organization rather than to just our business.” Adds Bonnie Beacher, senior director for contracts, copyrights and permission at McGraw-Hill Education. “It’s great to work on specific development goals and also to have someone I can go to for advice and feedback on everyday issues.”

So how do you identify a good mentor?

The best are defined by three criteria:

1. They have more knowledge and experience in an area you want to improve in
2. They value helping you grow and develop
3. They are excellent listeners and guides

Where do we find these mentors?

By keeping our antennas up. People who fit the bill are all around us. They don’t

have to be managers or senior colleagues.

Sometimes a peer who excels at something you’d like to get better at is a good candidate.

You can also find in them in professional networks such as industry organizations. And then there are the unexpected choices: a former vendor, customer, or even an employee.

The most common pitfall in selecting a mentor is to assume the person is someone with whom we have an instant rapport. Oftentimes we learn more from those who are different than us. This is particularly true in today’s world, where diversity of background, experience, and perspective can be leveraged to create innovative solutions. While it is important to acknowledge characteristics in a mentor that work well with our learning style, we need to make sure we don’t miss opportunities to learn from those with experiences and style that are different than our own.

To determine if you’re ready for a mentoring relationship, you need to ask yourself a few key questions.

- Do I know what I want from a mentor?
- Am I ready to initiate, prepare, follow through, and follow up with a mentor?

- Do I have the time, energy and attitude to make this a positive experience for both of us?

If the answer to all these is yes, then it’s time to get rolling. Mentors are always in supply for those who are hungry to learn. Why? Chances are they had mentors themselves, who provided them with a valuable experience.

Even the busiest executives can find the time, including Ken Vittor, McGraw-Hill’s Executive Vice-President and General Counsel, who became a mentor in 2005. At a mentoring program gathering last year, Ken reminded the group of Mark Twain’s observations as a former Mississippi river pilot that the river and its boundaries were constantly changing. Twain noted that the river pilots always needed to be aware that yesterday’s danger spots were superseded by today’s concerns. Ken said he considers our mentors to be the company’s “river pilots” who help McGraw-Hill to navigate through “challenging and exciting times.” All aboard for this exhilarating ride.

Sue Stanek, Ph.D., is a senior consulting partner at MENTTIUM

A Big Win For winin

What an honor! The visionaries who helped make the Women's Initiative for Networking & Success such a triumph recently received a coveted McGraw-Hill Corporate Achievement award. The citation says it all. It praises WINS for the growth opportunities it has presented to company, including the networking and learning programs and workshops that reach more than 1,000 employees, and a mentoring program that boasts more than 600 participants. And, as the citation notes, it helps position The McGraw-Hill Companies as "an employer of choice."

But the WINS team isn't resting on its laurels. A newly formed board of directors is in the process of charting an ambitious future. It's examining everything from how to best support the company's growth plans to setting long-term goals for the group. (By the way, nearly all the women who received the Corporate Achievement award now sit on the 21-person board, and they represent businesses and regions across our global company.) "Formalizing the global WINS infrastructure through the board means we can share best practices throughout the network," says board member Lin Carvalho, a vice-president at BusinessWeek. "This allows us to leverage talents in new and exciting ways."

The Board has also created a number of subcommittees:

- The **Membership Committee** is dedicated to maximizing participation in WINS programs by all McGraw-Hill employees.
- The **Community Outreach team** will be looking for ways to make a difference where we work and live.

- The **Marketing Committee** is formalizing how it plans to promote WINS initiatives, including using internal communications and the intranet.
- The **Young Professionals Network** is finding innovative ways to engage junior staff members in WINS.
- The **Regional Networks & Programs Committee** is busy establishing global directories of WINS leaders and members a resource for the newest members of the WINS family.

Overall, the diversity of background and perspective of WINS members on these subcommittees is a powerful tool for women's advancement and for the entire company.

Winning the Corporate Achievement Award was a milestone for WINS, but it won't be the last. "Our challenge going forward is one of great opportunity," says Sarah Eubanks, a managing director at S&P. "We need to harness the positive energy and create a structure for the next generation of leaders." Onto our next Corporate Achievement Award.

Overall, the diversity of background and perspective of WINS members on these subcommittees is a powerful tool for women's advancement and for the entire company.

Committed to Working Mothers

By Michelle Conlin

The media conglomerates flanking McGraw Hill's corporate headquarters on Manhattan's Avenue of the Americas are famous for the parade of town cars that idle out front till 9, 10, and 11 p.m., waiting to ferry the wilted masses home to their slumbering children, reheated takeout, and Tivo'd favorites. Thus it's all the more remarkable that between the very un-New Yorkish hours of 5 and 7 p.m., times that are often tantamount to promotion suicide, a steady stream of McGraw-Hill's human capital—lawyers, journalists, analysts, ad sales execs—can be seen pouring out of the mothership, no stealth required.

Plenty of McGraw-Hill employees work late too, even through the night when needed. And once home, most employees can still plug in remotely. But the heavy after-5 lobby flow is unusual in the world of always-on, face-time-intensive media and information companies. So unusual, in fact, that last year McGraw-Hill was named one of the Top 100 Companies for Working Mothers by *Working Mother* magazine.

"I think Terry McGraw totally gets it. He has a great understanding that his company isn't going to progress unless employees can find a reasonable way to have a family," says *Working Mother* media founder Carol Evans. "Not every media CEO is like that." And, she adds: "Publishing companies certainly aren't always known for being friendly to working moms."



Getting on *Working Mother's* list is tantamount to winning a place in the work-life Olympics. The top 100 represent the crème de la crème in terms of the benefits they offer to working moms. Merely applying is a massive effort. A company has to

dedicate at least 1,000-employee hours to fill out the encyclopedic, 80-page, 500-question application. Once that's done, companies are analyzed with scientific scoring and the help of an industrial research firm. The results reflect true corporate meritocracies for working moms.

McGraw-Hill is the only company in the list's 21-year-history that applied and made it on the first try. One reason for its success was that it scored high on three key issues given extra weight last year because of how critical they are to working mothers: flexible scheduling, child-care options, and time off.

On all three counts, McGraw-Hill is remarkable, says Evans. For example, the average woman in Corporate America can count on exactly zero pay when she takes time off to have a baby. At McGraw-Hill, working moms get a minimum of one month at full pay and additional time at up to two-thirds



pay, depending on her length of service. In Corporate America, only 19% of companies offer those moms lactation programs once they return to work. At McGraw-Hill, every female employee has access to the lactation program. Most women in Corporate America also have little or no access to flextime and telecommuting. But at McGraw-Hill, all employees do.

The company's piece de resistance is its generous backup dependent care. McGraw Hill provides up to 100 hours of emergency backup care at a cost of \$2 an hour in a facility or \$4 an hour at home. The program covers child-, adult-, and eldercare needs. McGraw-Hill has enhanced its bereavement policy to include domestic partners and sanctioned a global volunteer day to allow employees to give back to their communities.

Working Mother also analyzes the number of work-life programs a company offers and how many people actually take advantage of them. That's a good barometer—any company can announce a program, but sending the message to managers that employees should actually use them is another matter. It also assesses whether these programs are helping advance women into top positions.

Moreover, *Working Mother* takes into account company culture. A big referendum on McGraw-Hill: 94% of employees say their managers provide flexibility so they can better balance their work and home lives.

One reason for McGraw-Hill's success was that it scored high on three key issues given extra weight last year because of how critical they are to working mothers: flexible scheduling, child-care options, and time off.

Another of McGraw-Hill's unique offerings, says Evans, is its mentoring program, a component of the Women's Initiative for Networking & Success. This program pairs high-potential women with mentors who help them with career advancement issues, leadership challenges, and the

development of managerial skills. Just how successful and popular is this program? Slots fill up in 15 minutes or less.

McGraw-Hill applied for *Working Mother's* list again this year. But getting back on isn't easy. Turnover is high, with as many as a third of incumbents losing spots to new, better-performing entrants. The companies that make the list year after year, like IBM, continually develop new, creative offerings for working mothers. "Competition is ferocious, and getting on one year doesn't mean you'll get on the next," says Evans.

Already there's lots of buzz around new programs like Phase Back, which enables new mothers to gradually return to full-time work. More companies are also institutionalizing flextime and guaranteeing a job after five years of leave to accommodate women who want to stay home with their kids. "If you want to stay on this list, you have to continue to improve every year because everyone else is improving," says Evans.

Sabbatical, anyone?

Michelle Conlin is an associate editor at *BusinessWeek* specializing in work-life issues

WINS Community Partner Outreach

Reading, Writing, and Reaching Out

By Elizabeth Woyke

For WINS members, doing well means doing good. Look no further than the activities of the WINS group at 2 Penn Plaza for evidence. Last fall, the group, which includes a number of women from McGraw-Hill education, decided to get involved in community outreach related to literacy training.

Anne Carter, a systems manager at McGraw-Hill Professional, knew just the place to start: her alma mater, St. Michael's Academy, an all-girls high school located just two blocks from the office. Sixty percent of the students live below the poverty line. Audra Christie, then an HR director at Macmillan/McGraw-Hill, crafted a program aimed at encouraging the girls to pursue a college education and professional career while also introducing them to McGraw-Hill and its publishing arm.

At their first big event in February 2005, 28 eleventh and twelfth graders listened to a panel of WINS women discuss their personal and professional lives. After some encouragement, the girls peppered the speakers with questions. "They walked away from the event with some

Empower women by giving them the support and resources they need to become self-sufficient and productive members of their communities.

positive female role models and an idea of how to apply to colleges and internships," Christie says, who as project manager for the St. Michael's program is planning a second event in March. This one will focus on time management and project-management skills. A mini career fair is also in the works.

Grassroots volunteer programs are becoming a hallmark of the WINS organization.

Along with its commitment to support and promote women at McGraw-Hill, WINS has pledged to partner with organizations that "empower women by giving them the support and resources they need to become self-sufficient and productive members of their communities." Members say volunteer work enables them to use their expertise in education, finance and management to help their communities. "Outreach is one of the key areas we identified early on that interested members," says Danielle Shanes, a leader of the WINS board's outreach committee. "It's something that's important to women."

Besides 2 Penn Plaza, groups at 55 Water Street and Hightstown in New Jersey have been particularly active. In May, the "WINS to the Rescue"



committee at 55 Water partnered with the New York-based charity God's Love We Deliver to prepare and deliver meals to elderly and home-bound people.

"Participants returned with rave reviews," says Natalia Skuthan, a ratings analyst at S&P, who says the group is planning quarterly activities this year.

In Hightstown, the WINS network established a community outreach committee after attendees ranked community involvement as one of their top priorities. In October, several dozen members helped raise money for breast cancer

research by running in the Susan G. Komen Race for the Cure. On the 2006 agenda: sending another delegation to Race for the Cure in New Jersey and possibly Pennsylvania.

To give these grassroots efforts a boost and a sharper focus, WINS is in the process of seeking a partnership with a national volunteer organization. This partner will help unify efforts by creating a framework for WINS outreach nationwide, says Shanes, who is managing the search. The ideal candidate will be active in the areas where WINS has

regional groups and offer a variety of volunteer programs, from one-time events to ongoing activities to board membership, she adds. The leading candidates are nonprofits with mentoring, career counseling, and financial literacy programs for women. Under discussion are groups that deal with domestic violence, welfare-to-work training, and teenagers at risk. When the partner is announced this spring, WINS members will have yet another way to do good.

*Elizabeth Woyke is a reporter for the UpFront section of **BusinessWeek***

Recognizing those In the Vanguard

Many individuals, both inside and outside The McGraw-Hill Companies, are responsible for making WINS such a vital organization. Some have offered valuable inspiration and leadership. Others have introduced innovative programs. All have helped further the WINS mission of inspiring women to develop their leadership abilities, seize growth opportunities, and increase their knowledge of the organization for business and personal success. To recognize the most outstanding accomplishments, WINS is proud to announce the creation of the **Vanguard Awards** in two categories to salute those who have truly stepped forward with boldness, passion, and purpose.

Regional Network Award

Awarded to the internal group that made the most significant impact or improvement in 2005. Across the company, WINS regional networks are launching an ever-increasing number of innovative programs and events that provide information and tools to support their members.

Winner: 55 Water Street, New York

In the course of a year, this fledgling enterprise transformed itself into a well-organized and innovative group that offered a full program of events in 2005. The events succeeded on two levels: Providing leadership development opportunities to WINS volunteers; and specific skill development to event attendees. Last year volunteers led a total of 10 events, involving more than 700 participants.

Honorable Mentions

- **CTB, Monterey, California**—for providing an environment in which to share strategies for success, learn about each other as resources and partners for growth, and understand more fully our history in the education marketplace, while exploring ways to shape our role in the future.
- **Denver, Colorado**—for reaching out to all local women, providing a safe and engaging environment in which to network and build support through ongoing communications and high-quality programs.
- **Europe**—for creating networking opportunities in which people from different backgrounds, countries, and cultures can exchange experiences, explore business synergies, and simply learn from each other.
- **2 Penn Plaza, New York**—for bringing together women from diverse businesses to network, learn from one another as well as from outside experts, serve the local community, and just have fun.

Partnership Award

Awarded to the external individual or organization whose leadership, inspiration, and knowledge contributed to the success of WINS and McGraw-Hill.

Winner: Sue Stanek, Ph.D., MENTTIUM Corporation

Sue's guidance and leadership have been instrumental in the success of the McGraw-Hill Mentoring Program. She has shared industry best practices and mentoring expertise with unfailing generosity, making what initially seemed a daunting endeavor into a manageable and enriching process.

Honorable Mention: Dr. Glenda Stone, Aurora, Inc.

Glenda and her organization are at the forefront of women's advancement. McGraw-Hill has clearly benefited from the association with her group in the launch of WINS in Europe.

In February, the WINS board of directors asked the regional networks and WINS board subcommittee members to submit formal written applications for these awards. They were asked to show proven results in a number of categories, including "demonstrated impact," "set a high standard," and "showed collaboration." The WINS board chose the winners. Next year the search for 2006 award nominees will be wider, and will include submissions from the Senior Leadership Conference attendees.

WINS is proud to recognize the individuals or organizations so important to its growth. For more details, please visit the WINS Web Site at <http://mhc.mcgraw-hill.com/wins>.

Outside Insights

Experts from the 2006 WINS Leadership Conference share their views



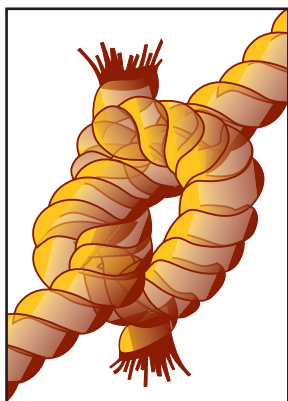
Expand Our Markets

The Power of Design

28

By Bruce Nussbaum

IDEO redefined good design by creating experiences, not just products. Now the Palo Alto trendsetter is changing the way companies innovate.



Expand Our Minds

A Corporate Early Warning System

36

By Sydney Finkelstein and Eric M. Jackson

If there's one thing all senior executives will agree on, it's that a major breakdown shouldn't happen on their watch. Here's how to avoid one.



Expand Our Impact

Leadership That Endures

40

By Margot Morrell

When Sir Ernest Shackleton's antarctic expedition met disaster in 1914, good leadership became a matter of life and death. The experience provides valuable lessons for corporate leaders today.

The Power of Design



By Bruce Nussbaum

Kaiser Permanente, the largest health maintenance organization in the U.S., was developing a long-range growth plan in 2003 that would attract more patients and cut costs. Kaiser has hundreds of medical offices and hospitals and thought it might have to replace many of them with expensive next-generation buildings. It hired IDEO, the Palo Alto (Calif.) design firm, for help. Kaiser execs didn't know it then, but they were about to go on a fascinating journey of self-discovery. That's because of IDEO's novel approach. For starters, Kaiser nurses, doctors, and facilities managers teamed up with IDEO's social scientists, designers, architects, and engineers and observed patients as they made their way through their medical facilities. At times, they played the role of patient themselves.

Together they came up with some surprising insights. IDEO's architects revealed that patients and family often became annoyed well before seeing a doctor because checking in was a nightmare and waiting rooms were uncomfortable. They also showed that Kaiser's doctors and medical assistants sat too far apart. IDEO's cognitive psychologists pointed out that people, especially the young, the old, and immigrants, visit doctors with a parent or friend, but that second person is often not allowed to stay with the patient, leaving the afflicted alienated and anxious. IDEO's sociologists explained that patients hated Kaiser's examination rooms because they often had to wait alone for up to 20 minutes half-naked, with nothing to do,

surrounded by threatening needles. IDEO and Kaiser concluded that the patient experience can be awful even when people leave treated and cured.

IDEO redefined good design by creating experiences, not just products. Now it's changing the way companies innovate.

What to do? After just seven weeks with IDEO, Kaiser realized its long-range growth plan didn't require building lots of expensive new facilities. What it needed was to

overhaul the patient experience. Kaiser learned from IDEO that seeking medical care is much like shopping—it is a social experience shared with others. So it needed to offer more comfortable waiting rooms and a lobby with clear instructions on where to go; larger exam rooms, with space for three or more people and curtains for privacy, to make patients comfortable; and special corridors for medical staffers to meet and increase their efficiency. "IDEO showed us that we are designing human experiences, not buildings," says Adam D. Nemer, medical operations services manager at Kaiser. "Its recommendations do not require big capital expenditures." With corporations increasingly desperate to get in touch with their

Managed chaos IDEO's brainstorming sessions are wild, woolly—and fun. They can generate as many as 100 ideas in an hour.

customers, IDEO's services are in growing demand. As the economy shifts from the economics of scale to the economics of choice and as mass markets fragment and brand loyalty disappears, it's more important than ever for corporations to improve the "consumer experience." Yet after decades of market research and focus groups, corporations realize that they still don't really know their consumers—or how best to connect with them.

Cool and Fast

Enter IDEO, the 350-person design firm has offices not just in Palo Alto but also in San Francisco, Chicago, Boston, London, and Munich. Office-furniture maker Steelcase Inc. owns a majority stake in the firm, which operates as an independent unit. By design industry standards, IDEO is huge, though its \$62 million in revenues



in 2003 are puny by most corporate measures. But IDEO's impact on the corporate world is far greater than the sum of its sales. It has a client list that spans the globe, including Hewlett-Packard, AT&T Wireless Services, Nestlé, Vodaphone, Samsung, NASA, and the BBC (page 35). More than half of the firm's revenue comes from European and Asian clients or work done overseas by U.S. corporations.

IDEO began in 1991 as a merger between David Kelley Design, which created Apple Computer Inc.'s first mouse in 1982, and ID Two, which designed the first laptop computer in the same year. The Grid

laptop is in the Museum of Modern Art in New York. Kelley went to Stanford University School of Engineering in the mid-'70s and met Steven P. Jobs. Jobs later introduced Kelley to the woman he married, Kc Branscomb, former senior vice-president at Lotus Development Corp. and CEO of IntelliCorp Inc. ID Two was run by Bill Moggridge, a well-known British interaction designer. Both founders still manage IDEO, along with CEO Tim Brown.

From its inception, IDEO has been a force in the world of design. It has designed hundreds of products and won more design awards over the past decade than

THIS IS THE IDEO WAY

Five steps in the process of designing a better consumer experience



1 OBSERVATION

IDEO's cognitive psychologists, anthropologists, and sociologists team up with corporate clients to understand the consumer experience. Some of IDEO's techniques:

- SHADOWING** Observing people using products, shopping, going to hospitals, taking the train, using their cell phones.
- BEHAVIORAL MAPPING** Photographing people within a space, such as a hospital waiting room, over two or three days.
- CONSUMER JOURNEY** Keeping track of all the interactions a consumer has with a product, service, or space.
- CAMERA JOURNALS** Asking consumers to keep visual diaries of their activities and impressions relating to a product.
- EXTREME USER INTERVIEWS** Talking to people who really know—or know nothing—about a product or service, and evaluating their experience using it.
- STORYTELLING** Prompting people to tell personal stories about their consumer experiences.
- UNFOCUS GROUPS** Interviewing a diverse group of people: To explore ideas about sandals, IDEO gathered an artist, a bodybuilder, a podiatrist, and a shoe fetishist.

2 BRAINSTORMING

An intense, idea-generating session analyzing data gathered by observing people. Each lasts no more than an hour. Rules of brainstorming are strict and are stenciled on the walls:

- DEFER JUDGMENT** Don't dismiss any ideas.
- BUILD ON THE IDEAS OF OTHERS** No "buts," only "ands."
- ENCOURAGE WILD IDEAS** Embrace the most out-of-the-box notions because they can be the key to solutions.
- GO FOR QUANTITY** Aim for as many new ideas as possible. In a good session, up to 100 ideas are generated in 60 minutes.
- BE VISUAL** Use yellow, red, and blue markers to write on big 30-inch by 25-inch Post-its that are put on a wall.
- STAY FOCUSED ON THE TOPIC** Always keep the discussion on target.
- ONE CONVERSATION AT A TIME** No interrupting, no dismissing, no disrespect, no rudeness.

3 RAPID PROTOTYPING

Mocking up working models helps everyone visualize possible solutions and speeds up decision-making and innovation. Some guidelines:

- MOCK UP EVERYTHING** It is possible to create models not only of products but also of services such as health care and spaces such as museum lobbies.
- USE VIDEOGRAPHY** Make short movies to depict the consumer experience.
- GO FAST** Build mock-ups quickly and cheaply. Never waste time on complicated concepts.
- NO FRILLS** Make prototypes that demonstrate a design idea without sweating over the details.
- CREATE SCENARIOS** Show how a variety of people use a service in different ways and how various designs can meet their individual needs.
- BODYSTORM** Delineate different types of consumers and act out their roles.

4 REFINING

At this stage, IDEO narrows down the choices to a few possibilities. Here's how it's done:

- BRAINSTORM** in rapid fashion to weed out ideas and focus on the remaining best options.
- FOCUS PROTOTYPING** on a few key ideas to arrive at an optimal solution to a problem.
- ENGAGE THE CLIENT** actively in the process of narrowing the choices.
- BE DISCIPLINED** and ruthless in making selections.
- FOCUS** on the outcome of the process—reaching the best possible solution.
- GET AGREEMENT** from all stakeholders. The more top-level executives who sign off on the solution, the better the chances of success.

5 IMPLEMENTATION

Bring IDEO's strong engineering, design, and social-science capabilities to bear when actually creating a product or service.

- TAP ALL RESOURCES** Involve IDEO's diverse workforce from 40 countries to carry out the plans.
- THE WORKFORCE** Employees have advanced degrees in different kinds of engineering: mechanical, electrical, biomedical, software, aerospace, and manufacturing. Many are experts in materials science, computer-aided design, robotics, computer science, movie special effects, molding, industrial interaction, graphic and Web information, fashion and automotive design, business, communications, linguistics, sociology, ergonomics, cognitive psychology, biomechanics, art therapy, ethnology, management consulting, statistics, medicine, and zoology.

Photo Credit: Roberto Carra



Photo Credit: Peter Dasilva

any other firm. In the roaring '90s, IDEO was best known for designing user-friendly computers, PDAs, and other high-tech products such as the Palm V, Polaroid's I-Zone cameras, the Steelcase Leap Chair, and Zinio interactive magazine software. It also designed the first no-squeeze, stand-up toothpaste tube for Proctor & Gamble Co.'s Crest and the Oral-B toothbrushes for kids. Now, IDEO is transferring its ability to create consumer products into designing consumer experiences in services, from shopping and banking to health care and wireless communication.

Yet by showing global corporations how to change their organizations to focus on the consumer, IDEO is becoming much more than a design company. Indeed, it is now a rival to the traditional purveyors of corporate advice: the management consulting companies such as McKinsey, Boston Consulting, and Bain. Management consultants tend to look at the corporate world through a business-school prism. By contrast, IDEO advises clients by teaching them about the consumer world through the eyes of anthropologists, graphic designers, engineers,

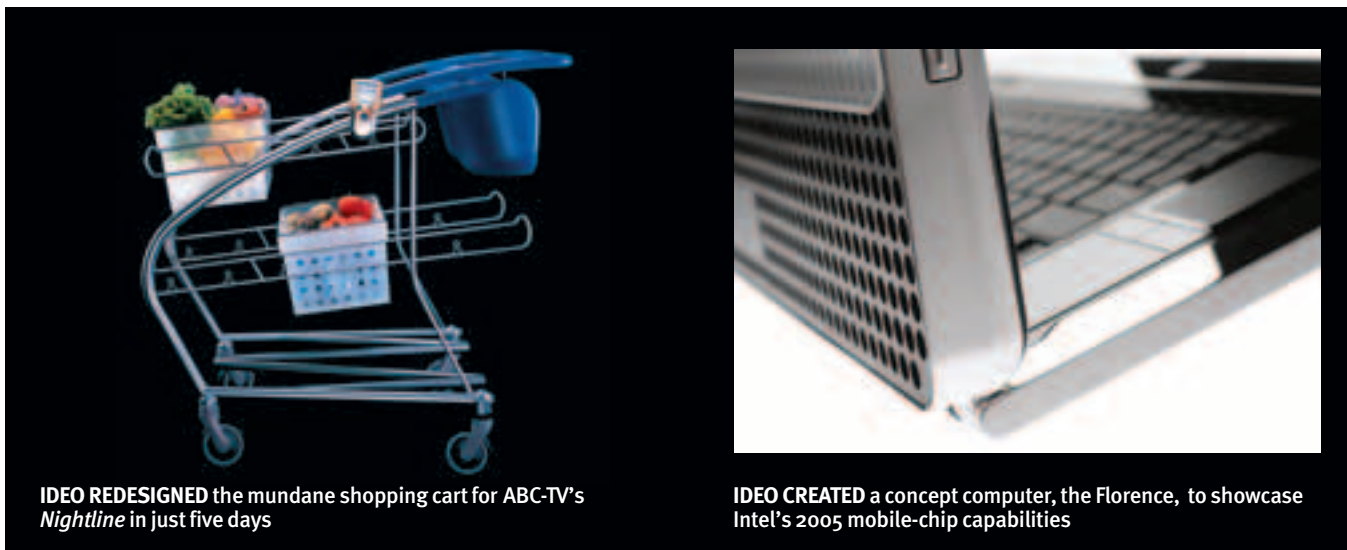
and psychologists. "I haven't seen anything like them before," says Tom Wyatt, president of Warnaco's Intimate Apparel Group, who is turning to IDEO to help battle rival Victoria's Secret Ltd. "They're creative and strategic, eclectic and passionate. They're cool but without attitude."

And IDEO works fast. That's because the company requires its clients to participate in virtually all the consumer research, analysis, and decisions that go into developing solutions. When the process is complete, there's no need for a buy-in: Clients already know what to do—and how to do it quickly. Unlike traditional consultants, IDEO shares its innovative process with its customers through projects, workshops, and IDEO U, its customized teaching program. In IDEO-speak, this is "open-source innovation." "Consulting firms usually come in, go away, and return with heavy binders that sit on the desk," says Kaiser's Nemer. "With IDEO, we partner up and work side-by-side. We are internalizing their methodology to build our own culture of innovation."

Eye Openers

IDEO doesn't have the field to itself. Witnessing IDEO's success, management consulting firms are expanding their offerings to corporate clients to include a greater focus on consumers. And other design firms are piling into IDEO's space. Design Continuum in West Newton, Mass., Ziba Design in Portland, Ore., and Insight Product Development in Chicago are all experienced in understanding the consumer experience. Design Continuum, for example, observed consumer cleaning habits in research that helped P&G launch its \$1 billion Swiffer mop business. "IDEO has captured the imagination of the business world," says Craig M. Vogel, director of graduate studies at Carnegie Mellon University's School of Design, "but there are other firms doing similar work, translating user research into products and services."

Even so, IDEO is far ahead of the competition. There is even something of a cult following in the sometimes staid world of business. IDEO's clients don't just like the firm, they love it. "I think the world of them," says P&G CEO Alan G. Lafley, who



IDEO REDESIGNED the mundane shopping cart for ABC-TV's *Nightline* in just five days

IDEO CREATED a concept computer, the Florence, to showcase Intel's 2005 mobile-chip capabilities

Photo Credit: Steven Moeder, Mark Serr (Left to Right)

has teamed up with IDEO to create a more innovative culture at the consumer-goods giant. "They are a world-class strategic partner." Adds Sam Hall, vice-president for mMode at AT&T Wireless Services Inc., who turned to IDEO to redesign its mMode service: "Those guys really get it. They opened our eyes." Since the mMode relaunch in November, 2003, subscriber membership has doubled. "I would work with them again in a heartbeat," he says. "They are a fun bunch."

Fun? Since when is changing corporate culture fun? But that's how most corporate execs describe their experiences with IDEO. Contrast that to the fear and loathing that management consultants sometimes generate when they walk into a corporation's offices. How does IDEO do it? Perhaps it is the unusual techniques it uses to energize corporate clients—"bodystorming," "behavioral mapping," "quick and dirty prototyping," "deep dives," "unfocus groups," "shadowing," and "be your customer."

Or perhaps it is working with interesting polymaths—people with two or three advanced degrees who climb mountains, go birding in the Amazon, and bike through

the Alps—instead of the typical B-school grad management consultant. The head of the IDEO group that teaches companies how to innovate, Ilya Prokopoff, is a graduate of the U.S. Naval Academy with a BA in history and a master's degree in architecture. He designs furniture and tinkers with old cars, such as his 1979 Alfa Romeo Giulia Super.

Corporate execs probably have the most fun simply participating in the IDEO Way, the design firm's disciplined yet wild-and-woolly five-step process that emphasizes empathy with the consumer, anything-is-possible brainstorming, visualizing solutions by creating actual prototypes, using technology to find creative solutions, and doing it all with incredible speed.

Here's how it works: A company goes to IDEO with a problem. It wants a better product, service, or space—no matter. IDEO puts together an eclectic team composed of members from the client company and its own experts who go out to observe and document the consumer experience. Often, IDEO will have top executives play the roles of their own customers. Execs from food and clothing companies shop for their own stuff in different retail stores and on the

Web. Health-care managers get care in different hospitals. Wireless providers use their own—and competing—services.

The next stage is brainstorming. IDEO mixes designers, engineers, and social scientists with its clients in a room where they intensely scrutinize a given problem and suggest possible solutions. It is managed chaos: a dozen or so very smart people examining data, throwing out ideas, writing potential solutions on big Post-its that are ripped off and attached to the wall.

IDEO designers then mock up working models of the best concepts that emerge. Rapid prototyping has always been a hallmark of the company. Seeing ideas in working, tangible form is a far more powerful mode of explanation than simply reading about them off a page. IDEO uses inexpensive prototyping tools—Apple-based iMovies to portray consumer experiences and cheap cardboard to mock up examination rooms or fitting rooms. "IDEO's passion is about making stuff work, not being artists," says design guru Tucker Viemeister, CEO of Dutch-based designer Springtime USA. "Their corporate customers really buy into it."

IDEO puts together an eclectic team composed of members from the client company and its own experts who go out to observe and document the consumer experience.

That pragmatic attitude is why no-nonsense CEOs are often more comfortable with IDEO than with product designers primarily interested in style. Kelley, born in Barberton, Ohio, says IDEO shares “Midwestern kind of values” with many of his clients. Kelley, who studied engineering at Stanford, now teaches there, holding the Donald W. Whittier Professor of Mechanical Engineering endowed chair. He travels between IDEO’s Palo Alto offices and the nearby Stanford campus in a 1954 Chevy pickup truck. “It’s all about authenticity, about solutions, not style.”

Some corporations send their top people to IDEO just to open their minds. P&G CEO Lafley took all the people who report directly to him—his entire Global Leadership Council of 40 business-unit heads—to San Francisco for a one-day immersion. IDEO promptly sent them all out shopping. The goal was to have the execs understand consumer experiences so they could come up with innovations. Lafley’s own team went to buy music, first at a small, funky music store, then at a large retail music store, and finally online. IDEO team members shopped alongside them to analyze each experience as it unfolded. Other P&G executives went shopping with poor peo-

ple so they might better understand what it means for Third World consumers to buy the company’s products.

IDEO’s strategic relationship with P&G runs deep. In weekly workshops and monthly stays in Palo Alto, P&G managers are taught the techniques that go into observation, brainstorming, prototyping, and fast implementation. CEO Brown sits on P&G’s own design board, along with General Motors Corp.’s Robert A. Lutz and other design-minded executives. IDEO has even built an innovation center for P&G called “the Gym,” where P&G staffers are inculcated in the IDEO innovation process. “They opened our eyes to new ways of working,” says Claudia Kotchka, vice-president for design innovation and strategy at P&G. “They solved problems in ways we would never have thought.”

Like a law firm, IDEO specializes in different practices. The “TEX”—or technology-enabled experiences—aims to take new high-tech products that first appeal only to early adopters and remake them for a mass consumer audience. IDEO’s success with the Palm V led AT&T Wireless to call for help on its mMode consumer wireless platform. The company launched mMode in

2002 to allow AT&T Wireless mobile-phone customers to access e-mail and instant messaging, play games, find local restaurants, and connect to sites for news, stocks, weather, and other information. Techies liked mMode, but average consumers were not signing up. “We asked [IDEO] to redesign the interface so someone like my mother who isn’t Web savvy can use the phone to navigate how to get the weather or where to shop,” says mMode’s Hall.

P&G CEO Lafley took all the execs who report to him to San Francisco for a one-day immersion. IDEO sent them out shopping.

Too Many Clicks

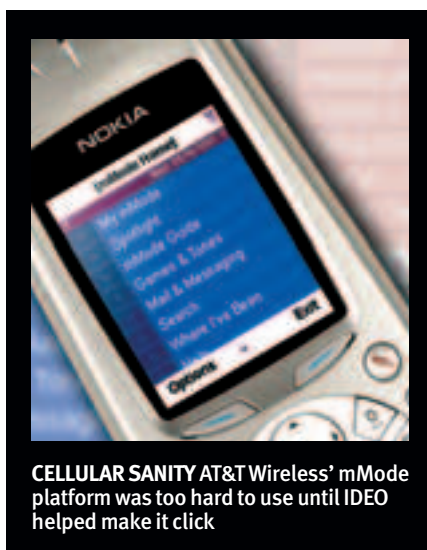
IDEO’s game plan: It immediately sent AT&T Wireless managers on an actual scavenger hunt in San Francisco to see the world from their customers’ perspective. They were told to find a cd by a certain Latin singer that was available at only one small music store, find a Walgreen’s

By showing global corporations how to change their organizations to focus on the consumer, IDEO is becoming much more than a design company.

that sold its own brand of ibuprofen, and get a Pottery Barn catalog. They discovered that it was simply too difficult to find these kinds of things with their mMode service and wound up using the newspaper or the phone directory instead. IDEO and AT&T Wireless teams also went to AT&T Wireless stores and videotaped people using mMode. They saw that consumers couldn't find the sites they wanted. It took too many steps and clicks. "Even teenagers didn't get it," says Duane Bray, leader of the text practice at IDEO.

After dozens of brainstorming sessions and many prototypes, IDEO and AT&T Wireless came up with a new mMode wireless service platform. The opening page starts with "My mMode" which is organized like a Web browser's favorites list and can be managed on a Web site. A consumer can make up an individualized selection of sites, such as ESPN or Sony Pictures Entertainment, and ring tones. Nothing is more than two clicks away.

An mMode Guide on the page allows people to list five places—a restaurant, coffee shop, bank, bar, and retail store—that GPS location finders can identify in various cities around the U.S. Another feature



CELLULAR SANITY AT&T Wireless' mMode platform was too hard to use until IDEO helped make it click

spotlights the five nearest movie theaters that still have seats available within the next hour. Yet another, My Locker, lets users store a large number of photos and ring tones with AT&T Wireless. The whole design process took only 17 weeks. "We are thrilled with the results," says Hall. "We talked to frog design, Razorfish, and other design firms, and they thought this was a Web project that needed flashy graphics. IDEO knew it was about making the cell phone experience better."

IDEO's largest practice is health care, accounting for 20% of its revenues. In

addition to Kaiser Permanente, doctors, nurses, and managers at the Mayo Clinic in Rochester, Minn., SSM DePaul Health Center in Bridgeton, Miss., and Memorial Hospital & Health System in South Bend, Ind., among others, have teamed up with IDEO. They discovered that health providers tend to focus on technology and medicines. Patients, on the other hand, are concerned with service and information.

Fred Dust, head of IDEO's Smart Spaces practice, spent hours in DePaul's emergency rooms. He saw that patients were anxious not just because of their injuries but also because they simply didn't know when they were going to be treated. Dust suggested a cheap monitor in emergency rooms that lets patients know when they will be called.

"Shop-a-longs"

Surprisingly, many of the lessons learned in the health practice work in retail. Just as getting medical care is a shared experience, so is shopping. Warnaco's Wyatt went to IDEO when faced with severe competition from Victoria's Secret. Warnaco was at a disadvantage because its lingerie is sold in department stores

WHY CORPORATIONS TURN TO IDEO

Lots of well-known companies—including some we can't talk about—use the firm's services

COMPANY	PROBLEM	SOLUTION
INTEL	Show computer makers the capabilities of its 2005 mobile platform chipset.	Build “concept” notebook—the 17-inch Florence—a wireless consumer appliance that replaces the TV, PC, DVD, and phone.
NESTLÉ	Kids are eating chocolate less because they are spending more time on their cell phones.	Conceive of new and exciting chocolate-eating experiences for the young set.
GLOBAL AUTO COMPANY (SECRET)	Feared being out of touch with Gen Y, the under-25 generation.	Do research on the values of the young. “Authenticity” turns out to be their most important concern.
LUFTHANSA	Needed to build first wireless remote for in-flight entertainment and cabin management.	Design a sleek handheld remote that orders movies, music, and food, dims lights, and cools air.
SAMSUNG	Decided in 1991 to elevate role of design in the corporation to overcome its reputation of making shoddy electronics.	Brought Samsung designers and managers to IDEO U innovation workshops, created an innovation center, and jointly designed a series of products in the 1990s.
PHARMACEUTICAL CO. (SECRET)	Wanted to benchmark its speed of product development.	Produce research called How Fast Is Fast. The best speed: 8 to 14 months from idea to market.

rather than in its own private shops. “Consumers were not having a good experience shopping for our products, and we needed to make the department stores more inviting,” says Wyatt. “We turned to IDEO because it had done unique things with hospitals and Gap Inc. and Prada that enhanced the shopping experience.”

Warnaco and IDEO teams did “shop-alongs” with eight women. They also visited department stores in three cities to understand something as personal as the lingerie shopping experience. The upshot: Women didn’t especially enjoy shopping for Warnaco’s products. When they entered a department store, they couldn’t find the lingerie section. Once they did, they couldn’t find their sizes. The fitting rooms were too small to accommodate a female friend—and there was no place nearby for anyone to sit. The experience was eerily like that of the dissatisfied patient in Kaiser’s hospitals: bad.

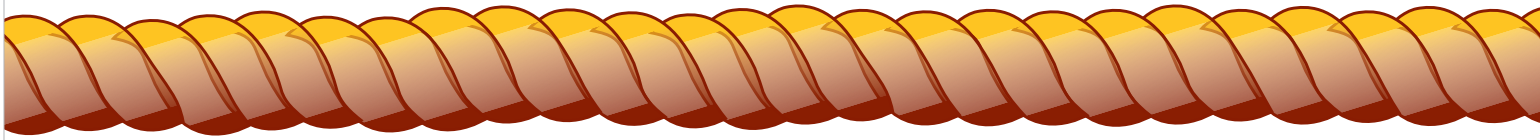
In 18 weeks, IDEO and Warnaco came up with a solution. They created a new kind of retail space within department stores with big fitting rooms, a sitting area for couples and friends to talk privately, concierges to guide shoppers, and displays offering fashion options. Now, Warnaco is working with department stores to implement the design.

During the ‘90s boom, some 35% of IDEO’s revenues came from designing products and Web services for Internet and other startups. At its peak in 2002, IDEO generated some \$72 million in revenues. The tech bust destroyed that business model. Brown, then the head of IDEO Europe and its London office, was made CEO in 2000 by Kelley. In 2004, Brown reorganized IDEO into a professional consultancy around practices, or fields of expertise. “With practices, you can talk to clients with a voice they can connect to,” says Brown. “It allows us to focus on their broader needs and serve them more effectively.”

IDEO may yet stumble. Its penchant for zany terminology verging on new-age jargon could potentially turn off no-nonsense CEOs. And companies used to button-down management types may not be attracted to IDEO’s fast-paced, open-ended methods. “The first P&G team that worked with IDEO called back in horror,” says P&G’s Kotchka. “They said, ‘These people have no process.’ We later saw that they do have a process. It just doesn’t look like ours.”

Despite—or because of—its iconoclastic ways, IDEO’s ideology is gaining traction. Stanford, for one, has bought in. It has committed to raising \$35 million so that Kelley can create a “D-school,” a new design school that may one day match Stanford’s famed B-school. Stanford professors in business, engineering, social sciences, and art will teach there. Sounds a lot like IDEO. If the D-school students are lucky, they might even have as much fun as IDEO’s corporate clients.

[Bruce Nussbaum is an assistant managing editor at *BusinessWeek*, specializing in innovation and design.](#)



A Corporate Early Warning System

Identifying Business Risk in the Areas
of Leadership, Strategy, and Process

By Sydney Finkelstein and Eric M. Jackson

Business failure has been one of the most discussed topics on the corporate landscape for the past five years. With the deflation of the “Internet Bubble” in 2000 and the scandals engulfing Enron, WorldCom and Adelphia, understanding risk and lessening it have become more important to CEOs and boards than ever before. And just when those debacles are beginning to fade from our collective memories, new ones seem to erupt: Livedoor in Japan, Refco in the U.S., and, not all that long ago, Parmalat in Italy. Clearly, there is more work to do to improve the level of corporate governance.

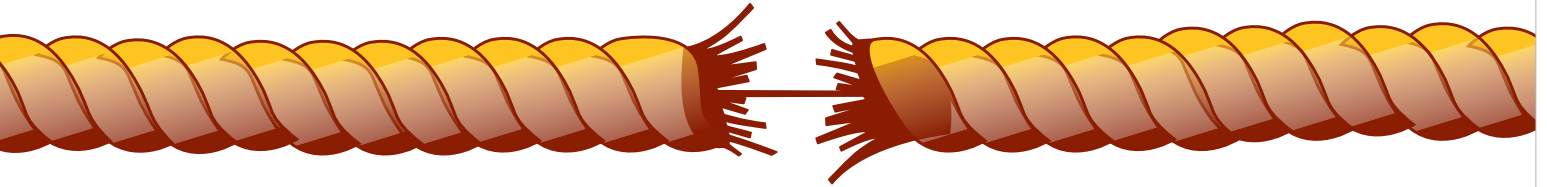
What can leaders and their advisers do to avoid such mishaps in their own organizations? Although we have greatly improved our understanding of business failure, risk, and corporate governance over the last 5 years, in truth most organizations’ concept of business risk today is limited to implementing new financial controls, protecting information technology, and preparing for disaster recovery. We are still in our infancy when it comes

to understanding business risk in relation to leadership, strategy, and the internal workings of both corporations and nonprofit organizations. Yet what is more important to a company’s success and survival?

If there’s one thing all senior executives and board members will agree on, it’s that a major breakdown or failure shouldn’t happen on their watch. When you get right down to it, there are dozens, even

hundreds, of decisions that are made in companies that keep the ship moving forward, and no senior group or board can possibly control them all. But if these decisions (and sometimes non-decisions) push an organization to the precipice of failure, the senior group and board will be held responsible.

The solution, we believe, is to develop an early warning system that can identify—in real time and not after the fact—the vul-



Executives look to quarterly returns for signs of trouble. The problem is that by the time financial reports provide evidence of a breakdown, it is usually too late.

nerabilities that can actually lead to a company's failure. Armed with this timely information, leaders are then in a position to make the necessary real-time adjustments before it's too late. The purpose of this article is to describe what an early warning system is, what it can do for you and how it can work in your organization.

Measuring Business Risk Today

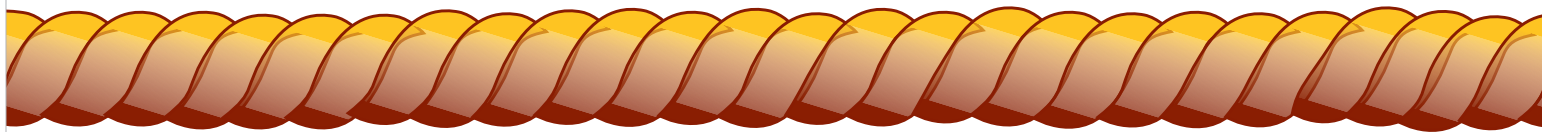
To service the growing appetite of organizations to better understand and manage their exposure to risk, a number of large accounting and consulting firms have set up dedicated "enterprise risk management" practices. This work typically zeroes

in on an organization's financial controls to determine whether they are in compliance with Sarbanes-Oxley. Opinions are also rendered on the quality of an organization's internal audit. Large software providers have moved into this market, promising to find inconsistencies in corporate reporting structures and ways to correct them. Then there's "business continuity planning," a service designed to allow organizations to recover quickly after a large disaster.

Critics have pointed out that enterprise risk management services, while a good start at addressing risk, are presented in a "siloed approach" that produces projects with "significant overlap." Others have

also complained that, beyond the high cost of financial control compliance, Sarbanes-Oxley can also distract managers who want to focus on the factors critical to organizational success. A recent study by IBM and the Economist Intelligence Unit found that chief financial officers are so swamped with earnings reports and compliance work that only a third think they are highly effective at growing their companies and driving shareholder value.

So while Sarbanes-Oxley compliance procedures and enterprise risk management serve a useful purpose, they still fall far short in addressing the most critical issue facing senior leadership: the effective, long-term stewardship of an organization.



Companies today do not have effective models or hands-on tools to assess their vulnerability to major breakdowns. To do so requires direct attention to what our research has identified to be the major drivers of long-term success and failure: the leadership, strategy, and organizational processes at the heart of business.

On top of a dearth of concrete methodologies to assess leadership, strategy, and process risk, organizational problems of this nature are not often readily apparent, even to top leaders. How often do insiders take the time to check where they stand on these seemingly fuzzy topics? In our speeches to senior executives and boards around the world, we often ask participants to tell us about their early warning system for identifying failures. The most common refrain: “We look to our quarterly returns for signs of trouble.” The problem is that by the time financial reports provide evidence of a breakdown, it is usually too late. Financial reports do not identify risk; they report on what happened in light of the risks that already existed.

We have spent the last eight years conducting research with companies in the U.S., Canada, Europe, Asia, and Australia to try to understand the underlying causes of business failure. Much of this

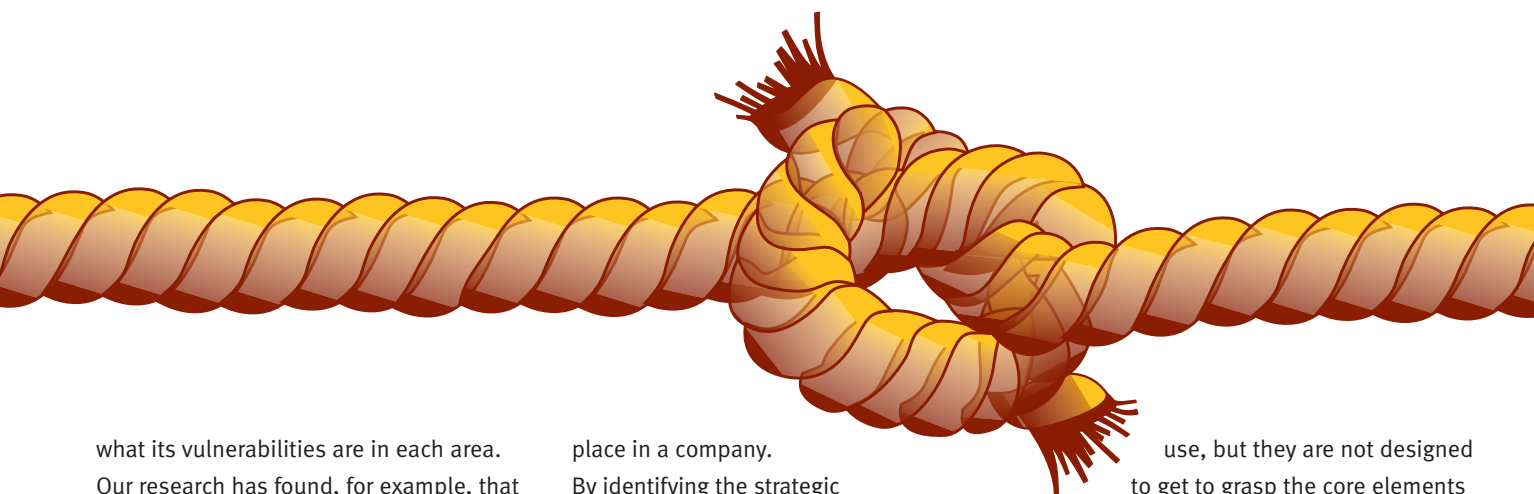
research came together in the bestseller *Why Smart Executives Fail*. Since the publication of that book in 2003, we have extended our research to identify the early warning signs for business failure—the key factors that differentiate high-performing firms who stay successful from ones who are successful for a while and later falter. The result is a sophisticated yet easy-to-use diagnostic tool that we call the SMART Early-Warning System®.

Our research shows that most successful organizations fail because they either focus on the wrong information about their leadership, strategy, structure, or internal processes in the heat of battle—or ignore it altogether. In contrast, smart organizations equip themselves with a corporate early warning system that ensures that “lost signals” vital to the organization’s long-term success are identified and monitored consistently. The most enduring and successful organizations, like well-prepared battalion units, have a system that constantly scans the environment for relevant information that serves as benchmarks for an organization’s senior executives and directors about the degree of risk they face. And it provides time-sensitive, critical information on the barriers that prevent them from fully executing their vision and strategy.

Three pillars are at the heart of our system:

- **Leadership.** Do you have the right knowledge, attitudes, and behaviors among your executives and directors? Do you possess the best team, board structure and processes to optimize debate and engage in rigorous analysis? Do you have a “Leadership Funnel™” in place to ensure future succession needs?
- **Strategy.** Have you examined the underlying assumptions on which your strategy is based and are they still accurate in light of recent technological innovations or competitive pressures? Are key stakeholders aligned with the strategy, or are there “blockers” present?
- **Process.** Is there a clear organizational structure and process in place? Does information from the far reaches of the organization get to the board or management team in a reasonably unfiltered fashion so that action can be taken in a timely manner? Do your culture and employee commitment support the implementation of the strategy?

Our early-warning system takes these essential questions and converts them into a validated process for accurately measuring where a company stands and



what its vulnerabilities are in each area. Our research has found, for example, that the most critical attributes of leaders in organizations that continue to thrive when compared with their peers in failing organizations are:

- 1. The degree of open-mindedness to new ideas, criticism, and different perspectives.**
- 2. The extent to which a bias towards personal accountability takes hold among each individual leader.**
- 3. The degree of energy directed toward learning new management practices and competitive moves alike.**

Similarly, while there are countless tomes (and advisers) on strategy that business leaders can consult for guidance, the major difference between success and failure boils down to strategic alignment and analysis of underlying strategic assumptions. Take the latter. How often do senior leaders, or the board of director for that matter, take the time to identify the underlying assumptions that form the core of a company's strategy? Time and again, we found that critical assumptions were actually outdated, outmoded, or just plain wrong. Our system assesses the extent to which the most common assumptions that lead to failure are still in

place in a company. By identifying the strategic vulnerabilities in a company that result from these inappropriate or incorrect assumptions, and doing so in real-time, executives can take corrective measures before the costs of failure set in.

This early warning system is designed for senior executives, division heads, and board members as an annual exercise. Because our research enables us to zero in on only the most critical differentiating factors, the entire diagnostic can be completed through a Web-based interface in 10 minutes. The results, which are compiled from everyone who completes our survey, provide detailed feedback not just on the vulnerabilities that emerge but for comparative analysis across divisions, functions, regions, or even entire companies. Armed with this information, executives and boards can direct their energies toward the most critical problems, using a variety of corrective actions to strengthen the business.

There is no way to guarantee an end to business breakdowns. However, senior executives and boards can do much more to reduce the odds that such breakdowns will happen. Traditional risk assessments are essential weapons for companies to

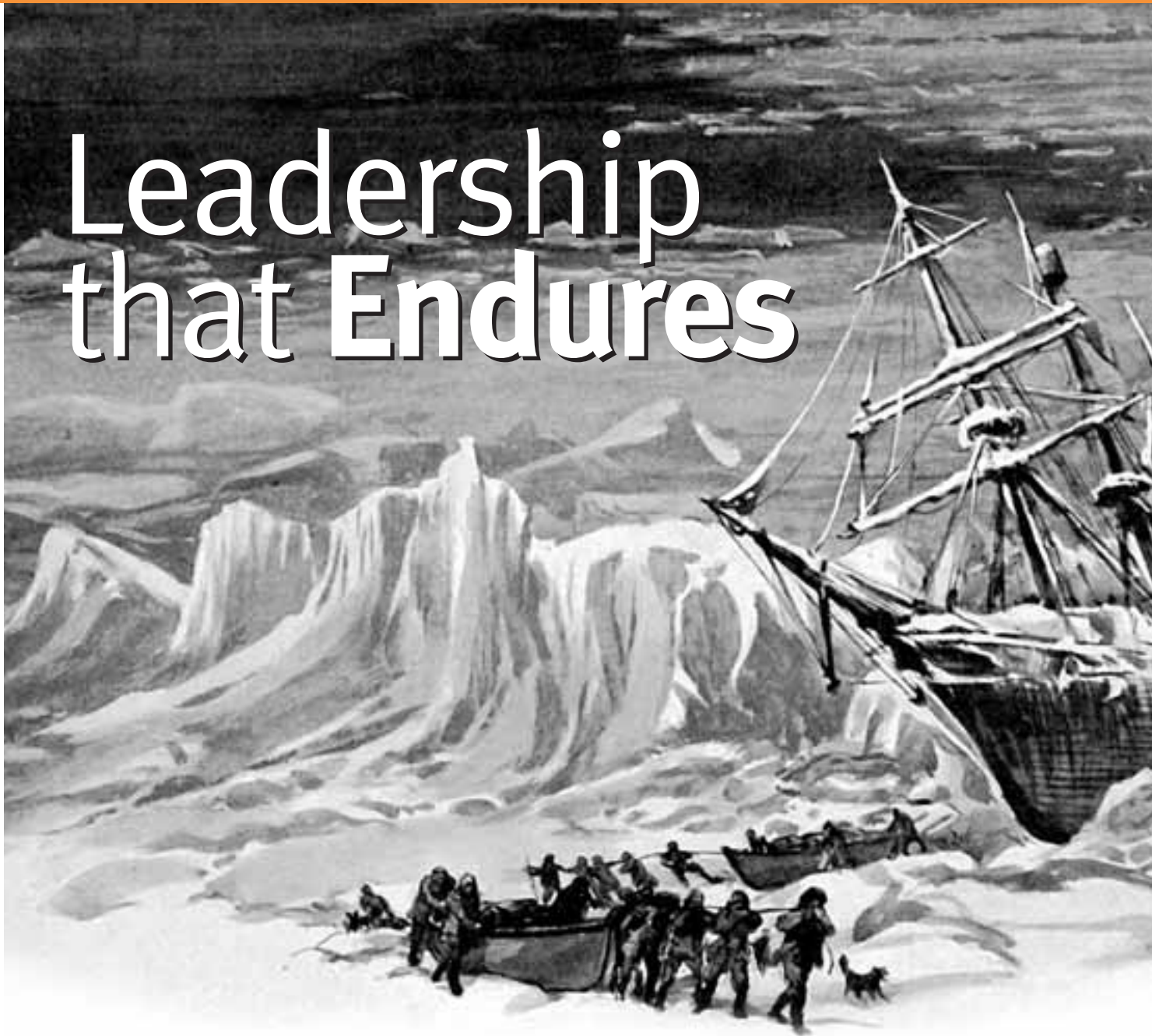
use, but they are not designed to get to grasp the core elements of a company: its leadership, strategy, and processes. Based on years of research, we can offer a different type of diagnostic tool specifically designed to identify an organization's vulnerability to breakdowns. The goal is to uncover the red flags that are not instantly visible.

The logic behind an early-warning system is compelling. It is a form of insurance. Without regularly monitoring the signals that come from an early warning system, companies are actually increasing their risks, something that no senior executive group or board of directors should let happen on their watch.

Sydney Finkelstein is Steven Roth Professor of Management at the Tuck School of Business at Dartmouth, and the author of the best-seller *Why Smart Executives Fail*, (Portfolio, 2003).

Eric M. Jackson is the President of Jackson Leadership Systems based in Toronto. He completed his Ph.D. in strategy and corporate governance at the Columbia University Graduate School of Business.

Leadership that Endures



By Margot Morrell

Have you ever read a book that changed your life?

I still remember plucking *Shackleton's Boat Journey* from a shelf at the Boston public library. In the spring of 1984, I was interested in sailing—well actually, in a sailor—and the book had a sailboat on the dust jacket. I took it home.

Since that day, Shackleton's powerful tale of survival has taken me all over the world. It led to co-authoring a *New York Times* best-seller on his leadership, yanked me out of my comfort zone in financial servic-

es, and coached me through numerous challenges—including a bout with cancer.

In 1914, Sir Ernest Shackleton set out to make “the last great polar journey,” the

Shackleton's leadership turned disaster into triumph. He led by example and worked hard to keep up morale.

crossing of the antarctic continent, but within sight of his intended base, his ship, *Endurance*, was caught in a summer storm. When the clouds cleared, the ship was trapped—as one man put it, “like an almond in a chocolate bar.” For 10 months, the men lived on the ship as it was pushed north by the winds and currents of the Weddell Sea. Then, just as it seemed the ice was about to break up and free them, disaster struck. The ice floes, propelled by a massive storm, jammed the ship in a death grip. Despite fierce efforts to save her, *Endurance* was doomed.

So there they were, on an ice floe, hundreds of miles from land, with no hope of rescue and just three small lifeboats and a handful of supplies.

For five months the men lived in crowded tents while the ice melted under their feet. In late March, 1916, they noticed their floe had developed a slow roll. That meant the open ocean was near by.

On April 9, they reached the edge of the pack. Shackleton described the sight: “The scene was magnificent, beyond description, though I must admit we viewed it with some anxiety. Heaving hills of pack and ice came sweeping towards us.”

They spent a miserable week in the lifeboats—the largest was 22 feet—

exhausted, cold, hungry and sleep-deprived. With some men barely clinging to life, they pitched up on a desolate outcrop of rock and snow called Elephant Island.

No one was going to find them there and they didn't have enough food to survive the winter. Driven by desperation, Shackleton took five companions and the best boat, the *James Caird*, and set out on an 800-mile journey, through the roughest ocean in the world, to seek help.

Their destination was a tiny pinprick of an island called South Georgia. Drenched by freezing spray, nearly drowned by a 60-foot wave, sailing almost blind through overcast weather, and pounded by a hurricane, they made it.

Yet another challenge lay ahead. They had landed on the uninhabited side of the island. They had to find a way across 30 miles of uncharted glaciers and snow-covered mountains to a whaling station on the other coast.

Against all odds, they did. In Shackleton's words: “It might have been different if we'd had only ourselves to think about... But if you're a leader, a fellow that other fellows look to, you've got to keep going. That was the thought which sailed us through the hurricane and tugged us up and down those mountains.”

It then took four attempts over the next four months to rescue the 22 men on Elephant Island. When Shackleton finally reached them on Aug. 30, 1916, they were to a man, “All safe. All well.”

Shackleton's leadership turned disaster into triumph. He led by example and worked hard to keep up morale. He kept the lines of communication open—engaging in personal conversations, soliciting opinions, and calling the group together for general announcements at critical moments. He stayed optimistic through every setback. He wrote in his account of the expedition, “Optimism is true moral courage.” In the words of a crew member, the one thing he demanded of them was cheerfulness.

Shackleton died of a massive heart attack in the early stages of his third expedition on Jan. 5, 1922. He was 47 years old.

Shackleton never made the trans-Antarctic crossing he dreamed of, but he accomplished a miracle through his leadership and left a legacy that will endure forever.

Margot Morrell, is the co-author of [Shackleton's Way—Leadership Lessons from the Great Antarctic Explorer](#), Penguin, 2002.

win^{is} World

The Women's Initiative for Networking & Success began with a modest mission in 2004: to build a foundation for personal and professional growth for women throughout The McGraw-Hill Companies.

London

Following its successful launch in May 2005, WINS Europe hosted its second major event at Canary Wharf.



Chicago

The Chicago chapter of WINS kicked off its inaugural program with an event called "Women Helping Women."



Denver

More than 100 women from across The McGraw-Hill Companies came together for the Colorado WINS Leadership Summit.



Columbus

The Columbus chapter of WINS hosted an open house for more than 200 employees.



Tokyo

The WINS effort in Asia started when a group of women gathered for informal dinners.



New York

The First WINS Leadership Conference



The Second WINS Leadership Conference



2 Penn Plaza



Helping the homeless during the holidays



Educational events for students at St. Michael's Academy

55 Water Street



The Second Annual WINS event at S&P: Leadership lessons from outside experts

2006 WIN Leadership Conference Agenda

March 30, 2006

Time	Session/Activity	Speaker	Location
8:30–8:40	Welcome	Rosemarie Lanard Conference Co-Chair	Grand Ballroom
8:40–9:00	Opening Remarks <i>Introduced by Cathy Daicoff, Conference Co-Chair</i>	Terry McGraw Chairman, President and Chief Executive Officer, The McGraw-Hill Companies	Grand Ballroom
9:00–9:45	Opening Keynote <i>Conference Moderator: Anne Trujillo, News Anchor, KMGH-TV Denver</i>	Anne Mulcahy CEO, Xerox	Grand Ballroom
9:45–10:00	Poll/Feedback	Anne Trujillo	Grand Ballroom
10:00–10:30	Break		
10:30–12:00	Breakout Sessions <i>Introduced by Anne Trujillo</i>		
	Expand Our Markets Laura Weiss Principal in IDEO's global Service Design & Innovation Group "Customer-Centric Innovation: Using IDEO Methodologies to Drive Design, Innovation and Growth" 1	Expand Our Minds Sydney Finkelstein Steven Roth Professor of Management at the Tuck School at Dartmouth College "Why Smart Executives Fail and What You Can Learn from Their Mistakes" 2	Expand Our Impact Margot Morrell Business veteran and co-author of <i>Shackleton's Way</i> "Ernest Shackleton's Leadership Lessons: How to Lead Your Team Through Challenges and Triumph Against All Odds" 3
12:00–12:30	Break		
12:30–1:45	Lunch & WINS Award Ceremony <i>Introduced by Anne Trujillo</i>	Join us as we celebrate the most significant WINS contributions.	Grand Ballroom
1:45–2:00	Break		
2:00–3:15	Breakout Sessions <i>(continuation of morning session)</i>		
	Expand Our Markets Laura Weiss Principal in IDEO's global Service Design & Innovation Group "Customer-Centric Innovation: Using IDEO Methodologies to Drive Design, Innovation and Growth" 1	Expand Our Minds Sydney Finkelstein Steven Roth Professor of Management at the Tuck School at Dartmouth College "Why Smart Executives Fail and What You Can Learn from Their Mistakes" 2	Expand Our Impact Margot Morrell Business veteran and co-author of <i>Shackleton's Way</i> "Ernest Shackleton's Leadership Lessons: How to Lead Your Team Through Challenges and Triumph Against All Odds" 3
3:15–3:30	Break		
3:30–4:15	Afternoon Keynote <i>Introduced by Anne Trujillo</i>	Bertice Berry Sociologist, author, lecturer	Grand Ballroom
4:15–4:30	Closing Remarks <i>Introduced by Anne Trujillo</i>	Kathleen Corbet President, Standard & Poor's	Grand Ballroom
4:30–5:30	WINShowcase & Networking Reception <i>Introduced by Anne Trujillo</i>	Hosted Tables include: • WINS Around the World • WINS History • WINS Resource Center • WINS 2006 Event Calendar • Mentoring Program • WINS and Community Partners • Work/Life	Grand Ballroom Foyer

2006 Winⁱⁿ Leadership Conference Speakers



Harold "Terry" McGraw III was elected chairman of The McGraw-Hill Companies in December 1999; chief executive officer in 1998; and president and chief operating officer in 1993. He has been a member of The McGraw-Hill Companies' board of directors since 1987. Under Terry's leadership, the corporation has a strong history of growth: Over the last 10 years, it has outperformed the S&P 500, producing an annualized return of 19%, versus 9% for the S&P 500. In 2005, the McGraw-Hill Companies had sales of \$6 billion.

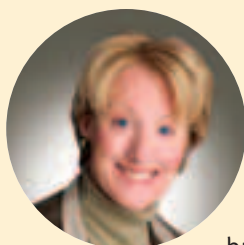
Terry, 57, has led a transformation of the corporation, consolidating 15 diverse units into three focused business segments, each one a market leader. In Financial Services, Standard & Poor's is the world's leading provider of financial analysis and risk assessments. McGraw-Hill Education is a leader in the U.S. pre-K through 12th grade education market as well as in the higher education and professional markets. And in Information and Media Services, the corporation is a preeminent provider of essential news, information, analysis and solutions globally through *BusinessWeek*, J.D. Power & Associates and leading portals for the energy, construction and aviation industries.

He joined The McGraw-Hill Companies in 1980 and has held a number of positions, including vice-president for corporate planning; publisher, *Aviation Week & Space Technology*; president, McGraw-Hill Publications Company; and president, McGraw-Hill Financial Services Company.

He serves on the board of directors of United Technologies and ConocoPhillips. He is chairman of the Business Roundtable's International Trade and Investment Task Force, chairman of the Emergency Committee for American Trade (ECAT), chairman of the National Council on Economic Education, and a member of the Business Council. And he served as a member of President George W. Bush's Transition Advisory Committee on Trade.

He is also co-chair of Carnegie Hall's Corporate Leadership Committee and a member of its Board of Trustees. Additionally, Mr. McGraw serves on the boards of the New York Public Library, National Organization on Disability, National Academy Foundation, Partnership for New York City, National Actors Theatre and Prep for Prep.

Terry received an MBA from the Wharton School of the University of Pennsylvania in 1976 and a BA from Tufts University in 1972.



At the helm of Xerox Corp. is **Anne M. Mulcahy**, a 28-year veteran who began her career selling copiers. Over the last few years, Anne has led the \$16 billion global giant through a massive transformation that reinvented Xerox as an innovative technology and services enterprise that helps businesses deploy smarter document-management strategies and find better ways to work. Building on Xerox's rich heritage of social responsibility, she ensures that the company's business decisions and actions are aligned with a clear set of corporate values.

Anne and her team are responsible for an aggressive, multibillion-dollar turnaround plan that restored Xerox to profitability and expanded its portfolio of systems and services. By maintaining an investment in innovation, Xerox has overhauled its product line, winning share in key segments of the market. "She understands how customers think," says former colleague David MacDonald. The company also launched Xerox Global Services, offering content-management, imaging, and consulting services. The combination of innovative technology and value-added services has delivered strong results. *BusinessWeek* named her one of the Best Managers of 2004, crediting her with turning

around a troubled company "by combining no-nonsense leadership with strict financial controls."

Anne became CEO on Aug. 1, 2001, and chairman on Jan. 1, 2002. She served as Xerox president and chief operating officer from May, 2000, through July, 2001. She earned a BA in English and journalism from Marymount College in Tarrytown, N.Y. In addition to the Xerox board, she serves as a director of Target Corporation, Citigroup, and Catalyst, the nonprofit organization supporting women in business. She is also a member of the Business Council.



Anne Trujillo is the evening news anchor at KMGH-TV, the Denver station that is part of the broadcasting division of McGraw-Hill. She joined the company in 1984 as a general assignment reporter and worked her way up the ranks, covering stories from earthquakes in Mexico City to the Broncos' appearance in Superbowl 33 in Miami. In 2005, the station received an Emmy for Best Newscast.

An award-winning journalist, Anne has been recognized by the National Association of Television Arts & Sciences, the Colorado Broadcasters Association, The Associated Press, the Colorado Hispanic Media Association, and Women in Communications. She also received the Lowell Thomas Good News Award for a series on high-school students who excel.

She started her broadcasting career at a Denver radio station. From there, she moved to TV stations in Omaha and Scottsbluff, Neb., before returning to Colorado in September, 1984.

Anne plays an active role in her community. She serves on advisory councils for the Denver Art Museum and Escuela de Guadalupe. She has also served on the board of directors of Girls Inc., Latin American Educational Foundation, and Mi Casa Resource Center for Women. Anne has received community service awards from such organizations as the Rape Assistance Awareness Program (RAAP), Museo de las Americas, and Women in Communications, among others. She is a founding member of the Colorado WINS organization and a member of the McGraw-Hill Hispanic Heritage Network.

She makes her home in Littleton, Colo., where she grew up.



Laura Weiss is a principal in IDEO's global Service Design and Innovation Group practice and a member of the company's leadership team. Prior to joining the firm in October, 1999, she was a consultant with Integral Inc., a Cambridge, Mass.-based consulting firm specializing in innovation management.

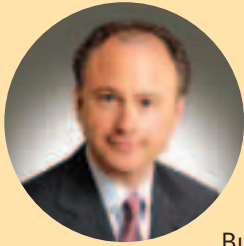
Laura has served as a management consultant in a variety of industries, including consumer products, financial services, and healthcare. In that role, she helped develop and implement portfolio-management tools and methodologies for a top pharmaceutical company and a leading British bank. She also worked with a manufacturer of building construction products to assess product-development efforts and better align the company's R&D activities with the strategic objectives of its business units.

At IDEO, Laura has applied similar analytical business tools and methodologies to a variety of strategic concept-development programs for clients as varied as

JP Morgan Invest, AT&T Wireless, Juniper Financial, Hewlett-Packard, and Steelcase. She has also worked with clients such as Pepsi-Cola and American Express on improving their internal innovation processes. In addition to her management background, Laura is a registered architect with extensive experience as a designer and project manager for a variety of cultural and institutional facilities. She has held teaching positions in architectural design at Cornell, Yale, and the University of Virginia, and she has taught managerial communications at MIT.

Laura holds BA in architecture with honors from Cornell University, an MA in architecture from Yale University, and a MBA from the MIT Sloan School of Management.

2006 Win^U Leadership Conference Speakers *(cont.)*



As Steven Roth Professor of Management at the Tuck School at Dartmouth College, **Sydney Finkelstein** teaches courses on leadership, top management teams, and managing mergers and acquisitions. He has taught executive education at the Tuck School (where he serves as faculty director of the flagship Tuck Executive Program), Northwestern, Wharton, Duke, Bocconi, London Business School, Australian Graduate School of Management, Melbourne Business School, Hanoi School of Business, and the Helsinki School of Economics. He holds a bachelor of commerce from Concordia University, a master's degree in economics and industrial relations from the London School of Economics, and a PhD from Columbia University in strategic management.

Syd is also the author of *Why Smart Executives Fail* (New York: Portfolio, 2003). Based on a six-year study of 51 companies and 200 interviews of business leaders, the book identifies key reasons why major mistakes happen, points out the early warning signals that are critical for investors and managers alike, and suggests ways organizations can learn from corporate mistakes. The book has been translated into 11 languages.

Over the years, he has conducted extensive research on strategic leadership and published numerous articles in

the major journals in his field. Another book, *Strategic Leadership: Top Executives and Their Effects on Organizations*, was a finalist for the Academy of Management's Terry Book Award in 1998. His article on power dynamics within top management teams was ranked as the No. 1 publication by academicians in strategic leadership in the first half of the 1990s. He currently serves on the editorial review boards of the *Strategic Management Journal*, *Administrative Science Quarterly*, and *Strategic Organization*.



Author **Margot Morrell** has worked in Corporate America for more than 20 years, but her passion is leadership. In the 1980s, as a financial consultant she became fascinated with life of Sir Ernest Shackleton, the legendary explorer who was stranded with 27 men in Antarctica for two years and, against all odds, brought every man home alive. Morrell's interest inspired her to write the acclaimed book *Shackleton's Way: Leadership Lessons from the Great Antarctic Explorer*.

Today Margot speaks to corporate and community groups at business conferences, museums, and universities across the United States on Shackleton's style of people-centered leadership. She has developed a training program based on Shackleton's Way and is an executive coach specializing in polishing the leadership skills of senior executives.

She began her career as a business researcher, and later worked for 15 years as a top-ranked investment consultant. This experience provided insights into a variety of leadership styles, from pure genius to mediocre-but-fun to you-can't-be-serious.

Margot's fascination with Shackleton started with a book borrowed from the Boston Public Library in 1984.

The story of Shackleton's Endurance expedition started her on a research journey that spanned five continents and included two trips to Antarctica. She has spent countless hours in libraries and transcribed diaries from the expedition in search of firsthand accounts of his highly effective practices. These transcriptions are the basis for Margot's book.

Margot holds a degree in art history from Newton College of the Sacred Heart and a master's in library science from Simmons College. She is a fellow of the Royal Geographic Society.



No one defies stereotypes like **Dr. Bertice Berry**. She grew up poor in Wilmington, Del., the sixth of seven children. A high school teacher told her that she was “not college material,” but fortunately, another teacher believed in her. She applied to several schools with no idea of how she would pay the tuition. The day her application arrived at Jacksonville University in Florida, a wealthy benefactor called the admissions department looking for a potential student “who could swim if they had the right backing” but sink without it.

Bertice graduated magna cum laude from Jacksonville, where she was awarded the President’s Cup for leadership. At 26, she earned a PhD in sociology from Kent State University. She taught sociology and statistics at Kent, where her keen sense of humor helped make her classes so popular that they were moved to a large lecture hall to accommodate all her students. She realized that by using humor in her lectures to address difficult subjects such as racism and sexism, she could make a more profound impact.

Bertice left Kent to become an award-winning entertainer, lecturer and comedienne. From 1991 through 1994, she won the coveted national Comedian of the Year Award, and was also named Campus Lecturer of the Year and Campus Entertainer of the Year. She was also host and co-executive producer of her own nationally syndicated talk show, *The Bertice Berry Show*, and anchored *USA*

Live, a four-hour live interview and entertainment show on the USA Cable Network. She has made appearances on *The Oprah Winfrey Show*, *The Tonight Show With Jay Leno*, and *BET Tonight With Tavis Smiley*.

She is also the best-selling author of an inspirational memoir, *I’m on My Way, but Your Foot Is on My Head*, as well as *Sckraight from the Ghetto*, *You Know You’re Ghetto If*, and the sequel *You Still Ghetto*. In 2000, Bertice published her first work of fiction, *Redemption Song*, published by Doubleday. She followed with *The Haunting of Hip Hop: A Novel*. In August, 2002, she released her most passionate work, *Jim & Louella’s Homemade Heart-Fix Remedy*, a tantalizing spiritual tale. Royalties from book sales go to organizations that help families of terminally ill children, raise funds for orphanages, and provide resource information to low-income families.



Kathleen A. Corbet is president of Standard & Poor’s, a division of The McGraw-Hill Companies and the world’s foremost provider of independent credit ratings, indices, risk evaluation, investment research and data. Since joining S&P in 2004, Kathleen has led the firm’s international expansion and acquisition of high-impact information solutions for the global investment and financial services communities, including the purchase of Capital IQ and majority ownership of CRISIL, India’s leading credit rating agency and financial news source.

Under her leadership, Standard & Poor’s has grown into an organization with more than 6,300 employees in 20 countries.

For more than 20 years, Kathleen has held management positions of growing influence and responsibility in the financial services industry. Prior to joining Standard & Poor’s, Kathleen served as chief executive of the Fixed Income Division at Alliance Capital Management and as a member of the firm’s Executive Committee. At Alliance Capital and its parent company AXA Financial (formerly equitable Life Assurance Society), Kathleen previously served as chairman of Alliance Capital Australia and New Zealand, and from 1998 to 2000 was CEO of Alliance Capital Ltd., the firm’s European fixed income and equity

research and management division, based in London. From 1997 to 1999 she was chief of investment operations and global trading.

Kathleen graduated from Boston College with a BS in marketing and computer science and received her MBA in finance from New York University’s Stern School of Business. She is a member of McGraw-Hill’s Chief Executive Officer’s Council, the Council on Foreign Relations, and serves on the board of trustees of Boston College.

2006 WINS Leadership Conference Team Members

Event Co-Chairs	Segment	Location	Event Logistics Team (cont.)	Segment	Location
Rosemarie Lanard	S&P	New York	Elizabeth Morton	S&P	New York
Cathy Daicoff	S&P	New York	Mary Anne Panepinto	S&P	New York
Event Theme/Agenda Team			Mary Beth Preston	S&P	New York
Lin Carvalho (Co-Team Leader)	I&M	New York	Alice Rudduck	S&P	New York
Maria Pierdicchi (Co-Team Leader)	S&P	Italy	Karen Solorow	MGH	New York
Mimi Barker	S&P	New York	Violet Stancu	MGH	New York
Cathy Daicoff	S&P	New York	Laurie Wohl	S&P	New York
Kim David	MGH	Iowa	Communications Team		
Missy Kozacik	MGH	California	Kathy Evans (Team Leader)	S&P	New York
Rosemarie Lanard	S&P	New York	Kate Cassino	MGH	New York
Sue Levy	S&P	New York	Rosemarie Lanard	S&P	New York
Corri Russell	MGH	New Jersey	Caroline Luther	MGH	New York
Speakers Team			Mary Ryan	S&P	New York
Potoula Chresomales (Co-Team Leader)	I&M	New York	Christine Schiesl	MGH	Iowa
Michelle Ferguson (Co-Team Leader)	MGH	New York	Rachel Thomas	MGH	New York
Bonnie Beacher	MGH	New York	Pre-Conference Dinners Team		
Ruth Cochrane	MGH	Ohio	Marva Hamilton (Team Leader)	MGH	New York
Cathy Daicoff	S&P	New York	Kathy Bunger	MGH	New York
Jane Forsberg	MGH	California	Salomi Patel	I&M	New Jersey
Guyna Johnson	S&P	Illinois	Annie Schaefer	S&P	New York
Rosemarie Lanard	S&P	New York	WIN Showcase/Exhibit Hall Team		
Ivy Latimer	MGH	New York	Rosemarie Lanard (Co-Team Leader)	S&P	New York
Janice Roerig-Blong	MGH	Iowa	Cathy Daicoff (Co-Team Leader)	S&P	New York
Lyn Uhl	MGH	Massachusetts	Jessica Brookins	S&P	New York
Event Logistics Team			Carol Copeland	S&P	New York
Diann Nakash (Co-Team Leader)	S&P	New York	Susan Greet	I&M	Colorado
Samantha Gordon (Co-Team Leader)	S&P	New York	Tia Hensler	I&M	Colorado
Marcia Bertero	S&P	New York	Len Johnson	MGH	New York
Jessica Brookins	S&P	New York	Lauren Laitman	MGH	New York
Melissa Coffey	MGH	New York	Belinda Madera	S&P	New York
Carol Copeland	S&P	New York	Amita Nagaraja	MGH	New York
Valencia Daniels	S&P	New York	Ruth Neighbors	MGH	New York
Judy Kilduff	MGH	New York	Paula Newman	S&P	London
Angela King	MGH	New York	Lisa Nielsen	MGH	New York
Carolynn Kutz	MGH	New York	Mary Beth Preston	S&P	New York
Larisa Labovsky	MGH	New York	Louise Raymond	MGH	New York
Barbara Latorre	I&M	New York	Danielle Shanes	MGH	New York
Margot Marsh	MGH	New York	Rachel Thomas	MGH	New York
			Joanna Weeks	MGH	London

2006 win^u Calendar of Events

Asia

Ongoing Activities

Chicago

Networking Event	2nd Quarter
Networking Event	3rd Quarter
Annual Event: "Empowerment"	4th Quarter

Colorado

Networking Event	2nd Quarter
Networking Event	3rd Quarter
Networking Event	4th Quarter

CTB

Annual Event	2nd Quarter
Networking Luncheon	3rd Quarter
Networking Luncheon	4th Quarter

Europe

Influencing and Personal Impact— Assertiveness	2nd Quarter
Organizational Politics	3rd Quarter
Panel Discussion: Career Development	4th Quarter

Hightstown

Book Club Monthly Meetings	Apr.—Dec.
Senior Women's Panelist Discussion	April
Launch of Corporate Mentoring Program	May
Senior Women's Networking Luncheon	September

JD Power

Quarterly Event	2nd Quarter
Quarterly Event	3rd Quarter
Quarterly Event	4th Quarter

Latin America

Ongoing Activities

Ohio

Quarterly Event	2nd Quarter
Quarterly Event	3rd Quarter
Quarterly Event	4th Quarter
Book Club	Ongoing Meetings

New York: 1221 Avenue of the Americas

Networking	April
Skill Development	May
Career Development	June
Networking	September
Skill Development	October
Career Development	November
Work-Life	July
Informal Mentoring Activities	Ongoing Activities
Community Outreach	Ongoing Events
Book Discussion Group	Ongoing Meetings

New York: 2 Penn Plaza

Book Club Bi-Monthly Meetings	Apr., June, Aug., Oct., Dec.
Follow-up Women's Discussion	April
Panelist Discussion on Careers	May
Lunch & Learn	May
St. Michael's Academy— Community Outreach Project	September
Lunch & Learn	September
Coaching and Self Assessment	November
Toys for Tots Community Outreach	December
Crown Residence— Community Outreach Holiday Event	December

New York: 55 Water Street

Negotiation Skills 201	April 11
WINSday Lunch	April 19
Work/Life	April 28
WINSday Lunch	May 10
Career Success/Development	May 16
Annual Event	June 13
WINSday Lunch	June 21
WINSday Lunch	July 12
WINSday Lunch	August 9
WINSday Lunch	September 13
Career Success/Development	September 18
WINSday Lunch	October 11
Work/Life	October 20
WINSday Lunch	November 8
Best Practices	November 14
Networking	December 8
"WINS to the Rescue"	
Community Outreach	Ongoing Events

The WINS Calendar of Events continues to grow!

Please visit <http://mhc.mcgraw-hill.com/wins> for the latest information and event updates.

WINS is proud to announce the winners of the first **Vanguard Awards**

in recognition of their inspiring leadership, commitment, and passion for making an enduring difference!

Regional Network Award

Winner: 55 Water Street, New York

Alka Banerjee

Abbe Bates

Lisa Corvese

Cathy Daicoff

Rose Marie DeZenzo

Andrea Esposito

Maureen Farrell

Karen Feuer

Samantha Gordon

Pat Jordan

Sharon Laemle

Rosemarie Lanard

Elizabeth Morton

Jennifer Neel

Darina Pinaire

Mary Beth Preston

Natalia Skuthan

Theresa Werner

Honorable Mentions:

CTB, Monterey, California:

Ellen Haley

Linda Lannon

Denver, Colorado:

Sandy Bowman

Shae Daberkow

Janet Derby

Susan Greet

Tia Hensler

Cristy Oberg

Anne Trujillo

Andy Worobel

Europe:

Myriam Fernandez De Heredia

Lisa Hall

Fiona Hamilton

Caroline Hankey

Elizabeth Hesketh

Maren Josefs

Derek Joseph

Susan Lait

Sarah McLean

Martine Patret

Maria Pierdicchi

Rowena Potter

Barbara Ridpath

Siobhan Walsh

Joanna Weeks

2 Penn Plaza, New York:

Nina Antony

Audra Christie

Melissa Coffey

Patricia D'Agostino

Donna Lafreniere

Larisa Lobovsky

Margot Marsh

Andrea Mayendia

Lisa Nielsen

Victoria Pao

Judy Schriener

Kim Windrow

Partnership Award

Winner: Sue Stanek, Ph.D., MENTTIUM Corporation

Honorable Mention: Dr. Glenda Stone, Aurora, Inc.