

## **Women Shaping the Global Economy Series Launched: Anne Mulcahy on Leading a Global Corporation**



On November 1, 2010, Anne Mulcahy, former Chairman and CEO of the Xerox Corporation, addressed the WFPG's Celebrating Women Leaders luncheon on "Leading a Global Corporation" at the Four Seasons Hotel. The event

was moderated by ABC News Business Correspondent Bianna Golodryga and was attended by senior government officials, corporate executives, ambassadors, and NGO leaders. At the event, WFPG launched a new program series, Women Shaping the Global Economy. Event Chair Ann Korologos noted that "[WFPG] could not have selected a better speaker" for the occasion.

At the event, Mulcahy spoke about leadership lessons learned at Xerox, the qualities of good leadership, challenges for corporations today, the relationship between business and government, and the importance of public-private partnerships, including the role of NGOs. She discussed her own experience at Xerox and what she believes to be essential qualities of a good leader: listening, having a clear vision, authenticity, and maintaining a strong relationship with your people.

To Mulcahy, being a good leader is "all about listening"—hearing not only what people have to say but also learning from it. Good leaders should have a clear vision, communicate where they want to take the organization, and inspire those working with them to want to take this journey as well. In order to do this, leaders must have a clear and consistent set of values; people must know what to expect from them and be able to trust in them.

"What's really important is the ability for authentic leaders to win their hearts... this type of leader actually intuitively creates followership, which for me is the best kind of definition of leaderships there is." Additionally, for a good leader it's not about the title but rather it's about the people that they have the privilege to lead. Discussing Xerox's quick turnaround in five years from losing \$300 million a year to making over a billion, Mulcahy asserted that good strategy played a role, as did investing in research and development. However, "at the end of the day it is always about your people", as the success of an organization is dependent on them being willing to commit both to the goals of an organization and to its leadership.

“ [Good leaders] have a clear vision of where they want to take an organization, they give people a road map...and, more importantly, they inspire them to want to take that journey. ”

Mulcahy discussed women corporate executives and noted that when she first became CEO in 2001, one could count the number of female CEOs leading Fortune 500 companies "on one hand"; today there are 12. While it is progress, one should never "confuse optimism with satisfaction...we have a long way to go," and "we should feel good when we have 250 women CEOs, and nothing less." She went on to discuss the importance of supporting young women. "Kudos to this group [WFPG], I am a big believer that being active and focused is hugely important, and things like internships, and mentoring, and outreach activities are so important in creating the next generation of leaders, particularly in international affairs. So, I applaud your efforts."

In terms of current challenges facing corporations, Mulcahy believes that the US needs to focus on job creation and the economy. For businesses, “you’re going to hire if you see demand and you have confidence in the marketplace and you see something that’s sustainable and improving, and the reality is that that’s not what we’re seeing.” In today’s economy, big business in particular has learned to achieve the same output and revenue with a lot less labor, which makes hiring unnecessary. Addressing the debate on protectionism and outsourcing, and their impact on unemployment, Mulcahy believes this to be one of the most misunderstood issues. While she understands the populist view of American jobs being outsourced overseas, she asserts that this not the full reality.

At Xerox, the company made more than half of its revenue overseas yet held less than half of its workforce abroad. Therefore, products were being exported to markets that were helping to maintain jobs in the United States. For the US “the reality is that this country is growing much slower than the rest of the world; those markets are going to be the source of revenue growth and employment growth for global companies.” Mulcahy commented that we should welcome the challenge, especially in terms of the growth of China. This type of competition can bring out the best in nations and “we would be foolish not to embrace the market opportunity that China represents.” The US needs to “get off” the issue of outsourcing “and start working on investing in this place so we can build more jobs”. Driving employment growth in the US “is going to be a war that’s won based on... innovation,” and “this is a battle that we can win if we choose to.”

On the relationship between business and government, Mulcahy asserts that there needs to



Anne Mulcahy and Bianna Golodryga with WFPG Board Members

be “the right kind of constructive compromise” between the two. Government needs to be more responsive to business but not blind to the significant needs of the underserved in this country. It should do better at listening and responding to the needs and concerns of the business community, but the business sector must know that the government will not be granting all of its wishes. Instead, there needs to be cooperation and sacrifice from both sides, as “we need a lot more logic and a lot less political spin and polarized views.”

When asked about her own political aspirations and the rumors of her potential candidacy for the Administration’s National Economic Council Director, Mulcahy responded that she has not yet been approached and that she is unsure if it is a position that she is necessarily well-suited for. However, she does hope that there is a chance she could “play a constructive role in creating a conduit” between the business and government, either formally or informally, “because we need each other.”

Mulcahy spoke about applying her leadership skills in a new context as Chair of Save the Children’s Board, through which she has travelled to challenging countries such as Haiti, Afghanistan and Iraq. Her work with the organization has led her to realize that most of these problems facing the nations are solvable and require public-private partnerships. From her perspective, education is the most constructive path, particularly for girls. This soft diplomacy, which is a social and not a military solution, will also advance the US’ reputation and standing in the international community.

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# Women Shaping the Global Economy Luncheon



WFGP President Patricia Ellis and Board Chair Maxine Isaacs with Anne Mulcahy



Event Chair Ann Korologos and Ann Bazzarone with Robert Hormats, Under Secretary of State for Economic, Energy, and Agricultural Affairs



Anne Mulcahy with Joanne Hamilton and Elizabeth Abdo of Host Hotels and Resorts



Board Member Henrietta Holsman Fore, Maxine Issacs, Bianna Golodryga, Anne Mulcahy, and Patricia Ellis



Michelle Cahn and Jane Prosch-Jensen of Xerox Corporation with Anne Mulcahy, Bianna Golodryga and WFGP Board Members



Anne Mulcahy with Tim Baer, Target Corporation



Patricia Ellis greeting Karen DeYoung and Don Graham of The Washington Post



Nancy Ziuzin-Schlegel, Maxine Issacs, Board Member Theresa Loar and Marcia Loureiro of the Embassy of Brazil

## Celebrating Women Leaders Luncheon



### Ambassador Melanne Verveer: Women Center Stage in Foreign Policy and the Global Economy

On July 15, 2010, Ambassador-at-Large for Global Women's Issues Melanne Verveer addressed prominent members of the international affairs community on the importance of women's leadership and empowerment for US foreign policy and the global economy at a WFPG Celebrating Women Leaders Luncheon. Senior Correspondent for PBS NewsHour Judy Woodruff moderated the discussion.

Verveer discussed the progress made since the Beijing Conference on Women, emphasizing that the "growing recognition that women's empowerment must be a central component of any effort to solve our most pressing global problems." These issues cannot be viewed solely as women's concerns, relegated to a place of lesser importance in US foreign policy. Verveer explained that the creation of her position was part of an effort to integrate women into the government's decision-making process. She also lauded the creation of UN Women, noting that the agency will hopefully elevate women's issues within the system and stressed that its leader must have international acclaim and significant management experience.

The Ambassador emphasized the vital role that women's leadership and empowerment play in economic development. She noted that countries in which women enjoy relative equality generally boast higher levels of economic growth and competition, while countries with large gender gaps are more prone to violence and extremism. She went on to stress the importance of women's involvement in peace processes, both to ensure an enduring peace and to guarantee continued respect for women's rights.

In Afghanistan and Pakistan, Verveer praised women "who are on the front lines, are fighting back, and taking back their religious values and their religion from those who define [it] as

“ [There is] growing recognition that women's empowerment must be a central component of any effort to solve our most pressing global problems. ”

endorsing the oppression of women." Answering how the US can assist, the Ambassador stated that, "Women need to be made aware of their rights and education is absolutely critical, literacy programs are critical, and so is protecting them from violence." Verveer also addressed human trafficking, noting that current laws fail to address the root of the problem "that women and girls are not valued" and do not know their own worth.

Ambassador Verveer closed her remarks with a call to action, citing Nicholas Kristof's observation that the 21st century's moral imperative must be women's equality. Echoing Secretary Clinton's famous words, the Ambassador firmly asserted, "We know that 'women's rights are human rights', and we cannot settle for anything less."



Ambassador Verveer and Judy Woodruff during the Q&A



# Celebrating Women Leaders Luncheon



Patricia Ellis, Melanne Verveer and Judy Woodruff



WFPG Board Members Theresa Loar and Mary Catherine Toker with Kathryn Hauser



Ambassador Meera Shankar of India & Judy Woodruff



Under Secretary for Democracy and Global Affairs Maria Otero and Patricia Ellis



Melanne Verveer greets Ambassador Morean Phillip of Trinidad and Tobago



Melanne Verveer with Stephenie Foster, Mary Yerrick, and Donna McLarty of Vital Voices



WFPG Board Members with Melanne Verveer and Judy Woodruff

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# Beyond the Headlines

## Reports from the Field: Journalist Briefings on Afghanistan

*New York Times' correspondents Elisabeth Bumiller and James Dao shared insights on their time on the ground in Afghanistan.*

October 12 – Elisabeth Bumiller, *Times* Pentagon Correspondent, spoke on “In Camouflage or Afghan Veil: A Report from the Field” at the home of WFPG Board Chair Maxine Isaacs in Washington, DC. Bumiller recently returned from Afghanistan where she covered the military’s use of women Marines to reach out and build relationships with Afghan women. Her October 2nd cover story was the third in a series following these Female Engagement Teams (FETs) and their role in the US counterinsurgency strategy.

Bumiller traveled through Helmand Province with a group of 40 impressive young women Marines spread out over 15 regional bases, and traveled with them to visit different homes. After the Marines asked permission to enter from the head of the household, the women engaged in conversations about their families and what needs existed in the village (e.g. security, water, medical care). Although initially the Afghan women were very cautious, they opened up over time. Afghan men were also more open in discussions with the FETs than with their male counterparts. Until the creation of the FETs, women Marines traditionally found themselves in support roles when deployed.

November 30 – James Dao, *Times* National Correspondent, shared stories from his ongoing coverage of the First Battalion, 87th Infantry of the 10th Mountain Division from Fort Drum, their year-long deployment in northern Afghanistan, and the impact of the war on the soldiers and their families. The event was hosted by the Consul General of Finland in New York, Ambassador Ritva Jolkkonen, at her residence.

Dao joined the battalion as they departed for Afghanistan, was embedded with them in Kunduz Province, and returned to NY to speak with their families. He plans to join the soldiers on their return home. His stories captured the daily life of the soldiers on the ground and highlighted the diversity of the company, from a 27-year-old Yale-educated Company Captain, to a single father with sole custody of his children and a Sergeant and mother of two overseeing an equipment tech team.



Bumiller and Master Sgt. Julia Watson in DC



Dao with host Ambassador Jolkkonen in NY

## UN Response to Haiti • Refugee Situation in Kyrgyzstan



July 19 – UN Under-Secretary-General for Humanitarian Affairs and Emergency Relief Coordinator John Holmes spoke on the UN's work in Haiti. Holmes discussed the progress since the earthquake and the challenges still ahead. While many have criticized the relief efforts, citing the persistence of poverty and lack of infrastructure,

Holmes emphasized that "the disaster didn't come from nowhere; it was all hitting a country which is already very disaster-prone and in a very poor state in all sorts of ways." Poor governance, poverty, and corruption have impeded relief efforts.



August 5 – Refugees International Senior Advisor and WFPG Board Member Dawn Calabia gave a status report on the refugee situation in Kyrgyzstan at a brown bag luncheon. She was also joined by her RI colleague Maureen Lynch. Calabia gave a brief summary of the political and ethnic struggles in mid-June and

the regional and international communities international response, and then shared personal stories from her recent trip to Osh, Kyrgyzstan, where she met with the Kyrgyz and Uzbek families displaced as a result of the recent violence.



## Embassy Series

### Ambassador Meera Shankar of India on The US and India: The Expanding Bilateral Relationship



September 14 – Ambassador Meera Shankar of India hosted members and guests at her residence for a program on the US and India's expanding bilateral relationship. Ambassador Paula Dobriansky, WFPG Board Member and former Under Secretary of State for Democracy and Global Affairs, served as moderator.

Shankar spoke about the increasingly close relationship between the US and India and outlined areas of cooperation between them. She stressed the similar fundamental values and convergent interests of the two nations: democracy (the world's oldest and the world's largest), a pluralist society, the rule of law, and a balance between central and local governance.

The Ambassador discussed the expanding Indian economy, which continued to grow at rates of 6-7% during the global recession and reached a rate of 8.8% in the first quarter of 2010. The Indian government plans to continue to develop its three key economic sectors of manufacturing, services, and agriculture, as well as to encourage more foreign investment from nations such as the US. The government hopes to combat the nation's poverty issues by sustaining these levels of rapid growth over the next decade.

Globally, the US and India share important objectives such as combating terrorism, preventing proliferation, and collaborating on issues relating to climate change, energy, and trade. Additionally, India hopes to work with the US on disease eradication, education, culture, and renewable energy. The two countries have a working security relationship, which includes joint military exercises and defense equipment procurement.

Ambassador Shankar also discussed India's relationship with its neighbors—including Pakistan, Afghanistan, Iran, and China—and their impact on the India-US bilateral relationship. The two nations maintain open discussions on interactions with Pakistan. In Afghanistan, India has opted out of a security role, but has worked to build and develop Afghan infrastructure. India has a longstanding relationship with Iran, and the Ambassador explained how India can be a US partner and still maintain ties with the Iranian government. India and China have a multifaceted relationship, which has been complicated further by recent border disputes. However, Shankar also reiterated the Indian Prime Minister's view that there was room enough for two emerging world economies.

Shankar hoped that after President Obama's November visit to India relations between the countries would grow even closer, in keeping with the President's description of the US-India relationship as a "key strategic partnership of the 21st century."



## Embassy Series

### A Conversation on Dutch Foreign Policy: Ambassador Jones-Bos



December 6 – Ambassador Renee Jones-Bos of the Netherlands addressed WFPG at her residence on Dutch foreign policy priorities and the bilateral relationship between the US and the Netherlands. During the discussion, Ambassador Jones-Bos was joined by Dutch Member of Parliament Henk Jan Ormel, Foreign Affairs Spokesman for the Christian Democratic Alliance.

The Ambassador spoke about the importance of the US-Netherlands relationship, and how crucial the partnership is, noting that the Netherlands is the US' third largest investor and seventh largest trading partner.

In discussing the long-term driving forces which still shape Dutch foreign policy, the Ambassador cited dedication to “an outward looking economy and a tradition of tolerance and justice,” which she stressed are not mutually exclusive but rather mutually reinforcing. She also described changes in the last two decades that have had a profound impact on her country's foreign policy, which include two major political assassinations, the rejection of the EU Constitution despite being one of the founding members of the EU, the significant influx of refugees particularly from Turkey and Morocco, a greatly changed Dutch electoral landscape, and the global financial crisis.

Ambassador Jones-Bos explained how these factors are incorporated into the foreign policy vision of the new Dutch government, a minority government in power since October 14th. This new government affirmed a sustained commitment to international engagement, international law, and human rights, and plans to continue pursuing multilateral economic activities, development cooperation projects, and peace and security collaborations. The Ambassador outlined her country's National Action Plan on UN Resolution 1325, which stresses the importance of protecting women during times of war and incorporating them in peace processes.

During the Q&A, Ambassador Jones-Bos and MP Henk Jan Ormel answered questions on a wide variety of issues including the Dutch participation in Afghanistan, the impact of immigration on the Netherlands, and how the Netherlands was affected by the EU bailouts of Greece and Ireland. The Ambassador also reflected on the changing nature of diplomacy in an increasingly interconnected world.



Ambassador Jones-Bos and MP Henk Jan Ormel

### A Farewell to Ambassador Morean Phillip of Trinidad and Tobago



Ambassadors of Antigua & Barbuda, Trinidad & Tobago, and St. Vincent & the Grenadines

June 30 – WFPG held a farewell reception to honor Ambassador Glenda Morean Phillip of Trinidad and Tobago, at her embassy. The Ambassador discussed her term in DC—which she termed “short, hectic and sweet”—and thanked WFPG and her diplomatic colleagues

for their warm welcome. An active WFPG member, she praised the organization, calling it “number one,” for its high-caliber speakers and excellent coverage of global issues. The Ambassador also reminisced on her stay in Washington, sharing how her stay occurred during “one of the most exciting times in the political life of the US,” speaking fondly of attending the Democratic and Republican National Conventions, where she got a “good feel of what the policy is like.” She noted that she enjoyed the warmth of Americans, which “is almost like the warmth of the people from Trinidad and Tobago.”



# Celebrations of Women Diplomats

## New York, NY

April 15 – WFPG celebrated the achievement of women diplomats at the home of WFPG member Geraldine Kunstadter. The event honored women ambassadors to the UN and NY consuls general, who spoke on the role of women in foreign policy.

Three women ambassadors, from the Bahamas, Grenada, and Monaco, shared personal experiences and thoughts on women's progress. Ambassador Paulette Bethel of the Bahamas noted economic development and the global enfranchisement of women are closely linked and that the political and socioeconomic progress of women should remain a central priority to the world's powers. "It is an inescapable fact that the world's development and prosperity depend on the development and empowerment of fully one-half of humanity: women." Ambassador Isabelle F. Picco of Monaco addressed the pivotal role education plays in the lives of young women globally and is convinced that "without education of women we won't achieve any development or peace in the world."



UN Ambassadors of Monaco and the Bahamas with hostess Geraldine Kundstadter and Patricia Ellis

Ambassador Dessima Williams of Grenada spoke about women's global leadership and activism. In particular, she spoke of the unique task of women at the UN "not just to have presence and to be there but to really see how we can affect the agenda."

## Washington, DC

May 6 – WFPG held a program and reception to celebrate women diplomats hosted by Ambassador Kolinda Grabar Kitarovic at the Croatian Embassy. Ambassadors to the US from Croatia, India, Liechtenstein, Trinidad and Tobago, Grenada, Senegal, and Antigua and Barbuda spoke on the importance of mentoring young women in foreign policy.

Ambassador Kitarovic discussed the importance of taking small steps when it comes to mentoring, noting that an effective mentor must reach out to young girls and women on an individual basis in order to help them

to advance in a still male-dominated world. Indian Ambassador Meera Shankar, Ambassador Claudia Fristche of Liechtenstein, and Senegalese Ambassador Fatou Danielle Diagne all spoke of the importance of showing young women that it is possible to successfully juggle both a personal and a professional life in the field of foreign policy. Both the Ambassador from Trinidad and Tobago, Glenda Morean Phillip, and the Malawian Ambassador, Hawa Olga Ndilowe, focused on mentoring as leading by example. Ambassador Debra-Mae Lovell of Antigua and Barbuda closed the program by describing mentoring future generations as a universal responsibility.



Ambassadors of India, Malawi, Trinidad and Tobago, Senegal, Liechtenstein, Burundi, and Croatia

# Mentoring the Next Generation of Leaders

WFPG is committed to supporting the next generation of women leaders to ensure that women's voices are heard on the issues of tomorrow.

- **Join us as a mentor** at our Mentoring Fairs. In 2011 Fairs will be held on 2/2 in DC and 3/3 in NY. Contact: [programs@wfp.org](mailto:programs@wfp.org)
- **Give the gift of membership** to a young woman to allow her to join WFPG programs, network with members, and access our online directory. Contact: [membership@wfp.org](mailto:membership@wfp.org)
- **Donate to WFPG's internship fund.** In 2011 WFPG will begin offering competitive stipends to full-time interns. Contributions help us support young women who cannot otherwise afford to intern in DC. Contact: [programs@wfp.org](mailto:programs@wfp.org)



Board member Diana Negroponte speaking to students at a WFPG Mentoring Fair

## Meet WFPG's 2010 Interns

Each year WFPG welcomes 16 students and recent graduates to intern for a semester in the WFPG office and learn valuable professional skills. The Women's Foreign Policy Group Internship Program is unique in that it gives interns the opportunity to deepen their knowledge of a wide array of international issues, interact with our members who are senior women officials in the government, NGOs, international organizations, and the diplomatic community, and to play a significant role in the planning and implementation of our educational programs.

### Fall 2010

Elizabeth Deal, The George Washington University  
Elyssa Feder, The George Washington University  
Elisabeth Springer, Georgetown University  
Andrea St. Pierre, Suffolk University  
April Weathers, Claremont McKenna College

### Summer 2010

Maya Babla, University of Southern California  
Ashley Bazzarone, Brigham Young University  
Jill Berardini, Princeton University  
Erin Greene, University of Southern California  
Jenna Zhu, Swarthmore College

### Spring 2010

Kathleen Efland, University of Maryland, College Park  
Elizabeth Finan, The George Washington University  
Christina Fiorentini, Georgetown University  
Shannon Hosmer, Illinois Wesleyan University (graduate)  
Mona Rai, University of Pennsylvania (graduate)  
Anna Sarnek, The George Washington University

Learn more about our internship program at  
[www.wfp.org/page/internships](http://www.wfp.org/page/internships)





## Author Series

### Deborah Amos • *Eclipse of the Sunnis*



March 17 – Author and NPR Foreign Correspondent Deborah Amos spoke on her recent book *Eclipse of the Sunnis: Power, Exile, and Upheaval in the Middle East* at a luncheon at Finmeccanica NA in DC. In her remarks Amos

traced the forced migration of the Sunnis from Iraq after the sectarian violence began and outlined the impact their exodus will have on Iraq's future.

Drawing on her interviews with Iraqi refugees in Syria, Lebanon and Jordan, Amos asserted that the US' 2003 invasion of Iraq had a catastrophic effect on the people of the region due to the resulting sectarian violence. Of the almost 2 million Iraqi refugees in the region, the majority are well-educated and middle class, the very people required to support a modern, democratic Iraq. Amos notes that "this is a huge population and remains a crisis that has been under the radar now for years. There is no precedent for a middle class exodus of this volume."

Amos also described additional consequences of the exile, including those for women. She shared stories of middle-class, educated women in

Damascus who have turned to prostitution to support their children and are now unable to return home due to the "shame culture." For women still in Iraq, Amos noted that some small strides have been made. Iraqi business women have been given preference in DoD contracts, but that they worry about the future when US backers leave.

Although the majority of the refugees (60%) are Sunni, Amos also discussed Christians, who comprise 15% of the refugees but only 3% of Iraq's pre-war population. Amos noted that as the first minority targeted "they were the canary in the coal mine... the indication that Iraq was shedding its diversity."



Ambassador Claudia Fritsche of Lichtenstein asks a question

### Scott Malcomson • *Generation's End*



Author Scott Malcomson with moderator Patricia Ellis in NY

September 16 (NY), September 21 (DC) – Scott Malcomson, the Foreign Editor of *The New York Times Magazine*, spoke on his recent book, *Generation's End: A Personal Memoir of American Power After 9/11*. The title refers to the loss of innocence a generation of Americans endured following the attacks of September 2001. During the programs, Malcomson shared his experiences in the aftermath of the attacks as a New Yorker, a journalist, and later as a UN official. He also discussed the impact of 9/11 on US foreign policy, and on the United Nations.

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As Council members you and your colleagues will receive special invitations and complimentary tickets to our international issues programs, as well as opportunities to connect and network with key players in the foreign affairs community, including senior-level government officials and diplomats.

Council members are also invited to private newsmaker briefings throughout the year. Most recently, in December 2010, Under Secretary of State for Economic, Energy, and Agricultural Affairs Robert Hormats held an off-the-record briefing for Council members on the Administration's priorities and challenges on pressing global economic issues.

**Learn more:** Contact us at [council@wfpg.org](mailto:council@wfpg.org) or 202 884 8597

### Thank you 2010 Council Members!



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