“THE BOARD GAME: HOW SMART WOMEN BECOME CORPORATE DIRECTORS”

for UCLA Anderson

BETSY BERKHEMER-CREDAIRE
Berkhemer Clayton Inc., Retained Executive Search
Best time in History to Navigate
Your Career to Corporate Boards

• Only 17.7% of Fortune 500 board seats are held by women. The number hasn’t really increased in years. (Catalyst).

• Quotas in Europe require 30 to 40%.

• 2013 California Resolution urging “3 women in 3 years” on all public company boards in the state—just passed in Illinois

• What Nominating Chairs are looking for: Finance (CFO), Technology, Human Resources, Cyber Security, Social Media, International Contacts and Experience Working Abroad

• Wave of Directors about to retire at age 72-75
California’s Largest 400

- One quarter—101 (25.3 percent)—of our California 400 largest public companies have no women on board.

- Of the 3,340 board director seats in CA, women hold 403 (12.4%) and men hold 2,837 (87.6 percent).

- At this rate, women could hold 19.9 percent of California director positions in 2020 and 44.8 percent in 2040.

- Among the 1,868 highest-paid executives, 185 (9.9 percent) are women and 1,683 (90.1 percent) men.

- Only 14 of the 400 companies have a woman serving as CEO; 50 have a woman CFO.
California Corps with Zero

No women directors on boards:
• Activision/Blizzard, Callaway Golf
• Cheesecake Factory
• Fairchild Semiconductors
• Pandora, Monster Beverage,
• Tesla Motors
• Kilroy Realty, Stamps.com
CA Corps 3+ Women on Board

4 Women Directors:
- Annie’s, Williams-Sonoma,
- Disney, Wells Fargo Bank (5)

3 Women Directors:
- Cisco, Jack-in-the-Box, Google,
- Kaiser Permanente, Mattel
- Qualcomm, Symantec, VISA
- Edison International, Sempra Energy
High-Value Statement about YOU

1) **First, your Industry** — size of overall industry in $Billions—you are an “expert” in the industry.

2) **Size of company (or clients)**—use numbers—
Large-mid-small cap; revenues in $Billions/Millions, public/private, number of employees, with business in how many countries or states.

3) Cite **ACHIEVEMENTS** that demonstrate track record---
Include “measurable” results of Achievements---such as profits? growth? M&A? cost savings?
High-Value Statement (cont’d)

4) **Governance knowledge** from "prior" board experience—large nonprofits, private companies, private equity boards, public commissions? Describe how you interface with Directors where you currently work.

5) **Last, now say your function and title**—
   Risk management, Growth Strategy, Global HR, Compensation, Cyber Security, IT, Social Media (legal expertise related to specific categories)

• Your Board-Ready Resume should include all above.
Key # 1: Build Strategic Networks

- Nonprofit Organizations, including women’s business groups and professional organizations—85% of women in “The Board Game”
- Business and Industry Connections (Attorneys, CPAs, Bankers)
- Friends who serve on corporate boards (sponsors/mentors)
- Private Company Boards/Private Equity Investors
- Corporate Advisory Boards
- Political Commissions and Connections--support candidates
- Executive Search Firms
Madeleine A. Kleiner
Key #2: Industry Visibility

- Define and become known for your business track record that can add value to boards.

- Trade Association speaking engagements; write articles, arrange speakers for events, get on board

- Become active volunteer in your industry associations, professional societies—be visible on board as fund-raiser.

- Confidently express your goals to serve on boards to all industry and contacts.

- Get on first nonprofit boards early, and strive for first corporate board before you retire.
Key # 3: Learn governance from “prior” Board Experience:

- Seek out Nonprofit boards where other members serve on corporate boards. (Represent your company.)

- Choose the tough assignments—finance, fund-raising, mergers & acquisitions that relate to business.

- Get appointed to government commissions, advisory boards, state, county, city. Apply online today.

- Learn fiduciary responsibility, board dynamics and distinction between management vs. board.
Lydia H. Kennard
How You Can Make a Difference

- Read your Proxy Statements and write to CEOs.

- Check out www.2020WomenOnBoards website and come to the luncheon in LA on Nov. 19, 2015

- Get Board training at UCLA Anderson or WCD Bootcamp

- Support NAWBO efforts for Resolutions in key states.

- Propel other board-ready women toward boards.
Credit Suisse “The Business Case”

• Positive correlation between stock performance and the presence of women on boards--large-cap companies $10B+

• Companies with women on boards significantly outperformed others with no women, over six-year study period.

• Women directors are a little more risk averse—companies with women have, on average, less debt, and recovered more quickly from Recession.

• Net income growth for companies with women on boards averaged 14 percent, compared with ten percent for those with no women directors.
Why serve on Corporate Boards?

• To reach the pinnacle of business success—you are among elite, smart, leaders of commerce.
• To become a better executive--learn how other companies are managed and bring “best practices” back to your company.
• To build business relationships and contacts.
• To make money—annual compensation includes cash and stock.
• Women want to make a difference—and women really do change business on corporate boards.