



Dear members of the Initiative for Women Network,  
This has been a busy and exciting year on many fronts! Through our programs, we provided professional development to over 200 women and through our Women & Leadership Experts Speakers Series, we provided new ways of thinking and opportunities to network to over 1,000 participants. In addition, we continue to work with organizations on diversity and inclusion strategies. On behalf of the team, I wanted to take this opportunity to thank you for your support in 2016 and to wish you all the best this holiday season.

Geeta Sheker,  
Director, Rotman Initiative for Women in Business

## How to Advance Women into Senior Roles + Boards

Last month at a CEO Summit Event co-hosted by the 30% Club Canada and Catalyst, we discussed “what will *truly* make a difference to get more women onto boards and into senior roles.”

Here are the critical strategies executives can and should do to make a difference:

- ① **Promotion lists.** Check that every promotion list and board candidate list has more qualified women than men on it.
- ② **Provide a chance.** At some point someone took a risk to give you your first senior role/board appointment. Give a chance to a qualified women.
- ③ **Check for unconscious biases and stereotypes.** Check that we don't measure women with higher standards than men.
- ④ **Invest in pipeline building.** Help by sponsoring, mentoring and providing leadership training so that women are confident in their ambition to take on the next role.
- ⑤ **Inclusion is a choice.** Embrace different styles and viewpoints.
- ⑥ **Be willing to be outside your comfort zone.** Diversity will challenge you. It is often when you are outside your comfort zone that you will see a true opportunity to grow, bring new ideas, and ultimately get better results.

For the full article, search Beatrix Dart in LinkedIn.

## Christine Day's “Claim Your Power”



At the Rotman Women & Leadership Expert Speakers Series, sponsored by BMO Financial Group, in November, Christine Day, CEO of Luvo Inc, spoke to 350+ participants about cultivating and using power. If you weren't able to attend, here are a few Twitter highlights. For more insights, check out @RotmanWomen #DayAtRotman.



**Elena Mazur** @elenamazur · 10h

Don't choose accomplishments & #success over your values: stay or leave! @luvoCEO @rotmanwomen #dayatrotman #sparkchange #leadership



**Helgi Maki** @HelgiMaki · 10h

Inspired to hear that "resiliency is being willing to make others uncomfortable" from Christine Day, Luvo CEO #sparkchange @RotmanWomen



**Rebecca Cheung** @rebcheung · 10h

"Create the space for others to perform" @LuvoCEO on power #sparkchange #dayatrotman @RotmanWomen



**Mary-Jane Owen** @mjowen38 · 5h

@luvoceo msg to women: Servant Leader vs Hero Leader. Get out on front line, run the business 4 tru advancement. #DayAtRotman @RotmanWomen



**kate marshall** @kmbmarshall · 10h

Focus on 20 people you work with each day to build them up & increase your power at the same time @RotmanWomen



**Leigh@Rotman** @Leigh\_atRotman · 9h

Finding your own talents allows you to admire the talents of others. Leads to admiration not envy! Thanks @LuvoCEO @luvoinc @RotmanWomen !



**Mary-Jane Owen** @mjowen38 · 5h

@luvoceo msg to women: Servant Leader vs Hero Leader. Get out on front line, run the business 4 tru advancement. #DayAtRotman @RotmanWomen



**Rizelle de Ocampo** @rizelledecampo · 10h

An afternoon listening to @LuvoCEO: Hard work without purpose is called stress, hard work with purpose is called #passion! #DayAtRotman

## WXN 2016 List of Canada's Most Powerful Women: Top 100 Awards

Launched in 2003, the Top 100 Awards celebrate the incredible accomplishments of Canada's leading female executives who have raised their voices, overturned obstacles, empowered the voiceless and paved a path for the next generation. The Awards also applaud the organizations and networks that support them. "I'm honoured to win this award. What started as an idea in 2008 to provide leadership programs for women has evolved into a personal mission to play a facilitative role in bringing businesses, academia and policy makers together to create gender equality across Canada. We've made strides but there's still more work to be done by all female and male leaders to advance women," said Professor Dart.

Among the WXN 2016 winners, we wish to acknowledge several alumni of the **Judy Project**, a leading forum we offer for senior executive women. Congratulations!

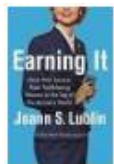
- **Georgina Black**, Partner & National Industry Leader, Health & Life Sciences, KPMG LLP
- **Sandy McIntosh**, EVP, People & Culture and Chief Human Resources Officer, TELUS Communications Inc.
- **Kerri-Ann Santaguida**, VP & General Manager of Merchant Services, American Express Canada
- **Sandy Sharman**, EVP & Chief Human Resources Officer, CIBC



### We'd like your feedback!

To better understand how we can help you to advance your careers, we'd like your feedback to an **8-question survey**. Please go to Survey Monkey to give us your feedback: <https://www.surveymonkey.com/r/MM2MQ2W> by **December 23, 2016**. All responses are anonymous.

## Next Rotman Women & Leadership Expert Speakers Series Event, sponsored by BMO Financial Group



**Mark Monday, March 27, 2017** in your smartphone. Joann Lublin is the Management News Editor of The Wall Street Journal and a Pulitzer Prize winning author. She will be speaking on "Earning It: Hard-Won Lessons from Trailblazing Women at the Top of the Business World." Join us for professional networking after the event. Click here to sign up: [Rotman Women and Leadership Experts Speakers Series event.](#)

## Upcoming 2017 Programs

March 7-8, 2017	<b>Leadership in Administration</b> – suitable for Executive Assistants and Program Coordinators in all industries
April 3-6, 2017	<b>Emerging Leaders</b> – suitable for AVPs, Directors, Senior Managers in all industries
April 25-26, 2017	<b>Business Leadership for Women Lawyers</b> – suitable for lawyers aspiring to management/partnership role
May 7-12, 2017	<b>Judy Project</b> – suitable for SVPs, Partners, Managing Directors, Executive Leaders in all industries
Nov 7-8, 2017	<b>Athena Program</b> – suitable for Project and Team Leads, Managers and aspiring Leaders
Spring 2017	<b>Business Edge</b> – for ambitious internationally educated professionals
Fall 2017	<b>Back to Work Program</b> – suitable for professional women re-entering the workforce

Any questions? Email Donna at [women.initiatives@rotman.utoronto.ca](mailto:women.initiatives@rotman.utoronto.ca) or call 416.978.5036

*The Rotman Initiative for Women in Business is committed to strengthening the female talent pipeline from the classroom to the boardroom since 2008. Together with award-winning faculty and corporate partners, we support the leadership development of female professionals across Canada. In our work with business leaders, academia and government policy makers, we champion women's advancement and improve gender diversity in Canada.*

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