

Great
Place
To
Work[®]

FOR ALL™

2019

LEADERSHIP AWARDS



**HONORING
GPTW4ALL LEADERS
IGNITING INNOVATION BY ALL**

FEBRUARY 27 | SAN FRANCISCO





Thank You, 4ALL Leaders!

Dear Honorees,

Congratulations on being named a recipient of the Great Place to Work For All Leadership Awards at this evening's gala celebration. You are among the most innovative leaders selected by your organizations — all of whom are either one of Fortune's 100 Best Companies to Work For, one of the 100 Best Workplaces for Women, a Best Small and Medium Business, among the World's Best Workplaces, or one of the 100 Best Workplaces for Diversity.

Within innovative organizations, an overall experience of authenticity — in relationships and embedded into corporate practices — is at the heart of the employee experience. This, in turn, allows people to operate in an environment of trust, where they can contribute their innate creativity and intelligence, in what we call a culture of “Innovation By All.”

Your organizations have selected each of you as leaders who have consistently played critical roles in helping to deliver on strategic growth and business goals while truly living the values and authentic leadership that has shaped the success of your company. Thank you for sharing your passion and drive as a change agent, leaving that indelible mark that is better for business, better for people, and infinitely better for the world.

We are honored to celebrate your shining examples of Innovation By All — from teams of leaders who have transformed the way they develop the maximum human potential within their workforce, to leaders who have grown within a company to help cultivate a culture that evolves with the marketplace, and executives who have created new practices to help improve the employee experience.

The thread that unites these stories is the authentic, values-driven leadership you exhibit to your teams on the daily. This helps support our mission to inspire every employer and company to become a great workplace for every one of its employees. The work you are doing is extremely important and tonight, we recognize you and celebrate your contributions, and hope it inspires everyone to continue the rewarding work of creating a Great Place to Work For All.

Warm Regards,

Michael C. Bush
CEO, Great Place to Work



Angela Lane

Vice President, Global Talent

Jessie Albrecht

Associate Director, Talent Development

Tim Gerrits

Senior Director, Talent Development

Melanie Gonzalez

Manager, Talent Development

Michael Poll

Director, Talent Development

Savanna Losik

Senior Specialist, Talent Development

Jon Stansbury

Manager, Digital Learning Design & Enablement



Angela Lane

Led by Angela Lane, the Global Talent team has designed and implemented impactful talent solutions at AbbVie since it became its own company in 2013. Developing top talent is crucial to AbbVie's success, and the Talent Development team within Global Talent is dedicated to creating an engaged, high-performing workforce that is passionate about driving business outcomes.

With the company expanding rapidly at 10 percent growth per year, the challenge was to sustain that momentum by accelerating employees' readiness. The Talent Team identified development opportunities as an area for improvement and saw a chance to align a key business priority with an employee need. To accomplish this, members of the team—Tim Gerrits, Jessie Albrecht, Michael Poll, Melanie Gonzalez, Savanna Losik and Jon Stansbury—launched a companywide initiative called Learn. Develop. Perform. (LDP) to inspire employees to reflect, explore, and act on their development.

The Talent Team knew a substantial initiative was needed to ignite this passion for development and empower employees to embrace it in a personal, actionable way. They also knew that employees would need the right resources to equip them to act on their development—they would need opportunities to discover their strengths, reflect on their career goals, learn from their leaders, and build experiences to truly develop their professional skills.

And so, the idea for Learn. Develop. Perform. was born—a concerted effort to engage each and every employee in their development. Launched in 2017 as a weeklong event, LDP has since evolved into a sustained approach to development with

activities also held throughout the year, reaching more than 16,000 participants—55 percent of employees—in 2018. Since its launch, LDP has become an integrated, global campaign that has significantly lifted the profile of development at AbbVie. It has resulted in higher engagement, more “ready now” talent, and higher levels of manager accountability. Each team member is committed to ensuring LDP continually delivers these kinds of results—after all, learning is a life-long experience.

LDP is a first-of-its-kind initiative that moves employees across the globe to focus and act on their development. LDP is delivered in a way that invites AbbVie's workforce in and respects their desire and level of commitment along the development journey. Four tactics have been key drivers to LDP's success: involve leaders; think global; stay focused; and provide a “go-to” hub. Angela and her team wanted employees to take charge of their development in a personal, purposeful way, so LDP was entirely voluntary. The level of engagement for the first initiative in 2017 exceeded expectations: 14,221, nearly half of all employees, participated; 61 percent of vice presidents engaged, and 54 percent of participants were people leaders; employees from more than 70 countries participated; and 48 percent of AbbVie's top-performing employees engaged and committed to their own development.

Beyond just purposeful participation, the team's intention was to change behavior. After the launch of LDP, participants said they have a greater understanding of the importance of development and indicated they are more likely to focus on development of their direct reports, ask for feedback to improve performance, and discuss development with their leader. Now, nearly 85 percent of AbbVie employees create a Learning Objective, which is a voluntary, action-based goal created with the support of an employee's leader.

These results indicate a direct correlation toward AbbVie's strategic intent: talent development as a business priority. LDP enables employees to make a lasting, personal connection with their development, and demonstrates AbbVie's commitment to supporting its employees while developing them into leaders who can deliver business results.



Sumreen Ahmad

Associate Director,
Human Performance



Sumreen Ahmad is a global management consultant, currently serving as the Global Change Management Lead for Accenture's Risk Management and Quality organization. In this role, Sumreen is responsible for leading organization-wide transformational efforts across Accenture's 469,000 employees. In addition to her formal role, Sumreen has leveraged her expertise and passion for diversity and inclusion in the workplace to lead the North America Interfaith Employee Resource Group (ERG), as well as the Michigan Women ERG.

At Accenture, Sumreen helps facilitate a deeper awareness and understanding about religious expression and engagement at work and advises leadership on best practices for honoring religious beliefs. She facilitates educational webinars, hosts in-office religious celebrations and town hall discussions, piloted "Religious Literacy" training for employees, and helps leadership engage with employees on interfaith issues. Her work is possible because of Accenture's 'Truly Human' corporate initiative, which fosters a culture where people can bring their "whole selves" to work and leadership's openness to engaging and leading uncharted territory in this space.

Sumreen is credited with helping to shift and reframe perceptions of what is often considered a "taboo" work topic to one that serves as a critical "link in the chain" to build bridges and facilitate constructive dialogue. Her efforts have helped establish Accenture as a leader in making its workforce equitable for all employees, with faith holidays accepted as a work/life balance need and faith-based accommodations now available for employees, including prayer rooms and food accommodations. She has represented Accenture at industry conferences, such as Diversity Best Practices, Working Mother Media, Forum for Workplace Inclusion and Tanenbaum Diversity Summits, to address the topic of workplace religious diversity and inclusion.



Celeste Rechner

Senior Digital Capabilities Strategist

Tim Pontious

Senior Capability Manager

Jerry Bagley

Senior Application Developer



Celeste Rechner, Jerry Bagley, and Tim Pontious

After an initial pilot that did not meet performance expectations, Alliance Data's Celeste Rechner, Tim Pontious, and Jerry Bagley went back to the drawing board to find a way to successfully bring their idea to life. The team remained resilient through failure, adjusting their ideas throughout the journey to finally achieve success in what is today Frictionless Mobile Credit. Without a failing first attempt and the team's innovative and agile spirit, the capability likely wouldn't exist today.

Alliance Data's proprietary Frictionless Mobile Credit is a first-of-its-kind credit card acquisition capability that allows shoppers to apply for a store-branded credit card in a matter of seconds from the privacy and security of their mobile device anywhere in their shopping journey. Frictionless Mobile Credit reduces application time by more than 25 percent and the application abandonment rate by more than 95 percent. Frictionless Mobile Credit requires a simple text and a few keystrokes, and shoppers are on their way to applying for credit. Through a patented process, a credit application is automatically populated using information from ADS's vast data resources. This fast, simple, and customer-friendly innovation benefits customers and retailers by adding convenience and saving time. And, because customers know their credit limit earlier in the shopping process, it has been shown to significantly increase first-time purchases. For some brands using Frictionless Mobile Credit, this can be up to 40 percent more than what they would have spent if they had applied at the Point of Sale at the end of their shopping trip.

Multiple partners supported the team during the development of Frictionless Mobile Credit. Legal was critical in defining business rules around what data could be used to recognize and pre-populate the credit application. Innovation provided support from the beginning of the project, encouraging the team to rethink the current-state process and take a new approach. Credit Management and Fraud were key to defining the business rules. Information Security helped determine what security standards were needed in order to protect the customer. Capability

Analytics took the business rules of the capability and built out a reporting suite to help show the value of the capability. Digital Analytics helped build page-level analytics, which are still used today to determine abandonment. Quality Assurance played a key role in testing the algorithm and documenting the process. EXPRESS was the first pilot partner, who was willing to let ADS test the first iteration of the capability in their stores with real customers. They were open to failure and are an innovation partner still today. Williams Sonoma was the first brand partner to launch Frictionless Mobile Credit in all of their stores, and have completely embraced and integrated the capability into their selling strategy.

Frictionless Mobile Credit is the perfect example of the innovative culture that Alliance Data prides itself on, where despite an idea failing, ADS encourages associates to learn from these tests so that their vision can be carried through to success. This capability would not have been built without the organizational support of innovation and a desire to disrupt the existing experiences.



Adobe

Katie Juran

Senior Director,
Diversity & Inclusion



Katie Juran leads Adobe's diversity and inclusion efforts globally, along with shaping Adobe's employee experience message. In 2015 there was an increased interest from technology companies to focus on hiring and generating more development opportunities for diverse candidates. Adobe, like many other companies, put a lot of emphasis on increasing gender diversity. And although this was well intentioned, it had unintended consequences—some employees had the mistaken perception that advancing women was coming at the expense of men. Seeing this, when Katie took on the role of Senior Director of Diversity & Inclusion, she sought to turn the dialogue upside down, and created the Adobe For All initiative. Adobe For All centers on appreciating all the ways we're different and making the workplace more inclusive, with strong emphasis on race/ethnicity, sexual orientation and gender identity, disability, and other personal differences such as native country or language. Since launching this initiative, Katie has led change in various ways, including how Adobe develops employee networks, recruits at specific conferences, hosts internal and external events, and more.

Katie has created a cultural shift in the way employees think about diversity and inclusion, dramatically changing the workplace dynamic in a positive way. Since focusing efforts toward a For All mentality, Adobe has seen increased engagement and interest across the business. One of the big results of this change was the inaugural Adobe For All Summit, bringing together over 1,200 employees from across the world to celebrate diversity and inclusion. Attendees heard from inspiring guest speakers and participated in engaging breakout sessions throughout the day. Three goals for the day were to empower attendees to own and drive their careers; inspire and equip attendees to help others be successful; and activate attendees as champions for the Adobe For All vision.

In a post-Summit survey, 99 percent of attendees said they would recommend the Summit to colleagues, 98 percent think Adobe is committed to building a diverse workforce, 97 percent feel proud of Adobe's diversity and inclusion efforts, 92 percent feel they can be their authentic self at work, and 90 percent feel equipped to help coworkers succeed, especially those who are part of under-represented groups. Building on the event's success, Katie worked with Adobe India to launch its first Adobe For All Summit. Both Summits closed with a call to action to drive inclusive behavior at every level of the organization. Since the Summit, Adobe For All employee groups have been established worldwide.

John Warnock and Chuck Geschke founded Adobe based on fundamental principles: "Our people are our most important asset. Good ideas come from everywhere. Build a company where you'd want to work yourself." Katie used these principles as the core foundation when developing the Adobe For All vision. "When I first stepped into the diversity and inclusion role," says Katie, "I wanted to change the conversation and drive a lot more empathy for differences, no matter what they might be. In the end, the Adobe For All Summit was a huge success, and activating our leaders and employees in one incredible day was exciting. But what matters is really driving change over time, whether any individual employee was part of the event or not. Diversity and inclusion can move an entire organization forward while touching each individual in a meaningful and personal way. We're living in a time of so much exciting change and opportunity."



Elizabeth Allen

Marketing Analyst

Carley Buck

Market Insights Analyst

Tessa Dahlstrom

Consumer Marketing Manager

Angelica Bonacci

Director Insights

Amy Billmeyer

Digital Experience Developer

Andrew Banas

Digital Experience Channel Manager

Tamara Stevens

Senior IT Business Analyst

Katie Crawford

Project Leader

Rick Dupre

Art Director

Molly Augustin

Copywriter

Lisa Mosbek

Production Buyerer

Allianz is an insurance carrier whose primary business is annuities, which can provide a guaranteed income stream in retirement. When consumers purchase an annuity, they often place a significant amount of their retirement savings with an insurance carrier. Consumers need reassurance they made the right decision, and part of this reassurance comes from having a positive relationship with the annuity carrier. Historically, Allianz left onboarding of new policyholders to the financial professionals who sold them an annuity, with minimal communication between Allianz and policyholders during their first year. Once the contract was sent, consumers did not hear from Allianz until they received their first statement, approximately one year after the policy issued.

Research found that many policyholders wanted to have a direct relationship with Allianz, desiring more communication about their product, how to interact with Allianz, and what to expect going forward. The project team, a collaboration between Customer Experience and Insights, Consumer Marketing, Digital Experience, Creative Services, and IT, partnered to develop a better way to onboard new policyholders to Allianz by contacting them three times during their first year. The goal was to make them feel welcomed, to provide reassurance, to help answer questions, to set clear expectations, and to provide information about their new policy and how to interact with Allianz. The team worked quickly, and on a slim budget, to get these communications in place.

The team developed a new suite of onboarding materials, including a welcome letter with the contract, a personalized welcome e-mail approximately one month after contract issuance, and a personalized e-mail one month prior to the contract anniversary. Materials were developed to be warmer, more welcoming, and friendlier in tone.

The ongoing goals were to reduce call volume, increase digital adoption, improve customer satisfaction, and build trust and reassurance with new customers. Initial



Members of the Allianz's Customer Experience, Insights, Consumer Marketing, Digital Experience, Creative Services, and IT teams

results are promising, with increased web registration, above-average email open rates, and positive feedback from both policyholders and financial professionals who sell Allianz products. Insights from the project continue to be leveraged as Allianz develops new products, such as its first direct-to-consumer annuity offering, informing its marketing materials, website content, tools, and secure site experience.

To support innovation, Allianz runs Breakthrough Innovation campaigns to celebrate the success of implemented innovative ideas and to provide funding to new ones. Thanks to the support of this program, the team received funding to help understand the current policyholder onboarding experience and design a better one. Having an active and engaged working team during the research/journey mapping process helped people see the value of having a better onboarding experience, and inspired them to take action.

"As an annuity carrier, the industry we are in is rapidly changing," the team says. "Historically, there was a clear distinction between annuity carriers and the financial professionals who sold them...However, policyholders are changing. They no longer want to have a single source of support, the financial professional; they need a multichannel experience to have the reassurance they are making good decisions about their retirement and how they will receive retirement income. Given this, Allianz directly reaching out to policyholders is new territory, and our onboarding efforts have been remarkably successful. Not only have we delivered on the expectations policyholders have, financial professionals, who historically want us to not contact their clients, are asking for more Allianz-generated communication. We've been able to demonstrate that an annuity carrier communicating directly with policyholders is not only good for our relationship with them, but also good for the relationship between policyholders and their financial professionals."



John Yoder

Vice President,
Engineering



John Yoder is Vice President, Engineering for AppFolio Property Manager, AppFolio's primary product. He drives the vision and strategy for the engineering organization and is responsible for hiring, growing, leading, and inspiring this high-performing department. John continues to prove his leadership, his dedication to innovation, and his focus on evolving the team in numerous ways. He has reinvigorated the culture of the AppFolio Engineering Team and innovated the way the entire department works by focusing on small autonomous teams, evolving and attracting talent in non-traditional ways, and reinventing customer focus. He has reimagined the way AppFolio's engineering team uses customer feedback, allowing it to consistently deliver best-in-class, customer-first product experiences. "I am an engineer at heart," John says. "I love helping teams find creative ways to connect with customers and inspiring ways to approach projects."

Drawing inspiration from a seemingly unrelated industry—the military—John compares his approach to the OODA Loop. OODA stands for observe, orient, decide, and act, and is a concept used in combat to help fighter pilots and other personnel make quick life-or-death decisions. He encourages teams to think of the weekly development cycle in terms of the OODA loop. Each sprint, the team begins by observing input from the customer. As a team, they orient themselves by interpreting the data based on prior experience, biases, fears, hopes, goals, and other factors. Once oriented, the team decides on a course of action—sprint planning. Finally, they act on the plan. At the end of the sprint, the team releases what they have accomplished, listens for feedback from the customer, and starts the loop again. This new thinking has allowed AppFolio to execute the customer feedback loop more quickly and more personally. And the faster it executes the loop, the more opportunities it has to learn, correct course, and take action.

John and his team's innovation has enabled AppFolio to release a new version of its software to all customers twice a week, and every day to a subset of customers,

allowing the company to stay ahead of the curve and stand out from its competitors in a changing technology landscape. The company has been recognized as an innovation leader in its industry due, in part, to John's creativity and leadership. AppFolio Property Manager was named 2018 Product of the Year in the Enterprise/ Real Estate category by the BIG Awards for Business, chosen for its ease of use, customizable dashboards, and data visualization tools that turn insights into action—improving a property management firm's bottom line. Under John's leadership, AppFolio was able to better leverage its close customer relationships to ensure each software iteration and new feature development matches its end users' needs.

As a collaborative and humble leader, John has a strong and diverse network of support, and he knows the Engineering Department's success depends on the contributions and passion of the broader team. The engineering team structure is optimized for flexibility, creativity, and autonomy. Each autonomous team acts as its own miniature startup, working collaboratively to solve problems as opposed to checking off a task list. John has had a huge part in creating an environment that lets developers do their best work and make a difference in customers' lives.



Sonja Gittens-Ottley

Head of Diversity & Inclusion



Sonja Gittens-Ottley is the Head of Diversity and Inclusion (D&I) at Asana, spearheading programming around diversity, inclusion, and belonging. Sonja joined Asana in 2015 when the company had 150 employees, a figure that has more than doubled in the past three years. A team of one, she is truly innovating and driving change. In the words of Asana co-founder and CEO Dustin Moskovitz, "Companies with more diverse teams are more innovative, make better decisions, and are more effective at achieving their financial goals. It's a better way to work." Sonja approaches D&I at Asana just like any other business goal. With a clear annual objective that's cascaded throughout the company, she has created a world-class D&I program grounded in three key strategic pillars of Build, Recruit, Thrive. Through regular companywide learning sessions and education on a variety of topics, including allyship, race, religion, and unconscious bias, Sonja continuously ensures that employees are aware, engaged, and supportive of Asana's mission: to help humanity thrive by enabling all teams to work together effortlessly.

Sonja has made significant headway in how diversity is approached in the hiring process. She has worked with consultants to improve the recruiting team's comfort level in talking about diversity beyond the coded norms; provided manager training on inclusive leadership; and developed interview skills and bias training to equip and educate recruiting teams. To further build an inclusive environment, Sonja has empowered employees to establish three Employee Resource Groups at Asana, with the goal of supporting underrepresented communities in the technology industry. In addition, she launched a "Real Talk" series, which allows for learning and discussion on a number of issues that are important to talk about honestly among employees and others in the community.

Because of Sonja's role, diversity at Asana has become inclusive, comprehensive,

and measurable. As a result, Asana employees are extremely engaged. Engaged employees produce more, and high engagement leads to better work and a stronger business. Through her efforts, Sonja wants employees to feel welcome in an open environment so they can be their best selves, allowing them to do their best work. She credits CEO Dustin Moskovitz for his leadership and support around these initiatives, ensuring that Asana has an inclusive culture where employees feel they belong, and that within the company there is full transparency, authenticity, and the power to create change.

"I want people to be clear about what diversity and inclusion is," says Sonja. "In terms of representation, we have for a long time been limited on where and how we select the best people for roles, as well as who we think are the best people. In doing so, we've limited both creativity and innovation. Imagine what we could have created if everyone had a seat at the table, and could speak up and was heard. I also want people to understand that this is bigger than trying to solve it by yourself; there is room for companies to work together on this. At Asana, the conversation has changed around diversity and inclusion in tech, and it's become more and more inclusive. It's gone from pure stats to inclusive/belonging. How are we creating that space of understanding? That gives me hope that we will all end up in a place where whatever one's identity is, it's recognized. Having understanding allows you to recognize everything that another person brings to the table. Whatever that is, race, ethnicity, socioeconomic background, religion, sexual orientation, everything. All 500 million things they bring to the table. That gives me hope."



Timothy Innes

Professional Software Engineer



Tim Innes began working for AT&T in June 2014 after graduating from Georgia Tech with a computer science degree. At that time, he was part of AT&T's new-hire technology development program. He had spent the decade before working in Hollywood as a film and television producer, so software engineering became his second career.

Tim welcomed the change—specifically, the collaborative environment in which learning and skill development are top priorities. This teamwork approach also helped him realize quickly that sharing ideas and processes would have a greater impact on the company than pursuing individual accomplishment.

He knew he wanted to help employees explore new areas of the business. Shortly after joining AT&T, he took part in a hackathon focused on tools and processes that support a modern work environment, during which he agreed to lead a team of interns. When the interns told him they wished they had more work to do during their internships, Tim thought, “Why not create a job board that would provide short-term assignments for employees with scheduling gaps?” He felt these jobs could help employees develop new skills, gain hands-on experience, and expand their professional networks. Tim and the team took home the “Most Creative” award at the Hackathon, which inspired him to submit his job idea to The Innovation Pipeline (TIP), AT&T's crowdsourcing tool for employee suggestions and ideas.

TIP approved the idea and granted Tim \$50,000 to build out a proof-of-concept for his idea, which became known as Job-Job. During this development, Tim looked for potential commercialization end users, and he found an AT&T employee, Mike Lemen, associate director-technology, who was looking for a tool to host his apprenticeship program. They joined forces and combined Job-Job's user-generated postings with his HR-generated apprenticeships. The merger of those ideas ultimately became The Opportunity Marketplace (TOM), which was designed

to provide new and alternative approaches to resolve issues and help users rethink their “big picture” of how work gets done companywide.

Since the initial launch of TOM, Tim has continued to be involved with additional deployments. He's also been instrumental in helping integrate TOM into AT&T's Personal Learning Experience (PLE), which is an all-employee gateway to personal and professional development.

“As a self-motivated and innovative thinker, Tim lives our AT&T values,” said Brittaney Zellner, senior product development manager and brand evangelist for TIP. “He thinks big, pursues excellence, is there for his colleagues, and makes a difference. And the value he exemplifies the most is he inspires imagination. I have interacted with Tim many times for TIP and am blown away by his ability to solve problems quickly in very creative and efficient ways.”

Since submitting his Job-Job/TOM idea, Tim has participated on ideation teams and has had 36 invention disclosures approved. These include 32 patents that are pending and one that has been granted. He is a member of the AT&T Innovation Network, launched in 2018, and is an Atlanta Ambassador, explaining AT&T's innovation opportunities to new hires and encouraging them to participate.

“My vision for AT&T motivated the evolution of TOM,” says Tim. “I wanted to combine the power of social media and crowdsourced content with AT&T's focus on emerging technologies and personal learning. TOM offers formal and social learning opportunities where users can practice new skills, learn about new technologies, and experience different workplace cultures. I see the AT&T workplace as self-enriching and self-sustaining—where employees are empowered to train each other, share their knowledge, and organically collaborate across teams, business units, and organizations.”



Atlantic Health System

Jefferson Isibor

Supervisor, Pharmacy

Yanira Castelan

Supervisor, Pharmacy Technician

Heather Gucwa

Manager, Quality & Patient Safety

Lauren Lynn

Nurse Practitioner



Yanira Castelan, Jefferson Isibor, and Heather Gucwa

A team comprised of two pharmacists, a pharmacy tech, and a nurse at Overlook Medical Center in Summit, NJ, were the collaborative brainchild behind the ISSI Box, a device that looks like a simple pill dispenser but is so much more. The Overlook team realized they were inadvertently wasting insulin because, as in many hospitals, there was an incomplete process for labeling and storing insulin vials between shifts, resulting in the need to continually open new insulin vials. Now, when nurses start their shift, they receive their own ISSI Box with four types of insulin, clearly labeled, making it more accessible and more easily tracked by pharmacy staff. It has allowed teams to more easily and safely administer, barcode scan and store various insulin vials. This is an invaluable tool that has improved the insulin administration system, thereby enhancing patient safety, minimizing waste, and reducing overall costs.

The team took the initiative to develop the ISSI box as a direct way to improve patient safety and save the hospital money. Using the ISSI Box helps pharmacy and nursing teams decrease the number of redundant insulin vials sent to units per patient, maintain vials in a secure location, adhere to regulations and standards regarding high-alert medications, improve efficiency and productivity, increase medication administration accuracy, and enhance patient care. A three-month evaluation of the box showed a cost savings of over \$25,000 at a single hospital, which could result in annualized savings of \$100,000. As a result of the team's innovation, the box was formally launched and is now available at hospitals across the country.

This project was funded by Atlantic Health System and received the full support of its senior leaders, who understand that innovation happens when health care

professionals, faced with daily challenges, feel empowered to develop real-life solutions. To help channel that creativity, an innovation center and ideas incubator, Atlantic Health Advancements (AHA!), was created to support ideas generated by team members on the frontlines of patient care. Atlantic Health System team members are encouraged to pursue innovation and embrace creative solutions to the health care challenges they face every day, knowing they have the support and resources of the organization behind them. The AHA! program not only provides financial support to the front-line inventors, but also access to engineering and prototyping specialists along with many other business processes needed to convert ideas into products, all in an accessible, streamlined system.

Innovation is a key to success and one that connects Atlantic Health System's workforce to its mission and goals. Its 16,500 team members and 4,800 physicians constitute a virtual army of innovators, encouraged to generate ideas that enhance care delivery and improve clinical outcomes. Every idea is judged on its merits and nothing is considered "too small." Breakthrough products, solutions to complicated challenges, and new processes and techniques to improving health care affordability are just a few of the areas of focus.

"At Atlantic Health System," the team says, "we are free to use your talents to the best of our ability and let your mind go wild. If you see a need, you are able to develop a solution. We noticed a need. We discussed it. We collaborated. We created the ISSI box to help our nurses and our patients. Receiving a patent for our idea was not what we set out to do; our innovation was just based on necessity and a focus on doing whatever we can to contribute to patient safety."

BH

Joanna Zabriskie

President



Joanna Zabriskie, President of BH Management, is responsible for the overall culture of the company and its strategic leadership, developing the executive team's annual initiatives and performance. It has been Joanna's goal to see BH, which provides property management services and has more than 1,900 employees, recognized as forward-thinking, tech-savvy, and innovative, and she has been the driving force in the overall company culture shift to one that values innovation and technology. Her leadership has been the shining example that has led the executive teams to try new initiatives like "Innovation Friday," in which team members are allowed to work uninterrupted on innovations of their choice. She has created a company that regards efforts in the same vein as achievements, as long as something new was learned.

Joanna initiated a culture change that went from one of decision-making based simply on how things were done previously, to a new era of decision-making based on data analysis and exceptions. A team of data scientists could report hundreds of insights, but if the leadership of the company didn't embrace the possibilities revealed by these new insights, they wouldn't matter. Joanna's guidance and openness to change and innovation allows BH to make better decisions, while giving operators time to do things other than build reports. "The industry overall is changing," Joanna explains. "In the past five to 10 years, institutional capital has found its way into the industry, and with it, the demands for information have far surpassed an accounting software system and the monthly reports it generates. So we brought in in-house programmers and report writers to make actionable, digestible reports and dashboards to get control over the firehose of data that we had available to us."

In previous years, sharing knowledge or data within the departments was seen as overstepping, and so the collection of disparate data was clumsy and incomplete. The culture shift to one of sharing and trust was a slow process that came from Joanna and her belief that proprietorship of data within the company would act

against the interest of the organization as a whole.

Under Joanna's innovative leadership, BH has moved from about 49,000 units under its property management services in 2014, with 31 separate clients, to over 86,000 units under management in 2018, with 49 separate clients. The entire executive team was integral in creating this culture shift and embracing the idea that using data to its full potential is more about what is done with the insights the technology offers than the technology itself. With Joanna's leadership, the executive team has focused on breaking down silos and sharing data, sharing access to data, and sharing findings to improve overall work quality.



Suzanne Krause

Director of Enterprise Solutions

Courtney Luongo

Account Director

Tracey Bingham

Academic Solutions Consultant



Courtney Luongo, Suzanne Krause, and Tracey Bingham

Last year Bright Horizons launched the Early Education Degree Achievement Plan (EEDAP), a first-of-its-kind benefit in its industry. Suzanne Krause, Courtney Luongo, and Tracey Bingham were the driving force behind this innovative program, which has had a profound impact on the company, its employees, and the industry. This new employee benefit allows Bright Horizons teachers and center staff to earn an early education associate and bachelor's degree for free, with zero out-of-pocket expenses, enabling them to achieve a degree that is critical to their career development and mobility. There is no waiting period to begin using this new benefit, so teachers and center staff can use it starting on their first day of employment. They will also have access to education counselors and can create a custom plan based on their educational needs.

Suzanne, Courtney, and Tracey are true innovative thinkers whose teamwork and thought leadership led to the successful launch of the EEDAP program, which has provided opportunity and created career paths for center staff. Through Suzanne's exemplary leadership and innovative ideas, she designed the EEDAP program to not only meet the custom needs of employees but to drive employee engagement and increase long-term center staff retention. Without Courtney's expertise, the EEDAP program would never have launched. Her dedication and leadership had a huge impact on the implementation of this impactful benefit. Tracey's incredible relationship-building skills secured strategic school partners that would deliver the best possible program to employees.

It took a cross-departmental effort to execute this program. Bright Horizons' senior leadership team supported the vision; its education network partnership team created the educational connections; the company's HR and benefits team supported the logistics; the creative services team created the marketing assets; and the communications team helped drive awareness.

The average early childhood degree costs students nearly \$40,000 for an associate degree and \$130,000 for a bachelor's degree, and an estimated 40-50 percent of Bright Horizons' 12,000 full-time teachers are non-degreed. The value of the EEDAP program is huge, and employees have expressed that it is priceless to know Bright Horizons is making that kind of an investment in their future. Within just a few months of its launch, more than 700 employees had signed up and started their fall classes. The program requires a significant financial investment, and the team believes it's an investment that will pay off by attracting and retaining people interested in the field of early education and continuing to raise the bar of quality in Bright Horizons' programs. "The idea was to create and design a pathway program that would meet teachers' needs as well as ensure that our teachers could continue their education and growth within the organization," the team says.

"This type of work and program is why we come to work every day...It feels good to be working for an organization that is investing in their employees' education and career growth, so it was inspiring to be part of building this best-practice program for the industry and taking the Bright Horizons education program to a new level. We knew our teachers needed and wanted additional education, but the utilization was very low due to financial constraints on this population. Fully funding their education opens up this new reality to many who thought this dream was impossible. Being a part of making this dream come true to many is truly inspiring."

Melissa Lavin-Hickey

Director of Marketing



As Director of Corporate Marketing for Burns & McDonnell, Melissa Lavin-Hickey is responsible for developing and executing policies, strategies, and programs that create brand awareness, enhance reputation, and support overall sales goals for a \$4 billion engineering, construction, architecture, and consulting firm. Her 70-person team of marketing and communications professionals serves as an in-house agency for one of the top 10 firms in the industry.

What makes Melissa successful is fearlessness in chasing after her visions. In her previous role leading the Burns & McDonnell Foundation, Melissa initiated a series of programs that reinvented the company's giving back culture—ramping up employee engagement to an award-winning level. If there's one thing that stands out, it's her ability to inject fresh life into anything she touches. She has transformed Burns & McDonnell's brand—both internally and externally—through a series of innovative programs, each building upon the first, that have elevated the firm to new heights.

Her contributions to the Burns & McDonnell Foundation were transformational. She took a private corporate foundation and turned it into a huge pillar of what the company stands for culturally, which included a longstanding belief in giving back to the communities where they live and work. Under Melissa's leadership, the "Burns & Mac Giving Back" effort reached new levels of effectiveness in terms of strategic allocation of funds and coordination of hundreds of volunteers working on community projects throughout the company.

Her leadership with the Foundation inspired an all-for-one and one-for-all culture at Burns & McDonnell, enabling people across the organization to get to know each other at various philanthropic events. The camaraderie that resulted created unprecedented levels of employee engagement and solidified Burns & McDonnell's reputation as one of the most charitable organizations in its headquartered home of Kansas City. Melissa was also the driving force behind Burns & McDonnell's K-12 STEM education outreach, kicking off a partnership with a local science center and

a series of investments by Burns & McDonnell to help transform STEM education in the Kansas City area.

Melissa's latest big idea came to fruition when she launched a program designed to get the company thinking in a futuristic sense. The Ampersand Series is a rapid-fire discussion on industry trends and advancing technology. These bimonthly sessions are led by their own thought leaders to keep employee-owners, across all industries, informed on timely topics that affect the architecture-engineering-construction space.

Melissa was responsible for creating a "bigger than yourself" culture that transformed the employee base, inspiring people to look at corporate social responsibility through giving back efforts. Melissa also has a huge team of supporters across the organization who contribute to bringing her innovation to life. While Melissa is the visionary behind many big ideas at Burns & McDonnell, she's the first one to give attribution to her team for execution. She leads the in-house creative team of more than 70 talented designers, writers, strategists, and more who help take her vision and bring it to life.

So much of what drives Melissa's innovation is believing in the power to do a lot with a little. "You don't have to be the largest company, a global publicly traded company, or a household name to create a company and culture that inspires people and changes society," she says.

Button

Stephanie Mardell

Vice President of People



As the Vice President of People at Button, the mobile partnerships platform, Stephanie Mardell is responsible for developing, nurturing, and evolving Button as a place of admirable talent, culture, productivity, and growth. Stephanie built the People Team from scratch, growing Button from under 20 employees to over 100 employees in 3+ years. She has also helped to shape Button's company culture and values, which drive its mission to build a better way to do business in mobile. Today, Button is a highly sought-after company to work for and has received industry-wide recognition as one of the best places to work by Inc., Entrepreneur, Crain's, and Great Place To Work Institute.

By building the People Team based on clear objectives and key results (OKRs), Stephanie and her team have maximized employee value at Button, which has been the bedrock of the company's success as the game-changer and industry leader in mobile commerce. These OKRs are focused on 1) hiring specialized and diverse talent, 2) retaining, supporting, and promoting the growth of the Button team, and 3) nurturing and scaling the Button culture.

As a result of Stephanie's people-first, data-driven approach to building Button's team from the ground up, the candidate experience has improved by 15 percent over the past year and the offer acceptance rate of over 80 percent year-over-year is well over the industry average of 69 percent. By creating a seamless onboarding experience for all new employees that includes interactive workshops, training sessions, a buddy pairing system, team welcome lunches, and getting to know each employee personally, Stephanie and the People Team have driven a 13-percent improvement in the employee onboarding experience over the past year.

Stephanie and her team have built a highly engaged workforce by cultivating a culture of innovation, transparency, and growth at Button. In a recent anonymous survey, 99 percent of the team shared that they would recommend Button as a great place to work—a score that is significantly higher than the industry average of 13

percent for companies with fewer than 200 employees. A few of Button's benefits include 100 percent medical, dental, and vision, OneMedical membership, unlimited vacation with a travel stipend, and 18 weeks of paid parental leave for all parents. Stephanie's initiatives include laying out a clear path for career growth where performance and value creation are recognized, management and team-building training for everyone, communication workshops, and a speaker series that invites diverse perspectives into the office. She has also championed the diversity initiative by building an inclusive workforce, one that is 43 percent women vs. the industry average of 30 percent, with an executive team that is 29 percent women vs. the industry average of five percent.

Stephanie's team fosters a culture of collaboration in which every employee is encouraged to bring ideas to the table, speak boldly and honestly, solve problems together, track goals, celebrate successes, and work on areas for improvement so that the team is always on the path of sustainable and scalable growth. "Every problem is a people problem and every people problem is a communication problem," says Stephanie. "Wherever we are—at work, home, or in social settings—we're always demonstrating our own preferred communication style. At times, our preferred method may be effective and at other times, it breaks down. That is why I pulled from my previous experiences and championed the investment in cross-team collaboration and communication early on by requiring every Button employee to attend a half-day workshop on Interaction & Communication styles. Through a better understanding of our communication styles, own needs, and the needs of others, we can become more efficient, empathetic, and productive as a team."

cadence®

David White

Distinguished Engineer



A Distinguished Engineer at Cadence, Dr. David White leads the implementation of a new product within Cadence's Virtuoso Design Suite, which enables major innovators to design leading-edge electronics, including mobile, automotive, computing, big data, and the Internet of Things.

With the success of his initial Machine Learning (ML) product launch, David saw an opportunity to coordinate ML and Deep Learning (DL) efforts across the company for all products and tap into the innovation of all employees. David is now the head of the Cadence Machine Learning Task Force, a cross-business unit organization with the mission to drive innovation in machine and deep learning, facilitate synergy and collaboration across the company, and provide strategic feedback to executive management.

The main challenge ahead of the Task Force was how to facilitate collaboration across a company with over 7,500 employees across 40+ offices worldwide. Under David's leadership the Task Force has architected and launched a company-wide collaboration platform to give all employees the tools to innovate with machine and deep learning. With the tools in place, the Task Force created two new global initiatives to educate employees on ML and empower new innovations: The Machine Learning Forum and the Machine Learning Global Hackathon.

Around the same time, David contacted colleagues at Carnegie Mellon University and, based on a common vision for development of intelligent CAD systems, they joined the partnership as well. David led the overall proposal effort and the team was successful in securing the largest EDA research contract ever awarded by Defense Advanced Research Projects Agency (DARPA), which makes pivotal investments in breakthrough technologies. The results had major business impact, and the \$25 million research contract supported talent objectives to hire, retain, develop, and engage top talent by solving a critical need to work cross functionally within the employee base. The Cadence MAGESTIC (Machine Learning for Automatic

Generation of Electronic Systems Through Intelligent Collaboration) program runs for four years.

From the beginning, David partnered very closely with Patrick Haspel, HR Director of University Relations, to put together the initial proposal. Patrick works very closely with the suite of Cadence products as part of its university donation program, and had built strong relationships with universities like Carnegie Mellon. The two worked to assemble partnerships across R&D, HR, IT, Marketing, and the World Field Organization. They worked with R&D teams in Europe, Israel, India, Brazil, and China to assemble the Task Force and working groups that contributed to the Collaboration Platform and the Machine Learning Forums. As a result of the many initiatives implemented by the Taskforce and stakeholders, thousands of employees across Cadence have contributed to ML innovations through the Collaboration Platform, Hackathon, and Forum.

Cadence has a 30-year history of high-trusting culture that gives employees the autonomy to innovate. "We have an executive team that really listens to employees," David said. "Recently, they put Machine Learning at the front of our corporate vision and strategy. When I first began putting together a proposal to try something new in the Machine Learning space, I was pretty confident that our proposal would be well received...When you couple that culture of trust and support with executive encouragement, you have a formula for innovation on a disruptive scale that has kept Cadence at the forefront of the industry through good and bad times."



Gabrielle Thompson

SVP, HR Acquisitions
and Total Rewards



Gaby Thompson is a Human Resources executive with more than two decades of experience leading complex global teams for Fortune 500 organizations. She is a highly respected leader with a passion for making a difference for the company, its shareholders, employees, and the HR team. She has been an influential change agent and an effective motivator who is able to build exceptional team cohesion and integration through open and frequent communication, and clear and consistent expectations of behaviors and results.

Gaby has a unique way of looking through the lens of employees' diverse needs, and Cisco's Global "For All" focus, to drive strategic and cultural outcomes. Gaby cares deeply about the well-being of Cisco's employees and future talent, and recognizes that the traditional benefits package only goes part of the way in supporting a family-oriented and healthy working environment. Through her championship of driving cultural change, she enables her team to think differently about what value is delivered to all employees. Over the course of the last two years, Gaby has led many significant initiatives around driving an inclusive environment to support Cisco's diverse workforce, from pay fairness to more inclusive family leave policies. Three new global benefits launched this past year include: Emergency Time Off; Becoming a Parent (a global minimum amount of time off that an employee receives to care for a newly born or adopted child, based on the role they play as a caregiver, rather than gender); and ReThink, supporting parents of children with autism, Down syndrome, ADHD, and other development disabilities. Two additional U.S. benefits that will be available in 2019 include genetic testing for certain cancers and financial reimbursement for the parenting journey (for those who want to harvest and/or store eggs, sperm, or embryos for reasons not related to medical necessity), supporting the many wonderful ways to become a family.

Gaby has also focused on building Cisco's core foundations to deliver its programs

more effectively, enabling more insightful data that results in informed decision-making and better communications to employees. The result is a highly engaged, globally recognized workforce. Cisco's inclusive working environment has enabled its diverse workforce to be more productive for the company, which drives increased performance and innovation. Cisco's share price has increased and the company is making the transitions it needs to continue to lead the market.

Gaby believes in engaging employees as active partners in Cisco's designs. All of the initiatives referenced above had global cross-functional teams bringing their different perspectives to the table. In addition to the business, Gaby is a strong believer in a seamless process; therefore, both internal and external partners are treated as part of one team and engaged in that way to design and iterate any new idea. Gaby drives innovation through her team by creating an environment that enables creativity, idea sharing, risk taking, and iterative design, driving solutions that are market-leading and culturally relevant to Cisco. She doesn't strive to follow the market, but to remain competitive while differentiating Cisco to drive the desired culture. "I'm a big believer in 'actions speak louder than words,'" Gaby says. "It's one thing to talk about creating change, it's another to actually follow through. At Cisco, we've been listening to our employees' feedback to create the culture we need for future growth."



Bob Maller

President and Chief Culture Officer



With more than 20 years of experience in the IT and consulting industries, Bob Maller has earned a reputation for achieving both customer and employee satisfaction with his open and approachable communication style. As President and Chief Culture Officer, he is passionate about coming up with innovative ways to maintain and enhance Collaborative's employee and customer-focused culture, preserving it as the envy of the Workday ecosystem.

Under Bob's leadership, Collaborative achieved an impressive 100M in bookings for 2017. Additionally, Bob helped set the long-term vision for Collaborative, spearheading global expansion and helping open two new European offices in 2017. But Bob's main focus has been Collaborative's culture, which plays a huge role in attracting new talent and retaining long-term employees.

Knowing that the employees hold the key to innovative ideas, he helped launch SHINE (Suggestions Help Increase & Nurture Excellence) in early 2018. This program gives 'Collabies' the opportunity to share innovative ideas to help the company grow and improve. Additionally, Bob initiated "Traveling Town Halls," where the executive team flies to a different regional office each quarter to host an open discussion, provide an update on company performance, celebrate recent wins and customer deployments, and discuss opportunities for improvement. These Traveling Town Halls are popular among employees, who enjoy getting face time with the leadership team and the opportunity to have an open conversation about company direction.

Bob believes in developing people for the future and investing in professional development. His vision for Collaborative Solutions is to build on the company's strengths in teamwork and professional development, elevating the company's success as a premier services partner in the industry. He's well on his way to achieving this goal. To date, he's helped Collaborative achieve numerous

workplace awards and a 98% customer satisfaction rating.

Cooley

Sonya Erickson

Communications Manager



Sonya Erickson is a corporate attorney with more than 25 years of experience counseling emerging-growth companies, established technology businesses, and venture capital funds. In addition to managing her practice, Sonya serves as a member of Cooley's Management Committee and chair of its Partnership Nominating Committee (PNC), which evaluates senior associates and special counsel who have been selected to participate in the partnership nomination process. Sonya is an inspirational figure who has transformed how the firm evaluates and supports women and minorities who have potential to move into partnership and take leadership positions in this thriving global legal business.

As chair of the PNC, Sonya's focus has been on making the partnership look like its talent base: women and minorities comprise 52 percent and 24 percent of Cooley's total associates, and the company's success depends on tapping into this full talent pool. Sonya has worked closely with Cooley's head of Diversity & Inclusion to evaluate and strengthen efforts to track and support these attorneys through every phase of their careers. She also works with the Professional Development group to provide coaching resources and mock-interview opportunities to level the playing field for all candidates. Sonya's dedication to tackling these issues through leadership and innovation has led to significant changes and improvements across the firm.

Sonya began by developing a number of creative strategies to bring transparency to the PNC process and make it accessible for all. She enhanced the pipeline tracking process to make it more equitable and inclusive. Every quarter, Sonya and the Chief Talent Officer and Director of Diversity and Inclusion meet to discuss everyone on that tracker, particularly women and minorities. They also identify those needing extra support or sponsorship, making it a priority to have a conversation about the PNC process with them. She offers to connect them to practice group leaders or partners who can be powerful allies or role models. Sonya has done more than 70

of these 1:1 meetings over the past 24 months, believing that personal engagement and investment are the most impactful tools. All associates at the sixth year and above now have a formal discussion about the path to partnership as part of their annual review, a direct result of Sonya's efforts to make the process transparent and encourage leaders to be proactive about discussing career plans with their associates.

Practice group leaders report on the percentage of women and minorities entering the PNC process, and leaders are expected to show accountability and provide clear reasoning for the candidates they submit. Practice group leaders also create internal PNC liaisons, partners within their group tasked with keeping a close eye on the pipeline, chatting with people openly and honestly about their future, and communicating with the PNC Chair on their senior associates' progress.

Creating a more diverse and inclusive workplace is a top priority for Cooley's CEO, Joe Conroy, and Sonya's role is to provide the tools, best practices, ideas, and evangelism to support this endeavor. "I believe that the keys to increasing diversity and promoting inclusion are having more open systems and interjecting leaders into the process of identifying talent earlier," Sonya says. "By putting more time, energy, and resources into the growth and development of our talent...we can create a more level playing field that enables and encourages everybody to raise their hand and participate. This is how we can bring along the next generation of diverse talent and create equal access for associates from all different backgrounds and life experiences. Cooley truly is a workplace for all, and a workplace for the future."



Derek Bang

Chief Strategy & Innovation Officer



Derek Bang is Chief Strategy and Innovation Officer for Crowe LLP, a professional services firm providing audit, tax, advisory, risk consulting, and performance services to public and private companies. Crowe serves clients worldwide as an independent member of Crowe Global, one of the largest global accounting networks in the world with more than 200 independent firms in close to 130 countries. Derek is responsible for fostering an innovation-driven culture throughout the firm and overseeing the development and marketing of new solutions.

While Derek was at one of the Big Four accounting firms working with healthcare clients, he realized that the biggest risk area for a hospital system is its net revenue. Derek envisioned a healthcare accounting system that would guide hospitals through the risks. Though he saw an opportunity, others at his firm did not. So, Derek began looking for a different firm and found a home at Crowe. “What attracted me to Crowe was that it had a great technology practice already,” he says. “Crowe’s values also were very different in terms of the way it operated and in terms of the way the partners shared their income. It was very much a collaborative, team environment.”

Derek partnered with a client and was given resources and time to focus on developing his idea for Crowe Revenue Cycle Analytics (RCA). The solution was designed to be a user-friendly, highly complex technology solution that helps healthcare organizations monitor and analyze accounts receivable reserves, revenue cycle activity, and other financial statement risks. To date, RCA has generated more than \$100 million in revenue for Crowe and is used by about 1,000 hospitals. Derek also earned Crowe its first two patents for the RCA solution.

In 2008, Derek became a partner at Crowe and knew that in order for the firm to reach its business goals, grow its client base, and provide continued career opportunities, innovation needed to be a key focus. Crowe recognized Derek’s vision and passion for new product development, and in 2013 named him chief innovation officer—a role not typically found in professional services firms at

the time. In 2015, he was named Crowe’s chief strategy and innovation officer, responsible for assisting the CEO with developing, communicating, and executing Crowe strategic initiatives and retaining responsibility for innovation and new solution development.

Everyone at Crowe is encouraged to bring forth their ideas. Derek’s desire to drive and promote innovation has led to increased opportunities, guidance, and funding to help develop those ideas into services and solutions for clients. Crowe’s New Product Development (NPD) program drives the firm’s innovation strategy and each year Crowe invests about one percent of its revenue to develop new or existing solutions. At the heart of Crowe’s NPD program has been its triple-threat solutions, combining functional skills, industry expertise, and applied technology. Crowe recently added data to that formula, which will allow the firm to gain more insights to better serve its clients, powering solutions that save time and create efficiency.

Crowe has established a new data science business unit, which works closely with internal and external teams, helping them understand the value of data and looking for ways to leverage it and machine learning to transform service delivery. “This is part of the evolution of our innovation strategy,” says Derek. “The ability to capture and harness the power of data helps our clients manage complex processes more effectively.”



Kathleen Waid

Principal



Kathleen Waid is a Principal at Educe Group, a consulting services firm that helps organizations implement and manage technologies that enable their people to learn, collaborate, achieve, and be rewarded in the workplace. Her role at Educe includes providing advisory services to strategic clients, leading engagements and managing business development in the part of the firm's practice focused on developing software solutions for clients, and managing a team of consultants.

Over the past year, Kathleen has led an initiative to build a complex, global, rules-based compliance application for a leading professional services and accounting firm. This technology is called a "microapp," a small, focused software application designed to be embedded in a wider-scale software platform. In this case, the microapp, called the Attendance-based Credit Calculator ("ACC"), extends the client's cloud-based talent management solution. Kathleen's responsibilities in this engagement included identifying the root cause of the client's elusive yet systemic problems with their current solution and bringing to bear her extensive knowledge of the myriad requirements and intricacies of this area of compliance to formulate a new solution, designed and engineered from the ground up. The ultimate goal was to dramatically improve the cost and process efficiency of managing the related program.

Kathleen is a rare talent whose charisma and leadership has truly set her apart. She not only can grasp the complex and see a potential solution, she can motivate, organize, and lead a disparate team of stakeholders from different organizations to rally around the cause and achieve a high-quality outcome in an unreasonably short time frame that most people would consider too risky to attempt. In a year full of innovative projects and business development, Kathleen's ACC represents the most significant of the projects and accomplishments.

ACC allows administrators, onsite coordinators, instructors, and learners to accurately and rapidly record their Continuing Professional Education ("CPE")

compliance credits. The ability to correctly record CPE requirements is an essential requirement for accounting and audit practices. ACC provides a far more accurate process for defining credit awards and publishes detailed, auditable statements almost immediately after the training concludes. Arguably the most innovative aspect of this solution was not that ACC could fix this process, but that it would also allow the legacy data from the manual process to be imported and transformed into a format that would allow it to be viewable and editable within ACC at the point of cutover.

Educe had been nurturing a microapp practice for several years and prior to that had successfully completed many complex enterprise software customizations. The team's deep well of business, technical, and LMS experience included work with clients in many regulated industries such as accounting, insurance, finance, life sciences, healthcare, and manufacturing. Kathleen in many ways was a catalyst, propelling the team to new accomplishments with this project and the others she has led since.

"I have had the privilege to work alongside colleagues in major accounting firms over the last few years," says Kathleen. "There is a consistent focus on reducing risk for their professionals and providing a seamless workflow for managing learning and compliance internally. During this specific engagement, innovation, automation, and self-service were common themes addressed from the project and the business stakeholders. Although the microapp was inspired by the clients themselves, they needed to be sold on the advantages of moving to a new LMS technology. The timing was ideal to introduce an app that provided automation, reduced compliance risk, and took advantage of the underlying technology benefits of their new LMS."

April Anthony

CEO



April Anthony, the Chief Executive Officer of Encompass Health, founded the company in 1998. Her visionary leadership includes a commitment to equip team members with the tools, education, and training necessary to enhance their professional knowledge and skills, thus enabling them to provide exceptional patient care and customer service. She has been responsible for many innovative ideas that have helped to distinguish Encompass Health as a leader in the highly competitive and highly regulated home health and hospice services industry.

Employee engagement and satisfaction surveys indicate that 99 percent of employees take pride in working for Encompass Health, praising April's integrity and credibility as a leader. They appreciate that she makes herself available to hundreds of employees each year via presentations and meetings facilitated through the Encompass Development Center, and personal visits to over 100 branch office locations. April and her executive leadership team lead by example, and employees feel valued and empowered to excel in their respective positions.

The purpose of the Encompass Development Center was to develop and operate an educational facility at the Home Office location, providing employees the opportunity to enhance their professional skills and ultimately provide greater patient care and customer service. The EDC also provides employees the chance to meet and interact with members of the Home Office staff, including senior management. The long-term impact of this innovative educational facility are extensive and significant both to the individual employee and to the company.

By hosting educational and training sessions 45 weeks out of each calendar year, the EDC has allowed thousands of employees the chance to increase their professional skills, knowledge, and abilities within their field of expertise. Courses are also held at regional office locations and via online webinars, providing more employees the opportunity to attend. The impact is felt daily in many ways: A culture of teamwork, excellence, and customer service is achieved; employee engagement, satisfaction,

and professional growth is improved; and the company's guiding principle, to provide "a better way to care," is consistently reinforced to employees.

April's vision for a state-of-the-art facility and an ongoing commitment to education and professional growth was embraced and supported by a number of talented and committed leaders who shared her vision, understood the short- and long-term impact it would have on the organization, and were willing to commit the time, energy, and work necessary to make this vision a reality.

"As our company grew both in size and scale, it became clear to me that scaling our culture was going to be one of the most difficult challenges we would face," says April. "As a result, I decided that a centralized training facility would provide the opportunity for us not only to inform employees about our processes and best practices, but also to indoctrinate them to our better-way-to-care culture. I knew it would take a special group of people to accomplish my vision. So I went to two of our best support people who not only knew our processes inside and out but who fully embraced our core values and culture, and I challenged them to create an experience that would truly show a better way to care for each employee and have them leave the courses feeling not only informed but cared for. This concept worked not simply because it was a good idea but more importantly because it is led by amazing people who always keep teaching and demonstrating the true meaning of culture as their primary focus."



Hasan Rafiq

Head of Diversity & Inclusion,
West Region



As Head of Diversity & Inclusion (D&I) for the West Region of Ernst & Young LLC (EY), Hasan Rafiq has proved himself to be an innovator in nurturing spaces where multiple cultures and stylistic differences can flourish. He enables navigation skills in all EY relationships to help personal transformation, building culturally agile leaders and teams to connect successfully across the global landscape with their people and clients.

Hasan has pulled this off by executing two crucial concepts—Belonging Hackathons and Cultural Agility—that resulted in his being named the 2018 West winner in the “Pursuing Innovation” category in EY’s “Better begins with you” award program.

Hasan’s initiatives and infectious enthusiasm bridge the gulf between cultures, so that EY employees can learn from each other and become better—not just as professionals but as global citizens. Naturally curious and empathetic, Hasan serves as an executive coach to global client-serving partners on their largest accounts, and he frequently coaches across global boundaries, using in-house frameworks that he developed, covering topics such as enabling trust and working together virtually.

Hasan has led more than 400 Cultural Agility trainings focused on the knowledge and skills required to improve performance and strengthen relationships in diverse cultural settings. Participants learn to anticipate, correctly interpret, and adjust to culturally defined behaviors, leading to more inclusive behaviors and better business results. This journey is not a long list of dos and don’ts—it’s about cultivating a mindset that reduces the likelihood of disorientation when encountering novel scenarios, with aspects of self-learning, simulation games, case studies, and role-playing. Awareness journeys are the cornerstones of

Cultural Agility, with discussions around counselor/couselee relationships, work in emerging markets, and project management, all of which demonstrate what can create challenges between people from diverse backgrounds. These efforts challenge biases and describe behaviors to cultivate inclusion.

Hasan has been leading this journey around the globe for the past eight years, starting from the Middle East and North Africa Region. Today, it has reached more than 70 countries and 80,000 people. Based on his success with his Belonging Hackathons, Hasan has also been asked to lead a team of professionals to scale this experience globally in a one-of-a-kind gamified version, available via mobile devices to all 260,000 EY professionals. Hasan’s efforts touch on key areas that allow EY’s people to live their purpose of building a better working world and remain competitive in the market through diversity, inclusiveness, and high-performance teaming.

Hasan has led multiple worldwide teams representing a broad spectrum of skill sets: Learning & Development, Markets, Diversity & Inclusion, Performance Management & Development, Organizational Development, Business Development, Onboarding, Recruiting, and more. Hasan values multiple perspectives and understands that his focus area cuts across disciplines into every corner of how EY operates.

“The future of work is more human than we think,” says Hasan. “I want to create opportunities for people to focus on core human skills that are going to make us a more empathetic and curious organization, one that enables all its people to build deeper and richer relationships. Over more than 12 years at EY, I’ve found success because of incredible sponsors who embraced my failures and created safe spaces for me to experiment—to venture into avenues that were never tested before for talent development and engagement. My personal passion for intersectionality and belonging keeps me motivated to research unique ways of learning and bring them to our people so they have a voice that is heard and respected in the same way mine has been.”



Anne McCauley

Chief Operating Officer



Anne McCauley is the Chief Operating Officer of Endpoint Closing, a First American company. She has an impressive background in the title industry and knows the market like the back of her hand. Anne had innovative ideas about how the company does business and worked on a project team to bring those ideas to life.

The idea was to take the home closing process—something that has been done the same way for over 100 years—and create the next generation. In this day and age, consumers rely on having everything at the touch of a finger. They can do anything online, whether it be ordering groceries, booking vacation rentals, or applying for mortgages, so why not closing on a home? By digitizing the process, the team was able to eliminate delays, increase security, and offer transparency throughout the entire process, creating a seamless stream of online transactions. The team provides an online experience for those who are looking to step away from the traditional model. Through the app, contacting a team member is just a click away and someone is readily available to answer questions.

Anne's industry knowledge made her an integral member of the project team and now on the leadership team for Endpoint Closing. Without this specific knowledge base, the launching of Endpoint Closing would not have been so successful. The project has had a positive impact on the business, broadening its offerings and capturing those consumers who want the complete closing process online. Anne had the insight to build a better "mouse trap," unlike the disruptor companies who don't understand the business as well as First American.

First American encouraged the project team to walk away from their daily responsibilities and freely create without restrictions. With time and resources, they were able to create a program that was new and different than what First American had been as a company.

"Watching the evolution of the real estate and financial markets really inspired us to create this product," says Anne. "We knew if we were going to create something, we had to create something different that provided real value. We could always see the things that needed to happen in our industry, but First American is like a sturdy but slow-moving boat. We were given the ability and the resources to push our boundaries and come up with an idea that was different than what we've ever done as a company. It's a blessing to have your company fully back you to break the mold of what the title insurance industry is and has been for over 100 years."



Tomer London

Co-Founder and
Chief Product Officer



Tomer London is the Chief Product Officer and Co-Founder at Gusto, where he empowers the product and design teams. In June 2018, Gusto announced the launch of Flexible Pay, a new feature that enables employees—both salaried and hourly—to choose when they want to get paid. For the first time, employees can get paid for work independent of their employer’s pay or payroll schedule. Eligible employers can offer Flexible Pay in just a few clicks through Gusto’s platform, without any changes to their existing pay schedules and debit frequency. Gusto calculates, pays, and files relevant taxes automatically, providing peace of mind for small business owners when they run payroll. Because Gusto advances the money to businesses, employers do not need to run additional payroll or manually approve their employees’ Flexible Pay requests.

Flexible Pay can help people avoid the “debt trap,” stay on top of their finances, and react to sudden expenses without using payday loans or other high-interest loans like credit cards. By realigning someone’s payday with their financial needs, they can avoid paying fees for late payments, insufficient funds, or overdrafts—potentially helping the millions of Americans who can’t afford a \$400 emergency expense. According to a 2017 study, about 12 million Americans use payday loans annually, spending an average of \$520 in fees to borrow \$375 repeatedly. Many of those who take out a payday loan (69 percent) use it to cover a recurring expense, such as utilities, credit card bills, rent or mortgage payments, or groceries.

Flexible Pay is the result of months of research and conversations with customers and their employees about pay schedules. Tomer encourages every Gusto employee to seek out customers for feedback and insights into their experiences as small business owners or entrepreneurs. Employers frequently shared that they prefer the financial flexibility and lower overhead of monthly or semimonthly payrolls, but were also aware of the financial anxiety of some of their employees. Many even provided informal wage advances to their employees so they could avoid

payday loans or maxing out credit cards. Employees, on the other end, wished they could access the pay they had already worked for and get paid faster. Flexible Pay was built to be the best of both worlds, and it was important to Tomer to provide the feature for free.

Flexible Pay was launched in Texas, a large state where many of Gusto’s customers are based and a strong need exists for the feature: About one in 12 Texans have taken out a payday loan, 45 percent more than the national average. Tomer believes Flexible Pay will become the new standard for payroll, and the feature was on his product roadmap since the launch of Gusto in 2012. In the months following Gusto’s Flexible Pay announcement, competitors rushed to partner with small payday financial technology startups to offer a similar feature, but have been unable to innovate and provide Flexible Pay on a large scale. Traditional payroll companies tend to follow conventional pay schedules, whereas Gusto has built new technology to ensure that employees are paid in as few as 12-24 hours. Newer startups lack the breadth and depth of Gusto’s customer base and cannot scale their technology because of their untested underwriting and lower capital.

Gusto is one of the first companies to enable “on-demand” pay on a large scale for small businesses, advancing hundreds of thousands of dollars every day so employees can access their earnings on their terms. Flexible Pay has boosted Gusto’s Net Promoter Score, a measurement of customer satisfaction and loyalty, and customer acquisition and retention.

Hilton

John Bernier

Area Human Resources Director



John Bernier, Area Director of Human Resources, is responsible for the day-to-day Human Resources operations for multiple Hilton properties. John is in charge of leading Hilton's people-first workplace culture, daily HR operations, and identifying ways to improve the overall Team Member experience. His passion and leadership are contagious, and his out-of-the-box thinking has led to creative and innovative solutions that enhance Team Member communication and engagement, recognition, and operational effectiveness.

John improves the lives of Team Members through unique workplace initiatives that impact Hilton's culture and productivity. He has been the catalyst for introducing technology and innovation into the workplace, a complex task in an environment involving multiple languages, cultural differences, and technology literacy levels. The first was Hhive, a communication app. At Hilton San Francisco, English is a second language for approximately 70 percent of the team, and about 50 percent have limited computer skills. Recognizing the need for a communication tool that was interactive and easy to use, John implemented Hhive to achieve better communication with Team Members, recognize and celebrate their work, increase employee engagement, and provide timely feedback on workplace initiatives and activities. The hotel quickly achieved these goals, with 75 percent adoption and 65 percent average daily engagement with the app. The real payoff came when Team Members began creating other uses for the app, such as repair and maintenance reports and communication about overtime assignments.

The second innovative project was Gustaf AI Scheduling. During a study of time managers spent on managing sick calls and other staffing issues, it was discovered they devote 20-30 percent of their time dealing with these administrative tasks. Gustaf was implemented to reduce that time so managers could focus on operations and their teams. As the AI schedule "Manager," Gustaf's duties include accepting sick calls, finding replacement workers, providing weekly schedules

digitally, eliminating perceptions of favoritism, and alleviating feelings of guilt over calling in sick. As a result, managers recovered 90 percent of their time spent on scheduling. Gustaf works 24 hours/day, giving Team Members more advance notice of overtime work and opportunities. Team Members can respond to open shifts through text message, reducing the time to get shifts filled. The third impactful project is KeyWatcher, a digital key box system that alleviates the daily burden of managing over 1,000 sets of keys.

John's innovative ideas have increased engagement, trust, and convenience while improving productivity through technological efficiency. By creating better organized, clear, and effective communications, Team Members are more informed and better able to manage their time. There is increased recognition for a job well done and increased engagement. Mistakes have decreased, leading to better operational effectiveness and improved trust and respect. The team feels empowered to be creative and is encouraged to find new ways to apply the initiatives.

John and his leadership team have created a culture that promotes freethinking, embraces sharing of ideas, and encourages an entrepreneurial spirit. Hilton practices innovation by all and for all, empowering Team Members to bring their ideas forward; providing a safe environment for collaboration; actively soliciting input, new ideas, and experiences; and recognizing, rewarding, and celebrating innovation—no matter how large or small. "I love working for Hilton where I can be a part of something new and exciting every day," says John. "I have the privilege of working alongside smart leaders who inspire me and challenge me constantly... Our founder, Conrad Hilton, made innovation a part of our company's DNA. It is the driving force behind everything we do, from day-to-day operations to our Mission 'to be the most hospitable company in the world.'"



Joe Shearer

Research Analyst



Joe Shearer is a Research Analyst in Hyland's Research and Development department. He has led the charge on an accessibility initiative for Hyland's software products, establishing a committee of employees that create Voluntary Product Accessibility Templates (VPATs) for Hyland's product suite. A VPAT is a document that describes how one of Hyland's products or services conforms to Section 508 accessibility standards. Some of Hyland's modules have VPATs and some do not, and Joe leads a committee with a mission to create VPATs for all of Hyland's products and modules. He also hosted, with the help of other employees, an Accessibility Awareness Day in partnership with the Cleveland Sight Center at Hyland HQ to teach employees about various disabilities and how important accessibility is to the ever-growing population of technology users.

Hyland takes accessibility very seriously. To ensure that Hyland's solutions are inclusive and accessible for a wide array of users in many verticals, Joe and other employees have tailored documentation of accessibility offerings, and even created course content to help testers identify whether or not Hyland is meeting accessibility needs. Joe saw an accessibility gap in Hyland's product suite and worked to fill it for people with a wide range of abilities and disabilities. Most people wouldn't think that accessibility of products is a big deal to document, until they see the statistics and look into their own potential futures. According to the World Health Organization, approximately 1.3 billion people live with some form of vision impairment. Age is also the best predictor of blindness and visual impairment; as we get older, chances of our vision declining grows. "As my generation and the generation behind me get into their 50s and 60s, demand for accessible connective technologies is only going to increase," says Joe. "We grew up with these technologies, and I'm sure we're not going to want to stop using them simply because our eyesight, hearing, or mobility gets worse."

Hyland delivers configurable business solutions that are intuitive to use. Its customers do not require significant training on the user interface because it flows naturally, and are able to configure a robust, rapidly deployable solution without programming. Thousands of Hyland's customers are in the public sector, and are required to provide software that is accessible for their employees and for constituents that will use their computer systems. Not only is accessibility beneficial to those organizations with a legal requirement to purchase Information and Communication Technology (ICT) that is supportive of assistive technology, but it is beneficial to all individuals. Accessibility is built into many aspects of the OnBase product suite and evaluated to extend these solutions into more of the product with every release.

The Accessibility Committee at Hyland is made up of employees from the R&D department, who help to ensure continuous growth in its offerings and quick response to new assistive technologies and resources that its products and services can leverage. The committee provides a foundation for teams to make their products more accessible, creating content such as the VPAT course and an "Accessibility at Hyland" internal employee website. "Accessibility aligns perfectly with our core values," Joe says, "and creating more accessible products has great potential to help others (and honestly, make the products stronger for everyone). The one thing I've found is people with disabilities usually have great attitudes. They're of the mindset, 'Provide me access, and I can do it.' I think that's what we all want in our jobs, regardless of ability...Accessibility is an investment in the future."



Harold Brewer

Chairman



Harold R. (Hal) Brewer is Co-Founder and Chairman of Intuitive Research and Technology Corporation (INTUITIVE). INTUITIVE began as a two-man operation and has since expanded to more than 385 employees, \$250 million in yearly revenue, and recognition by Great Place to Work and Fortune as one of the Best Companies to Work For in the U.S. Under Hal's leadership, INTUITIVE has become widely recognized as a leader in industrial and mechanical systems, systems engineering, business management, system analysis, and programmatic support. Hal is responsible for the design, operation, and improvement of all processes that deliver the firm's services, as well as management of day-to-day operations.

Hal's career has been a lifelong commitment to innovation. It began in 1982 at Westinghouse Electric Corporation, where he was a Process Improvement/Product Development engineer responsible for the development and marketing of cutting-edge welding products. In 1984 he began his successful fifteen-year career as a civilian with the U.S. Army, where he provided systems engineering and integration for complex defense systems and set the stage for the implementation of numerous robotic technologies.

In 1999, upon completion of a successful civil service career, Hal co-founded INTUITIVE, which was formed to provide innovative alternatives to the traditional technical support contractor, and to provide services that are technically sound and competitively priced, providing the best value to customers. INTUITIVE has been working with Virtual Reality (VR) products and applications since 2010. Its focus for the first few years was product evaluation and potential applications within the aerospace industry. Throughout 2017 and 2018, INTUITIVE integrated the software libraries it had developed to form its central product line, iCORE, which includes software packages associated with the aerospace industry in the areas of modeling and simulation, training, design collaboration, operations, and human factors. It also includes products associated with drug discovery, medical imagery visualization, and medical simulation and training.

A key enabler of this project was the creation of the Immersive Sensory Research (ISR) Laboratory. Under Hal's leadership and guidance, the ISR Lab was designed and built exclusively for developing, testing, and featuring software and visualization solutions, including Augmented Reality, Mixed Reality, Virtual Reality, and multimedia products and services. "I am convinced that the software tools and processes developed within the ISR lab will be game changers in several industries," says Hal. "Our iCORE technology will revolutionize the product development process."

A key success factor of INTUITIVE is its ability to provide value to the customer, look at the "big picture," and develop innovative approaches to enable customers to reach their goals. INTUITIVE has earned the reputation of solving problems in a cost-effective and timely manner, and has been successful by maintaining a staff with extensive experience and the latest tools available to provide scientific management and technical solutions in all phases of the system life cycle. In addition, INTUITIVE has developed strategic partnerships and maintains a pool of multidisciplinary subject matter experts to meet unique customer requirements.

INTUITIVE supports employee innovation through several programs, such as the Excellence, Leadership, Innovation, Technology, and Ethics (ELITE) Emerging Leaders Program, designed to strengthen interpersonal communication, facilitate team building, and promote leadership from within the organization. According to Hal, "At INTUITIVE, productivity levels and work environment are equally important. The success of our company is directly driven by employee performance, which is why our company culture is focused on putting employees first. If it's good for employees, it's good for business."

Nixon Xavier

Vice President,
Innovation



As Vice President of the Innovation Business Unit at Katalyst Technologies, Nixon Xavier has played a key role in encouraging creativity and originality within the Katalyst team. A technology enthusiast with more than 27 years of experience in the industry and extensive involvement with various software technologies, Nixon develops and works closely with multi-disciplinary teams across all product innovations at Katalyst, giving every member a voice in the innovation process. By encouraging discussion and collaboration, the company has addressed many new solutions for its customers and clients. Nixon's initiatives help Katalyst to adopt innovation internally, analyze the competitive landscape, and reveal gaps and potential opportunities.

Nixon has revolutionized the company's dynamics with his work in the Innovation department, encouraging his associates and shaping an environment that inspires companywide innovation. For example, he initiated the Katalyst Innovation Kitchen, which has motivated many employees to step out of their comfort zone and get creative. Nixon's idea for the Katalyst Innovation Kitchen was an influential moment that continues to shape the company today. Employees at Katalyst collaborated to create an open platform that encourages everyone, from junior associates to C-level executives, to innovate together. The Katalyst Innovation Kitchen has successfully brought innovation to flagship products, such as incorporating machine learning into copy editing tools to reduce turnaround time and adding pick-path optimization in the warehouse. Katalyst's broad range of products in enterprise resource planning, BoardShare, publishing, and Amazon Alexa extensions are all great examples of successes from its innovative culture. Additionally, Nixon adopted a Process, People, and Systems model to create a unique customer experience; every process can be improved by collaborating with people, using the right information gathered from internal or external systems.

Since the launch of the Innovation Kitchen, the company has seen a major change in its working environment, with employees becoming more creative and experiencing a stronger sense of community. Every opinion is valued, and the close-knit community allows employees to feel comfortable sharing their ideas, collaborating, and celebrating successes along the way. "There are no locked doors in the world of creativity," says Nixon, "and I wanted every person on the Katalyst team to find their limitless potential. My close mentorship with the students in my non-profit, STEM4Girls, helps me to not only share my knowledge but also to learn from younger generations. The ability to learn from others and think critically about problems are important to a workplace. I think it's always important to keep an open mind; the best discoveries can come from the most unintended outcomes in the iterative process."

KIMPTON®

HOTELS & RESTAURANTS

Lauren Bucherie

Director of Music + Brand Activations



Lauren Bucherie is the first Director of Music + Brand Activations at Kimpton Hotels & Restaurants. Lauren was originally hired in Austin as the Kimpton Hotel Van Zandt's first Director of Music + Social Programming, where she oversaw their 365-day-a-year live music program. A few years in, Kimpton felt it was time to better articulate the importance of music at a brand-level scale and tapped Lauren to bring music to life across the brand's portfolio of hotels and restaurants, elevating her to this current role. It's Kimpton's perspective that music brings people closer together and imbues a sense of place and memory. Under Lauren's direction, the company has been able to drive this vision forward and develop multiple programs, partnerships, and touchpoints to weave into the guest experience.

Lauren has carved her own niche by not only crafting the unique auditory identities of each of Kimpton's spaces, from hotels to bars and restaurants, but also championing brand-level Corporate Social Responsibility activations. Lauren has become a key partner for The Trevor Project and No Kid Hungry, enriching those relationships with music experiences and benefit concerts. Beyond curating the soundtracks to spaces, Lauren develops live music programming at Kimpton properties, including highlighting up-and-coming acts and giving guests the ultimate backstage pass to unique music experiences. She also advocates for dedicated on-property Directors of Music + Social Programming, recognizing opportunities for individual properties to harness a strong music perspective.

Positioning Kimpton as a tastemaker in the music space, Lauren created the inaugural Off The Record event series. With a soft launch in 2018, the series brings emerging musicians to Kimpton properties for intimate concerts. The events are anchored in shared experiences, bringing guests closer to the artists they love, as well as social good by raising funds for Kimpton's charitable partners. Off The Record raised an additional \$38,000 for Kimpton's longtime charity partner, The Trevor Project, and the 2019 series will raise funds for charity partner No Kid Hungry as well.

Music went from something in the background to an integral part of the holistic design and branding process for Kimpton, becoming a focal point of every guest journey. Guests now ask for playlists at the front desk, and Kimpton's restaurants, bars, and public areas are thriving more than ever because the immersive atmosphere invites people to stay and linger.

Kimpton believes music is transformative and has an emotional resonance, especially as it relates to travel. The senior leadership team supported this vision from the beginning, providing a platform and resources for Lauren to try something new and innovative. Kimpton has never stayed static and doesn't play it safe—the company is willing to take risks. Kimpton's leaders also strive to create unity across teams and empower employees at all levels to speak up, share new ideas, and push the boundaries. "I love working for a company that allows me to be creative and is willing to invest in art," Lauren says. "I admire the leadership team and appreciate being in a role that embraces evolution and keeps me on my toes. There was a white space before I stepped into this role, but I've been able to blend my passion with my profession. I wanted to help create a sense of place through music and find new ways to connect with guests. It's been incredibly fulfilling to program custom playlists for all of our hotels and restaurants and use music to do good by raising awareness and funds for important causes."

Stu Sjouwerman

CEO



Stu Sjouwerman is the beloved CEO and founder of KnowBe4, provider of the world's largest security awareness training and simulated phishing platform. Stu has built a company culture that is full of happy people, positivity, and fun. Stu has a motto that he ends each daily staff meeting with—do it right the first time; do it fast; and have fun while you do it. He has a positive, infectious attitude and is always willing to listen to every single employee that works for him. Stu sits in an open office environment without doors, so there's truly a no-door policy in the KnowBe4 office, which has been recognized by the Tampa Bay Business Journal and Tampa Bay Times as the best place to work in the area.

Realizing that the human element of security was being seriously neglected, Stu decided to help organizations manage the problem of cybercrime social engineering tactics through new-school security awareness training, and founded KnowBe4. His idea was to create an intuitive, user-friendly platform for security awareness training and simulated phishing exercises to help organizations' employees learn how to identify social engineering attacks. The result was a new approach to security awareness training that uses interactive videos and simulated phishing email templates. Stu saw his innovation through from formulation to completion, and continues to lead the team to develop innovative new tools and features to complement the platform.

In just eight years, KnowBe4 has grown to be recognized as a leader in the security awareness training space in the Gartner Magic Quadrant, and Stu has led the company to a record-setting 22nd consecutive quarter of growth. Year-over-year sales nearly doubled from Q3 2017 to Q3 2018, and Inc. 500 recognized KnowBe4 as number 96 on their list of fastest-growing companies. Stu has also overseen the acquisition of several companies within the last year that add to KnowBe4's ever-growing library of security awareness training content. He additionally led the

organization's efforts to expand into new regions by opening an Asia-Pacific office in Singapore.

KnowBe4 is highly in tune with its customer base. Each organization is assigned a customer success manager, whose job it is to onboard them and answer any questions they have about the platform. The company also has a 98+ percent customer satisfaction rating. KnowBe4's customer growth rate has been phenomenal, with nearly 22,000 organizations on its customer list. KnowBe4 has the ability to benchmark millions of end users, to see the impact that simulated phishing and comprehensive security awareness training has had on them. For example, KnowBe4 has tracked the Phish-prone Percentage, which is the likelihood of a user clicking on a phishing link, and the company's end users have lowered their Phish-prone Percentage from an average of 27 percent to an average of 2 percent, which is significantly lower than any of its competitors.

An influencer in the cybersecurity industry, Stu publishes a blog that has over one million subscribers. He was named a top management honoree for the SC Media 2018 Reboot Leadership Awards and was a finalist for the 2017 Ernst & Young Entrepreneur of the Year. Stu won a Spicie Award from the Spiceworks community, where he beat out the second-place person by more than double the votes. Stu is a serial entrepreneur and already built and sold a successful, award-winning Inc. 500 company called Sunbelt Software.



Mike Nolan

Vice Chair, Innovation & Enterprise Solutions



Mike Nolan has overall responsibility for driving KPMG's strategic priority of "Innovation at Our Core," which encompasses KPMG's vision and strategy for evaluating market disruption, investing in new services, key talent acquisition, and deployment of new capabilities to the market. KPMG is a professional services firm providing audit, tax, and advisory services. In the U.S., KPMG has 35,000+ professionals and \$9.5 billion in revenue, and as a global network of firms operates in 154 countries and territories with 197,000+ professionals and \$26.4 billion in revenue. Mike's contributions have not only impacted the U.S. firm, but many of his initiatives have been adopted globally.

Mike's executive leadership in setting a strategic vision has unleashed innovative ideas across the organization, and evolved KPMG's service portfolio and capabilities to effectively respond to market disruption. This has resulted in the company's market-leading services being responsive to clients' needs and changing business models. Mike also has been instrumental in embedding innovation into the core of KPMG and fostering a culture where its professionals embrace innovation and everyone, no matter their job title or years of experience, can develop and contribute ideas to improve processes, solutions, and the work environment.

The four strategic objectives of Innovation at Our Core include: embedding a culture of innovation; ensuring clients see an innovative difference in KPMG, leading to market leadership; accelerating growth through KPMG's strategic investment portfolio; and advancing the KPMG brand to be seen as innovative/forward-thinking. Mike has driven several key initiatives designed to embed Innovation at Our Core and enhance KPMG's service portfolio, including: innovation competitions (internal teams compete to devise breakthrough solutions to clients' most pressing business challenges; winning ideas receive funding and are developed, scaled, and deployed in the market); network of innovation champions (diverse network of professionals in each of KPMG's twelve major market hubs drive a grassroots effort

of innovation customized to their market and office dynamics); crowdsourcing idea generation and discussion (an internal digital platform gathers observations, ideas, and insights around disruptive trends, service offerings, and alternatives to KPMG's internal processes/ways of working); KPMG Ignition (highly collaborative, alternative workspaces where diverse teams and their clients explore disruptive trends and their impact on business, visualize future business uses for data and analytics, and develop digitally-enabled solutions to address complex business issues); sensory advantage ecosystem (a process to identify, evaluate, and respond to relevant signals of change in the marketplace to inform client interactions, investments, and strategic decisions); strategic investments portfolio (advancing thinking about how investments are assessed and executed); and establishing innovation as everyone's responsibility.

As a result, KPMG has been one of the fastest-growing firms in the Big Four, with a culture of innovation that will have a generational impact on the firm and its clients. It is instilling an innovation mindset and skills that will allow its professionals to transform themselves and deliver higher value to clients. Mike's strategic thinking around innovation has been recognized by publications such as The Wall Street Journal, Harvard Business Review, and Innovation Leader's Benchmarking Innovation Impact 2018.

At KPMG, it's everyone's responsibility to drive innovation, and the firm's innovation efforts are managed with a tangible commitment and hands-on role by senior leadership. From top leadership to the newest professionals, a spirit of innovation is fostered as a core skill. Mike is inspired by "a passion for innovation and the recognition that an innovative culture is critical to attracting the best talent, unleashing the creativity of all professionals, advancing our 'great place to work and build your career' initiatives, and supporting a culture of diversity and inclusion."



Lisa Pratt

Vice President,
Customer Engagement Marketing



Lisa Pratt is the Vice President of Customer Engagement Marketing at Kronos Incorporated, where she was previously the Senior Director of Business Transformation. Today Lisa oversees any and all facets related to customer communication, including marketing, satisfaction surveys, CSAT metrics, customer insights, customer advocacy, the Kronos Community platform, and the voice of the customer program. Her role in shifting the company's 40-year-old business model from an on-premise software provider to a pure software-as-a-service vendor successfully competed with dozens of start-ups while maintaining a leading global position in the industry.

During Kronos's "Shift-to-SaaS" initiative, Lisa played a key role in various phases to lead the transition from a license-on-premise software vendor to a cloud SaaS provider, create the customer engagement marketing team, and help all 5,600 Kronites worldwide develop a customer-first approach in all that they do. Lisa has had a significant impact across Kronos and is a critical hero in driving the company's ultra-successful move to SaaS. Lisa's role in marketing has proven that innovation can come from anywhere in the organization—not just from engineering or R&D.

Lisa challenges the status quo and pushes Kronites across the organization to innovate in order to better serve customers and improve processes. She's not afraid to speak up at all levels of the company and has built exceptionally strong cross-functional relationships. Lisa has become the face of Kronos' shift-to-SaaS and has been asked several times to share the story of business transformation to both customers and other companies within Kronos' ownership portfolio, explaining how a global leader was able to migrate its entire business model without any significant dip in revenue growth.

Following an extensive research project led by Lisa with Boston Consulting Group, the Transformation Management Office (TMO) at Kronos was created to tackle the recommendations made from the report, which centered around three key

areas that needed to improve to provide the best customer experience possible: processes, customer data, and technology.

Under Lisa's leadership, the TMO developed a comprehensive transformation roadmap, identifying six major work streams that together would transform the business as a whole, rather than just change individual functional areas identified: aligning the organization, amplifying customer success focus, simplifying quote-to-cash, accelerating time to value, adopting SaaS-focused financial and business metrics, and revamping numerous customer-facing, CRM technology platforms. Additionally, thanks to Lisa and her team, customers have a stronger voice than ever. By using Community (a Salesforce product), Kronos can collaborate cross-functionally to crowdsource customer questions, loop engineering in on potential enhancements or bugs, and fundamentally change the way Kronos interacts with employees around the world throughout the customer journey.

Kronos' WorkInspired culture is built on a foundation of trust and transparency, where employees at all levels are encouraged to innovate and collaborate across the organization. Lisa's skills at leading large-scale, critical projects, her keen understanding of business strategy and marketing's contributions, and penchant for executing on big goals have been recognized since she joined the company in 2010.

Lisa is passionate about helping organizations capitalize on the benefits of mining customer data and quantifying the value of marketing investments. That passion cuts both ways for Kronos, both as an organization in their shift-to-SaaS journey and for their customers. Lisa is a true customer advocate and remains laser-focused on customer engagement to ensure organizations get maximum value from their Kronos purchase.



Jenny Hsieh

Vice President, Customer Experience
(CX) Innovation



Jenny Hsieh heads the Customer Experience (CX) Innovation practice at Marriott International, leading a team chartered with end-to-end experience design and concept prototyping for Marriott's 30 brands and new ventures. She is also responsible, in partnership with Human Resources, for the cultural activation of Innovation across the Marriott Enterprise.

Over the past two years, Jenny has been developing and managing the company's first Travel Incubator, which has led to several key companywide innovations. One specific innovation, which is now public, is the launch of Marriott's foray into home sharing, the pilot of the Tribute Portfolio Homes brand across four markets in Europe. She also led the digital design of Marriott's Moments platform, a new venture that provides over 100,000 tours, activities, and unique experiences to travelers around the globe. Jenny's creativity, leadership, and diplomatic style enable her to gain alignment with key stakeholders and move forward with these new businesses amid a very challenging and busy time at Marriott—the acquisition of Starwood hotels.

Jenny's innovations generate new revenue for Marriott, provide services desired by Marriott's customers, and accelerate Marriott's growth and customer loyalty ambitions. "Hospitality, like many industries, is getting disrupted," says Jenny. "Guest expectations of travel experiences have skyrocketed—they want seamless, unique, personalized, Instagram-worthy experiences. In this increasingly dynamic environment, my job is to anticipate these shifts in consumer values and emerging technologies, so we're creating experiences that delight our guests—whether it's a new home offering that allows for a family with young children to have the space and amenities needed when traveling abroad, or a voice assistant that allows guests to check out seamlessly as they walk out of your room. We have a human-centered approach to innovation—designing with our customers and Associates as our focal points. No matter how 'digital' the world may become, at Marriott, we believe what matters the most is the human connection. To bring this to life, we look at

technology as an enabler to service—how do we simplify the mundane (WiFi passcode) so our Associates can focus on personalized service to the guest? We're also entering adjacent businesses, like homes, tours, and activities, which elevate the travel experience and allow our guests to better connect with their loved ones while taking once-in-a-lifetime trips. I love the challenge of my role—navigating complex environments to bring new experiences to our customers quickly. We're all motivated by a collective commitment to do what's best for our guests and Associates."

Joseph Carberry

Executive Officer



Executive Officer Joseph Carberry was in his early 20s when he became one of the first four employees of this now 25-year-old company. He took the lead in creating a culture that truly makes a positive difference in people's lives. Medical Solutions Supplier's corporate tagline is "Because Life Can Be Better," and Joseph makes life better for everyone he encounters—especially his 70 employees, but also the thousands of patients the company serves, and the healthcare providers and insurance companies they work with. He is candid, he shows up for his people, he leads by example, and he inspires all to be better and do better. He has chosen to "double down" on the company's culture and core values, which have not only changed their approach to praise and coaching, hiring, and exiting, but have ramped up the joy and engagement levels of a team that is outrageously loyal and devoted to Medical Solutions Supplier. Joseph brought The Rockefeller Habits approach to the workplace, creating a rhythm of communication, transparency, and reward that has shepherded the company to the quarter-century mark.

The company's theme for the year was growth, and though they also focused on efficiencies and working smarter, a great amount of the year was spent reinforcing and living their core values, their "SCRIP" RX for success: Solve the Problem, Be Courageously Kind, Redefine Possible, Inspire Others, and Put People First. Joseph's leadership emphasized that if they do these five things, they can't help but grow...and grow they did. Sales and income increased by over 20 percent in 2018, and because Joseph believes the company's mission is that life can be better, every employee is bonused on the success of the company. Part of the reason for their success is the knowledge that they are doing meaningful work that matters. When the company grows by 20 percent, this means more lives are impacted for good—with products that help people walk again, or wear normal-sized shoes, or feel reduced arm pain after breast cancer surgery. Medical Solutions Supplier serves the nation's Veterans and is proud to not only provide the best quality compression pumps on the market, but to donate pumps to those who can't afford to pay for one.

At MSS, every employee's voice matters, and is heard through daily huddles, one-on-ones, frank discussions, and reminders to live their core values. A Process Improvement Team Crew, represented by a cross-section of employees, tackles meatier issues and makes recommendations to Make Life Better. Monthly All Hands on Deck meetings ensure the entire company is in alignment, despite the fact that half of its employees are dispersed throughout the nation. A quarterly survey asks three questions: What should MSS stop doing? Keep doing? Consider doing? The answers have created new and exciting initiatives, such as a scholarship program for employees and their children; a referral program that offers financial incentives to recommend good potential hires; and quarterly team-building outings that include scavenger hunts and games like Hungry Hungry Hippo.

The foundation of the organization is a culture of appreciation. The PUMPED program encourages people to say thank you, and both the givers and recipients are entered into a drawing each month for participating. When tragedy strikes an employee's family, or a colleague faces a medical or other personal crisis, a companywide effort is made to raise money to help. Joseph has said on many occasions, "People are our most valuable asset, our competitive advantage, and the WHY behind what we do."



Katie McLean

Outpatient Pharmacy Manager,
Methodist University Hospital



As Outpatient Pharmacy Manager at Methodist University Hospital, Katie McLean's role includes operations, inventory management, regulatory and licensure compliance, maintaining and growing revenue, patient experience, safety goals, and overseeing internal and external audits. She is also responsible for hiring, coaching, developing, and retaining staff members. One of the organization's core values is innovation, and Katie lives that value every day, regularly pursuing innovative ideas to ensure patient needs are met in the most effective and efficient way possible.

To foster creativity and innovation from the front lines, MLH launched a program called the Power of One Idea, which offers tangible rewards for Associates who submit innovative ideas to advance patient care, reduce costs, or add revenue. Katie is a frequent contributor to the program, and over the last three years has received approval for a total of 12 cost-saving and revenue-generating ideas with a combined impact of over \$800,000. "These projects have taught me how to strategize, negotiate, goal plan, and prioritize to focus on projects that will have the most impact," Katie explains. Described internally as a "rock star," Katie is not content to just be a Power of One idea participant herself; she has inspired fellow Associates to participate as well.

Katie has successfully launched many innovative ideas, such as a new process for providing low- or no-cost discharge prescriptions to disadvantaged patients. At-risk patients are often provided medications to be taken after discharge from the hospital at no cost to them through the Outpatient Pharmacy. The process had been paper-based and manual, which often resulted in miscalculated costs or medication that was received late or never picked up. Expectations were not clearly communicated to patients, often resulting in poor patient compliance with the medication regimen. Through collaboration with the MLH IT group, Katie spearheaded development of an electronic form and devised a new process that

eliminated paper requests and lost consults, encouraged more efficient electronic prescribing, and facilitated valuable bedside education by pharmacists and pharmacy students. The process was first piloted at Katie's work site, Methodist University Hospital, and then deployed to other MLH facilities. The new process was "was desperately needed," Katie says, "because our pharmacy was not serving our patients to the best of our ability, and communication with the inpatient staff was inadequate and time-consuming for both parties." The project successfully improved access to needed medications for a vulnerable population, realized a \$20,244 annual savings, and resulted in a five-fold increase in the number of pharmacy consults for applicable medications, which will lead to better health outcomes for this at-risk patient population.

A mission-driven organization, MLH's work to improve the lives of patients and their families is shaped by its core values of Service, Quality, Integrity, Teamwork, and Innovation. In keeping with the Teamwork value, Katie helped make this project happen through a multi-disciplinary collaboration with IT, specifically the Clinical Information Systems team. Pharmacy System Analyst Lauchland Roberts worked closely with Katie on the electronic forms that were a crucial part of the project's success. She also collaborated with Case Management to identify patients in need and to change their workflows to improve efficiency and service.

"I truly enjoy identifying an opportunity, strategizing who are the best collaborators to help make that opportunity a reality, and then coming together to figure out the solution," says Katie. "It's fun to dream with those who can also imagine how we can impact and chip away at an opportunity. If we are successful on a small scale, then we have the capability to expand within a large system. For me this makes my job fun and rewarding."



Nate Walkingshaw

Chief Experience Officer



Nate Walkingshaw is the Chief Experience Officer (CXO) at Pluralsight, a technology learning platform. Since joining in 2015, Nate built a user-centered product team consisting of product managers, UX designers, analysts, and research operations. By bringing these teams together, Nate created a collaborative environment that empowers product teams to better understand the customer experience and apply their findings to product innovation and development.

Nate is widely known and respected as a pioneer in product development and is the creator of Directed Discovery, a new and leading user-centered product development methodology. As CXO, Nate has applied his wealth of product knowledge and expertise to implement new product development principles at Pluralsight, rebuilding its platform from the ground up and empowering businesses around the world to acquire the technology skills they need to thrive in the digital age.

In its early years, Pluralsight focused solely on offering technology training through video courses on its platform. Having conducted extensive research, Nate recognized the opportunity to deliver more value to users by creating new product experiences that help technology professionals and leaders understand their skill proficiency and the most efficient route to developing those skills. In addition to rebuilding Pluralsight, Nate has also launched the company's enterprise offering, increased the number of video courses, and developed several new products such as Iris, Skill IQ, and Role IQ.

Led by Nate, these innovations are giving Pluralsight a competitive advantage and a leading position in the technology skills development market, as validated by industry analysts from leading firms. By focusing on the needs of users, Nate has created a scalable platform that now serves technology professionals and enterprise leaders in more than 150 countries and more than 65 percent of Fortune 500 companies.

"Nate has been an invaluable thought collaborator as we have evolved our technology and product strategy within Nasdaq Corporate Services," says Heather Abbott, Senior VP of Corporate Solutions Technology at Nasdaq. "He took the time to understand our products and process and share approaches that pushed our thinking and helped us drive more quickly towards a customer-centric innovation philosophy...The energy and passion he brings to cross-functional product teams in discovering and deeply understanding customers' needs is also infectious and inspired the team to embrace new approaches that initially seemed daunting!"

Leveraging the talent across Pluralsight's product, engineering, content, and author teams—making up more than 300 individuals—Nate was able to successfully rebuild the platform and execute on his vision to improve the user experience. With the help of the entire experience organization, Nate relied on findings from more than 8,000 customer interviews and customer confirmation testing to help shape his strategy and validate various designs and features.

Understanding that teams can build the most innovative products when granted autonomy, Nate has empowered the teams within the experience organization to independently conduct deep user-centered research, discover opportunities to create new value for users, build their product development roadmap, and select the technologies they'll use to create solutions.

"Brilliance is equally distributed," says Nate. "Opportunity is not. By building products that empower people to master the technology skills of tomorrow, we're creating more opportunity through the world and unlocking a new future. We're giving people the skills they need to advance their careers, solve some of the world's greatest challenges, and uplift communities. Our innovations are serving as a catalyst for freedom, equality, and a more abundant world—and that is at the heart of everything I do."



Timothy Wenhold

Chief Operations Officer



Timothy Wenhold first joined Power Home Remodeling in 2007 as a consultant to develop a website and assist with its IT needs. What the Power executive team quickly realized was that Tim understood the business beyond just getting their computer gear up and running. In 2011 he was appointed Chief Innovation Officer, and has since flipped the slow-to-innovate sector on its head by helping to turn a regional \$26 million window and door installation company into a national technology powerhouse poised to top \$2 billion by 2022. He's done all this by designing and constantly evolving the most technologically innovative and sophisticated software platform in the home improvement sector—Nitro—which is continuously enhanced and updated by Tim's world-class, in-house Business Technology (BT) team.

From his first days consulting for the company more than a decade ago, Tim saw that Power had potential—he knew they just needed the right technology to realize that growth. Forgoing the alternatives to either buy a CRM system or procurement platform off-the-shelf or to outsource the development of such technology to a third-party, Tim led the BT team in creating a custom, fully integrated platform that connects and fuels all areas of the business.

Incorporating artificial intelligence, augmented reality, computer vision, and conversational computing technologies, Nitro is the most advanced private enterprise solution in the construction industry, enabling companies to better communicate with employees in the field and seamlessly track marketing and sales progress, customer experience, installation processes, and post-installation payment cycles. Nitro orders supplies, deploys Power's remodeling consultants, enables in-home approval of financing, and stores billions of photos of installed products. Most importantly, Nitro captures critical transactional insights in real time across the value chain, enhancing workflow and service among Power associates, partners, and customers.

Power Home Remodeling is growing at an exponential rate. The type of massive, self-funded scaling that has happened is made possible by the vision, talent, and execution of the technological infrastructure Tim built nearly a decade ago. Although Tim is primarily responsible for Nitro, its creation would not be possible without Power's BT team—comprising top tech and developer talent from around the world. This fact in and of itself is impressive, because Tim has successfully recruited talent that could very well thrive in Silicon Valley, and in a far more splashy sector than home remodeling. But through his leadership, commitment to evolving innovation, and empowerment of his team to always be on the lookout for the next big thing, he has created an entire department of innovators.

Power is a true meritocracy that prioritizes bold ideas. Just as Tim was given free rein to bring radical, transformative technology ideas to life at Power, he brings this philosophy to his team and the entire company. "My greatest successes during my tenure at Power are the development of a world-class business technology team and a digital platform, that are not only successful, but have jointly served as the catalyst for Power's overall business growth. I started developing both the team and Nitro from the ground up with no tools and no set structure, and it's been a career highlight to watch them grow in parallel. And it's especially rewarding to know that my work is helping to change my team's lives and giving them new opportunities; and in turn, energizing them to create even better products."

Jennifer Perkins

Senior Director, Program Management

Simon Storm

Senior Director, Enterprise Applications

When Simon Storm and Jennifer Perkins started with the company—15 years ago, when Promontory Interfinancial Network was just a startup—Simon was a Business Analyst in the Information Technology division and Jennifer was an Account Executive in the Client Service division. Today, Simon leads a department consisting of software developers, quality assurance engineers, and business analysts. Jennifer Perkins is seen as the business process and operations architect and a thought leader.

Even before they were recognized as company leaders, these two innovators partnered with one another to develop and improve the company's technologies, business processes, and client experience. Specifically, Simon and Jennifer recognized an opportunity to improve client experience using Insured Cash Sweep, the company's FDIC-insured daily sweep service used by one in three banks nationwide. They recognized a challenge clients were having in using this service, brainstormed various options, employed feedback from stakeholders, overcame significant roadblocks throughout the project, and led the implementation of the solution. From identification of the solution to implementation to adoption, Simon and Jennifer invested two years doggedly pursuing this innovation, which has saved the company and its clients money and significant operational headaches.

"We had wanted to improve this aspect of our service for some time," Simon and Jennifer explain. "It seemed like such a silly thing to have banks wiring small amounts of funds on a frequent basis." Simon and Jennifer created a mechanism through which banks could leverage their participation in the ICS service by keeping a fully insured balance in a special ICS account, called a Simplified Settlement Account (SSA). Rather than requiring employees to wire out or receive funds in small amounts every day, a bank can now deposit funds to the SSA for the purpose of "pre-funding" these wires or direct small-dollar receipts to be deposited to this account. Use of the Simplified Settlement Account automates this process.

The effort behind the solution they created was not immaterial. Key internal stakeholders posed fundamental challenges, and the solution needed support from



Simon Storm and Jennifer Perkins

a very large partner financial institution. The intangible efforts of implementing a business process change among risk-conscious financial institutions and stakeholders with conflicting business needs and long-held beliefs was as challenging as building the new business processes and technology itself. Overcoming these hurdles took patience, innovative thinking, and finesse.

Promontory Network fosters a team environment and this project was no exception. All members of the project team—IT, Client Services, Risk, Legal, Product Management, and Marketing—worked together to ensure that the many nuances of the solution met all parties' requirements. Both Simon and Jennifer feel strongly that for teams to succeed, they must be vested in the project, so all project members' suggestions and feedback were seriously considered during all stages of its evolution.

Promontory Network provides ICS services to 1,764 banks. The SSA solution, which became available two years ago, has eliminated approximately twenty percent of wires, saving Promontory Network significant processing costs and member banks up to \$7.5 million in potential fees. As a 50 percent adoption rate among clients is neared, an additional \$7.5 million may be saved annually. Most importantly, one of the main requests for improvement from Promontory Network clients has been addressed.

"We batted around several ideas for how to accomplish this goal but hit a barrier each time. Finally, we decided to go back to the basics: leverage the tools and functionality we already had and tweak them for a different purpose... It took a lot of work and imagination, but we're proud to finally offer this tool to our clients to substantially improve their experience with our ICS service."



salesforce

Tony Prophet

Chief Equality Officer



In 2016, Tony Prophet joined Salesforce as its first Chief Equality Officer to lead the company's efforts to foster equality both within its four walls and in the communities where it works. Tony's leadership helped cement the company's four pillars of equality: equal pay, equal opportunity, equal education, and equal rights. Under his guidance, Salesforce has taken a stance against discriminatory legislation, advocated for marriage equality, developed inclusive hiring and promotional processes, and been named one of the best workplaces for diversity by Fortune. Tony has set a new standard for how companies build a more equal world, and has inspired others to join the journey. "My son is a proud LGBTQ advocate and a member of the LGBTQ community," Tony says. "The first time I heard and truly understood the term ally was when I visited him at college and we visited the LGBTQ resource center, where he handed me a pin that said, 'Ally.' In that moment I was hit with the profound responsibility of being his ally and publicly committing to an unwavering advocacy for the LGBTQ community."

It has been said that "people go where they are invited but they stay where they are welcome." Inclusion is anchored in being seen, valued, and heard, and few things are more powerful than a true sense of belonging. Tony recognized the critical role equality allies play in creating a workplace where everybody feels they belong, and spearheaded an impactful Allyship program to help employees stand up for underrepresented groups by asking, listening, showing up, and speaking up. As a part of this campaign, Salesforce also implemented voluntary self-identification options for U.S. employees, including gender identity and gender pronouns, to create a more inclusive work environment. The Allyship program spiked employee resource engagement to one in two employees.

Bringing the program beyond Salesforce's walls, Tony and Salesforce's Office of Equality created an Equality Trailhead on Salesforce's free online learning platform

to teach everyone to be an Equality Ally. As a result of the Allyship campaign, Salesforce's Ohana Groups (employee-led and employee-organized groups centered around common life experiences or backgrounds, and their allies) saw a notable boost in engagement. Today, more than 15,000 people at Salesforce—close to 50 percent of the employee community—are members of one or more Ohana Groups.

A standout moment of allyship came during Martin Luther King, Jr. Day in 2018. January 2017 had been the first time Salesforce participated in the annual march in its headquartered city, San Francisco. That year, about 100 people showed up to the march—mostly Black. Just one year later, after encouraging its employees to be allies, more than 1,000 people showed up to the march—many not Black. A collaborative effort between the Office of Equality and many members of the company's Salesforce Ohana Groups, Salesforce's culture of inclusion has driven many important "best place to work" distinctions, including #1 on Fortune's "100 Best Companies to Work For," LinkedIn's "Where the World Wants to Work Now," and Glassdoor's "Employees' Choice Best Place to Work."

It starts with culture. Companies need to define their values early on. At Salesforce, equality is a core value, along with trust, growth, and innovation. The company is guided by these values and executives and employees alike are committed to ensuring that Salesforce is a place that truly welcomes all.



SALSIFY

Josh Silverman

Director of Product Management



One of the five core values at Salsify, a product experience management platform, is empowerment, which is broken down into three key phrases to make it actionable for employees: “We are equipped and expected to take initiative. We engage and bring out the best in each other. We impact the success of Salsify.”

Josh Silverman, Director of Product Management, lives this value every day and showed the company how empowerment can change the course of business. Josh saw a need for insights capabilities in the product and while his official job title was engineering manager, he made himself a general manager of this new product area. With executive support and powerful partners across the organization, he made a huge impact, not only for Salsify, but also its customers and the overall market.

Josh began his project by meeting with customers to determine market needs and developing a product strategy. He then built a dedicated engineering team to develop the product. Josh then educated internal teams across the organization on the opportunity, rallied these teams to support the product launch, and then embedded himself within sales teams to turn insights into a competitive advantage that was a major factor in closing significant deals.

Salsify Insights, the product Josh brought to market, quickly developed into a sizable revenue driver for Salsify, especially with larger brands whose wider assortment of products makes the proactive, actionable analytics capabilities of the product that much more valuable to their bottom line. Not only have these global companies bought Salsify because of the Insights functionality, but Salsify has also been able to expand its contracts with existing customers who want access to the added module. Customers using the module have driven 15-36% improvement in sales rank on Amazon, which translates directly into increased revenue.

In addition, with Salsify Insights, the company was able to reposition its offering in the market. With the complete stack of PIM, retailer syndication, and actionable insights, the company had ‘closed-loop merchandising’, which allowed them to establish a new, next-generation category beyond PIM. The company debuted the new category, Product Experience Management (PXM), in early 2018. Since then, Forrester has utilized the term in its own reporting, and multiple competitors are calling themselves PXM providers.

Thanks to clearly articulated core values and an executive team that believes in the power of its people, Josh showed that a job title shouldn’t limit the work you do.

Kristi Sanders

Global VP of Well-Being at Work



Kristi Sanders is the Global VP of the Well-Being at Work initiative at SAP SuccessFactors. Her overall responsibility is to formalize SAP's desire to operationalize a culture of well-being in the workplace, enabling employees and the business to run better. As a result, Kristi's team focuses on improving the employee experience and providing tools and resources to bring the best version of themselves to work. The purpose is to drive well-being as a business leadership objective, create a positive work environment, and integrate well-being into their customers' business strategies.

Kristi and her team manage field enablement, partner strategy and development, demand generation and marketing, and customer engagements to support the Well-Being at Work initiative. They also work closely with Thrive Global, a company dedicated to reducing stress and burnout in the workplace. Thrive Global's expertise has helped establish SAP as a leading expert on this topic through co-product innovations and behavior change management services to support customers during their transformation.

Kristi's leadership, value, and impact has greatly improved the culture at SAP. She has turned this initiative into a powerhouse with global partnerships, customer satisfaction, and board-level recognition. The SAP SuccessFactors Well-Being at Work initiative is focused on revolutionizing employee well-being, not as a product offering but as a technology-enabled catalyst for cultural change. The initiative takes a three-pronged approach to supporting an organization's well-being strategy and culture change: 1) Embed well-being into existing enterprise technology solutions, starting with SAP SuccessFactors HCM Suite; 2) Offer well-being solutions that provide personalized and evidence-based interventions, beginning with the SAP SuccessFactors Work-Life solution and Thrive Inside (partner content from Thrive Global); 3) Curate a partner ecosystem of well-being providers that deliver unique solutions to support an organization's well-being strategy.

SAP SuccessFactors Work-Life is a cloud application designed to help strengthen employee satisfaction, well-being, and health by enabling employees and managers to explore aspects that affect their well-being. It gives organizations real-time data to help understand how their company is currently operating by measuring indicators like stress and burnout. As a result, this improves productivity and bottom-line performance, and reduces the costs of hiring and retaining talent. SAP SuccessFactors Work-Life disrupts the traditional employee survey approach that's been around for 20+ years, reflecting the speed of transformation in business and changing expectations of employees and managers. In addition, it gives employees the chance to share feedback on a regular basis, offering managers real-time insights into employee engagement and concrete recommendations to improve well-being, health, and satisfaction. Essentially, the solution helps the organization learn in real-time how employee needs are evolving so they can build a better, more holistic, and personalized employee experience.

Recent science has shown that the pervasive belief that burnout is the price we must pay for success is untrue. We now know that when we prioritize our well-being, our decision-making, creativity, and productivity improves dramatically. Businesses perform better when employee well-being is high, and research shows that individuals are more motivated, productive, and empowered to achieve their full potential when they feel respected, valued, and connected to their organization. Creating workplaces where people thrive—not merely survive—is essential. SAP realized that if they wanted to attract and retain top talent while providing a work environment where that top talent can thrive, then addressing well-being was non-negotiable—and customers could benefit from this learning as well.



Les Hiscoe

Chief Executive Officer



Les Hiscoe is CEO of Shawmut Design and Construction, a leading \$1.4 billion national construction management firm. As CEO, Les drives the continued growth and success of the company by creating the most differentiated customer experience in the industry, working with executive leadership to ensure delivery of exceptional levels of client service, developing teams of remarkably talented people, and implementing the latest technologies across every aspect of the business. With more than 30 years of experience in the construction industry, Les oversees Shawmut's nine offices nationwide—including New York, Los Angeles, Boston, Miami, and Chicago.

As a construction management firm with a reputation for completing complex projects for the world's most recognizable and elite brands and institutions, Shawmut's mission is to build an enduring leading-edge company that provides a challenging and rewarding environment for its people. As an industry leader, Les is acutely aware that the construction industry is notorious for being a predominantly all-white, male industry—with imbalances facing women and those from non-majority groups. As CEO, Les believes that it's the firm's duty and responsibility to not only create a diverse and inclusive environment that makes Shawmut the employer of choice for everyone, but to dedicate resources to make changes in the industry at large and in the communities where the company does work.

Les, along with Shawmut's executive leadership team, has driven a company-wide strategic priority to immediately combat such statistics by investing in its people. To thrive in this space, Les created, and sustained, a culture that allows everyone—employees, subcontractors, clients, and partners—to be their best each day. Shawmut's commitment to diversity and inclusion is a central tenet to this, and it's why Les created the firm's first diversity leadership council—a 14-member council that is accountable for driving Shawmut's D&I strategy.

Les understands that Shawmut had to shift the way it approached culture, diversity & inclusion practices, and work-life integration to keep employees engaged, fulfilled, and able to provide unparalleled client service. It's also why Les put in place strategic employee benefits and offerings that advance the firm's commitment to its people—like an industry-first flex work program, paid-family leave, and a leadership development initiative, to name a few.

Shawmut's people define the firm's world-class identity. They are the very essence of Shawmut's culture. By investing in them, Les ensures the ongoing continuation of Shawmut's success and growth—but more importantly, he drives change within the industry and professional workspace globally.



SQUARE ROOT®

Courtney Branson

Director, Culture + People



Courtney Branson leads Square Root's Operations team, aptly dubbed Tamers of Chaos. Her group tackles HR, morale, events, IT, security, accounting, and overall office vibes. Courtney fearlessly guides the troop of Radicals (what employees call themselves), constantly collecting and digging into feedback to craft a culture inspired by the people who work at Square Root. Her latest endeavor? She recently took her empathetic approach to culture and parlayed it into a companywide initiative to bring empathy into everything it does, including interactions with one another and a deeper understanding of Square Root's users. In the past year, she's honed her efforts toward diversity and inclusion by seeking to answer the question, "How does Square Root make those two words real?"

Courtney began a company conversation around conversation. It started with a letter she wrote to the team, titled, "Why I Love the Troublemaker," which HR Advisor later published. With this letter, she opened a door to start talking about how to harness diverse perspectives. It evolved into a company book club around Crucial Conversations, training for people managers, and a deep-dive on sensitivity. The latter included activities on navigating biases, fears around feedback, and how together we're additive, not competitive. Her efforts are intentional and cohesive. One week, the team is in quiet reflection on what they value, and another they're having a small-group lunch to discuss what's hard about difficult conversations. It all fits together to add context and understand one another a little better.

In the background, there's a thread weaving this all together: Square Root's 2018 Empathy Goal. In addition to building empathy within the company, there's been a push from all directions to fold empathy into everything it builds for its users as well. As a result, employees feel heard, understood, and valued, both by Courtney and now by one another. Championing diversity or perspective, "the troublemakers" Courtney introduced in her first letter encourage everyone to think unconventionally about problems while building a safe culture to bring unique perspectives to the

table. The point is simple: Individuals bring their authenticity in to make the group better, instead of being forced to hide it or adhere to a strict set of guidelines. Courtney's empathy initiative resulted in an increasingly growing NPS score, which measures the loyalty of customers to a company, up 86 percent in the past year. The culture Courtney nurtured also led to Square Root's recognition by Inc., Great Place to Work + Fortune, Austin's Chamber of Commerce, and Austin Business Journal as a great place to work. These awards build internal pride, and they also build customer pride and intrigue prospects who want to partner with a vendor full of happy folks.

"Our Radicals daily inspire me to aim for more in our culture and myself," says Courtney. "While they're pounding the pavement creating our product, nurturing our customers, and keeping things running, I want to be challenging myself to make Square Root a place for them all to flourish. Lastly, there's a strong optimism in my heart that Square Root is and will be a different kind of tech company."



Becky Cantieri

Chief People Officer



Chief People Officer Becky Cantieri drives SurveyMonkey's candidate and employee experience programs. She joined SurveyMonkey in 2011 and built the team up to over 750 employees across the U.S., Canada, Ireland, and Australia, and through the company's recent IPO. Throughout SurveyMonkey's evolution and growth, Becky has kept a firm hand on developing its culture and making sure it's a best place to work regardless of size.

Becky continuously collects feedback from employees to inform company activities. Last year, in a survey on company benefits, someone asked if there was a way to help ensure that contract workers and on-site janitorial and food service workers could enjoy some of the same benefits employees did. At a time when many companies are heavily relying on extended workers in the growing gig economy, this was an idea Becky wanted to pursue. "Some of the people we depend on and work alongside every day—the chefs in our kitchen, the people who keep our office beautiful and orderly, the contractors who help shoulder the load when things get busy—aren't technically on our payroll," explains Becky, "but they're as much a part of the company culture as our employees."

Becky set out to bring about change—not only for the extended SurveyMonkey team members, but also for the greater industry. With the help of Dan Maass, President of Employee Benefits at i2i Benefits, "another partner we couldn't live without," Becky charted a path forward that would extend the benefits for key stakeholders without putting all of the financial burden on these companies. "We developed an improved framework for vendor partners for health benefits, personal time off, and transportation," she says. "In close collaboration with Rossy [Vargas], CEO of SurveyMonkey's janitorial services partner, Clean & Green, "we arrived at a standard that's better aligned to what we offer our employees, and one that we think sits in the top tier of each of our vendors' industries."

In April 2018, Becky successfully launched SurveyMonkey's innovative vendor benefits standard, which ensures all vendors and contractors enjoy competitive benefits that are comparable to those offered to the company's own full-time employees. SurveyMonkey also provides support to help shoulder the financial burden for vendor companies.

News of the industry-first standard was widely covered in the media and received praise from other leaders in the tech industry, many of whom reached out to Becky to learn more about how to implement similar standards. SurveyMonkey is setting a new norm for the industry, and is already seeing other companies take on more responsibility.

At SurveyMonkey, listening to customers is a core value and asking for feedback is central to the business. This has fundamentally changed the way Becky operates as an HR leader and connects with the employee community, enabling her to understand which issues employees are concerned about and to take effective action.

Internally, Becky leads countless initiatives, including hosting a career month, creating career ladders, conducting a pay equity study, revamping performance conversations, and supporting employee resource groups, including Women in Tech and LGBTQ+, to help build an inclusive and empowering environment. "We want to make sure SurveyMonkey is a great place to come to work every day for everyone."



Julia Shen

SVP, Credit Acquisitions & Early Lifecycle Strategy



Julia Shen, Synchrony's Senior Vice President of Credit Acquisitions and Early Lifecycle Strategy, joined the company in 2005 and created an environment of inclusion, inspiration, and innovation that has enabled Synchrony to transform the engine of its business—the speed and quality of decisions behind credit approvals. Julia's team trusts and performs for her because she embodies Synchrony's values: She is driven, honest, bold, caring, passionate, and responsible. Over the past two years, Julia steered the transformation of the framework Synchrony uses to develop and implement new credit and fraud strategies, ensuring that credit card account approvals are based on sound financial decisions. In 2017 alone, Synchrony's credit approvals powered \$130 billion in financed sales across 74.5 million active accounts, so much is at stake. When Synchrony doesn't approve accounts, it doesn't generate finance charges. And when the wrong accounts are approved, the challenge becomes debt collection. Julia's approval strategies can make or break the business.

Julia improved the framework for developing, testing, approving, and implementing Synchrony's credit acquisition and fraud strategies to make it faster, higher performing, and more profitable. This was not an easy task. She began with legacy systems, a slow waterfall development process, and added layers of required collaboration across credit bureaus, fintech firms, regulators, and Synchrony teams. Then she factored in the sheer number of credit strategies Synchrony manages for retail partners—in the thousands. As a result of Julia's work, credit and fraud strategy models are now implemented faster and more profitably.

Synchrony's framework used to take three to four years to move a new strategy model into production. It's now a flexible micro-model framework that can be tweaked based on a retailer's hourly credit performance results. Julia's team now monitors credit performance daily and reacts to make sure Synchrony hits net-loss targets and profitability goals in real-time. Since the new system was introduced, losses due to fraudulently opened accounts have been reduced significantly.

Losses from online credit have returned to levels not seen in years, even though the volume has grown substantially. Julia credits Synchrony's move to the Agile systems development process as the stage-setter for her innovation. Agile drives collaboration, speed, and incremental improvement, which complements her leadership style. Substantial investments in cloud-based computing technologies have also paid off for Synchrony.

Julia's team reorganized this year, a time of change that challenged her to provide clear leadership and set expectations. "I believe that the more transparent you are, the easier it is for conversation," she says. "It becomes harder for the receiver when you sugarcoat the message. So, it's important for your team members to understand clearly what you like and don't like. If you want your team to move fast, then you must be very clear about your goal." Julia also emphasizes learning as you go and incremental progress, instead of waiting for the perfect solution. Based on these philosophies, her team is empowered to make decisions, test, fail, and try again.

To be an effective leader during times of transformation, Julia follows a few core principles, including: To challenge— "Don't allow a system constraint to limit your imagination and innovation." To move fast— "You need to know when to be very detailed-oriented and, conversely, when it's not needed so you can move faster." To move in the right direction— "Know when to pull in peers from other functions, given the speed and pace." Julia believes everyday innovations matter, regardless of how small. "Challenge yourself to shoot for small incremental progress and lift," she says. "Driving real impact to the business through constant learning is always my motivation."

Talent+[®]

Kimberly Rath

Chairman and Co-Founder



Kimberly Rath is Chairman and one of Talent Plus, Inc.'s co-founders. Her philosophy, mindset, talent, and focus on embracing change and disruption have significantly impacted Talent Plus's success over its nearly 30-year history. Kimberly leads with a belief in a better workplace for all partner organizations and a longstanding commitment to helping their leaders build a platform for growth and a brighter future. She is engaged in creating innovation, disruption, and sustainable growth through her resourcefulness, positivity, and confidence. Talent Plus is on track for three back-to-back years of successive growth, this year in double digits, as well as low client turnover and a nearly 30-year reputation in the marketplace.

It is her engaging passion and leadership that inspires both Talent Plus's associates and the global leaders Kimberly works with each day. "Kimberly creates great relationships with everyone she meets, from teams in the workplace to those in the community," says one associate. "She is invested in others and always inspires each person." Another says, "Kimberly makes sure I use my talents every day to have an impact for our associates, clients and community...We wouldn't have been nearly as successful without her leadership, drive, dedication, and entrepreneurial spirit." And finally, "As a leader, Kimberly constantly challenges the status quo. Through her leadership we have recently developed, launched, and released our best assessment to date—Operational Manager, the best in the marketplace to develop the often-forgotten middle manager."

Talent Plus also recently overhauled its technology platform, TalentBank, which began on a floppy disk at Kimberly's insistence in the early 2000s that everything was going to need to be online. The overhaul has radically changed the applicant experience and, in turn, the end-user experience, and is getting great reviews from client partners. It brings Talent Plus into a space of being more than an assessment and development organization to one of being a technology and analytics organization.

Kimberly inspires her associates on a daily basis, working elbow-to-elbow, cheering people on, and recognizing their contributions. She selects great leaders who are natural developers of people and who create platforms for their growth. Kimberly counts on Talent Plus's leaders to move the business forward by first investing in the individuals on their team, helping them get into areas of strength to maximize their potential, netting increased retention and higher levels of engagement.

Talent Plus is committed to corporate social responsibility. Several years ago, the company decided that instead of spreading its gifts out across every organization that asked, it would develop a system to make a more significant impact. Every spring, associates vote on four organizations to support throughout the year, not only financially but with time and talent. Associates have purchased food delivery trucks for a community center and food bank, granted wishes to Make a Wish, built homes with Habitat for Humanity, developed and taught leadership classes for the Boys and Girls Clubs, redesigned living spaces for the People's City Mission, held drives for food, diapers, school supplies, clothing, and household items, planned fundraising events, offered talent assessments to boards and executive teams, and more. Talent Plus also established the Significance Award, donating \$25,000 to an organization making a significant difference in their community.

"I believe it's important to be able to visualize the future and find the best people to partner with to get there," says Kimberly. "I've learned from so many people along the way, and today, I'm hopeful that I am passing those things on to others. You can't always repay those who've helped you—the only way to thank them is to do that for someone else."



Jason Mealins

VP Platform Engineering

Peter Lincroft

Chief Res. & Development Officer

Lisa Lippincott

Programmer

Greg Smith

Dir. of Product Management

Doug Hegge

Dir. of Technical Acct. Management

Brian Green

Senior Software Engineer

Matt Hauck

Senior Software Engineer

Ben Hobbs

Senior Software Engineer

Dawson Tan

Senior Software Engineer

Dan Hardy

Senior Software Engineer

Thomas Guieu

Senior Software Engineer

Ryan Catherman

Senior Software Engineer

Matt Fair

Senior Software Engineer

Brian Embry

Senior Software Engineer

Bryan Blanchard

Senior Software Engineer

Matthew Etter

Senior Software Engineer



The Tanium office located in Emeryville, CA

The Tanium Platform Team is responsible for the underlying technology that makes Tanium possible. The team's work enables communication between Tanium's customers and every device running on their networks. Today, Tanium's platform is used by the world's largest organizations. For the first time, IT has real-time visibility and control over every endpoint, even across the largest and most complex global networks, providing unparalleled security for mission-critical systems and the invaluable data they hold. Due in large part to the work of the Platform team, Tanium's technology enables customers to protect against cyber threats and increase the resilience of their IT operations by moving away from point solutions.

In addition to building the core technology behind Tanium's business, the Platform team also exemplifies one of its core values: "We Win as a Team." They work seamlessly and without self-serving behavior to achieve their team's and the company's goals. Their team exists on a foundation of collaboration, inclusion, and diversity, making it a perfect example of the environment valued at Tanium. Thanks to the Platform team and their ability to leverage each other's strengths, take risks, and tackle challenges as one team, Tanium has an incredibly complex technology that is one-of-a-kind and completely unparalleled in the market.

The Platform team recently introduced Platform 7.3, a complete overhaul of the company's core technology, in order to provide clients with more stability and speed when communicating across their networks. This has helped Tanium clients streamline communication between endpoints while securing their networks, at massive scale. By implementing a full REST API, the team enabled

customers to customize Tanium to better meet their needs, while significantly increasing the automation opportunities in the product. At Tanium new modules are launched quarterly to meet the demands of constantly evolving security and operations management needs. Platform 7.3 provides the speed, stability, and flexibility needed to continue to grow Tanium's modules and make its customers more resilient. It allows Tanium's technology to work more efficiently, improving usage and the implementation process for Technical Account Management and Customer Success Management team members. With smoother deployment and maintenance, support teams are able to maintain Tanium's world-class service as the company rapidly grows. Platform 7.3 will significantly contribute to and help maintain Tanium's 150 percent net renewal rate with its customers and drive continued year-over-year growth.

Every person in the value chain contributed to the success of this platform overhaul—in particular, the Technical Account Management and Product teams, both of which leverage the platform to drive value for customers while providing valuable feedback to the Platform team. Tanium's culture is built on trust and respect. Its leaders acknowledge that every team member brings value, regardless of position or level. Tanium engineers, as well as all employees, are empowered to make change and do work that matters to them. When the Platform team noticed that an improvement could be made, "to help address the issues that keep us and our customers up at night," they had the autonomy to research, develop, and implement a solution: Platform 7.3. "We take pride in what we've developed and what we can continue to create," they say. "Our values aren't lip service—we are unstoppable. We believe in what we're doing and believe that Tanium defies a lot of conventional knowledge of what's possible."



Megan Bloomer

Vice President,
Sustainability



Megan Bloomer, The Cheesecake Factory's Vice President of Sustainability, created an industry-leading sustainable sourcing policy that outlines the social, environmental and animal welfare goals the company plans to accomplish by 2025. Her policy has won accolades from NGOs and industry groups, and is considered the most comprehensive in the industry.

Megan is a visionary who effectively conveys the benefits of the company's sustainability initiatives beyond their impact on the bottom line. She is keenly focused on making business decisions and taking actions that are the right thing to do: sustainable, humane, socially just, and a reflection of who The Cheesecake Factory strives to be as a company. She has elevated the topic of sustainability to one of the most important in the organization, and has created a cross-functional Sustainability Committee that provides accountability at the highest levels of the company. This allows, for example, for better integration of animal welfare as a part of normal business procedures and not as an afterthought.

The Cheesecake Factory's sustainable sourcing policy was the culmination of more than a year of work by its sustainability team, executives, and partners, and clearly articulates the company's commitment to best practices within the supply chain. It establishes buying preferences for ingredients that are third-party certified for sustainability, environmentally and socially responsible, aligned with animal welfare, and traceable back to its source or farm, as feasible and appropriate. The policy spans three principal areas: social, environmental, and animal welfare.

Under Megan's leadership, substantial progress has been made toward the company's sustainability goals, such as yearly savings of more than \$1 million in electricity, \$240,000 in natural gas, \$100,000 in water usage, and \$119,000 in waste disposal. About eight tons of waste are diverted from landfills. More than 50 restaurants have full-scale composting programs, and 18 of those have digester

systems to manage food waste. Beyond the impact in cost savings and waste diversion, there is an increasing level of pride among staff and managers when it comes to sustainability practices, and increased engagement among staff members in restaurant-based sustainability activities.

Megan has generated enthusiasm and consensus at all levels of the organization in support of its sustainability objectives. She began by personally educating each executive, including the Founder/CEO and President, about the importance of sustainability as it relates to the reach of the company's operations and supply chain, as well as the potential for making a positive impact. Eventually, the entire C-Suite became just as involved and unanimously agreed that pursuing an industry-leading sustainable sourcing policy was imperative, because it fits squarely with The Cheesecake Factory's Values and Purpose. Megan has also garnered the support of department heads and restaurant teams, since meeting sustainability objectives involves changes that touch all levels of staff and managers. Front-line staff members are involved through the company's innovation platform, CakeTalk, where they post ideas and input around sustainability issues.

According to Megan, the executive leaders' openness and willingness to learn about sustainability issues have allowed her to achieve more at The Cheesecake Factory than she has at previous organizations. Instead of being told "stay in your lane," Megan says, she's been met with, "Let's talk more. Help me understand." Megan says, "Ultimately, the work we're doing in sustainability aligns with who we aspire to be as a company, especially when I reflect on our Purpose—to nurture bodies, minds, hearts and spirits. The Cheesecake Factory has immense reach through our supply chain and restaurant locations. I'm energized by the opportunities we have to create positive change, globally and locally."



Sean D'Arcy

Director of Trading Innovation



A passion project that Sean D'Arcy started as an entry-level Trading Specialist turned into The Trade Desk Planner, a new data-driven media planning tool that delivers audience insights and informs ad strategies across channels and devices. A centerpiece of The Trade Desk's Next Wave of Advertising, The Trade Desk Planner was the company's biggest release ever and evidence of Sean's ingenuity, diversity of thought, cross-industry experiences, intellectual curiosity, resiliency to learn and solve, and his pure sense of ownership to identify an opportunity and develop a solution.

When he started in his role as Trading Specialist, Programmatic Advertising was in its infancy. Sean saw an opportunity to gain insights from vast amounts of data being collected. He would stay after hours to learn how to code, and apply those lessons to his goal of creating the Black-Scholes model of Media Buying, which comes from the finance industry. At the time, it was uncommon or even unheard of for someone on the business team to be working on writing scripts or coding to the backend of the platform. Sean's differentiator comes from his ability to see things from a client's perspective combined with his unquenchable thirst to keep learning, and he took ownership of his idea, turning his insights into an implementable and scalable solution. Little did he know this would be part of the biggest launch the company has seen to date.

The Planner creates an entire user experience that makes it easier for media buyers to harness artificial intelligence to smartly execute campaigns in a way that ad dollars can be used more effectively—and thus create a better Internet experience for consumers, serving less frequent and more meaningful and relevant ads.

Since the product's release, clients around the world now start a campaign by using The Planner, which has transformed media buying. The Next Wave leverages a never-before-seen approach to programmatic advertising, reflecting the company's

commitment to act as a transparent and objective partner. This initiative has been successful in adding more value to the platform without increasing customer fees. As a result, the company's client retention rate continues to be above 95 percent, as it has for 18 consecutive quarters.

Sean leaned on a village of mentors and peers across almost every field in the company, from marketing, engineering, sales, and every chief executive, who created a safe and motivating space to turn his idea into a reality. Mark Davenport (now Head of Data Science) and David Uchimoto (now Principal Lead Software Engineer) were mentors who taught Sean how to write code. After pitching the idea, Mike Davis (now head of Innovation) was the one who saw Sean's presentation and said, "That's a planning tool, and we have to build it." In getting the green light to press on, Elias Dawli is the Product Manager who worked with a team of engineers to productize the work. When he wanted to build a case for this product to be built, Sean had advocates in every corner to help push the product forward. This advocacy is what made it possible for Sean to feel safe to bring up his idea and, in no time, realized he had an entire squad right behind him clearing paths ahead to focus on the mission and end goal of the project. Because of Sean's critical role in this product launch, he has since moved into a role called Trading Innovation, where he is tasked with continuing to evolve the way that media is bought across the world.

Ultimate

SOFTWARE
People first.

Chris Patullo

Software Engineering Senior Manager

Marta Guerra

User Experience Manager

Gaby Antoni

Business Analyst

This trio of innovators at Ultimate Software came up with a new approach for design sprints that they call LightStarters. All three employees were part of Ultimate's Recruiting engineering team when the LightStarters initiative was conceived. Their goal was to enhance the way Ultimate employees worked together and collaborated as a team while analyzing, designing, and building new features and enhancements for their Recruiting applications.

The combination of a business analyst, user experience (UX) manager, and software engineering manager speaks to the diversity of voices and viewpoints that Gaby Antoni, Marta Guerra, and Chris Patullo brought to the project, and their insight in conceiving of a completely new approach to design sprints. Working together, the trio tweaked the methodology and iterated over 30 times, arriving at a new design approach that will impact many of Ultimate's more than 4,400 global customers. The initiative was conceived to promote participation from all team members and roles within an organization, allowing teams to have more high-quality ideas that are more fully fleshed out. This speaks to Ultimate's people-centric design approach, which is to always exceed customers' expectations.

In a LightStarters design sprint, engineers and product developers are included in the design and ideation process, offering their ideas and opinions of viability before the workshop's final concept is passed on to them to code, saving significant time in the development process. The workshop session is organized into four segments: Understand, Collaborate, Sketch, and Vote. By the end of the workshop, the group produces a final sketch of the best ideas with enough detail for the UX designer to build an interactive prototype suitable to test with customers. This allows Ultimate to obtain quick validation straight from the customer before making costly investments in pursuing the idea.



Chris Patullo, Gaby Antoni, and Marta Guerra

In the past 1.5 years there have been over 40 LightStarters workshops, which have achieved favorable results such as increased collaboration among development, product, design, and customers; decreased cycle time, allowing teams to deliver more value; and increased customer satisfaction scores. A growing number of customers have adopted this new recruiting product, and their feedback was a key component of the design process. LightStarters has proven to be a successful design approach with buy-in from all internal parties as well as customers. Learning sessions are in development to empower other product and service teams across Ultimate to learn from and adapt this collaboration framework, so that they may apply this design approach to their teams as well.

Ultimate Software's Innovation Philosophy is founded on collaboration, ideation, and inclusion. The company also believes that those who are to be impacted by an innovation need to be involved in the ideation and creation process. An everyday culture of mutual respect, inclusion, and empathy has made Ultimate a wellspring for innovation—simply because employees feel “safe” and empowered to offer ideas spontaneously one-off or in a group with idea-sharing as the objective.

As the team describes, “We leveraged our work in our respective roles and found a need to move faster, deliver better products, and have development more engaged in the design process of features. This united us and inspired us to come together. We discussed pain points and really thought through how our company might adapt the ‘Sprint’ methodology from Google Ventures in a completely unique way, authentic to us, our distinct viewpoints, and our overall organization. By organizing a LightStarters sprint workshop into four segments, we believed this included group input throughout the ideation process—something that our organization really supported and embraced.”



Adam Myhill

Creative Director,
Made with Unity



Adam Myhill, Creative Director at Unity Technologies, is responsible for the creative oversight and thought leadership in cinematography within the Made with Unity Team. Adam is the visionary behind CineCast, an all-new dynamic camera system that will fundamentally change the way people create and view game content. Announced in 2018, CineCast consists of cameras that can move, track, and compose multiple subjects, determine the most interesting scenarios, and evaluate the best scenes between cameras while considering traditional cinematography rules. The technology is powered by Cinemachine, a procedural cinematic and in-game camera system, also created by Adam.

The film industry has seen a dramatic shift in recent years, as directors and studios move toward real-time filmmaking, which allows for unprecedented artistic freedom in half the time of traditional workflows. Prior to Unity, Adam spent almost two decades in the game and film industries, working as a Director of Photography and CG Supervisor. His cinematic and in-game camera experience brought him to Unity, where he has overhauled the process by which producers, game developers, and creators can add dynamic and beautiful shots to their projects, which inspired the creation of CineCast. It's through Adam's vision and boundary-pushing approach that game developers and filmmakers can shoot game content in a way that was previously impossible.

CineCast is a smart camera system that powers in-game replays, footage for trailers, streaming and casting tools, and even eSports, the practice of games played by professionals for spectators. Developers using the "cinematography AI" can create replays that have movie-like cinematics from a variety of scenarios and can develop trailers anywhere, anytime. CineCast changes the way eSports is streamed, in real-time. The level of control and beauty CineCast brings to the world of games is unmatched in terms of how people create and view game content. CineCast provides solutions to game developers that are otherwise unavailable without

in-house development and Unity is the only real-time 3D platform offering this technology.

One of the perks of working at Unity is an annual Hackweek where employees can spend 20 percent of their time at the event devoted to a passion project. The event encourages teams to think about new use cases for current products or conceptualize completely new ideas that could push the boundaries of what's possible. At Hackweek in 2017, Adam pitched the idea of a dynamic camera system that enables the creation of movie-like cinematic sequences and formed a team to put together an early mockup; the concept for CineCast was born.

Doing great camera work is very challenging. In the real world, it's easier to maneuver a camera through physical space and get the shot you seek, but game development and computer-generated animation is a different story. Through CineCast, Adam sought to give more control to casters and viewers by giving them the ability to create movie-like cinematic sequences from variable gameplay, in real-time. "We had a vision of making a movie out of a game in real-time," Adam says. "CineCast is that vision."



Greg Pryor

Senior Vice President,
People & Performance Evangelist



Greg Pryor served as the architect and creator of Workday's culture initiative, which is a collection of programs and events, powered by Workday technology, designed to clarify, re-invigorate, and amplify Workday's workplace culture amidst growth. These programs have significantly enhanced the Workday employee experience, enabled the People and Purpose organization to engage in culture sprints, and influenced Workday's technology suite so its customers can do the same for 31 million users around the world. This work resulted in Greg's promotion in 2018 to SVP People & Performance Evangelist, where he dually spends time continuing to innovate talent and culture initiatives internally while sharing best practices with customers and prospects interested in leveraging Workday technology to achieve similar results.

Several years ago, when Greg and the leadership team noticed concerning signals related to Workday's hypergrowth, Greg stepped in to address this significant challenge with creativity and vigor. He researched to thoroughly understand the issues and, through a series of employee feedback sessions, facilitated workshops, and engagement with senior leaders, he identified opportunities to reinforce Workday culture at all levels. He also identified the need to enable employees to provide real-time feedback about their employee experience and the importance of leveraging that data to drive continuous improvement. His work resulted in the launch of a number of essential Workday programs, including the Workday People Leadership Summit and Best Workday Survey.

Each year, Workday flies its people leaders from around the world to San Francisco where co-founder and CEO Aneel Bhusri and the leadership team spend two days talking about culture and leadership expectations at the company. Feedback about the first People Leadership Summit was so positive (99 percent overall participant satisfaction rating) that Aneel and his team agreed to hold the event annually. As part of the summit, people leaders get detailed feedback from their teams about the level

of employee experience they are creating. By all accounts, this is the most impactful segment of the summit, and it's possible thanks to the Best Workday Survey.

Developed in partnership with Great Place to Work, the Best Workday Survey questions focus on behaviors that significantly contribute to creating a high-trust environment. Every Friday, what Greg calls "feedback Friday," employees from around the world get two of these questions via survey technology in Workday and take 30 seconds to confidentially respond. The goal is to quickly and easily capture employee sentiment so people leaders can measure their progress and calibrate their efforts. The Survey helps people leaders receive continuous, personalized feedback on how to hone their leadership skills and create a remarkable employee experience for all team members.

This work, including the change management, planning, execution, and follow-up, has been led by Greg. His willingness to explore cutting-edge approaches coupled with razor sharp execution has been a game changer for Workday. The culture initiative has reinvigorated the workplace and impacted customers and their 31 million users, enabling the company to prioritize culture even more as a business imperative and resulting in an improved employee experience. After a slight drop during a period of hypergrowth, Workday has risen back up the Great Place to Work list to #4.

Every Workday employee has contributed to the Workday culture initiative in some capacity. This shared commitment to sustain a great work environment and reinforce Workday's culture has been essential, especially given the compressed deployment timeframe, upfront investment, and high visibility. Greg explains, "This was absolutely the power of collaborative creativity, channeling inspirations and applications from a group of people fueled by a personal belief that we are at a once-in-a-lifetime window to shape the future of work."



WPengine®

Heather Brunner

Chairwoman & CEO



Heather Brunner is the Chairwoman and CEO of WP Engine, the WordPress Digital Experience Platform that powers 500,000 experiences for 85,000 customers across 135 countries. Customers ranging from startups to multinational corporations and global agencies trust WP Engine to power their digital experiences, including General Mills, Marriott, Thomson Reuters, Under Armour, Ogilvy, R/GA, and MDC Partners. Heather capitalized on the global market potential for digital experiences, outlining the ways in which WP Engine plans to own the space across marketing, sales, product, and customer experience.

In January 2018, WP Engine secured an investment of \$250 million from Silver Lake, the global leader in technology investing. The investment gives WP Engine the financial strength and strategic latitude needed to tackle critical business priorities and capitalize on the incredible WordPress market opportunity. WP Engine will increase investment in four key areas: (1) Accelerate innovation on the Digital Experience Platform; (2) Ramp investment in the success of the Agency Partner program; (3) Fuel growth internationally and further raise brand awareness; and (4) Continue to make investments that ensure the company continues to be a Workplace of Choice.

This funding puts Heather in the pantheon of female startup leaders, as it is the third-largest amount ever raised by a female CEO or founder. Heather was instrumental in setting the vision, executing the strategy, and securing the funding. Because the company has enjoyed a long and successful track record of revenue growth and value creation, it didn't need to raise money. However, the investment allows WP Engine to grow faster and will add further momentum to its strategic priorities. Heather saw the importance of partnering with Silver Lake because of their deep expertise in the tech sector. With incredible resources and around \$39 billion in

assets under management, Silver Lake is highly selective and makes only a handful of investments every year, investing in companies with premier management teams that have the vision and ability to continue their market leadership and dynamic growth.

The investment is clear recognition of WP Engine's customer success-led growth, which helped it surpass \$100 million in annual recurring revenue. Already the investment has doubled the size of WP Engine's international teams; enabled product innovation; grown agency partners nearly 350 percent, including agencies from all the major advertising holding companies; and supported investment in WP Engine's people and culture, resulting in accolades such as number 61 in Fortune's 2018 Great Places to Work for Millennials list and number 14 in Fortune's 2018 list of Best Medium Workplaces.

"WP Engine has enjoyed years of rapid growth," says Heather. "We have more than 85,000 customers and reached \$100M in annual recurring revenue. The Silver Lake partnership and funding will be instrumental in helping us build an enduring, predictable business that is in control of its destiny as we look to the future—mapping back to our company value of "Built to Last." This investment provides financial strength and optionality needed to tackle critical business priorities, capitalize on the incredible WordPress market opportunity ahead of us and, most important, achieve our mission to help our customers win online."



World Wide Technology

Tim Loughman

Vice President of Sales Operations



Tim Loughman is Vice President of Sales Operations at WWT, a technology solution provider focused on driving infrastructure modernization, security transformation, cloud integration and digital experiences. In his role, Tim is responsible for building and maintaining a profitable sales organization while keeping the team engaged, challenged and happy. Like most culture carriers, Tim also plays a larger, more ceremonial role at the company. He works every day to ensure that having a great workplace remains a priority for both employees and leadership.

Because of Tim's leadership and passion for creating a safe, innovative and fun place to work, turnover in his organization is incredibly low, allowing team members to form tight bonds and work well together. As a result, his team is willing to go the extra mile to help both each other and external customers be more successful. Not surprisingly, sales performance and customer perception of WWT have improved because of Tim's leadership.

Tim's success is possible because WWT encourages, cultivates and recognizes innovation and great leadership. Embodying WWT values, passion, attitude, team player and honesty, every day, Tim finds creative ways to not only get the best work from his team but also create a Great Place to Work for All by keeping culture top of mind for all employees.



Chris Mielke

Senior Software Engineer

Matt Kaye

Director of Product



Chris Mielke

Trulia believes that all people deserve to live in a place where they are valued, supported and feel like they belong. Unfortunately, the LGBT community receives no federal protections and local laws vary from jurisdiction to jurisdiction, meaning that LGBT homeowners could unknowingly move into a neighborhood where they are at risk for discrimination. This didn't sit right for two Trulia employees, Chris Mielke, Senior Software Engineer and Matt Kaye, Director of Product.

While they knew that they couldn't change the laws impacting their LGBT community, they knew that they could help impact millions of LGBT lives through the product they work on every day, since Trulia presents home buyers with information about all attributes inside and around a home to ensure it's a good fit. Chris, who is also President of the Pride Affinity Network, Zillow Group's LGBTQ employee resource group, and Matt, found the support they needed from their employer to make a difference.

During Trulia's Innovation Week, a dedicated week where employees can step aside from their day-to-day job to pursue passion projects, Chris and Matt led a team to develop a new feature called Local Legal Protections. Now available on every for-sale listing on Trulia's site, it helps homebuyers understand the non-discrimination laws in the areas of housing, employment and public accommodations that exist for the LGBT community in the jurisdiction of any prospective home at a state, county and city level.

As Trulia employees, Chris and Matt were uniquely positioned to help solve a major problem for their community and, at the same time, help Trulia achieve its mission of helping buyers discover a place they'll love to live.





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