



**SUMMIT 2019**

**CELEBRATING OUR 10TH ANNIVERSARY!**

# **CHANGE LEADERS FOR A CHANGING WORLD**

## **SUMMIT REPORT**



**October 3 - 6, 2019 | Pacific Grove, CA**

# THE ASPEN INSTITUTE FIRST MOVERS SUMMIT 2019

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Every two years, the Aspen Institute Business and Society Program hosts a Summit for First Mover Fellows, colleagues and invited experts in leadership, corporate responsibility, sustainability, and innovation. The Summits provide business leaders with a platform to gain the tools, network, and inspiration they need to drive innovations that increase business value and make the world a better place.

From October 3 – 6, 2019, Aspen First Mover Fellows and friends convened in Pacific Grove, California for the 10<sup>th</sup> Anniversary First Movers Summit.

## CHANGE LEADERS FOR A CHANGING WORLD

The terrain is shifting. The role of business in society is rapidly changing, and business leaders are confronting urgent challenges with no easy answers. The 2019 Aspen First Movers Summit explored how intrapreneurs can rise to the occasion.

Touching on an array of issues including digital privacy, artificial intelligence, the circular economy, and diversity, equity and inclusion, the Summit investigated topics facing the leaders of today and tomorrow. In these tumultuous times, what are the skills, tools, and mindsets they need to build successful companies and a better world?



*My expectations were high, and it blew me away! This was one of the best, most thoughtful professional development and networking events I've ever participated in.*

- Cynthia Koenig, Amazon



# THE PARTICIPANT PERSPECTIVE

The 2019 Summit welcomed **107 participants** including business, social impact, and academic leaders.

**86 Fellows** attended the Summit, which represents **40%** of the Fellowship community. They represented all **11** classes of Fellows and came from across the globe, including from Singapore, Thailand, Denmark, Switzerland, South Africa, Chile, and around the U.S. and Canada.



More than **90 leading companies and organizations** were represented. Among others, participants came from:

*Caterpillar*

*Waste Management*

*Visa*

*Chevron*

*Google*

*Deloitte*

*Walmart*

*American Express*

*Amazon*

*Facebook*

*State Street*

*Toyota*

*Microsoft*

*Mastercard*

*McDonalds*

*Nike*





# LEARNING AND CONNECTION

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The First Movers Fellowship is based on four core themes: Leadership, Innovation, Community, and Reflection. The following overview illustrates how each of these four themes was represented and explored in the Summit agenda.

At the end of the Summit, participants were asked to share new insights that would help them to do their work better. Here is a sample of their **overall takeaways**:

**Be clear** about where you're going but **flexible** on how you get there.

**Empathy** resides in culture.

**Reframe** your obstacles & **embrace** the shake.

Data is the **currency of the future**.

**Leaders** solve dilemmas.

**Clarity** is rewarded but **certainty** is punished.



## LEADERSHIP

Leadership was a constant theme throughout the Summit. Participants explored what it will take to lead in the decade ahead and how leaders can help their companies and society to grow and thrive together.

Sessions that discussed leadership included presentations from external speakers, breakout sessions on diversity, equity, and inclusion, and an exclusive conversation with a corporate leader, LinkedIn CEO **Jeff Weiner**.



“Inspiration is the difference between management and leadership.”

**Jeff Weiner**  
CEO, LinkedIn

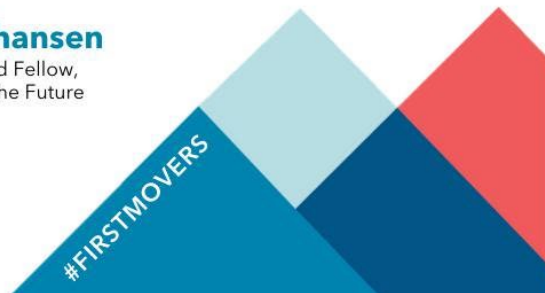
### Leadership Literacies for the Next 10 Years

**Bob Johansen**, Distinguished Fellow at the Institute for the Future, led a session on foresight and insight. The session ventured into the next ten years of increasing volatility, uncertainty, complexity, and ambiguity to consider both what to expect and the leadership literacies you’ll need to thrive.



“The opposite of clarity is not confusion, it is certainty. Many people are certain, but few are clear.”

**Bob Johansen**  
Distinguished Fellow,  
Institute for the Future



## Cultures that Thrive: Empathy as a Driver for Organizational Success

You've heard the stereotypes about empathy, both inside and outside of the business world: some people just don't have it, nice people finish last, caring cultures are opposed to bottom lines. **Jamil Zaki**, professor of psychology, Director of the Stanford Social Neuroscience Lab, and author of *The War for Kindness*, disagrees. He proposed that empathy is a skill in which everyone can be trained and choosing to build empathic cultures can have a real impact on your team's efficiency, collaboration, and success.

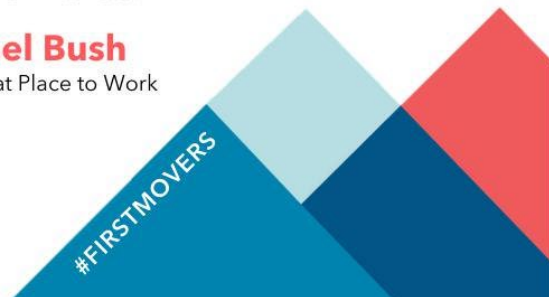
## How Great Leaders Create Great Workplaces

There are three billion working people on this planet and only 40 percent of them report being happy at work. Their unhappiness has real costs to companies – in turnover, employee engagement, and financial performance. How might we enhance our company's culture from wherever we stand? **Michael Bush**, CEO of Great Place to Work, shared insights from their annual study of over ten million workers and highlighted strategies to make organizations a great place to work – for everyone.



"Leaders need to see things not only how they are but how they want them to be."

**Michael Bush**  
CEO, Great Place to Work



## What's Next in Diversity, Equity & Inclusion?

Most companies have recognized the importance of diversity, equity, and inclusion in the workplace and many have begun to act. But there is still a long way to go. What do we need to build truly inclusive companies? How do we ensure that DEI becomes – and remains – a priority across industries?

Participants selected one breakout session to attend:

1. **Breaking Bias** with Anu Gupta, Founder & CEO of *Be More America*
2. **Next Level Inclusion: How Companies are Fostering Belonging** with Deepa Purushothaman, National Managing Principal, Inclusion at Deloitte and Fellow since 2018
3. **Leading Change from Where You Are** with Jorge Fontanez, Marca Studios and Fellow since 2014, Samir Luther, Capital One and Fellow since 2017, Dede Orraca-Cecil, Egon Zehnder and Fellow since 2018, and Liz Vyas, Biogen and Fellow since 2015

## Future-Proof: Building Your Brand as a Corporate Social Intrapreneur

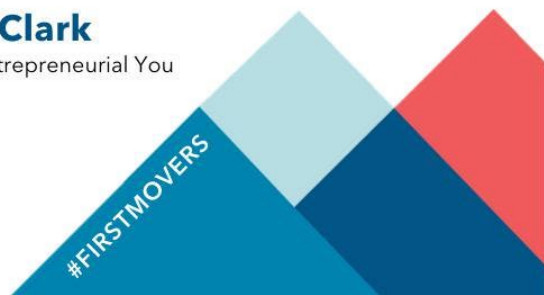
Corporate social intrapreneurs are agile; they are persistent; they build movements. These are skills that future leaders need. But do others see you in that light? *Harvard Business Review* author **Dorie Clark** led a session on how to define your work, position your brand, and amplify your impact.



"To build a movement around your ideas, get others involved - so they care enough to act."

**Dorie Clark**

Author: *Entrepreneurial You*





## INNOVATION

Corporate social intrapreneurs are innovators. The Summit welcomed experts in innovation and innovative cultures, presented workshops on specific skills, and prompted conversations to explore the cutting edge of work across industries and issue areas.

### **From Organization to Ecosystem: Creating Movements of Impact**

Over lunch, participants heard from **Tim Brown**, outgoing CEO & President of IDEO in conversation with **Judith Samuelson**, Executive Director of the Aspen Institute Business & Society Program.



### **Signal Shift: Stories from the Field**

Fellows presented the signals they see on the changing nature of business, leadership and impact.

**Rahul Raj**, Fellow since 2011, led the conversation with:

- **Xantha Bruso**, Autonomous Vehicle Policy Manager at AAA Northern CA NV & UT and Fellow since 2016
- **David Clark**, Vice President Sustainability, Amcor and Fellow since 2017
- **Randolf Webb**, Director, Global Branding & Partnerships, Xylem and Fellow since 2016

### **Leading Change in a Changing World**

Strengthen your skills as a change leader. Deepen your toolkit and broaden your mindset to better lead your company – and the world – into the decade ahead. Participants selected one workshop to attend:

1. **Agile Strategies for Sustaining Change** with Dawn Baker, Chief of Staff, Information Technology at Michigan State University, Fellow since 2012
2. **Creating Cultures of Learning & Growth** with Brynn Harrington, Director, People Growth at Facebook, Fellow since 2014
3. **Leading into the Unknown** with Suzanne Howard, Partner & Managing Director of IDEO's Learning Platform, IDEO U, Fellow since 2014



### **Ethical Tech: Seizing Opportunity and Taking Responsibility**

While technology fuels our future, it also presents some of our most pressing ethical challenges. Companies in every industry and their corporate social intrapreneurs must navigate its tensions: between reliance on data and customer privacy, between machine learning and algorithmic bias, between organizational efficiency and a license to operate. The panel included:

- **Nicola Acutt**, Vice President, Sustainability Strategy at VMware, Fellow since 2012
- **Admas Kaniyaga**, Head of Social Impact, Github
- **JoAnn Stonier**, Chief Data Officer at Mastercard, Fellow since 2011
- Moderated by **Caroline Barlerin**, former Global Head of Social Innovation at Eventbrite, Fellow since 2013

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Are you a **tech optimist** or a **tech pessimist**?





## COMMUNITY

The Summit brought together a community of First Mover Fellows and invited guests to strengthen and deepen their ties. Beyond the group present, the Summit also considered how to build the field and strengthen the skills of corporate social intrapreneurs around the world.

The Summit kicked off with a **Network Accelerator**, to help participants find new friends and reconnect with familiar faces in a dynamic networking exercise. The session was led by Jeremy Neuner, Fellow since 2010 and Laura Clise, Fellow since 2013.

### Deep Dives: Impact by Issue

Participants gathered to explore the industries or issues that most applied to their work and consider where their field is headed. They selected one discussion to attend:

1. **Business Roundtable Announcement: From Intention to Action** with Abe Tarapani, Principal, Incandescent, Fellow since 2012
2. **Creating Sustainable Supply Chains** with Heidi Koester-Oliveira, Global Human Rights at Mars, Fellow since 2016
3. **Employee Activism as a Lever of Change** with Dave Gallon, Founder & CEO, DGZ Consulting Group, Fellow since 2013
4. **Frontiers of Sustainable Investing** with Mark McDivitt, Global Head of ESG at State Street Corporation, Fellow since 2017 and Chris McKnett, Senior ESG Investment Strategist at Wells Fargo, Fellow since 2009
5. **Road to a Circular Economy** with Chris Grantham, Executive Portfolio Director, Circular Economy, Fellow since 2017





## First Movers: Looking Ahead

As we celebrated our ten-year anniversary, the First Movers community is asking: What's next for the First Movers Fellowship Program and the field of corporate social intrapreneurship? Participants rolled up their sleeves to help define the future of the program and the movement.



## "Un-Conference" Sessions

Participants took the lead to design one afternoon of the Summit agenda. We invited anyone who wanted to initiate and host a conversation to select a time and a space for others to join them.



## REFLECTION

Aspen Institute convenings and the First Movers Fellowship Program are strengthened by the time set aside for reflection. Participants were invited to reflect through formal prompts and sessions but were also provided with time for open space and the opportunity to enjoy the beautiful natural environment of the California coast.

### **Redwoods Hike | Henry Cowell Redwoods State Park**

Before arriving at Asilomar, we drove down the coast for a picnic and walk with Save the Redwoods League to learn about these magnificent trees and the ongoing effort to sustain their ecosystem.

### **Welcome & Setting Intentions**

First Movers Fellowship Program Founder Nancy McGaw welcomed participants with a session to help them center themselves in the Summit experience and set intentions for the coming days. They considered what brought them to the Summit and what they hoped to contribute and get from the experience.



### **Sunrise Yoga and Morning Reflections**

Each day started with the opportunity to stretch and focus the mind, body, and spirit.

- Yoga led by Sarah Sasaki Tsien, Head of Sustainability Strategy, Facebook, Fellow since 2014
- Reflections led by Britta Rendlen, Chief Impact Investing Officer, Peace Parks Foundation, Fellow since 2010 and John Renehan, Executive Director, Global Digital Solutions, Pratt & Whitney, Fellow since 2011.



## Building Personal Resilience in Turbulent Times: Breakouts

These conversations created space for peer-to-peer learning about strategies to maintain personal resilience in tumultuous times. Participants chose one discussion to attend:

1. **Personal Health & Wellness** with Nikki Foster, Fellow since 2011
2. **Family & Parenting** with Carlos Abogabir, Fellow since 2013
3. **Work/Life Integration** with Sofia Lopez Nunez, Fellow since 2018
4. **Mindfulness** with Deepti Doshi, Fellow since 2018, and Chonlak Mahasuvirachai, Fellow since 2017



## Closing Remarks & Shared Commitments

The Summit closed with some final reflections where participants made commitments to the group and to themselves. **Romy Parzick**, Fellow since 2015, facilitated a conversation: How will this experience inform your future and your work? How do we build on the strengths within our community to build resilience and bravery for our collective future? The takeaways we collected are reflected throughout this report.



# BEYOND THE REPORT

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For more information about the Aspen First Movers Summit:

- Visit the [Summit website](#) for more information about the 2019 Summit.
- Review the [Summit agenda](#) to see more on the event's sessions.
- Check out the [Summit participant list](#) for details on who attended.
- See tweets from the Summit at [#FirstMovers](#).

The Aspen First Movers team and Summit participants have written additional reflections on the field and the Summit experiences.

## [Five Lessons for Corporate Social Intrapreneurs](#) by Nancy McGaw

*And given recent business news, I have one additional piece of advice: **Carpe diem**...For one weekend, at the First Movers Summit, we are going to take a break to celebrate these changes in the zeitgeist as we celebrate the 10th anniversary of the First Movers Fellowship Program. Then, we'll roll up our sleeves and get back to work to help business meet the new challenges ahead.*

## [What I Learned over 4 Days with 100 Corporate Change-Makers](#) by Eli Malinsky

*Over the four days we spent together, Summit participants dove deeply into our theme of leading through change, examining macro trends and picking up practical skills. Like with most Aspen convenings, I walked away with some clear learnings. And – like with most Aspen convenings – I walked away with fresh questions.*

## [Can We Make Ethical Tech the New Normal?](#) By Caroline Barlerin

*This month, I moderated a panel at the Aspen Institute First Movers Summit on navigating the social tensions that come with tech advancement. I benefited from additional insights from my co-panelists from GitHub, MasterCard, and VMWare. As different as these companies might be, there was a shared sense that tech's unmanaged risks threatened to fracture society and the world at large.*

## THANK YOU

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The Aspen Institute Business & Society Program would like to thank all of the participants, supporters, and speakers that made the 2019 First Movers Summit such a success.

We are particularly grateful to our sponsors, without whom the event simply would not have been possible. Thank you for your generous support to help make the Summit such a success!

