

A photograph of the Dallas skyline at night, featuring several illuminated skyscrapers against a dark orange and blue sky. The word "POWER" is superimposed in large, white, bold, sans-serif capital letters across the middle of the image.

POWER

OPENING DOORS FOR WOMEN®

DALLAS FORT WORTH

November 2, 2016

Southwest Airlines, TOPS Building
2432 Wyman Street ■ Dallas, Texas

POWER: Opening Doors for Women®

POWER: Opening Doors for Women® is a 12-year organization with programs on three continents. We convene economists, sociologists and corporate leaders—women and men—from across the globe to discuss the new business imperative, inclusivity. Global economic recovery depends on women entering and contributing to the workforce. Women and men working together will create inclusive environments that spur creativity, innovation and leadership.

POWER continues to provide engaging discourse on today's foremost career and leadership topics, and intimate gatherings with preeminent thought leaders and business leaders, as well as tomorrow's leaders. POWER is recognized, supported and sponsored by Fortune 500 companies, top law firms and leading civic organizations.

UPCOMING DATES

May 4, 2017

London, England

June 8, 2017

Chicago, Illinois

September 21, 2017

Shanghai, China



Follow us on Twitter @POWER_Women
and tweet using #POWERinDallas

POWER Wishes to Thank Our Sponsors:

Southwest 

Official Airline



**Mercedes-Benz
Financial Services**



Program Analysis
& Print Sponsor

POWER: Opening Doors for Women®
is proud to partner with Dress for
Success Dallas.



DALLAS FORT WORTH ORGANIZING TEAM

POWER Advisors	Patty Greene and Mary Beth Halprin
Print Sponsor	KPMG Philadelphia – Leslie De Luca
Photography	Lyly Norasingh – Lyly Photography
Office Support	Schiff Hardin – Renita Boykin, Tracey Wallace
Volunteer Recruitment	General Motors and Fifth Third Bank
Creative	Tanen Directed, Julia Söderberg
Content Management	Lisa Wilder
Operations	Durre Muhammad and Michella Goodwin

SCHEDULE

2:30 PM

REGISTRATION & NETWORKING

3:00 PM

THE IMPOSTOR SYNDROME

WELCOME

Patty Greene, Manager, Community Affairs & Grassroots, Southwest Airlines

3:05 PM

INTRODUCTION OF POWER AND KEYNOTE SPEAKER

Deirdre Joy Smith, Founder and CEO,
POWER: Opening Doors for Women®

3:10 PM

KEYNOTE PRESENTATION

Joyce Roché, Author,
*The Empress Has No Clothes...Conquering Self
Doubt to Embrace Success*
Former President and CEO, Girls Incorporated

3:30 PM

PANEL DISCUSSION

Moderator, **Laura Nieto**, Director, Community
Affairs & Grassroots, Southwest Airlines

PANELISTS:

Katherine Findlay, Vice President, Internal Audit,
Southwest Airlines

Emma Preston, Partner, KPMG

Jenifer Robertson, Senior Vice President,
Technology Strategy & Portfolio
Implementation, AT&T

Jennifer Stewart, Senior Manager
and Assistant General Counsel,
Mercedes-Benz Financial Services USA LLC

Keynote Speaker, **Joyce Roché**

3:50 PM

Q & A

4:05 PM

TABLE ENGAGEMENT— DISCUSSION AND GROUP REPORTS

CO-LEADERS:

Jenifer Robertson, Senior Vice President,
Technology Strategy & Portfolio
Implementation, AT&T

POWER: Opening Doors for Women®

4:25 PM

4:45 PM

5:00 PM

6:05 PM

6:10 PM

7:00 PM

7:15 PM

7:20 PM

Vicki Kramer, Founder, Thirty Percent Coalition and Author, *Critical Mass on Boards: Why Three or More Women Enhance Governance*

TABLE REPORT OUT

CLOSING REMARKS

Jennifer De La Torre, Executive Director Risk Management, Finance, AT&T

GROUP MOVES TO RUNWAY CAFÉ

RECEPTION & DINNER

WOMEN ON BOARDS— WHY IT MATTERS AT ALL LEVELS

WELCOME AND INTRODUCTION OF PANEL

Ellen Torbert, Vice President, Diversity & Inclusion, Southwest Airlines

FIRESIDE CHAT

Thought Leader, **Vicki Kramer**, Founder, Thirty Percent Coalition and Author, *Critical Mass on Boards: Why Three or More Women Enhance Governance*

PANELISTS:

Lisa Singleton, Director, Brunswick

Joyce Roché, Author, Former President and CEO, Girls Incorporated

AJ Barkley, Senior Vice President, Associate Market Executive, Merrill Lynch

Q & A

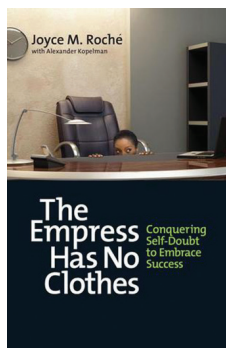
CLOSING REMARKS & SOUTHWEST GIFT GIVEAWAY

Patty Greene, Manager, Community Affairs & Grassroots, Southwest Airlines

Deirdre Joy Smith, Founder and CEO, POWER: Opening Doors for Women®

EVALUATIONS AND BOOK DISTRIBUTION

PROGRAM OVERVIEW



You have an MBA, been promoted twice over the past two years, and now you're being considered for a plum international post. Despite the accolades and your own determination to achieve every goal you set for yourself, you feel "inadequate," in constant fear that someone is going to raise the curtain and realize you are a fraud!

The Impostor Syndrome has a profound impact on an individual's performance and ultimately impacts an organization, as prime talent may be timid to take on leadership roles.

Joyce Roché, author of *The Empress Has No Clothes... Conquering Self-Doubt to Embrace Success*, will discuss her book and how she overcame the syndrome. Joyce will also provide advice that will be helpful to attendees on their career path. The subsequent panel discussion will explore individual opportunities to overcome this challenge. In addition, we will explore how leaders within organizations can identify the syndrome within high-potential talent and provide institutional tools to assist them in this effort. *(Participants will receive an autographed copy of Joyce's book.)* Joyce ultimately became a successful nonprofit and corporate executive and a leader in major corporate boardrooms. So, she knows how important it is to have diversity in the executive suite and on corporate boards.

The second segment of the program will focus on **Women on Boards—Why It Matters at All Levels**. While most of our program participants are in the pipeline and sitting on a corporate board may or may not be in their future, it is part of our mission to educate women about the impact of board diversity. Panelists also will discuss how not-for-profit board service can provide some insights into corporate board expectations.

Program participants will leave with an understanding of:

- Why accomplished people feel less than a success.
- How can they overcome self-doubt.
- How organizations can dismantle structural barriers that prevent talent from reaching their full potential.
- How to prepare now to serve on a board.
- And even if you never serve on a board, what you can do as an advocate to be sure the boardroom is truly diverse.



AJ Barkley

Senior Vice President,
Associate Market Executive, Merrill Lynch

AJ is currently an Associate Market Executive in Global Wealth Investments Management with Merrill Lynch in Dallas. Her prior role was the Area Executive for the DFW Metro in the Central Region, which totals over 140 Financial Centers in the greater Dallas/Fort Worth area. In her prior Area Executive role, she has lead the Divestitures of Banking Centers across the Region. In that role, she has developed with teammates a playbook for executing on highly effective divestitures for the enterprise. As an Area Executive, she develops and executes local strategies and tactics that increase customer engagement and relationship deepening within the context of market conditions, opportunities and risks.

Previously, she was the Associate Readiness Executive, Central Region. In this role, she was a key stakeholder in helping to build and foster development for all Area/Market leaders in the Banking Center Channel. In addition, she influenced with impact new initiatives, business as usual performance, associate readiness, and resource management within the Central Region.

Additional roles include the Consumer Market Executive for the Metro Detroit Market, which consisted of 45 Banking Centers. AJ has held many positions at Bank of America focused on performance improvements for our associates and our customers as Teller Process Executive, Problem Resolution Executive, National Contact Center Executive of 10 Model Consumer business, which serviced thousands of customers daily.

A native of Temple Hills, Maryland, AJ is a graduate of Morgan State University. She holds a Bachelor of Science degree in Marketing and is a member of Delta Sigma Theta Sorority, Inc.

AJ is the Co-Executive Sponsor of the Black Professional Group of North Dallas. She is active in her community by participating on the boards of Nancy Lieberman Foundation and Minnie's Food Pantry. Her passion is supporting those organizations that empower and improve opportunities for children and young adults. She and her husband have two sons and three daughters.



Katherine Findlay

Vice President, Internal Audit, Southwest Airlines

Katherine Findlay serves Southwest Airlines (SWA) as its Vice President, Internal Audit.

The SWA Internal Audit Department champions compliance and offers practical solutions to improve business operations and assist in corporate governance. She has received the “Leading by Example” and “Winning Spirit” awards at Southwest Airlines.

Prior to joining SWA in 1993, she was a financial auditor at Ernst & Young where SWA was one of her most valued Clients. Katherine began her career at SWA in the Internal Audit group before moving into the Technical Operations organization as Director of Maintenance Finance & Budgets. Over the past 23+ years, Katherine has led both financial and operational groups; and she returned to Internal Audit in 2010.

Katherine is an advocate for the Internal Audit profession, and continues to host students and visitors as they explore potential careers. She serves as a member of the Board of Governors for the Institute of Internal Audit, and as a member of the Advisory Boards for the Internal Audit programs at both The University of Texas at Dallas and The University of Texas (Austin). Katherine is married to Troy; they are parents to Noah(13) and Cole(11). In her free time, she enjoys attending sporting events, reading, boating, traveling, and just relaxing.

Katherine graduated with honors from Texas Tech University in 1990 earning a B.B.A. in Accounting. She is a Certified Public Accountant.

Katherine is married with two sons. In her spare time, she enjoys spending time with her family, attending sporting events, reading, boating, traveling, and just relaxing.

Welcome Address



Patty Greene

Manager, Community Affairs & Grassroots, Southwest Airlines

Patty Greene serves as Manager, Community Affairs & Grassroots for Southwest Airlines. In its 43rd year of service, Southwest is the nation's largest carrier in terms of originating domestic passengers boarded, and including wholly-owned subsidiary, AirTran Airways, operates the largest fleet of Boeing aircraft in the world to serve 97 destinations in 41 states, the District of Columbia, the Commonwealth of Puerto Rico, and six near-international countries.

In her role, Patty establishes and nurtures relationships with key non-profit organizations that work to improve the lives of those residing in the communities Southwest serves.

Her territory includes Chicago, Indianapolis, Pittsburgh, Michigan, Minneapolis, San Juan, PR, and Portland, ME.

Board affiliations:

Chicagoland Chamber of Commerce – Board Member

Mujeres Latinas en Accion – Board Member

Table Engagement Leader



Vicki Kramer

Founder, Thirty Percent Coalition and Author, *Critical Mass on Boards: Why Three or More Women Enhance Governance*

Vicki W. Kramer is president of the Thirty Percent Coalition, a unique and groundbreaking national organization committed to the goal of women, including women of color, holding 30% of board seats across public companies. The Coalition includes corporations, professional service firms, government officials, institutional investors, national women's organizations, and business executives for the first time working together to drive the pace of change.

From 1996 until 2013, Vicki was principal of V. Kramer & Associates, providing consulting, group facilitation and executive coaching to nonprofits, businesses, and professional firms; and conducting research. Prior to that she co-founded and co-directed Options, a nonprofit career and human resource consulting service, and was formerly on the faculty of Haverford and Swarthmore Colleges.

She led a national study to determine whether it makes a difference in corporate governance to have a critical mass of women on a corporate board. The results were published by Wellesley Centers for Women at Wellesley College (*Critical Mass on Corporate Boards: Why Three or More Women Enhance Governance*), and she has co-authored articles about the study for the Harvard Business Review, numerous corporate governance journals, and a chapter for the 2008 book *Women on Corporate Boards of Directors: International Research and Practice*.

She was a founding director of ION (Inter Organization Network), a national organization of executive women's organizations. She chaired the governance committee for two nonprofits on whose board she served.

She holds a B.A. from Wellesley and Ph.D. from Harvard.



Laura Nieto

Director, Community Affairs & Grassroots, Southwest Airlines

Laura S. Nieto serves as Senior Manager of Community Affairs & Grassroots at Southwest Airlines, the nation's largest carrier in terms of originating domestic passengers boarded and one of the most honored airlines in the world known for its commitment to a triple bottom line of Performance, People, and Planet.

Nieto has a passion for and expertise in community outreach to diverse audiences.

Nieto has formed a powerful team of Community Affairs & Grassroots Leaders who develop strategic relationships with key constituencies and national leaders in various segment audiences including the Hispanic, African-American, Asian, Women, and LGBT communities. Nieto also oversees Southwest Airlines Employee Engagement and Grassroots Advocacy programs, which aim to keep Southwest Employees informed and engaged in meaningful constituent relationships with their community leaders and elected officials. She and her team work to ensure that Southwest Airlines is a trusted and valued partner in the communities it serves and exemplifies its commitment to championing causes that matter most in the daily lives of its Customers.

Laura is a 2016 Texas Tech Distinguished Alumni, a 2010 Fellow of the National Hispana Leadership Institute's Executive Leadership Program, and a recent graduate of the Dallas Regional Chamber's Leadership Dallas program. As an avid marathon runner, Nieto has embarked on a quest to complete the six World Marathon Majors and has only one race remaining in order to achieve that goal.

A Texas native, Nieto graduated from Texas Tech University where she earned a Bachelor of Arts degree in public relations. She currently resides in Dallas, Texas with her husband, Ruben, and 10-year-old daughter, Sobie.



Emma Preston
Partner, KPMG

Emma Preston is the lead Tax Partner for the Dallas M&A Tax practice of KPMG LLP. She focuses on structuring cross-border investment into the U.S. by private equity, real estate and infrastructure investment funds and direct investors.

Emma is experienced in partnership and corporate U.S. taxation, as well as cross-border tax issues for both U.S. and non-U.S. investors. She specializes in reviewing proposed and existing fund and portfolio company structures and advising upon strategies to improve the tax efficiency of investment returns, including reviewing debt/equity combinations, utilizing U.S. income tax treaties, corporate restructure managing the impact of the U.S. anti-deferral rules FIRPTA, structuring conversions into private REITs, and mitigating non-resident withholding tax on repatriation. Emma also works extensively with non-U.S. sovereign wealth and pension funds in U.S. tax planning and structuring.

Emma regularly leads buy-side and vendor tax due diligence engagements for private equity, infrastructure and real estate assets, as well assisting buyers in reviewing and/or preparing financial models. She also works with private equity and real estate funds to develop internal risk management protocols around tax strategy and compliance.

Emma is a frequent speaker on inbound international tax issues at:

- The Tax Policy Advisory Committee of the Real Estate Roundtable;
- The Practising Law Institute's Real Estate Tax Seminars;
- The ABA Real Estate Section; and
- The DC Bar – Tax Section.

Emma teaches KPMG's partner level training on REIT issues for foreign investors, FIRPTA, and inbound U.S. structuring for foreign sovereign wealth and pension funds.



Jenifer Robertson

Senior Vice President, Technology Strategy & Portfolio Implementation, AT&T

Jenifer Robertson is responsible for developing end to end strategy for the Technology Development organization, managing highly integrated strategic programs, and aligning the technology investment portfolio for AT&T Technology & Operations. She and her team are also responsible for process integration, executing the Workforce 2020 Capabilities Evolution plan, and developing the flexible workforce of the future.

Prior to this role, Jenifer led corporate strategy initiatives designed to provide thought leadership and drive leadership decision making on strategic business opportunities. There, she and her team managed strategic projects around new markets and products, network evolution and cost savings. From 2012 to 2014, Jenifer ran AT&T's Mobility Sales organization in the Rocky Mountain Region. In this capacity she was responsible for wireless sales, customer experience and operations in a five-state area.

She previously led the Customer Relationship Centers in AT&T's Consumer Sales and Service organization where she was responsible for U-verse customer support across a 22-state footprint. Additional Center roles included leading strategy and program management efforts for Customer Experience and Cost Transformation in the Consumer Markets Sales and Service Centers. From 2004 through 2008, she held a variety of positions that supported the development and launch of AT&T's consumer IPTV product, U-verse. These positions spanned program management, operations and sales.

Jenifer began her career with Southwestern Bell Telephone in 2000. Between 2000 and 2004, she was a manager in the Marketing, Network, Operations and Customer Care organizations.

A native of San Antonio, Jenifer graduated from the University of Notre Dame with a Bachelor of Arts degree in English and Computer Applications. She earned a Master of Business Administration degree from the University of the Incarnate Word. She and her husband Tate reside in Dallas with their two children.



Joyce Roché

Former President and CEO, Girls Incorporated
Author, *The Empress Has No Clothes...*

Conquering Self-doubt to Embrace Success

Joyce Roché is an author and Former President and CEO of Girls Incorporated (a national nonprofit research, education and advocacy organization in New York)

Prior to her role at Girls Inc. Ms. Roché was President and Chief Operating Officer of Carson, Inc. and held various senior marketing positions at Avon Products, Inc., including Vice President of Global Marketing.

Ms. Roché retired from Girls Incorporated in 2010 and published a highly successful book, titled *The Empress Has No Clothes...Conquering Self-doubt to Embrace Success*, a deeply personal memoir about her personal struggle with what she now recognizes as “the impostor syndrome”.

She is a graduate of Dillard University in New Orleans and holds an MBA from Columbia University. She has successfully completed Stanford University’s Senior Executive Program and holds honorary doctorate degrees from Dillard University, Bryant University, Old Dominion University and others.

Ms. Roché currently sits on the Board of Directors of AT&T Inc. (where she is Lead Director), Macy’s Inc., Tupperware Brands Corporation, Dr. Pepper Snapple Group Inc., and the Association of Governing Boards. She is also the past chair of the Board of Trustees for Dillard University.



Lisa Singleton Director, Brunswick

Lisa Singleton has more than 25 years of communications leadership experience in high profile corporate environments, with a particular emphasis on advising in critical issues and crisis situations. Since joining Brunswick in 2012, she has advised Fortune 500 companies on critical issues and crisis situations, including government investigations and inquiries, litigation and lawsuits, CEO transitions, anti-trust matters and labor issues.

Lisa previously held the position of vice president of corporate communications for Energy Future Holdings (previously TXU Corp.), where she led communications both during and after the 2007 merger with private equity, subsequent CEO transition and company restructuring. Prior to that, Lisa served as director of corporate communications for American Airlines, overseeing employee, labor and financial communications as well as internal and external communications for subsidiary American Eagle. She also served as director of corporate communications for Midwest Express Airlines, during which she led crisis response around the events of 9-11.

Lisa holds a degree in Communications from Valparaiso University. An active civic volunteer, she currently serves on the Boards of North Texas Public Broadcasting, Community Partners of Dallas Partnership, the Advisory Board of the SMU School of Communications, and is a member of the Women's Auxiliary of Children's Medical Center. She has been a member of The Arthur Page Society since 2007. She will serve as Chair of the 2016 Texas Trailblazers Luncheon benefiting The Family Place in October.



Deirdre Joy Smith

Founder and Chief Executive Officer,
POWER: Opening Doors for Women®

Deirdre Joy Smith is the founder, CEO and visionary behind POWER: Opening Doors for Women®. She has received numerous awards including the Chicago Foundation for Women Impact Award, the “Women on the Rise” Award, and the “Women Making History” Award.

Prior to founding POWER, Deirdre was the Midwest Finance Director for the Democratic National Committee. She subsequently became principal of DJS Consulting LLC, a political and nonprofit fundraising firm.

Deirdre has lived and worked abroad in the Netherlands and Turkey. Her career has included domestic and international trade experience at the U.S. Department of Commerce. She has also worked with Women in International Security, a nonprofit organization at the University of Maryland’s Center for International and Security Affairs.

Deirdre is a member of the Chicago Executives’ Club, where she sits on the Talent Development and International committees. She is a member of the Chicago Global Council of Affairs and the Board of Trustees for WTTW, Chicago’s PBS television station.

She is a board member of the Thirty Percent Coalition, a national organization committed to the goal of women holding 30% of board seats across public companies. She is a former board and executive committee member for the Chicago Foundation for Women, Working in the Schools, and Athena International.

Deirdre is a graduate of KPMG’s Executive Leadership Institute for Women for senior-level executives. She received a Bachelor of Science from Purdue University and studied at the London School of Economics and Obirin University in Machida, Japan.



Jennifer Stewart

Senior Manager and
Assistant General Counsel,
Mercedes-Benz Financial Services USA LLC

Jennifer Stewart is currently Senior Manager and Assistant General Counsel for Mercedes-Benz Financial Services. In this role, she leads a team of 6, directing outside counsel activities and providing advice on a variety of commercial finance, antitrust and general legal matters.

Prior to this position, Stewart was Senior Manager of Credit Operations, where she was responsible for overseeing all functions supporting commercial lending activities including dealer and fleet audit, truck funding, fleet services, wholesale administration, credit systems and regional credit projects and reporting. She has experience in many aspects of the business, previously having worked as Assistant General Counsel and Staff Counsel.

Prior to joining the company in 2002, Stewart worked as an attorney for Vedder, Price, Kaufman & Kammholz, as well as The Kaplan Group, Ltd. in Chicago.

Stewart earned a bachelor's degree from Miami University in Oxford, Ohio, and a Juris Doctor degree from The John Marshall Law School in Chicago.



Ellen Torbert

President, Diversity & Inclusion, Southwest Airlines

As Vice President Diversity & Inclusion, Ellen encourages the spirit of inclusion in all departments of the Company and champions diversity Leadership to foster innovation and positively impact Southwest's performance.

She began her career with Southwest Airlines 29 years ago. Prior to leading the Diversity & Inclusion Department, Ellen dedicated 24 years to the Customer Support & Services (formerly Reservations) Department where she served as Vice President from 2000–2011.

Ellen has been recognized for her leadership in diversity at Southwest, her participation in professional organizations in the community, and her service on advisory boards. In 2014, Ellen was named Most Powerful and Influential Woman of Texas at the Texas Diversity and Leadership Conference. She also received the Rosa Parks Diversity Leadership Award, presented by the WTS (Women's Transportation Seminar) San Francisco Bay Area, in 2013.

Ellen received a Bachelor of Science Degree from Western Michigan University. She lives in Flower Mound, TX, with her husband, Walter. They have two adult children, Domonique and Ashton.



Jennifer De La Torre

Executive Director Risk Management,
Finance, AT&T

Jennifer De La Torre is the Executive Director of Risk Management for AT&T. In this role, she is responsible for directing the strategy, implementation, management and administration of risk programs worldwide. She negotiates the structure, design and pricing of the insurance programs in order to ensure the most cost-efficient manner to maintain optimum capital utilization and oversees AT&T's wholly owned captive insurance company with more than \$2B in assets.

In her prior role as the Executive Director of Workforce Diversity, she was responsible for implementing and leading the company's diversity and inclusion initiatives for a workforce of over 240,000, which included partnering with the business units to achieve their annual diversity goals. She also had responsibility for managing Employee Resource Groups and Employee Networks which have memberships in excess of 100,000. Prior to her role in Human Resources, she was the Director of Risk Management responsible for directing the strategy, implementation, management and administration of the casualty and executive risk programs, including compliance with statutory regulations for all subsidiaries. Prior to joining AT&T in 2007, Jennifer was a broker in the insurance industry for eight years. In her client facing roles with both Marsh USA Inc. and Willis Group Holdings, she was responsible for managing the program design, strategy, development, marketing and implementation of large, complex casualty accounts.

Jennifer holds a Masters in Business Administration (MBA) from the University of Pittsburgh, and a Bachelors in Business Administration (BBA) from St. Mary's University. Jennifer is a founding member and currently serves as the Overall Chair for the AT&T Women of Finance. Jennifer and her husband, Jeff, have two daughters and currently reside in Garland, Texas.

POWER

OPENING DOORS FOR WOMEN®

4 MAY 2017 LONDON

Baker & McKenzie LLP
100 New Bridge, London



POWER

OPENING DOORS FOR WOMEN®

21 SEPTEMBER 2017
SHANGHAI



Visionary leadership

AT&T salutes the women who lead the way by always seeing beyond tomorrow — in leadership and in life. We're proud to sponsor POWER and its support of women.

At AT&T, Every Voice Matters.

www.att.com/diversity

© 2016 AT&T Intellectual Property. All rights reserved.





Every Connection Matters

Which came first, the profound experience or the exceptional leader? At Mercedes-Benz Financial Services, we are certain they go hand-in-hand and are proud to support POWER and your efforts in creating a strong community of educated and empowered leaders. We applaud your dedication to promoting and developing leaders within our communities.

corp.mbfs.com

Mercedes-Benz Financial Services





Our low fares actually stay low. Isn't it crazy that that seems crazy?

Southwest Airlines is proud to be the official airline of
POWER: Opening Doors for Women and happy to host
the Third Annual Dallas Program.

TransfarencySM
Low fares. Nothing to hide.

Southwest 