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#PageSpring Day 1

As we gathered in Brooklyn and online, #PageSpring opened with a heartfelt acknowledgment from Page chair Brian Lott that this was supposed to be the year of ESG but has become the year of war in Europe. Then, Spring Seminar chair Candace Steele Filippin discussed the conference theme: "Radical Relevance: The CCO's Role in Transforming the Modern Enterprise." The broad, sweeping changes society has experienced since our last in-person Spring Seminar help define "radical," but identifying, understanding and acting upon its unique relevance to the enterprise is the mark of true comms leadership.

Below is a quick summary of the day's sessions. But, there is still time to register for #PageSpring! You can attend tomorrow's sessions virtually or in-person and have access to all recordings.

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The Transformational CEO

Håkan Aggevall and **Atte Palomäki** of Wärtsilä Corporation
Interviewed by **Tracy Faulkner** of Majid Al Futtaim

Purpose needs to be tangible, distinguished and actionable.

By now most of us have onboarded new employees remotely, but not many have had to navigate that process with a new CEO. This was the case for Håkan and his COO Atte, who shared how the CCO can act as an ambassador of the organization's existing culture for the CEO. That partnership can work to evolve the culture to match the CEO's vision, whether it is guiding a global organization through a pandemic, expressing its perspective on social justice issues or long-term planning to be competitive in a decarbonized future landscape. They agreed that purpose needs to be tangible, distinguished and actionable. It is equally important, however, to clearly (and proactively) communicate purpose-guided decisions so as not to create an accountability gap between stakeholder understanding and stakeholder advocacy.

A Conversation with Marshall Goldsmith: Leadership Insights

Dr. Marshall Goldsmith, formerly of Dartmouth Tuck School of Business
Interviewed by **Charlene Wheelless** of Charlene Wheelless LLC

Winners want to win all the time - but it's not always worth it.

Page and Page Up members add a tremendous amount of value to their organization—but how many of us practice the underrated skill of knowing when not to? Goldsmith believes leadership requires asking oneself a simple question: is it worth it? As rhetorical experts, is debating a point to win an argument worth it? As leaders, is leading a team member's idea worth depriving them of owning it? What makes us great at our jobs can also lead us to bad habits. In our professional lives and, maybe even more so in our personal lives, the greatest leaders are obsessed not with winning and being right, but on making a positive difference. Check out these articles for more on his insights on leadership.

Making the 'S' in ESG Operational - The Special Role of the CCO

Richard Edelman of Edelman
Jerrian Greene of Yum! Brands Inc.
Cory duBrows of Google
Damon Jones of PwC
Interviewed by **Trisch Smith** of Edelman

The force for good has to match the force for growth.

Damon says ESG needs to be built in from the earliest conversations, not bolted on at the last minute. And that requires a commitment to ongoing progress. According to Cory, at Google almost nothing is considered A+, so project post-mortems are a mainstay in identifying ways to improve DE&I efforts. Richard says data can drive real change, when one client learned that 40% of its workforce was living paycheck to paycheck, that kicked off a raising of wages and an effort to improve living standards for employees. And he shared more data: the public believes business is more competent to solve societal issues than government by a 53-point margin; business gets stuff done, but this reliance on business is not sustainable long-term. Jerrian shared that, when examining a social issue, the first question her team asks is: are we doing anything to fix it? If the answer is no, they keep quiet, set to work on addressing the issue and then speak up.

The Central Role of the CCO: A Conversation with Ken Frazier

Ken Frazier of Merck & Co., Inc.
Interviewed by **Bill Nielsen**, formerly of Johnson & Johnson

"It's the CCO's job to make 'good trouble' at a company."

#PageSpring Day 1 - Radical Relevance Redefined

Ken is noted for leading by principle, even in the face of backlash. His high-profile exit from former U.S. president Donald Trump's manufacturing advisory council, following Trump's response to white supremacist riots in Charlottesville, Virginia, spoke volumes about his commitment to those principles. He recalled seeking the advice of his CCO and other colleagues on whether to resign from the council as an individual, or as the conscious leader of Merck. They urged him to do the latter, invoking Merck's principles. This story encapsulates the core of the session: ultimately, transformational leadership starts with principles. When Ken was guiding Merck through a transformation, it was not to change the principles, but to prove them with action.

What's Next? The Evolving Role of the CCO

Victor Terry of State Farm, Claudia Nevamro of The Coca-Cola Company
Dustee Jenkins of Spotify
Interviewed by **Sally Susman** of Pfizer Inc.

Nobody in a crisis runs toward someone who's panicking.

Due to their broad perspective across different stakeholder groups, CCOs could easily claim that relevance falls squarely under their purview. Victor connected relevance with transformation, saying that change, along with an emotional connection to the past, allows State Farm to remain relevant to its employees. Dustee highlighted that it's impossible to remain relevant without being agile enough to pivot when the environment calls for it, in a difficult spot. CCOs are looking for a path out. CCOs can remain calm and be the ones with the map. And Claudia shared that for Coke to be relevant, its communication needs to resonate with what their consumers are currently living through.

The Carbon Continuum: Moving from Compliance to Leadership

Neil Stewart of Value Reporting Foundation
Jamnik Lindback of Equator ASA
Gratielle Parenti of The BRF Institute
Interviewed by **Devry Boughner-Vorwerk** of DevryBV Sustainable Strategies

"ESG is painful for all companies."

In the alphabet soup of ESG standards, the numbers matter as much as the story. Due to the impact of institutional investors, ESG has shifted from "brand value to Bloomberg value." But CCOs need to know that the narrative of storytelling is still very powerful, especially when married with data. It's also important to remember that ESG is not primarily about carbon or emissions - it's about people. Climate change is a priority because it has the potential to disrupt the lives of people across the world, and this fact cannot be lost in the telling. ESG standards are painful, but there are efforts underway to simplify and remove the friction. While climate experts may be able to differentiate between net neutral, carbon positive and the various scopes of emissions, it's important to explain the terms to the board or C-Suite.

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As the afternoon session came to a close, Candace reflected on the lessons she has taken away from Day 1. From each of the speakers sharing their expertise to the willingness of attendees to support each other, this seminar has highlighted the importance of Page as a network of peers.

The 1983 Circle:

Lynne and Roger
Bolton



Jon and Ann
Iwata

Bill and Doris
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