



**Summit on Moral Leadership**  
**The Ford Foundation Center for Social Justice**  
**Tuesday, December 6**

**AGENDA**

*As of December 5, 2022*

**7:45 – 8:30am**      **ARRIVALS, CHECK-IN AND NETWORKING**

**8:30 – 11:00am**      **MAINSTAGE SESSIONS:**

**OPENING: WHY NOW? THE IMPERATIVE FOR MORAL LEADERSHIP**

**Dov Seidman**, Founder and Chairman, The HOW Institute for Society

**THE DISCUSSION CONTINUES: LEADING IN A RESHAPED WORLD**

Leadership has always been framework dependent. Today's leaders face a stark new landscape of unfamiliar issues. From the looming recession, divisive political and social issues, to heightened expectations from stakeholders, the challenges are daunting. How do leaders navigate these fraught times? How do leaders know when to lean into social issues and how to avoid polarization within their own teams? Join us as we hear from two HOW Institute board members who will set the stage for the day with a discussion of the frameworks we need to lead now.

**Nancy Gibbs**, Lombard Director of the Shorenstein Center and Edward R. Murrow Professor of the Practice of Press, Politics, and Public Policy, Harvard Kennedy School, *The HOW Institute Board Member*

**Dov Seidman**, Founder and Chairman, The HOW Institute for Society

**Darren Walker**, President, Ford Foundation, *The HOW Institute Board Member*

## **TOWN HALL: PRACTICING THE PAUSE**

We live in a world that moves fast. That's why taking the time to pause is so critical. But pausing doesn't mean slowing down. When humans pause, they begin. Together, we will explore the Pause as a practice of Moral Leaders. What does it mean to pause with your team, and how can we use the four 'Rs': **reflect, reconnect, rethink and reimagine** to wrestle with nuance and understand how we can make better choices?

*Led by: **Dov Seidman**, Founder and Chairman, The HOW Institute for Society*

## **WEATHERING THE ECONOMIC STORM**

CEOs are facing down the reality of what a recession would mean for their organizations, their employees, and their stakeholders. All predictors point to an extended economic downturn - we'll explore how leaders can pivot. In these pivots, how do they infuse their values (like truth and hope) into their teams and scale them in their organizations? How do they bring people along through difficult decisions? In the absence of clear answers, leaders often face painful choices between two bad options. Join us as we discover the frameworks and principles to navigate this rough economic terrain.

**Chip Bergh**, President and CEO, Levi Strauss & Co, *The HOW Institute Board Member*

*Discussion Leader: **Darren Walker**, Ford Foundation, The HOW Institute Board Member*

## **INSPIRING, EDUCATING & ELEVATING THE NEXT GENERATION OF LEADERS**

It might just be the greatest challenge of the 21st century: to nurture and develop a culture full of moral leaders. How do today's leaders equip those rising up within our organizations, teams, schools, companies, communities with the tools they need to be empathetic, ethical and inclusive? In this conversation with leaders across society, we'll examine how to develop the moral leaders of the future. And, how to ensure that the next generation of moral leaders are in positions of authority.

**The Honorable Gina Ortiz Jones**, Under Secretary of the Air Force  
**Dr. Wayne A.I. Frederick**, 17th President, Howard University

*Discussion Leader: **Dr. Dana H. Born**, Faculty Chair, Senior Executive Fellows Program, Harvard Kennedy School of Government, Center for Public Leadership, HOW Fellow*

## **READING: HOW MORAL LEADERS CAN'T LIVE WITHOUT IT**

The benefits and powers that reading bestows upon leaders are almost impossible to measure: from gaining historical perspective and thinking spatially to understanding the human condition and building capacity for empathy, sympathy and compassion. That's why moral leaders are also by nature good readers. We'll hear from leaders across the sectors of literacy and education about why the simple act of reading is a crucial one.

**Niko Canner**, CEO, Incandescent

**Ann Friedman**, Founder and CEO, Planet Word, Museum of Language Arts

**Dr. Michael E. Hill**, President, Chautauqua Institution

## **TRULY LEADING FOR THE LONG-TERM**

### **(WHEN LONG-TERM THINKING IS NOT ENOUGH)**

In today's challenging environment, it's more important than ever for leaders to focus on the long-term. The ongoing complications of the pandemic illuminated that failing to think ahead can have painful economic and social consequences for organizations. How do CEOs plan for an uncertain future while managing short-term pressures? In this session, we'll hear how true long-term thinking is about much more than the investment horizon; it's a moral journey, one in which leaders need to see all stakeholders as coequal constituents and not a means to an end.

**John W. Rogers**, Chairman, Co-CEO & Chief Investment Officer, Ariel Investments

**Dan Schulman**, President and CEO, PayPal

*Discussion Leader:* **Poppy Harlow**, Anchor, CNN This Morning

**11:00-11:20am**      **COFFEE AND NETWORKING BREAK**

**11:20-12:20pm**      **MAINSTAGE SESSIONS:**

## **EMERGING LEADERS TACKLING NEW TERRAIN**

The HOW Institute for Society is invested in arming tomorrow's CEOs and leaders in every field with the tools to develop their moral leadership skills. The NXT-GEN Fellowship is an accelerator for emerging leaders, guiding them in navigating our increasingly interdependent and morally-activated world. Meet and be inspired by our NXT-GEN graduates, who are making a wave of moral leadership in their organizations.

*Session Leader:* **Chip Bergh**, Levi Strauss & Co., *The HOW Institute Board Member*

## **MORAL COURAGE: LESSONS FROM THE MILITARY**

An extraordinary group of military leaders joins us to discuss how moral courage—doing the right thing, at the right time—even when painful and dangerous—guides their leadership. How do the practices of these military leaders, who support their troops at home and on duty, apply to leaders across every sector?

**Rear Admiral Shoshana Chatfield (USN)**, President, U.S. Naval War College  
**Lt. General Nadja Y. West**, 44th Army Surgeon General, U.S. Army

*Discussion Leader:* **Thomas Friedman**, Author and Columnist, New York

## **MUSIC AS A PATHWAY TO THE HEART: PART 1**

What comes from the heart enters the heart. Moral leaders can connect and inspire using many unconventional methods, including music. Join us for a special performance as we reveal the connection between music and leadership.

*Performance by:* **Murray Hidary**, Composer and Founder, MindTravel

**12:20 – 12:50pm**      **BREAK AND PICK UP LUNCH**

**12:50-1:40pm**      **MASTER CLASSES**

## **HOW: YOUR MORAL LEADER(SHIP) JOURNEY**

As taught by: **Dr. Dana H. Born**, Faculty Chair, Senior Executive Fellows Program, Harvard Kennedy School of Government, Center for Public Leadership, *HOW Fellow*

What does it mean to be a moral leader and how does one embark on this journey? In this master class, we'll explore how moral leaders live their values and act on their principles, even when it's uncomfortable, difficult, or inconvenient. We'll also dive into how our values fuel the behavior of moral leaders. We will also discuss the role moral leaders play in inspiring and elevating moral leadership.

*Subject Matter Expert:* **William George**, Business School Professor, Harvard Business School

## **SCALING TRUST WITHIN ORGANIZATIONS AND BEYOND**

As taught by: **Dr. Brenda Cassellius**, Former Superintendent, Boston Public School

Organizations can only evolve and grow in healthy ways -- and be resilient through these transformations -- if they are built on a foundation of trust. Growth and innovation also inherently involve risk taking. Mutual trust is an accelerant for

smart risk taking and the inspiration that fuels it. Often, this trust stems from the thoughtful extension of trust by formal senior leadership, but it must be continuously earned by how all of an organization's participants connect and collaborate. Therefore, it's not enough for formal senior leaders to earn and extend trust, they must also shape organizational cultures that foster mutual trust. In this master class, we will examine the tools and techniques formal leaders have at their disposal to earn, extend, and foster trust within organizations, the positive impact these techniques can have, and the challenges that can sometimes ensue.

*Subject Matter Expert:* **Dr. Lloyd B. Minor**, Dean, Stanford University School of Medicine at Stanford University

### **MORAL LEADERSHIP FOR NAVIGATING A RESHAPED WORLD**

As taught by: **Nancy Gibbs**, Lombard Director of the Shorenstein Center and Edward R. Murrow Professor of the Practice of Press, Politics, and Public Policy, Harvard Kennedy School, *HOW Fellow*

It's a tall order for any leader today: Navigating a world full of misinformation, where huge sections of the population don't trust each other and even, intentionally, assault the truth. In this master class, we'll take a look at how leaders lean into societal issues in a way that honors organizational values, avoids contempt, and demonstrates intellectual humility. How do we engage in tough conversations? How do we make difficult decisions related to risk, especially when it comes to organizational reputation? And, how do leaders foster conversations that build bridges both inside and outside their organizations?

*Subject Matter Expert:* **Dr. David Agus**, Professor of Medicine & Engineering, University of Southern California; CEO, Ellison Institute for Transformative Medicine

**1:40-2:00pm**                      **BREAK**

**2:00-5:30pm**                      **MAINSTAGE SESSIONS:**

### **WELCOME BACK AND REPORT BACKS FROM MASTER CLASSES**

#### **METRICS THAT MATTER**

What and how we measure is a window into what we value. And many companies focus too heavily on their—"how much"—performance measures at the expense of their—"how"—ones. To put it another way, instead of asking, "How much revenue are we making?" why aren't more leaders asking things like "how deep does trust run in our company?" That's why The HOW Institute for Society has prioritized

measuring what matters most today—our organizations’ internal patterns, relationships and cultures. In conjunction with today’s summit, we are releasing our 2022 Moral Leadership in Business report to provide leaders with insights to guide them through challenging times.

**Christie Sclater**, Vice President of Strategic Initiatives, The Estée Lauder Companies; *HOW Fellow*

### **TOWN HALL: TAKING A STAND IN AN ERA OF MORAL ACTIVATION**

Voting rights, gun violence, climate change, abortion, racial justice, election integrity, immigration are among the issues activating people to take stands, in and out of the workplaces. Protests, boycotts, and canceling are now commonplace in this era of moral activation. CEOs are increasingly finding that so many issues—social, political, geopolitical, environmental and humanitarian—that were once considered tangential to their organization’s agenda are now squarely in the center of it. How do you decide when to take a principled stance, and when not to get involved? What’s the appropriate way to engage that’s understood by all stakeholders? How do you ensure you aren’t just toggling between issue to issue or from crisis to crisis? How do you lead when employees are sometimes protesting against your own company and leadership? In this town hall led by CNBC and New York Times’ **Andrew Ross Sorkin**, we’ll hear from top executives and community leaders on how to grapple with and navigate these issues using moral leadership frameworks and models.

**Angela Buchdahl**, Senior Rabbi, Central Synagogue

**David Kenny**, Chairman and CEO, Nielsen

**Federica Marchionni**, CEO, Global Fashion Agenda

**Tom Wilson**, CEO, Allstate

*Led by: Andrew Ross Sorkin*, Anchor, CNBC; Columnist, *The New York Times*

### **THE CHALLENGE OF AUTHENTIC APOLOGIES...EVEN THOUGH IT’S NO LONGER HARD TO SAY “I’M SORRY”**

It’s been said that humble people don’t think less of themselves, they think of themselves less. And, there’s no doubt that there’s great power in the moment when a leader takes a step back to reconsider past behavior. Too often today, leaders are falling back on inauthentic apologies, lessening their impact. Whether in politics, business or sports, people view public apologizing as an extension of public relations or crisis management, a way to conduct damage control rather

than express genuine contrition. Is it time for an apology cease-fire? Together, we will spend time considering what makes an apology truly authentic and offer a new playbook for saying 'I'm sorry'.

**Doug Ulman**, CEO, Pelotonia

**Cyrus R. Vance Jr.**, Former District Attorney, New York; Partner, Baker McKenzie

*Led by: **Dov Seidman**, Founder and Chairman, The HOW Institute for Society*

## **TRANSPARENCY IN A CLOUDY WORLD**

If sunlight is the best disinfectant, how can leaders manifest transparency when there's so much misinformation and so little personal responsibility? In this conversation with government leaders from both the U.S. and overseas, we'll dive into frameworks for how professionals can act on their obligations and serve a loyalty higher than what their boss might be telling them. Where do leaders find the strength to honor the oaths they take?

**Michael E. Horowitz**, Inspector General, U.S. Department of Justice

**Leni Robredo**, 14th Vice President, Philippines

*Discussion Leader: **Adi Ignatius**, Editor-in-Chief, Harvard Business Review*

## **MUSIC AS A PATHWAY TO THE HEART: PART 2**

**Dr. Lloyd B. Minor, Dean**, Stanford University School of Medicine at Stanford University

*In conversation with: **Dr. Elizabeth Askren**, Conductor & Founder, Transylvanian Opera Academy*

## **DOING WHAT'S RIGHT HOWEVER CONVENIENT AND EVEN DANGEROUS**

NBA Free Agent **Enes Kanter Freedom** knows well the HOW of doing inconvenient things and what it means to take principled actions at a cost. Freedom insists his social activism—including his comments about the NBA and its players' relationship with China—has cost him the opportunity to play. He joins us to discuss when professional athletes feel morally obligated to put their careers and safety on the line in order to speak out.

**Enes Kanter Freedom**, Human Rights Activist, NBA star, and Nobel Peace Prize nominee

## **SPOTLIGHT: LEADERS ON THE VANGUARD**

Throughout today's program, we'll shine a spotlight on rising leaders who are working to reshape the world through human values of compassion, respect, equity and justice. We'll learn HOW they inspired a wave, thoughtfully protested, made an impact, created awareness and room for thoughtful conversation. First up, meet the young leader whose passion for the ocean, environment and wildlife changed the habits of millions. We'll hear from National Geographic Young Explorer and Berkeley student **Shelby O'Neil**, whose collaboration with aviation, health care, and beverage companies has reduced the number of single-use plastic straws used annually by 40 million.

**Shelby O'Neil**, Founder, Jr. Ocean Guardians

## **THE BUSINESS OF BUSINESS IS COMMUNITY**

The business of business is no longer just business. The business of business is now community. Being in the business of community means we're competing on the nature and strength of our relationships. In this in-depth conversation with the CEO of the world's largest company, Walmart's Doug McMillon shares how the pandemic and ensuing economic crisis have presented the ultimate leadership litmus test. During a time of economic and social stresses—from supply chain woes to stakeholder vs. shareholder demands and challenges of an interconnected world, Dov Seidman talks with Doug about how the power of community has driven his decisions as a CEO.

**Doug McMillon**, President and CEO, Walmart

*In conversation with:* **Dov Seidman**, Founder and Chairman, The HOW Institute for Society

## **HOPE IS A STRATEGY**

Moral leaders are purveyors of hope. A primer from leaders across industries on the "HOW" of employing hope as a strategy.

**Katrina Adams**, Executive Director, Harlem Junior Tennis and Education Program

**Dr. Brenda Cassellius**, Former Superintendent, Boston Public Schools

**Zia Khan**, Senior Vice President, The Rockefeller Foundation

**Eboo Patel**, Founder and President, Interfaith America

**Zainab Salbi**, Co-Founder, Daughters For Earth

## **RISING OR FALLING TOGETHER: BUILDING HEALTHY INTERDEPENDENCIES**

As we close out our day, New York Times author and columnist Thomas Friedman joins us to look forward. Friedman shares the imperative for leaders to forge healthy interdependence. Not only is it urgent, but it's the only way forward in a global, connected 21st century. In order to scale the right values in our organizations and ultimately build a better company, team, classroom, squadron—we need to do it all together.

**Thomas Friedman**, Author and Columnist, New York Times

*Discussion Leader: Nancy Gibbs*, Lombard Director of the Shorenstein Center and Edward R. Murrow Professor of the Practice of Press, Politics, and Public Policy, Harvard Kennedy School, *The HOW Institute Board Member*

## **CLOSING CALL TO ACTION**

**Dov Seidman**, Founder and Chairman, The HOW Institute for Society

**5:30 – 6:30pm**

**RECEPTION**