Adapt or Die

Celebrating Diversity and Inclusion in Corporate Leaders

MEETING SUMMARY
April 27, 2017, West Point, NY
“Adapt or Die” Meeting Series

Celebrating Diversity and Inclusion in Corporate Leadership

Thursday, April 27, 2017

The Thayer Hotel, West Point, NY

This was the wake-up command General Lynch’s ‘platoon’ heard first thing in the morning as fifteen of the Zensights Adapt or Die attendees fell in-line for a pre-meeting exercise routine at West Point. The General quickly lined up his platoon, got them to attention and then proceeded with what one would assume was an easy exercise routine by West Point standards. However, it didn’t take long for his platoon to function as a unit and sing the time-honored chants as they completed their morning routine. What a great way to start of the Zensights Adapt or Die meeting on Diversity and Inclusion at The United States Military Academy at West Point.
Celebrating Diversity and Inclusion in Corporate Leadership

Zensights has long been supportive of both the pharmaceutical industry and the military. The Adapt or Die meeting series has highlighted the good both entities do and the challenges that currently face our service personnel and their families. We are now engaged in our country’s longest running military conflict, which has taken a toll on so many families. The previous Dallas Adapt or Die meeting highlighted the recovery challenges of our Veterans, which prompted Secretary of the Veteran Affairs, Dr. David Shulkin to call for a public / private partnership to address mental health issues. More work needs to be done as there are still about 20 suicides / day in the veteran community. While our Adapt or Die meetings are small as measured by the number of participants, they certainly are high in ability to create action and have the power to make the world a better place.

The most recent meeting held at West Point focused on Diversity and Inclusion in Corporate Leadership and how important it is to have a truly diverse leadership base. Too often people jump to the conclusion that diversity is a race or gender issue, which of course it can be. However, a dominant theme from many of the panelists at this meeting was that true diversity also impacts your thinking. Including others who do not necessarily think like you do or the group does can be very positive in the long run.

A healthy, opposing view can be the best ingredient when making important decisions. In the military, lives are at stake, so it is even more imperative to be inclusive of other’s input. General George Custer at the Battle of Little Big Horn certainly did not entertain any
opposing views and we all know that outcome of that battle. In business, lives may be indirectly impacted as medicines and safety products are on the market to improve our lives, not to put them at risk. Think of Takata and the airbag recall event which demonstrates the denial of a problem until it grew out of control. A positive example is the Tylenol poisoning event as J&J withdrew the entire product line within 7 days of the first death in Chicago in 1982. Talk about strong leadership, to pull your #1 product off the market in record time because it was the right thing to do. Good decision making requires strong leadership that recognizes input from a variety of sources.

Adapt or Die Meeting Series

Bob Jansen, CEO & Founder of Zensights met Lt. General Rick Lynch at a business leadership conference and they realized they had a strong connection, both possessing a passion for the military. Bob’s association with the pharmaceutical industry was something General Lynch related to as pharmaceutical products had worked to help save the lives of his troops in battle. From that early meeting over a decade ago, Zensights and General Lynch have hosted these dynamic venues that provide for an open dialog on how to improve the narrative on leadership characteristics within the senior ranks of the pharmaceutical industry.

For the second time, the Adapt or Die leadership meeting was held at The United States Military Academy at West Point. The West Point fortifications were founded in 1778 by General George Washington, as this ‘west point’ on the Hudson River held a critical geographic advantage, being the narrowest part of the Hudson River. General Washington understood the importance of this location and fortified the ‘west point’ of the Hudson River, even ordering an iron chain built to block the British from advancing up the Hudson River.
The United States Military Academy was founded at West Point in 1802 when funds ($11,085) were approved by President Thomas Jefferson.

Academy graduates participating in this meeting include: Lt. General (Ret) Rick Lynch,Lt. General Robert Caslen Jr., 59th Superintendent of the U.S. Military Academy, Armin Cruz, Brigitte Nettesheim, Brigadier General Diana Holland, 76th Commandant U.S. Corps of Cadets, Jamie Schleck, Marty Whalen and Paul Worsfold.

As impressive as the entire campus and the history that West Point commands, perhaps the most moving part of our tour was the campus cemetery. Headstones marking all the major American wars from the Revolutionary War, Civil War WW I & II and now graves signifying the young men and women who have laid down their lives since 9/11, also mark this sacred plot of land. When you see names and dates of men and women who are younger than your own children, it hits home. May we be eternally grateful for their ultimate service and sacrifice.

Panel 1
Creating a Diverse and Inclusive Organization – Challenges & Opportunities

- Lt. General (Ret) Rick Lynch – Moderator
- Bob Oliver, Board Chairman, Otsuka Canada Pharmaceuticals and past President & CEO Otsuka America
- Perry Sternberg – Head of U.S. Commercial, Shire Pharmaceuticals
- Ramona Sequeira – President, Takeda Pharmaceuticals U.S.A.
- Armin Jose´ Cruz – Vice President DFW Airport
Lt. General (Ret) Rick Lynch – Author - Speaker

General Lynch's opening comments captured the essence of topic with this question, “Do you tolerate diversity or do you truly celebrate and embrace diversity?” After a long silence, General Lynch explained how strong leadership was required to make major changes around diversity in society and in the Army too.

Looking at the Army, he highlighted the progress this institution has made with these important milestones:

- 1948 Desegregation in Armed Forces
- 1976 Admittance of women to West Point (119 women entered the class of 1980)
- 2010 The “Don't Ask – Don't Tell” Policy was repealed
- 2015 Sexual orientation has been added to the military’s non-discrimination policy

We live in a diverse world and need to embrace the fact that others, not like me or you, may have a great deal to contribute.
We also possess an unconscious bias, whether we admit it or not. Knowing this about ourselves is the first step in becoming a more effective leader.

During General Lynch’s career, he became known as the ‘Hugging General” as he managed the diverse and extensive network of military personnel and institutions. Leadership is a contact sport and you learn by walking around. You can't effectively lead from the corner office or the command post. Effective leaders need to be:

• Accessible
• Listen to others (who says the General or the Boss has all of the best ideas?)
• Truly Care – people can tell if you are really sincere or not

Building effective teams require a will to be inclusive of those who may not look like, act like, or think like you. Extending your own footprint also extends your weakness. Bob Oliver quoted Abraham Lincoln with these profound words, “I don’t like that man. I must get to know him better.” On the surface, it sounds counter-intuitive, but in reality it speaks to the core of having an open mind.

Bob Oliver – Board Chairman Otsuka Canada & Past President & CEO Otsuka America

Just reading his official title could be intimidating, but Bob completely disarmed the room by showing his vulnerability by sharing a very personal business experience he had during his career. Late one Friday night, well past 6:00pm, Bob proceeded to ‘process’ his frustrations on all that was wrong and unfair at work with his mentor, Alex Gorsky when they were both at J&J. When Bob got home he felt he might have gone too far, after all Mr. Gorsky was even then a very accomplished and commanding figure. Yet the next morning the phone rang (Bob shared his fears that he might be looking for a new
job on Monday morning!) and it was Alex, who said, “Bo, how are you doing? I just wanted you to know that you matter.” WOW – Bo is how Alex refers to Bob Oliver, a nickname and a sign of caring and compassion. As Bob said, “I would follow him to the moon!”

For Bob to bare his personal experiences in such detail made him bigger in everyone’s eyes. Being real, being authentic is what develops strong teams and good leaders. Society rewards experience, but as Bob accurately pointed out, your past experiences may actually work against you, because of your unconscious bias. The more you properly empower others, the stronger the organization will become. The lights shines brightly on everyone’s eyes, not just the Boss or the General. “Release the intellectual power of everyone on your team,” was Bob’s parting comment.

Perry Sternberg – Head of US Commercial – Shire

It is evident that Perry is an astute businessman as focusing on customer and patient needs is paramount to him. He was quick to point out that the first thing you see when you enter a Shire building is a picture of a patient. Perry’s guiding principles are based on his early field experiences from carrying a bag and talking to customers – truly a solid foundation. The audience was in for another personal learning experience as Perry shared how he assembled the perfect team early in his career, or so he thought. On paper they were perfect – same education, same work experience, very homogenous and very capable. One problem – the team had a bad outcome. The reason being was ‘group think’ and since every customer is different, a one size fits all strategy simply won’t work over time. As a result of that early experience, Perry now looks for people with different backgrounds to build a diverse and well-rounded team, and, most importantly, he listens to them.
Case study - Shire recently entered the eye care market last year with Xiidra to treat the signs and symptoms of dry eye disease, capturing 19% of the market with sales of $54mm in the second half of 2016. There was a contrarian voice on the Xiidra Launch Team who’s perspective conflicted with Perry’s past experiences (unconscious bias) on the ‘right’ way to launch this new drug in this new market for Shire. What did Perry do? Rely on his past experiences that have successfully guided his effective decision making or listen to the one, lone outlier? What would you have done? To hear Perry share the story was exciting as Shire had one of the most successful product launches in 30 years. Having the courage to not only build a diverse team takes leadership, but also to actually listen to them when your instincts are not aligned is exceptional. By his own admission, Perry would have never pursued that launch strategy, but he learned from his earlier experiences to embrace diversity for all of the power it possesses. Break out of your comfort zone and truly amazing results can be achieved!

Ramona Sequeira – President – Takeda Pharmaceuticals U.S.A

Like her other panelists, Ramona shared some of her lessons learned early in her career. She attributes having a good mentor as a key ingredient to becoming an effective leader. Her lessons: great leaders demonstrate curiosity and humility. They are curious enough to ask "why" when someone challenges them, so they can see the problem through other’s lenses. And they are humble enough to know that others contributions can make ideas and strategies better. Soft skills are incredibly important - for instance, having a steady hand during a turbulent period can keep the team focused and inspire them to excel. One key ingredient to get traction when strategies change is to start with the Why, not the What. Until people can truly understand and connect to the strategy, they cannot execute it to their best ability.
Diversity is not a “Check the Box” activity for a company, but a way of life. Diversity and Inclusion go hand in hand - companies must have an inclusive culture where everyone can engage to their fullest extent. And that starts with leadership - leaders who are confident enough to surround themselves with people different from them, to create diverse teams around them in order to better tackle complex business issues. This must be a top down driven effort to make it universal at a company like Takeda. Founded in Japan back in 1781, just 3 years younger than the original fortifications at West Point, this company has clearly navigated changing influences and continues to thrive today under Ramona's quiet but very effective leadership.

Takeda's STRIVE (Supporting Troops and Inspiring Veteran Engagement) employee resource group is among the largest at the company with more than 300 members with plans for additional expansion to field-based Takeda employees during 2017. This employee-led group began partnering with Operation Gratitude in 2015 to assemble and distribute more than 1,500 toiletry kits to troops overseas every year.

Operation Gratitude annually sends more than 200,000 care packages filled with food, entertainment, personal hygiene, and handmade items plus personal letters of appreciation to Veterans, First Responders, New Recruits, Wounded Heroes and their Caregivers, and to individually named U.S. Service Members deployed overseas and their families waiting at home.

Armin Jose´ Cruz – Vice President DFW Airport – West Point graduate

As Armin liked to quote from General George Patton, the best use of authority is to delegate. True leaders have the courage to unleash their power, which has often produced remarkable results. In both the military and the civilian world, strong leaders take responsibility...
for the outcome, but rely on others to make it happen. As a Cuban refugee, fleeing Fidel Castro’s regime as a young child, he has experienced diversity, or the lack thereof, as his family integrated into the American culture. Being of Spanish decent, Armin saw how society assumed that everyone who spoke Spanish, were all the same. Not true, and this thinking further reflects bias, both intentional and unconscious. A West Point graduate, Armin immersed himself in the Academy, becoming the first Cuban / American to graduate from West Point.

Effective leadership is not just to motivate a person / group / company / country, because that is just enough to get them out of bed, according to Armin – you need to INSPIRE them to get to the next level. Think of J.F. Kennedy’s ‘man on the moon’ initiative or Martin Luther King’s “I Have a Dream” speech. These were inspiring words from inspiring people.

Armin also described the key ingredients for an effective team, which includes:

• A Team should not have the exact structure and only excel at one task

• The Team needs a mixture of members to achieve results that are greater than the sum of the parts

• Adaptive Leadership builds productivity and loyalty to the unit. A sense of passion and pride are critical components for successful teams.

Closing comments

• Perry – Lead by example, leadership starts at the top. When is it a good time to make a seismic change? When things are going smoothly
• Ramona – Start with the *Why* and not the *What*

• Rick – Leaders have to be evangelists

• Bob – To be effective with your objective, everyone has to feel a part of the process and needs to trust one another

• Perry – When someone asks you a question, as a leader you are expected to respond (e-mail has only further accelerated this dialog and burden)

• Bob – Human capital, younger generations are different today. The average employee is anticipated to have 17 different jobs in their career today. It will require corporate flexibility to attract, retain and motivate today’s workers

• Ramona – Inclusive decision making. Growing up, her parents decided where to go for the family vacation, now it is a joint decision in her family. The same decision making style is being used at the work place

• Perry – Respect is part of a person’s DNA and hard to teach. Be respectful of the person on the other side

• Rick – Leadership is a contact sport, get out of your office and ‘walk around’. Use the mirror, not for vanity purposes, but to reflect on how you are being perceived by others.

• Armin – Young and old workers come together to develop stronger training programs and successful teams
Panel 2

Gender Diversity – Challenges & Opportunities

- Sharon Clarke – Moderator – Chief Commercial Officer, Tris Pharma
- Brigitte Nettesheim – CEO, Accountable Care Solutions, Aetna
- Brigadier General Diana Holland – 76th Commandant, US Corps of Cadets
- Winell Herron – Group VP Public Affairs, H-E-B Grocery Company
- John Arena – VP & GM, Lundbeck

Sharon Clarke – Moderator, CCO, Tris Pharma

Remember the cigarette ad in the late 1960’s “You’ve come a long way, baby?” This catchy jingle was used by Phillip Morris to specifically target women at the peak of the “Women’s Lib” movement, recognizing a unique marketing opportunity to sell all lot of cigarettes. In many ways, our society has come a long way in the last 50 years,
but yet just this year, we hear that the Vice President of the United States of America won't dine alone with a woman who is not his wife. Really?

Research confirms that high performing companies tend to be more inclusive with a diverse workforce based on gender, race and ethnicity. The old stereotype of Dad going off to work, while Mom stays home to raise the 2.5 kids just isn’t real anymore. More than half of the currently employed female workers have young children either at home, with a friend or family member, or at day care. Some companies provide on-site day care, but not many. Sharon shared that the Fortune 1000 Board make-up is 80% male and only 29 women hold the CEO position at The S & P 500, that is far less than 10%. So have we really come along way, Baby? When we polled the Adapt or Die audience, we also saw only about 20% female representation. So, there is plenty of room for improvement. Based on these facts, Sharon's request to the panelists and the audience was to be direct, to have an open discussion about where we are today with gender equality and to bring up the tough issues, not to shy away from anything that wasn’t “PC”. The group did a great job tackling some tough questions and the panel was very informative.

Not too long ago, at a national construction association, the first female president was being introduced by the outgoing male president. At the podium, her opening comments were, “Gentleman, you are going to see something new up here tonight for the first time.” With the audience not knowing what was next, she stepped out from behind the podium and said, “A Skirt!”

Brigitte Nettesheim – Aetna President, Transformative Markets

Brigitte got an immediate response from the audience when she commented on how pharma tends to get a lot of bad publicity in the media today. Just think of Martin Shkreli as the poster child of why

Sharon Clarke discussed how research confirms that high performing companies tend to be more inclusive with a diverse workforce based on gender, race and ethnicity.
people have such negative feelings about big pharma. Her next line was telling, “Try working in the healthcare insurance industry.” The healthcare insurance industry is still unsettled with the Affordable (or not so Affordable) Care Act in the nightly news every week. It wasn’t too long ago that healthcare coverage was expected and not that expensive. The topic certainly wasn’t a part of cocktail or dinner conversation the way it is now. Today you can ask anyone concerning their personal horror story about trying to see a doctor or of having adequate insurance coverage. Healthcare and the supporting industries are going through tumultuous times.

How to manage during this upheaval? It takes leadership and teamwork. As a graduate of West Point and an Army helicopter pilot during her active duty days, Brigitte has learned how to be an effective leader. The characteristics she exemplifies sound very familiar to the military terms we often hear:

• Self confidence
• Mission ahead of self
• Unwavering passion
• Trust
• Respect of your peers

She also confirmed what others had referred to as ‘being real’. You need empathy and compassion to build an effective team. Tragedy can also form a powerful bond as she experienced the loss of a classmate due to an automobile accident while at West Point. When you ‘bundle’ all of these elements together, it provides insight on how West Point is selecting and transforming truly remarkable future leaders, both male and female for the civilian or military setting. Brigitte sits on four Boards, and as the only women, she often finds
herself dealing with that inner fear of being confrontational. However, one could surmise she has more worldly experiences than most and has clearly demonstrated a successful military experience (flying a helicopter isn’t easy) and her success at Aetna also confirms her professional acumen.

**Brigadier General Diana Holland – 76th Commandant, US Corps of Cadets, West Point**

As Diana accurately states, “I look at myself as a leader, not a female leader.” This is true as her personal accomplishments at West Point as a Cadet (her class was the 10th co-ed class at the Academy) and now as the Commandant of the Academy, confirm her courage. It takes courage to enter a male dominated institution, it takes courage to be a trailblazer; it takes courage to inspire the 4,200 enrolled Cadets at West Point every day. Diana has shown that courage throughout her career. Many of her mentors were men and surprisingly the military has been very inclusive in the leadership training these young women experience. As you might expect, Diana places a great burden on herself as she embraces the current responsibility of inspiring the 4,200 Cadet enrolled at West Point. Women in the military isn’t a foreign concept any more. The West Point Cemetery confirms that both men and women are willing to lay down their lives for their country. Hearing the personal experiences of the female graduates of West Point was truly inspiring. As a country, it makes us proud to see such pride and passion, and it gives us comfort knowing we have very intelligent and effective military leaders coming through the ranks.

**Winell Herron – Group VP Public Affairs, H-E-B Grocery Company**

Talk about starting on the ground floor. Florence Butt opened her doors to sell groceries out of her family home on November 26, 1905 in the rural town of Kerrville TX. With an initial investment of $60, a prayer and one would assume a whole lot of passion, the C. C. Butt
grocery store has evolved to be one of the largest, private companies in the State of Texas right behind Dell Computing. After WWI, Florence's son, Howard Edward Butt took over the business in 1919, thus the H-E-B name the company uses today. His son, Charles assumed the role of President in 1971 with $250mm in revenue. Fast forward, the company reached $13 billion in revenue in 2006 and now has sales in excess of $23 billion. Talk about an American success story!

You don't survive and flourish without doing something right. What has H-E-B done to foster this type of success? Winnell shared her own experiences working on the floor. When an irate customer demanded to see the manager, he was put off when a young woman, Winell showed up. She was not who he expected to see - talk about bias. Overcoming this type of behavior gave Winell the courage to lead several customer service and diversity initiatives at H-E-B along her numerous civic responsibilities.

H-E-B operates in Texas and Mexico with 340 stores and 75,000 employees. Just being in this market requires an open mind as your customers are diverse. The culture at H-E-B confirms they understand the value in being inclusive and the role they play in the 155 communities they serve. The store manager is a key component to this successful business and roughly 36% are managed by women. H-E-B is doing a lot better than the S & P 500! Running a grocery store is time consuming with some operations running around the clock. Yet H-E-B has managed to encourage an appropriate work – life balance. As Winell said, “You work to live, not live to work. So, have a life.” H-E-B may not be well known outside of Texas, however it is evident that their corporate philosophy of embracing diversity and gender equality is the right thing to do and by the way, good for business too!
John Arena – VP & GM, Lundbeck

As the only male on this panel, John knew he needed to do his homework if his views were to be accepted by this esteemed panel and the audience. He did some internal research and had these observations to share with the group.

- Male bosses are typically more direct
- Female bosses are generally more empathetic when it comes to family issues
- Female managers are typically harder on other females
- Women see male bonding as the ‘Old Boys Club’ and feel excluded
- Women tend to be the primary child care provider which limits their after-work flexibility, as men might go ‘out for a beer’ more often
- Men + Assertive & Demanding = Strong Leaders
- Women + Assertive & Demanding = Bitchy and Cold
- Appears to be a different set of rules for men and women in the workplace
- Women negotiate well for their team, but not so much for themselves
- Compensation tends to be lower for women for the same work, except for the military, where the pay grades are the same for rank and LOS

A key point John made and wants us all to remember:

“When it comes to diversity and specifically gender diversity, as a leader, have the conversations. Have the conversation. I learned so much by
collecting this research. I thought I had a good handle on this topic, but when I engaged people in my business I was enlightened and it was humbling.”

What does this all mean one might ask? “Life isn’t fair” could be one take away. Or another approach is to find those opportunities in companies that do understand the value and benefit of a diverse and inclusive environment. H-E-B certainly has, the military in many ways has, Takeda is older than West Point, a Japanese based corporation and they have a women president. By John’s own admission he would prefer a woman as his manager if the choice was left up to him. Network and find places and organizations that have inculcated this approach to business. They are out there as we have heard from all of the panelists at this Zensights Adapt or Die conference.

John had an orange starfish on his lapel during the meeting. When asked, he shared the story that Lundbeck has adopted about: “One Patient at a Time.”

_One day a man was walking along the beach when he noticed a boy picking something up and gently throwing it into the ocean._

_Approaching the boy, he asked, “What are you doing?” The youth replied, “Throwing starfish back into the ocean. The surf is up and the tide is going out. If I don’t throw them back, they’ll die.”_

_“Son,” the man said, “don’t you realize there are miles and miles of beach and hundreds of starfish? You can’t make a difference!”_

_After listening politely, the boy bent down, picked up another starfish and threw it back into the surf. Then, smiling at the man, he said, “I made a difference for that one.”_

_-Adapted from “The Star Thrower” by Loren Eiseley, scientist and writer_
Summary

The formal aspect of the meeting ended with considerable engagement afterwards as the attendees met with one another, reflected on the awe of West Point and everyone’s own experiences with diversity and inclusion. As attendees gathered in the esteemed Thayer Hotel lobby, a 1950’s West Point Reunion was getting under way. One can only image the lifelong lessons and stories these men shared with one another, their wives and family members.

As you looked at the pictures on the wall in the lobby of the hotel, notable alumni were on display. Dwight Eisenhower, Douglas MacArthur and George Patton from WWII are certainly well known. Looking back to the Civil War, it became evident that not only was this was a brother against brother war, it was a classmate vs. classmate war too. Ulysses S. Grant – 1843, “Stonewall” Jackson – 1846, JEB Stuart – 1854, George A. Custer – 1861, Robert E. Lee – 1829 and Jefferson Davis – 1828, certainly knew each other from their West Point days. Just being in the presence of so much history provides the incentive for our generation to learn from the past.

Dinner Speaker

Lt. General Robert L. Caslen Jr. 59th Superintendent U.S. Military Academy, West Point

From his early days as a Cadet at West Point in the early 1970’s (graduating class of 1975), Lt. General Caslen it is evident that he is more than qualified to lead this storied institution. Think back to the 1970’s for a minute, even with the Vietnam War winding down, anti-war protests were still happening. The Civil Rights movement, the OPEC oil crisis and Watergate are reminders of how unsettled our country was back in the 70’s. General Caslen recounted how the cadets would change into civilian clothes as soon as they got off the
West Point grounds to avoid the open hostility some members of the public had towards the military. Trying times to say the least. But from adversity comes character and seeing General Caslen command the room when he spoke, he has plenty.

He also has a sense of humor. He told a very intriguing story about a hunting encounter with a Pennsylvania farmer, back in the day with General Lynch. His story was so compelling that only later did some of us in the audience find out that he had been pulling our legs. And pulled them good!

He also shared a true story about two soldiers, one white and the other black, that got into an altercation. Remember, we are back in the 1970’s. Other officers might have just called the MP, but not General Caslen. He assigned them to dig a mortar pit in a gravel parking lot using just pickaxes. The 1st day the two man hardly acknowledge one another, 2nd day they grunted to each other occasionally and only on the 3rd day did they started to communicate and work together as they dug down to about 6” below the surface. It took these two angry, young men seven straight days to build a proper mortar pit and in the end, they came together. That common hardship bonded those two men like steel forged in an open hearth.

As Superintendent of West Point, General Caslen epitomizes the values that the Academy stands for: Duty, Honor, Country. The Honor Code is very simple, “A cadet will not lie, cheat, steal or tolerate those who do.” You lead by example and his #1 priority at the Academy is to build leaders of character. The United States abolished the draft in 1973 and since then we have supported an All-Volunteer Armed Forces. Fully integrated from both race and gender as mentioned earlier, and now sexual preference discrimination is no longer allowed. Every soldier bleeds the same color of blood when in harm’s way.
The military uses high standards to prepare for their soldiers' calling. These standards ensure that the mission at hand will be performed properly. How do you maintain these grueling standards with a diverse background of cadets one might ask? Training and Leadership. Not everyone will make it of course, but West Point has above average graduation retention rates and a very selective admissions rate of under 10%. Once the cadets come on campus, their every move is monitored. Seeing all 4,200 cadets lined up for their 30-minute lunch was an experience. This is not your typical liberal arts college in the foothills of New York by any means.

Summary
We live in a diverse world today and for those companies and leaders that recognize and embrace this fact, they will probably do very well. For those individuals or companies who hold onto past perceptions, they will have a hard time in the future. We must Adapt or Die. It might not happen overnight, but it will happen. Think of how many organizations haven't embraced the dynamics of our world today. How does H-E-B flourish as a privately held, third generation company? How is it that Takeda, Japanese owned, has been around longer than West Point? Maybe, just maybe, they tapped into their culture and embraced the diverse challenges that might have ended their existence from the beginning.

The topic of our next meeting will be Mentoring and will be held on Friday, December 8, 2017 in Philadelphia. We will be attending the Army Navy Game the following day! Thank you for your participation in our Adapt or Die series and we hope to see you in December.