

SPOTLIGHT

Transition Happens! Advice on Making It a Happening Process



Pamela Reeve



Agnes Bundy Scanlan



Marian Heard

By Jacqueline Ganim-DeFalco

Transition happens. That's the message from three well-known leaders: Pam Reeve, Agnes Bundy Scanlan and Marian Heard.

Given lifetime longevity and the changing business climate, it's natural to expect to go through many transitions – so be ready.

Have you thought about Plan B?

Have you developed your relationships outside of the office?

Are you ready to take a risk and set aside the expectations of others?

Have you created quiet time for yourself and your family to think about what is the best path for all involved?

These are important questions for everyone to consider.

Reeve suggests, "Don't abandon the process when it gets uncomfortable and don't worry, you won't evaporate if you

take some time off to reflect and think about what's next. Your support system will still be there for you."

Pamela Reeve

Current: Founder, Kairos
Former: CEO, Lightbridge Technologies

Many know Pamela Reeve from her 15-year role as CEO of Lightbridge Technologies, where she took an idea from conception to a \$186 million public company and created value for shareholders as well as a good life for her employees.

She is pleased to have become a trusted partner of one of the largest and boldest companies in the telecommunications field. Not only that, Lightbridge was integrated into the most crucial part of her customer's value chain – customer acquisition and retention.

Most rewarding for Reeve was creating an organization that allowed bright people to prosper, collaborate and stay with her for most of her tenure.

She describes Lightbridge as a "meritocracy" – the type of environment she had enjoyed throughout her career and education and was fortunate enough to duplicate.

In her words, she is living proof that one can "create a successful business entity that does everything a good business is supposed to do – and still has a soul, a place for human values."

Reeve considers her present transition as the biggest to date because she began it with an open mind and agenda – but this exploratory phase is just a beginning and she is far from finished.

The reason for the transition was a combination of her readiness and

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the opportunity to leave an organization at the right time. She had achieved all the critical benchmarks in the company's history, including going public, managing through the telecom crisis, undertaking a major acquisition and remaining cash flow positive throughout.

Good timing is a continual theme for Reeve. In fact, she's named her strategy and executive performance consulting firm "Kairos," the Greek word for doing things at the appropriate time to yield the greatest results.

Kairos is one of her many ventures, which, when all are combined, represent what she calls "the portfolio." Her new role, she says, is managing it.

Reeve is one of a growing genre of women who have achieved career success, have their health and still have many good years ahead to make a difference professionally and personally. She considers herself a "value creator and/or facilitator" in several different venues.

During this transition period, she is focused not only on her business but also on the youth in her community, on women in business and on a few select public company boards, including American Tower and NMS Communications.

Among her top community involvements is the Connect and Commit community service learning program at the local high school for which she personally raised funds to ensure its longevity. Here she is finding ways to teach young people that their work and community service can be part of an integrated whole. She is also continuing in her 25-year role as a girl's soccer coach, which she has done while raising her own family of four.

Reeve's portfolio also includes leadership in The Commonwealth

Institute, the city of Boston's Wireless Task Force and the Mass Tech Leaders. She cautions that the biggest challenge is to "manage the portfolio productively and not just to stay busy."

Relationship-oriented and a "joiner" who has for years been reaching out to others, Reeve says she has been rewarded by friends and colleagues who have embraced her transition and offered advice and opportunity.

What follows is some of the most important advice she received.

First and foremost, give yourself permission to make a change and don't overanalyze outside expectations.

Second, look to those in your inner circle for constructive counseling – make sure they challenge your thinking to be certain you believe in what you are doing.

Finally, learn to be comfortable with uncertainty, enjoy it, experience it and live in the present.

Agnes Bundy Scanlan

Current: Counsel, Business Law, Goodwin Procter

Former: CRA Director, CPO, CCO, Bank of America

Having walked the halls of Congress and worked on the "Hill" after college, Agnes Bundy Scanlan is proud of her "persistence." She learned early on, she says, that "no" was an unacceptable response.

So, when opportunity knocks – Bundy Scanlan listens – thoughtfully and clearly in the Quaker tradition in which she was raised. Such was the case with her recent transition after the FleetBoston-Bank of America (BAC) transaction.

At FleetBoston and BAC, Bundy Scanlan was CRA director, chief privacy officer and chief compliance officer. She had embraced the

change to BAC and joined the new team. One change she was not prepared to make, however, was relocation.

This request presented an opportunity in disguise – a chance to step back and re-think the next phase of her career. It was a chance to do something for which she had prepared for a long time. In short, it was back to the future.

Bundy Scanlan speaks highly of the support she received from BAC and her coaching consultant, New Directions. Whereas her initial instinct would have been to seek out a similar position in another financial institution, her time in between positions exposed her to the world of consulting and the opportunity to work with clients directly to solve complex regulatory challenges.

Although Bundy Scanlan thrived on the work, she missed the camaraderie of peers with whom she could collaborate on complex issues. During this interval, she also refreshed her personal and professional contacts, guest lectured at a university and increased her volunteer commitments.

She says that her Smith alumnae network was a critical component of her support system and had been there for her at every critical juncture.

Most important, Bundy Scanlan could think back on her pre-bank work among practicing attorneys in a professional law firm following a challenging evening law school program at Georgetown in 1989.

A common theme for Bundy Scanlan throughout her 20-plus-year career has been to be given the opportunity to take out-of-the-box positions where she did not have the usual, expected qualifications.

At FleetBoston, she was not a traditional banker. At Goodwin

Procter, she is not the traditional practicing attorney. Her role today is to provide a service to the firm's financial services clients who need to understand and implement regulatory compliance management, privacy and CRA issues.

Whereas the bank was her main client at BAC, she now works directly with a wide range of financial institutions that require her guidance. Among her unique traits is that she truly enjoys the challenge surrounding the regulatory environment.

Bundy Scanlan also enjoys the entrepreneurial aspects of her new position, where she has the best of both worlds: a vast network of associates for collaboration on client matters and a differently structured environment where she can add value to the problem-solving process.

The new challenge is not so much how things are done at a law firm, but how things are done at this specific law firm, since each firm has its own unique style, she says.

At home, Bundy Scanlan relies on her husband to help keep a perspective on things. Together, they have agreed that no matter what happens in the workplace, their personal time should not be overtaken by the day's transactions. They invoke the "we won't talk about this all night" rule when things get hectic at the office.

Bundy Scanlan's advice to those caught in the web of corporate transitions is not to take it personally. Business transactions are just that – strictly business.

On the other hand, she strongly advocates "allowing yourself to take a chance – try it out and see if you can do it."

Marian Heard

**Current: President & CEO,
Oxen Hill Partners**

**Former: President & CEO,
United Way of Massachusetts
Bay**

For Marian Heard, life is as "fabulous" now as it was before transitioning out of her high-profile role as president and CEO of the United Way of Massachusetts Bay to a two-pronged focus on mentoring and leadership. But then, she knows all

about transitions.

When Heard began at the United Way in 1992, the nonprofit was No. 87 in major donations. Her goal – to transition it into No. 1.

Two years after UWMB achieved and maintained No. 1 status – in donations, stature and a portfolio of youth and family programs – Heard was so confident in the sound procedures in place and the momentum that has, in fact, carried through to today that she felt free to turn to other things.

Today, Heard promotes the expansion of mentoring services and, as president and CEO of Oxen Hill Partners, specializes in leadership development and brand enhancement strategies.

As well, out of a long list of board seats, including Blue Cross Blue Shield, Liberty Mutual, CVS, Sovereign Bank and Biosphere Medical (as well as trusteeships at Dana Farber Cancer Institute, the New England Aquarium and Berea College), she's in the midst of launching a special women's leadership initiative in New York City to garner support for mentoring 17.6 million youth through her board seat on MENTOR.

Here, Heard is drawing on contacts across the country gleaned from another major transition in her career – organizing the national Points of Light Foundation as the founding president and CEO to address serious social problems. Tapped by then-president George Bush, she established relationships that she maintains, and draws on, to this day.

Furthermore, former president Bill Clinton named Heard CEO of his President's Summit for America's Future, during which tenure she took a leave of absence from the United Way.

Pretty heady stuff for someone who early on ran Heard Typing Service for master's and Ph.D. candidates while also proofreading contracts for New York publishing giants.

A transition to social services led to running the United Way in Eastern Fairfield County in Connecticut in the early 1990s. Of her transition to

UWMB, Heard says her experience there was a powerful one. She's extraordinarily grateful for the tremendous level of support she received from her staff and the community and "the joy of seeing what we had done to improve so many children's programs."

These days, Heard is tapping into her greatest personal assets: mentoring, advising, speaking, leading and sharing her boundless energy to bring inspiration to others. She founded Oxen Hill Partners years ago with the intent of building its portfolio in this phase of her life.

Her mission is to focus on equipping organizations and individuals with the necessary tools to improve their market, brand and community leadership positions within their respective industries.

Enjoying more flexibility and time to travel ("just enough") to the places she and her husband Winlow love, Heard is particularly enthusiastic about her painting in contemporary oils. A recent exhibit sponsored by Emerson Investments was sold-out and, naturally, proceeds were donated to Dana Farber.

Like all her endeavors, when she paints, Heard carves out an entire day to enjoy the experience. When it's family time, it's a weekend of "magic memories" with plenty of cameras and no cell phones allowed.

Strong relationships, obviously, are a trademark of Heard's persona. When she began this latest transition, she consulted with her inner circle of corporate board leaders to seek their feedback and assimilate their advice into forging her own path.

Heard looks at the present this way: "I am taking time to focus on each aspect of my life, taking time to be with my family, to be quick to laugh and enjoy life with a sense of humor and energy."

Jacqueline Ganim-DeFalco is founder and principal of Marketing Recon, a business advisory practice out of Gloucester that partners with executive teams to lay the groundwork for new market growth. She is also founder of Cape Ann Designs, specializing in one-of-a-kind sea glass hair accessories.