



Session Outline

ONE ON ONE WITH THASUNDA BROWN DUCKETT

THASUNDA BROWN DUCKETT

PRESIDENT & CEO, TIAA; Former CEO of Consumer Bank & Auto Finance, JP Morgan Chase

THE STORY BEHIND THE GLORY

- Whatever you do, do it well.
- There is power in information and advocacy.
- If you look back, your life will tell you a pattern.
- Lean into whatever the opportunity is.
- You can only own the accolades of leadership when you own the impact and purpose.

LEANING INTO OPPORTUNITIES (09:15)

- Sometimes you get tapped and other times you have to raise your hand and go get the opportunity.
- Don't assume the way you get a role must be the way another would get the role.
- Sometimes you have to lean all the way in and work harder.
- Do what you see no one else doing.
- Do not operate at the minimum.
- Excellence requires you to do things when no one is watching.
- Excellence requires you to be uncomfortable.
- Excellence requires you to say, "Today is a new day that I could be better than I was yesterday."
- Dream, but then you have to go out there, get it and earn it.



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MODEL THE CULTURE (12:30)

- The leader has to model the culture and not expect people to do something they are not willing to do.
- Make sure that you are setting the tone at the top.
- When you do that, you earn the right to ask people to take the hill, and — as importantly — people will take the hill before you even ask.

LEADERSHIP LESSONS (13:45)

- You have to be two times better. Sometimes you have to be so good that you cannot be denied.
- When someone calls you something, that is not who you are. It's like someone delivering mail to the wrong address, so you "return to sender."
- Make sure you see everyone. Know that everyone plays a role in whatever you are doing.

CHARACTER IS EVERYTHING (16:30)

- All the things you have can go away, but your character can remain.
- You rent your title, but you own your character.

PUTTING A MOAT AROUND YOURSELF (18:30)

- Leadership does not have to be lonely.
- When you have a "moat" of people around you, you have protective layers.
- Be careful of who you let in the closest layer.



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LIVING LIFE LIKE A DIVERSIFIED PORTFOLIO (21:00)

- Work-life balance is a lie.
- If you diversify your financial portfolio, over time you will outperform.
- Think about everything that matters to you and allocate accordingly.
- If you live your life like a diversified portfolio, you will give yourself permission to respond to life's volatility and reallocate.
- When everything that matters to you is in your portfolio, you will outperform and have joy.

GETTING PROXIMATE (25:45)

- In sessions of no more than 10 from across the company, employees are asked, "If you were the CEO, what are one or two things you would say you can get finally done?" and "What are one or two things as the CEO that you would never mess up?"
- These questions give themes of what people value.
- By getting proximate, you walk away smarter as a leader.
- It's the role of the leader to make sure everyone can feel connected to where you want to take the organization.

THIS LITTLE LIGHT OF MINE (31:15)

- Faith is really understanding who we serve.
- The greatest gift that God gives is the gift to love.
- Faith gives a source to go back to on the hard days.



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- Faith is not something we need to talk about; we need to be about it.
- The best day is today.
- There is no rearview mirror living.