

Molly's Letter

Looking Back at 2015

As we transition into the New Year, I am pleased to announce that *The Leader's Edge/Leaders By Design* is celebrating its 15th Anniversary. As we commemorate our successes in helping women and men advance in their careers and look towards our future endeavors, we are compelled to reflect on what changes have occurred for women in the corporate marketplace since 2001 when we opened our doors. Looking back on the last 15 years, we are disappointed by the lack of progress in women entering into senior executive and c-suite positions despite their commanding presence in management roles. Likewise, the number of women sitting on boards hasn't increased significantly over the years in spite of their interest and abilities to contribute to the important work of a board.

A recent [report](#) by the U.S. Government Accountability Office, recently showed the following: "Representation of women on the boards of U.S. publicly-traded companies has been increasing, but greater gender balance could take many years. In 2014, women comprised about 16 percent of board seats in the S&P 1500, up from 8 percent in 1997. This increase was partly driven by a rise in women's representation among new board directors. However, even if equal proportions of women and men joined boards each year beginning in 2015, GAO estimated that it could take more than four decades for women's representation on boards to be on par with that of men's."

We are encouraged by the advancements made abroad for women in the boardroom (which we hope will become the norm in the U.S.), as well as some movement in the CEO positions in our largest companies ([from 5 in 2001 and now 21 in 2015](#)) and the number of women entering the political arena ([currently 104 in U.S. Congress and 20 in U.S. Senate](#)). But this isn't enough!

I have to ask the question, where did we go wrong? I talk to hundreds of wonderful senior women each year in my work and I know they want to get ahead. They enjoy their jobs and professional responsibilities, and are eager for the next test to their leadership. Did we not step up and ask for the



Molly D. Shepard, MS, MSM
President & CEO, *The Leader's
Edge/Leaders By Design*

promotion, raise or new job? Did we not let the right people know our firm desire to advance and our qualifications? Did we wait to be noticed and get overlooked?

Our expectations were high for this year given that 2015 was coined as the year of "[The War for Talent](#)". In order for companies to better retain employees and build their pipeline with the current talent shortage, employers need to take time to nurture employee interests by demonstrating they value diversity and a positive culture. To reflect their commitment to diversity and inclusion, executive management must better support women by addressing head on the obstacles and biases that are preventing them from advancing their careers. In order to encourage women to seek larger roles, organizations need to provide an environment where talented women feel comfortable discussing the issues affecting their career progression and voicing their own aspirations for growth.

Given that 2015 was one of the most competitive environments for talent, we expected companies to provide employees greater reasons to stay engaged and to develop their skill sets. Despite this demand for talent, it is surprising that even some of the country's largest companies are having difficulty increasing the number of women in leadership roles. As an example, last year the number of women working for Microsoft, the worldwide leader in software, dropped significantly from [29% to 26.8%](#). Although Microsoft has been extending major efforts to elevate these numbers, they continue to be dissatisfied with their progress in equalizing their workforce.

Why is it that women are [33% more likely](#) to gain a college degree than men, constitute 47.5% of our labor force and [52.5% of managerial positions](#), yet their presence continues to decrease as they climb the corporate ladder? It is **not** because they are unqualified for more senior roles or because they are disinterested. There needs to be a shift in leadership and it needs to happen now! The shift can only begin when CEOs and senior leadership are fully committed to gender diversity in their companies and take concrete steps to eradicate exclusion and bias from their talent management processes.

We wish that in 2015 we could celebrate real parity in the workforce. As *The Leader's Edge/Leaders By Design* continues to develop and advance leaders in a variety of industries, we look forward to sharing our passion and leading our colleagues, clients and friends in effectively addressing the issues that women face at work. We will continue our research on these challenges to uncover solutions, as well as advise our clients on what their companies can do better to demonstrate their support. As a perpetual optimist, I look forward to seeing improvement and gains in 2016!



Leadership Resolutions for 2016

As we move into a new year we tend to think about how we might improve ourselves over the next one. Gym memberships will certainly increase, but how many of us also consider our career and professional goals? We asked the Principals of our firm, along with some accomplished local business leaders and friends for their 2016 resolutions for leadership. From mentorship to empathy to nurturing their teams, 2016 looks like the year for leading effectively in a conscious and strategic way.



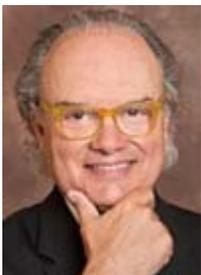
"I have recently taken on the CFO position of a \$220M voluntary health services organization and we are in the process of centralizing the accounting and finance functions from 36 separate locations to a single, integrated department. My resolution is to nurture team support of the future-state vision while building an accountability model that results in a more effective and efficient organization able to increase the investments in our most mission critical areas."

– **Tami Ceasar, Chief Financial Officer**, *National MS Society*

"1) Make sure every high level person on our team has a stretch goal and a development opportunity in 2016.
2) Implement a reverse mentoring program for non-digital senior executives and digitally savvy associates on my team."



– **Priscilla Brown, Chief Marketing Officer**, *AXA*



"A skill that many leaders have a difficult time understanding is empathy – which is not pity, not sympathy and not compassion. It is being able to look at something the way another person does. If I can help a coachee master that, then I've given them better executive presence."

– **Peter Dean, President**, *Leaders By Design*

Now that I stepped up from Deanship, I plan to focus on **ABCDEFGH** –

- **A**rchive documents, papers and speeches
- **B**ond with my grandchildren
- **C**onnect with my old friends
- **D**eclutter office, house, clothes and desks
- **E**nvision next phase of my life
- **F**ocus on the future
- **G**ive away fans, hats, boxes I collected from all over the world
- **H**old myself to these goals (maybe)



That is my **ABCDEFGH** resolution.

– **Afaf Meleis, Dean of Nursing (former), University of Pennsylvania Health System**



“To remember to take time to refresh and stay balanced.”

– **Nila Betof, Chief Operating Officer, The Leader's Edge/Leaders By Design**

“My 2016 leadership resolution is to be even more forthright in what we need to do to move forward in our work to help women advance. The needle has not moved in the 15 years I have been working on this issue and much more needs to be done.”

– **Molly Shepard, Founder & CEO, The Leader's Edge/Leaders By Design**



Five Trends in Healthcare Leadership in 2015

Through our work with several healthcare and pharmaceutical institutions nationwide, we are seeing changing trends in healthcare leadership. In 2015 we customized our leadership development programs to the specific needs of healthcare leaders, to help them stay ahead of the ever-changing landscape.

Below are our insights on leadership development trends in the healthcare industry this year:

1. Changing Senior Leadership

As more physicians, nurses and other clinicians take on senior leadership roles within healthcare organizations, they are required to expand their knowledge beyond clinical to business, management, and leadership skills. This sometimes means changing the way the leader looks at the problems he/she is faced with, and changing the voice the leader uses in addressing his/her cohorts.



Furthermore, the [high turnover of senior leadership](#) (20% healthcare CEO turnover in 2013) creates a need for both experienced interim leaders and a strong team of high-potential future leaders within the organization.

Management should prioritize identifying the next generation of leaders early in their careers, in order to develop and motivate this population of younger, emerging talent to the roles they foresee they will fill. Those leadership development programs should be tailored to each organization's specific needs, and customized to fit the healthcare environment.

An important session that we often offer our healthcare leadership is *Leading Successfully During Change*, which covers being organizationally savvy and understanding the key stakeholders within the company that will enable a leader to push initiatives through during times of change. As we know, the healthcare industry is ever-evolving.

2. Maintaining Quality While Managing Costs

With the introduction of the Affordable Care Act, and with new options for patients to "bid" on healthcare services, patients are starting to shop around for their healthcare providers and services more than ever before. Furthermore, rising out-of-pocket costs have caused patients to push for more transparency from their providers on how much those pricy procedures actually cost.

At the same time, organizations strive to provide the best quality of care to the patients they serve, and annual success is measured largely on patient satisfaction. This challenge in balancing costs with quality can cause overwhelming pressure on healthcare leaders. We at *The Leader's Edge/Leaders By Design* teach that *Resiliency* is one of the most important traits of a long-lasting leader. Being able to withstand pressures and changes, and bounce back from tough experiences, is necessary for a leader to succeed.

3. Humanizing the Healthcare Experience

As technology continues to streamline healthcare operations, leadership must walk a fine line between modernizing its tools and maintaining an environment where the healthcare experience remains “human.” Patient satisfaction depends on it, as patients do not want to be viewed as a number and often rely on their medical caregivers to be both physically and emotionally supportive during a tough time.

This relates to leadership development in that leaders must create an environment of effective communication and lead through influence and presence to ensure that communication, compassion and effectiveness transfers down through the ranks to the actual patient-visit level.

4. Matching Leadership Diversity to Patient Populations

More and more, healthcare organizations are understanding the importance of diversifying their leadership and mirroring leadership teams to the diversity of their patient populations.

With the rise of “[population health](#),” healthcare professionals and organizations are growing their commitments to the health of the communities in which they live and work. As such, diversifying leadership to reflect local populations ensures that leaders are more relatable to the community they serve.

A [recent study](#) shows that although 70% of healthcare leaders feel that having a diverse leadership team supports successful decision-making, less than 20% think their leadership teams are as diverse as they should be.

5. The Rise of Social Media in Healthcare

The rise of social media usage in regards to healthcare has been [staggering](#) – patients are seeking health-related information online (i.e. WebMD), there are thousands of blogs/community sites dedicated to dealing with health conditions, social networking sites are being largely used by physicians to share resources, and patients are trusting their social media peers for healthcare-related advice or referrals. Doctors and hospitals are now even expected to have a presence on social media and be educated on how to effectively use it – for example, responding to appointment times quickly through social tools.

With privacy being a major concern in the healthcare world, it’s extremely important for leaders to have a strong understanding of various social media outlets, and to be able to develop and enforce policies around their organizational usage. Leaders should also realize that social media isn’t all bad. During the Boston Marathon bombings of 2013, immediate information posted on social media allowed local hospitals to prep their trauma centers significantly more quickly than they would have had they only followed local news.

If you are interested in learning more about our leadership development programs for healthcare or pharmaceutical organizations, or are looking to develop your team, [contact us](#).

Partnering To Build A Better Boardroom

This past October, [Nila Betof](#), COO of *The Leader's Edge/Leaders By Design*, joined the board of the Thirty [Percent Coalition](#), a national organization dedicated to getting more women, including women of color, onto the Board of Directors of public companies. The nature of our firm's work – to help senior women build leadership skills to take on greater roles in their organization and [prepare them to serve on boards](#) – aligns with the mission of the Coalition and makes for a strong alliance. Many other organizations similarly believe in the objective of the Coalition which now has over 80 members from large corporations such as Walmart, private equity firms such as Apollo Management, to professional services firms like KPMG to government officials, institutional investors and non-profits. This unique collaboration has made the Coalition a successful entity in moving the needle forward in increasing the number of women sitting at the board tables of some of our country's most notable companies.



The way the Coalition was formed is an interesting story. Coalition president [Vicki Kramer](#) and executive director [Charlotte Laurent-Ottomane](#), along with another current Coalition officer, who were all active in a national consortium of executive women's organizations, planned a summit in NYC to discuss the issue of the lack of women's presence on corporate boards. In late 2011, they invited organizations and individuals who were already actively involved in women's advancement to come together to determine a way to work collectively toward a

common goal. They didn't expect a new association to emerge from this meeting of 27 people, but the energy, enthusiasm and commitment to the issue was so high that it was decided a formal structure should be established leading to the development of a board and the appointment of an executive director. Merely acting as a volunteer organization would not provide enough dedicated resources to such an important initiative. As for the name, it came from the fact that at the time of origin only 15% of board seats were held by women, so '30 Percent' emerged as a measurable goal to at least double that number.

The Coalition works on the 'demand side' of the equation. There is no shortage on the supply of talented women leaders who could serve on public boards with many of the organization's members working towards that end including *The Leader's Edge/Leaders By Design*. However, there needs to be a space at the board table for women to sit. As Executive Director Laurent-Ottomane put it, the Coalition's work is "to open the boardroom door a little wider".

When asked how senior women can prepare to serve on a public board, Charlotte and Vicki offered these thoughts:

- *To get on a board, you need to understand finance, how to read a financial statement and understand profit and loss. That is a key competency!* – Charlotte
- *Women need to have as big a network and visibility as men have.* – Vicki
- *Boards need a diversity of skill sets, so whatever your skill is (marketing, HR, etc.), hone that skill and be the best in that field in order to go onto a board as an 'expert'.* – Charlotte

Both Charlotte and Vicki have interesting backgrounds themselves that lend nicely to leading the Coalition. Charlotte was the head of investor relations for a Global 200 company and is familiar with capital markets, board governance, and financial communication strategies. One of Vicki's notable professional accomplishments is her often-cited research on the [critical mass](#) or key number of women needed to enhance governance. (Three is the "magic" number of women required to improve the content and dynamics of boardroom discussions.)

Working on three fronts through a committee structure, the Coalition uses the collaborative power of its members to increase the pace of change through: Institutional Investors, Corporate Leaders and Public Sector Initiatives. The Institutional Investor Committee has had huge success in communicating with companies in the S&P 500 and Russell 1000 to influence those corporations to include women on their boards. At this point, 165 companies have been approached and all but 32 have responded. Moreover, [62 companies actually added a woman to their board](#) after being contacted by the Coalition and its group of influencers who signed the letter.

The Corporate Leaders Committee has assembled a group of high-level men and women in positions of leadership on major boards and with chief executive experience in major businesses, such as EY and Campbell Soup, to be active in sharing with their peers the advantages of having women – more than one – on a board. This group of leaders, called the [Champions of Change](#), supports the mission of women on boards and understands the positive business impact in doing so.

Wondering how you can increase your visibility as a candidate, demonstrate expertise and prepare for a board position? Here are a few suggestions:

- Write and publish articles
- Be active in your industry association
- Schedule speaking engagements
- Attend conferences and board governance programs
- Strategically network with high-level executives, gurus in your field, and current Board members
- Purposefully position your LinkedIn profile to appear 'Board-ready'

The Public Sector Initiatives Committee works with public officials to support passage of state, city, and federal resolutions and/or legislation promoting board diversity. While boardroom quotas in Europe have been successful, that kind of mandate is unlikely to happen in the U.S., and the Coalition does not support quotas. Instead, the government can be helpful in encouraging corporations to be more active in building a diverse board and providing data on what companies are doing to diversify.

We at *The Leader's Edge/Leaders By Design* are proud of the work we have done to prepare women leaders to serve on boards through our pioneering [Women On Board](#) program that was launched back in 2005. The 200+ senior women who have attended this program have prepared for their seat at the table by understanding governance issues and challenges, analyzing their experience for board readiness, polishing their credentials, and developing a personal marketing plan. To be part of a group that further helps create the demand for women to sit at the boardroom table, that brings our work at *The Leader's Edge/Leaders By Design* full circle.

The Third Way of Leadership: The Four Voices Leaders Use

By: Peter Dean, Ph. D., Founder & President, *Leaders By Design*

The 'first way of leadership,' created long ago when men dominated the workplace, was masculine. The skills practiced in this style of leadership include: taking initiative; adapting to frequent change quickly; focusing attention on growth and results; attacking a problem analytically; preferring to control and distance themselves from emotional concerns; and deploying a large amount of energy to get work done.



However, given the recent demands of global relationships and a technologically-advanced workplace, there are additional skills needed for success in business today. These include cooperating with others, listening, empathizing with the emotional perception of others, attending fully in dialogue, mastering language skills in the verbal, vocal and visual elements of messaging, being open to honest feedback and the honest opinion of others; showing respect even in disagreement or conflict; participating conscientiously with proper civil standards of behavior; and considering short-term and long-term impact of strategic planning and policy-making. According to brain science, women have the capacity to fulfill the requirements of those skills.

Some may believe that this is an argument for a 'second way of leadership' that is feminine. The downside of that belief is that the masculine skills are still necessary in the workplace as well. Thus, the 'third way of leadership' is a blend of both the masculine and feminine skills, practiced by both men and women. With that foundation of understanding we can now talk more cogently about voices of leadership.

Workplace Skills According To Brain Science

Women

- Talent for Words
- Capacity to read people using empathy and emotional sensitivity
- Excellent sense of touch, taste, smell and hearing
- Penchant for long-term planning
- Preference for moving toward consensus

Men

- Intense drive to succeed in competition
- Understanding of spatial relations
- Ability to summon energy quickly
- Can focus on a task without emotional distraction

Arguably, people in the workplace are regularly judging the voices of their leaders. More than likely, they like leaders who are strong *and* kind and dislike leaders who are weak *and/or* cold. If they have a leader who is strong and kind, chances are that under his or her leadership, the work environment supports work getting done, has open communication, uses the involvement of others' opinions in decision-making, and ensures that work is completed correctly.

Strong and kind leaders, whether male or female, use four leadership voices. Two of the voices are strong in regards to getting tasks completed correctly, but without "people skills" can be perceived as cold. The other two voices optimize positive and kind human relations with all others in the working community, but without successful task completion can be perceived as passive and inefficient.

It is not possible to use all four voices at the same time. Usually a leader dials up one of the voices while the other voices are dialed down. A good leader makes sure that the voice they are using is the voice that is relevant for the situation. So, what are these four voices?

First Voice: Confident Task Driver (Strong on Results)

This voice involves the task skills of drive, initiative and conceptual visioning and can be called the "getting it done" voice. When heard, this voice is felt to be an active, direct and assertive approach to getting results.

Second Voice: Persuasive Communicator (Kind with People)

The second voice entails the skills of good communication and sharing of information, keeping work progress transparent in a way to encourage, empower and enhance the value of the people and the work. This voice is called the "getting it communicated" voice. When heard, this voice feels like an outgoing, gregarious and expressive voice of optimism.

Third Voice: Fully Attentive and Patient Listener (Focused on People)

The third voice is a participative voice that seeks opinions of other significant stakeholders in order to listen, empathize and fully attend to others in a respectful way. This voice is called the "getting other's opinion" voice. When heard, this voice carries with it a feeling of a fully attentive and deliberate interpersonal exchange.

Fourth Voice: Accurate Perfection Seeker (Strong on Accuracy of Task)

The fourth voice focuses on the analytics, details, logistics and accuracy of the task completed. This voice can be called the "making sure it is right" voice. When heard, this voice strongly echoes that things must be done the right way.

Please note some cautions in regards to the four voices. There is a tendency to become an expert in one or two of the voices, resulting in the other two voices lying dormant and not often being used. If one voice is overused the perception of that person's leadership is not positive. For example, if one or both

of the strong voices are overused, the leader can be seen as a tank or a whiner. If the warm voices are overused, the leader can be seen as overly expressive and emotive, or too passive.

Examples of Overuse of Voices

Bull in a China Shop – *Overuse of first voice*

- Appear as cold hearted
- Focus only on tasks completed
- Considered impatient, moves too fast and leaves others behind

Overly Expressive – *Overuse of second Voice*

- Appear as narcissistic attention-getters
- Take all the oxygen out of the room by seeking all of the attention for themselves

Too Passive – *Overuse of third voice*

- Appear as ambivalent and tuned out to work
- Appear unmotivated and disengaged from the completion of tasks

Whiner – *Overuse of fourth voice*

- Appear as negative
- Impervious to feelings of others
- Block progress with complaints

A 'Third Way Leader' will adapt to use the voice that is most suitable, efficient and effective in the situation. To be able to use all four voices, one has to practice shifting between the right and left hemispheres in the brain. This might require taking a "left-brained" perspective on a task or a "right-brained" perspective on a relationship. (To see our previous piece on the male and female brains, click [here](#)).

Confidence Round Up

You've heard us say it before...confidence is a major issue that is holding women back in the workplace. In May 2015 we shared our [original research](#) around the topic. In October, we hosted two events centered around Confidence – one in [Philadelphia](#) and one in [Washington D.C.](#), where local female business leaders spoke about confidence throughout their careers. Even pop star Demi Lovato followed our lead with her new hit single, asking “What’s Wrong with Being Confident?”

To round up our focus on confidence, we are sharing below some important tips coming out of our October seminars and the women that inspired us with their confidence.



10 Everyday Confidence Tips for Women in Business from Other Women Leaders

1. Leadership exists at all levels...everyone has a **chance to be a leader** within their role.
2. When faced with a challenge **ask yourself**: is this a 5 minute, 5 day or 5 year problem?
3. When receiving feedback, ask for specific examples and try to understand how others are **impacted** by your actions.
4. Look at the leaders you **admire** – observe how they prepare for meetings, speak and present themselves and model after them.
5. Remember to “**catch and correct**” – if you make a mistake in a meeting, catch it and work on fixing it for next time.
6. **Don't discount** yourself in meetings by starting off with sentences like, “you probably won't agree, but...” (*See our suggested replacements for common discounting language below).
7. People naturally think of reasons why an idea might not work instead of why it might, so come prepared with the 15 **next steps** to your idea.
8. **Feedback** is a gift, but don't let every piece of it affect who you are.
9. Be approachable and show that you have the ability to **listen**.
10. Know what your personal **brand** is, and how to articulate it.

*Replacements for Discounting Language

REPLACE

I'm not sure...
Do you think...
Maybe...
Possibly...
If you don't mind...
Would it be ok if...
I'm sorry...
You might not agree but...
I think...

WITH

I recommend...
My idea is...
Research indicates...
My point is...
I recently observed...
My experience...
I regret...
I believe...
I know...

15th Anniversary

We are proud to announce that 2016 marks the 15th Anniversary of *The Leader's Edge/Leaders By Design*. We remain committed to being a powerful resource for leadership development and a recognized leader in executive coaching. Stay tuned all year long for new offerings, events and programs in celebration of our 15 years of business.



Kudos

- **Cindy Bertrando** was promoted to Chief Financial Officer at AstraZeneca.
 - **Nila Betof**, Chief Operating Officer of *The Leader's Edge/Leaders By Design*, was elected to the Board of the Thirty Percent Coalition.
 - **Karen Buchholz**, Senior Vice President of Administration for Comcast, will receive the 2016 Trailblazer Award from Philadelphia Magazine.
 - **Erin Brubaker**, Vice President, Alliance Management, Worldwide Business Development at GlaxoSmithKline, was appointed to the board of Sb1 Federal Credit Union.
 - **Katie Dahler** was recently promoted to Head of the Advisory Practice for KPMG.
 - **Susan Davies** was promoted to Controller and Principal Accounting Officer of Towers Watson.
 - **Becky Eshbach** was promoted at UGI Utilities, Inc. to Director, Marketing Programs and Strategy.
 - **Kristine Freind** was promoted to U.S. Oncology Talent Acquisition Leader for AstraZeneca.
 - **Carol Gauker** was promoted at KPMG to Partner.
 - **Kathleen Guerere** accepted a new role of Corporate Counsel at OneWeb.
 - **Denice Hasty**, Senior Vice President and Chief Marketing Officer, Business Marketing and Product Management for Comcast Business, was elected to the Board of the Greater Philadelphia Cultural Alliance.
 - **Sheila Hess** has been appointed by Mayor-Elect James Kenney as City Representative.
 - **Deb Kauffman** accepted a new role as Chief Human Resources Officer and Vice President of Human Resources at Radius Health.
 - **Tracey Keele** has a new role as Principal, Internal Audit, Risk and Compliance Services and Northeast Life Sciences Leader for KPMG.
 - **Karen O'Boyle** accepted a new role as President at Mullin International.
 - **Erika Ray** has a new role as Senior Vice President, Director of Audit Strategy and Change at Bank of America.
 - **Sandy Ryan** accepted a new position at Walmart as Vice President, Walmart Care Clinics, Health and Wellness Division.
 - **Erika Spott** was promoted to Vice President, Human Resources and Global Leadership Development at UGI Corporation.
 - **Becky Stahl** has accepted the position of Chief Financial Officer at the Association for Manufacturing Technology.
 - **Stacie Swanstrom** has a new role of Senior Vice President, Global Corporate Solutions at Nasdaq.
 - **Sue Townsen** accepted new role of National Managing Partner, Human Resources, Diversity and Corporate Responsibility at KPMG.
 - **Stephanie Trotter** has a new role of Executive Coach, Talent, Leadership, and OD Centre of Excellence at GlaxoSmithKline.
 - **Sandra Williams** has been promoted to Division Director, NRO Systems Engineering and Integration at TASC.
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Upcoming Events

EXCEL for Emerging Leaders

January 21, March 1, May 19, 2016

Our six-month program that combines group skills building, small cohort group meetings, and individual consultations to prepare emerging women leaders to make greater contributions to their organizations.

2016 KPMG Executive Leadership Institute for Women Series

Year-long leadership development program for senior women features four dynamic skills-building sessions combined with facilitated cohort coaching calls for practical application of new skills to the workplace. Participants receive instruction in leadership development areas that delivers immediate impact in the workplace.

- Washington DC – Begins March 10, 2016
- Pittsburgh – Begins April 7, 2016
- Los Angeles – Begins April 14, 2016
- Philadelphia – Begins April 20, 2016
- New York City – Begins June 2, 2016
- Atlanta – Begins June 8, 2016