



"The Sky's the Limit: Leadership Lessons from the Military/Government to the Business World" featuring Carol DiBattiste, SVP – Privacy, Security, Compliance & Government Affairs, Reed Elsevier.

Carol is based in Washington, D.C. and reports to the CEO. Prior to her current role, she was general counsel and chief privacy officer for ChoicePoint which was acquired by LexisNexis. In addition, Carol's distinguished career includes Under Secretary of the Air Force; Deputy Administrator at the Transportation Security Adm.; Director of the Executive Office for U.S. Attorneys, etc. She served 20 years active duty in the USAF and was a partner at the law firm of Holland & Knight. Carol received her LL.M from Columbia

University and has received numerous honors including the Dept. of Justice and the U.S. Coast Guard Awards for Distinguished Public Service. She was also a nominee for Turknett's Leadership Character Award in 2009.

Experiences and Comments

Carol gave a brief life history, weaving in lessons from her experiences, and finishing with her Top 20 Points for Effective Leadership.

- Carol lost her father when she was 9 years old, and believes that a lot of her drive comes from that experience and the feeling that any day could be your last. She praised her mom for raising three kids by herself.
- Learning that the military would pay for college, she joined the Air Force in 1971 near the end of the Vietnam War—at 18 years old. She stayed in the Air Force for 20 years. While in the Air Force, she finished four years of college (took 5.5 years going at night!) and got her Masters of Law at Columbia. She also completed both Basic Training and Officer Training during her time in the USAF. Other points mentioned about her USAF experience:
 - One of the many meaningful accomplishments was when she led a squadron of 60 men, and they went from 32nd place to 2nd place under her leadership.
 - Her Air Force experience also gave her the opportunity to travel all over the world, which gave her an appreciation for different cultures and people.
 - She still recruits (informally) for the Air Force, explaining that it was and is an incredible opportunity and a particularly good option for young people with limited funding options for college.
- After Law School – she became a prosecutor for the Air Force.
- In 1991 when she left the Air Force, she went to Miami as a federal prosecutor.
- Her friend then became general counsel of the Navy and asked her to become the Deputy General Counsel of the Navy. During that time she investigated:
 - “Tailhook,” in which case she and her co-investigators had the difficult but necessary task of deciding the discipline for a significant number of high ranking naval officers. Tough as it was, she ultimately knew it was the right thing to do.

- Naval Academy hazing incident, in which she again investigated and disciplined the parties involved.
- She then went back to the Justice Department, this time under Attorney General Janet Reno – someone she highly admires and enjoyed working for.
 - During that time, Oklahoma City and the Atlanta Olympic Park bombings took place.
 - Oklahoma City bombing left a huge impression because of the number of people and especially children who were killed or hurt. She keeps in touch with some of the survivors even today.
- Was heading back to the Justice Department when then President Clinton made her Under Secretary of the USAF (highest ranking civilian position, overseeing and managing the recruiting, training and equipping of more than 710,000 people and a budget of over \$70B).
- In 2001, she joined Holland & Knight law firm specializing in diversity counseling.
- After 9/11, she left the law firm to go back to the government to help strengthen the Department of Homeland Security’s Transportation Security Administration (TSA). She began as Chief of Staff, and became the Deputy Admin.
- In 2005, she left TSA after being recruited to join ChoicePoint after a major security breach
 - Built security program
 - Bought by LexisNexis – now double the data – Parent company, Reed Elsevier
- Future plans? Possibly teaching in public school system somewhere. Loves teaching!

Top 20 Points for Effective Leadership in Business and Life—The Sky is the Limit!

1. Set your goals and achieve them.
2. Live integrity, loyalty and trust.
3. Work hard and smart.
4. Make decisions and stand behind them.
5. Be flexible.
6. Be a team player.
7. Recognize, mentor, sponsor, and take care of others.
8. Be yourself. Be sincere.
9. Learn how to delegate.
10. Show dignity and respect for everyone
11. Take responsibility. Be accountable. Admit mistakes.
12. Present yourself as a professional.
13. Laugh, have fun, and have a sense of humor.
14. Have the courage to push yourself beyond what you think you are capable of. Get outside of your comfort zone. Take risks.
15. Work on your power of persuasion. Master your oral and written communication skills. Be prepared and organized.
16. Focus on your strengths. Assess and mitigate your weaknesses.
17. Be positive.
18. Make a difference.
19. Replenish your mind, body, heart and spirit. Have a support group that you trust and rely on.
20. Be passionate about the work that you do and the life that you live. Live life to the fullest and take advantage of every day.