



# A DIFFERENT STYLE OF LEADERSHIP

**A**chieving breakthrough performance requires casting off old paradigms. **At Insigniam**, it begins with the firm’s ownership and management, which are both predominantly female. Insigniam believes that diversity and equality—along with passion, integrity and dedication—are the foundations of organizational success.

**Five male consultants discuss** what it’s like to work at Insigniam and what they have learned from their female executive leaders and managers, such as authentic, solution-oriented, no-nonsense leadership. *By Emily Miller*



**Bruno Brémond**  
Consultant,  
France

I have found a higher level of authenticity—with less concern about appearing to be in control and more about getting done what needs to be done. I think the biggest difference that comes from most of the partners being women is that there is a no-nonsense attitude. The female executives and managers I work with are very present, solution-oriented and empathetic. The firm is committed to supporting us in being successful and reaching our goals. Our purpose is to serve and deliver remarkable value for our clients, and when that is on the table, it is not a consideration of gender, but rather who is the best person to accomplish what has to be done and to deliver what we’ve been hired to do.



**Evan Chaffee**  
Consultant,  
Los Angeles

I would say I work at a meritocracy. The company is devoted to identifying and elevating people who bring their full capability and potential to their job. The fact that most owners and a large number of executives and managers are women is a testament to the success of this merit-based system. Insigniam draws its strength from the powerful women who guide the organization. Their exemplary leadership, dedication and imagination are unparalleled. From care and compassion to straight talk and mentorship, they provide access to next-level performance and professional growth. The determination and level-headed approach to business that these female executive leaders have—particularly during this time of crisis—have allowed for a clear line of sight to where the organization is going and our place in that future.



**Barry Maloney**  
Consultant,  
Los Angeles

In all of my previous companies, the owners were mostly men. As a company with a more balanced leadership, Insigniam offers a very positive dynamic. On a personal level, it is enriching to have male and female colleagues and friends. On a professional level, it has been extremely valuable for me to learn from, and be mentored by, women as well as men. I’ve noticed a demeanor and skill set in many of my female colleagues that I have been able to adopt with colleagues and clients. Working alongside these effective, accomplished and talented women each day has been invaluable to my growth and development. The female executives have stayed grounded and authentic, bringing inspirational leadership during this especially difficult time.



**Bob Peterson, J.D.**  
Consultant,  
Philadelphia

I have found that the women in leadership whom I report to are more likely to admit that they don’t know something, that they don’t have the answer or that they made a mistake. To me, this is a source of strength and a sign of true leadership. That style of leadership creates a culture where it’s OK to be honest, authentic and vulnerable. It also leads to questioning unexamined assumptions and beliefs we may have and to letting go of how we used to do things. In the end, that culture—along with the indefatigable drive among the female partners to achieve success and offer high-quality service—results in far better outcomes for our clients. And in the COVID-19 era, I believe that kind of leadership is needed more than ever.



**Greg Trueblood**  
Consultant,  
Los Angeles

I have found among the female partners that there is an emphasis on soliciting peoples’ perspectives on potential business initiatives. I’ve seen other organizations spend less time engaging in these kinds of conversations and more time implementing mandates from leadership. The executives I work with will check in with me to understand my concerns and how they impact what I am working on. I have learned that when a leader takes the time to talk with people, it not only cements your working relationship, but you also learn things. Following those role models in my own leading of others, I’ve learned that periods of disruption place unique burdens on people, which I wouldn’t have known unless I had taken the time to stop, ask questions and listen. **IQ**

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