

A power walk with four top executives

	What do you find most challenging about your job?	What's the best advice you've been given regarding women in business?	How do you define power?
 <p>Deborah H. Butler Executive vice president, planning, and chief information officer, Norfolk Southern Corp. Reports to: CEO Wick Moorman</p>	<p>“Communication! I have to remind myself constantly that the most important responsibility I have to the people with whom I work is to ensure that they have access to the information and the resources that they need to do their jobs. It is too easy to fall into the trap of believing that just because I know something, everyone who works with or for me also knows it.”</p>	<p>“What an interesting question. I have had the benefit of a number of wonderful mentors at NS, all of whom have given freely of their advice and experience. But I don't recall a single bit of advice that applied specifically to women. Most of it was probably the same advice that would have been offered to a man in my position.”</p>	<p>“Probably not in any sort of conventional way. I think about the power of teamwork, the power of communication, the power of informal corporate networks (where people really go to get things done as opposed to what the organizational chart says).”</p>
 <p>Mary C. Doswell Senior vice president, Alternative Energy Solutions Dominion Resources Inc. Reports to: CEO Thomas F. Farrell II</p>	<p>“The pace at which the energy industry is moving in bringing about rapid change, influenced by many external factors. It is an exciting and demanding time to be involved in alternative energy.”</p>	<p>“Be professional, be true to your own values, work hard and set the bar high.”</p>	<p>“Respect, responsibility, accountability and results.”</p>
 <p>Tami Kozikowski Chief development officer Advance Auto Parts Inc. Reports to: CEO Darren Jackson</p>	<p>“The most challenging part of working (not just this job) for me has always been maintaining a balance between work and my family. I could easily spend 15 hours a day at work and still not feel on top of things, but I have three young daughters who will only be that way once. I make choices every day in how and when I will get the work done in order to spend as much time as possible with my family, save a little for my personal need to work out, etc.”</p>	<p>“She Wins, You Win.’ It is a book written by Gail Evans. We need to look out for each other. When companies come in to present to you in the hopes of gaining your business, and they bring a nondiverse (in any way) group of people, ask them why that is. The other piece I would say is, ‘Don't overcompensate because you are a woman, but do take advantage of being a woman.’</p>	<p>“I don't equate power with levels in an organization or decision-making rights, although I know that is often part of it. I actually define power as the confidence to make a difference. I think it is confidence that lends the power. It causes people to listen and ultimately to react. If I could give my three daughters anything, I would want them to have the gift of confidence.”</p>
 <p>Margaret G. Lewis President, HCA Capital Division, and senior executive, HCA Virginia Reports to: Paul Rutledge, president, HCA Central Group</p>	<p>“Caring for people during their most vulnerable moments is an incredible responsibility, and patients are always our first priority. The real challenge lies in finding creative ways to succeed as an organization in what is one of America's most complex and highly regulated industries.”</p>	<p>“First and foremost, be yourself. Women shouldn't fall into the trap of trying to act just like men. Beyond that, don't compromise your principles when it comes to gender-based issues in the workplace, but don't make them your rallying cry either. And the advice I'd now give others is this: Don't let artificial barriers limit your success.”</p>	<p>“Power is about having influence and about effectively using the resources and portfolio at your disposal. But you can only do so much alone, so the key is to assemble a great team, to bring out the very best in each of its members, and to embrace the value that their opposing views bring to your organization.”</p>