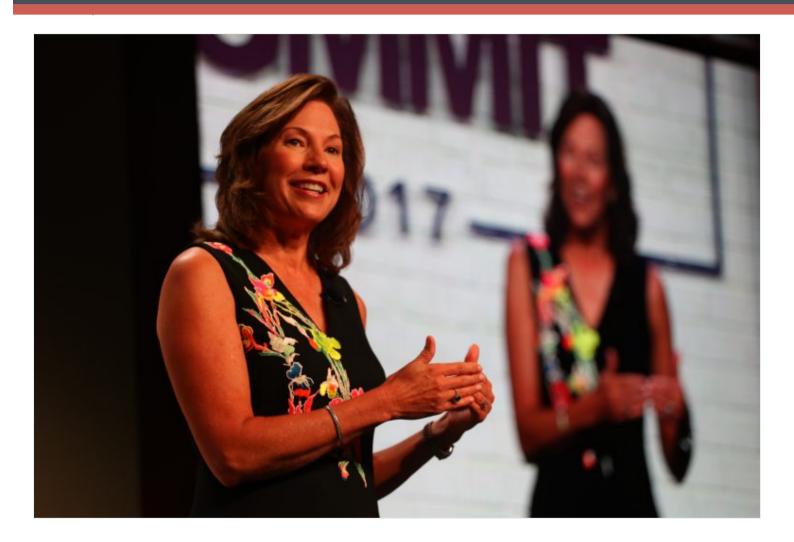
CPA

Practice **Advisor**

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Lynne Doughtie, CPA – 2017 Most Powerful Women in Accounting Honoree

Professional Credentials: CPA certification in Virginia and New York; member of the American Institute of Certified Public Accountants

Employer: KPMG

Title: U.S. Chairman and CEO

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1. What opportunities do you feel women in accounting have now that they didn't have when you started in the profession?

The playing field has been leveled in many ways, but there's still work to be done. Today's auditors should not be defined by gender, but by their willingness to adapt, grow, and change with the times. Disruption is no longer an unanticipated event that occurs from time to time, it's now standard operating procedure. Because of this, clients are looking for innovative solutions, thinking and perspectives. To meet these client needs, inclusive and diverse leadership and engagement teams are needed like never before. This creates tremendous opportunities for women to lead and grow.

2. How important is work/life balance and what suggestions do you have for those who are struggling to attain this?

Creating a "great place to work" culture is not a "nice to have," it's an imperative for organizations that want to recruit, attract, and retain the best talent. Ensuring employees are able to balance their personal and professional lives is an important part of it.

I believe balance is an essential prerequisite for high performance. Having candid and open conversations with managers about our goals and priorities is an important step in attaining balance. There also are moments when personal life must be the priority over work, and vice versa.

KPMG has always afforded me the balance I needed, while allowing me to prioritize my personal life over work during some important moments at various stages of my career.

3. What is the most difficult part about being a woman in the accounting profession?

While we strive to advance more women in the profession, the biggest challenge we

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The best thing about being a woman in the accounting profession is being able to pay it forward by serving as a mentor and sponsor to other women. I believe we need to do more than simply "lean in." We need to take tangible steps to help move more women into leadership positions. For me, that's important both inside of KPMG and outside in the broader marketplace.

5. How do you see yourself participating in shaping the future of the accounting profession?

First and foremost by maintaining KPMG's commitment to the highest levels of professionalism and integrity as we carry out our critical role of protecting the capital markets. Other ways include developing future leaders in our profession; driving innovation and investment in technologies that enhance the quality of audits; and increasing inclusion and diversity in the profession.

6. Looking back at your career, what would you do differently given the knowledge you have today and how can women who are entering benefit from that knowledge?

I always tell women, "Own your career!" This involves taking some risks. Early in my career, I thought that if I just did a good job and worked really hard people would notice and I'd get promoted. I found that was really the wrong approach. You do need to work hard and do a great job, but you also need to own your career. Make your goals known. Proactively develop relationships that help you get to the next level and have open conversations about what you hope to achieve.

7. Please share any other comments or insights you would like to share with our readers about what has driven you to be a person who is recognized as a leader in this profession.

There is no question that what has driven me most is creating growth opportunities

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