

then 1970

For 30 years, *GH* honored powerhouse women in its "Ten Most Admired Women" poll. Among the first recipients in 1970: actress Patricia Neal and Mrs. Dwight D. Eisenhower.

THE CHANGE MAKERS

We've celebrated extraordinary women boldly blazing trails for 130 years — STORYTELLERS and ACTIVISTS, ATHLETES and INNOVATORS, pushing the boundaries in their fields, inspiring the world with their determination, passion and ideas. Meet the next wave of women leading the way

by SHARON COTLIAR
and LIZA HAMM



the news breaker

MEGYN
KELLY, 44

asking the tough
questions for Fox News



*“Remember who
you are and what
you stand for.
Don’t let others
define you.”*

Before I became a journalist, I was a corporate litigator for about 10 years. I loved going to court and arguing, but I was stressed all the time; I never slept and I had no life. One night I was driving home at 2 A.M. in tears, imagining getting into an accident; if I could just break a major bone, I thought, maybe I'd get some rest. That's when it dawned on me that I needed a change.

When you pursue something you really love, good things will follow. I was willing to put in hard work to learn a new trade, and it paid off. With the help of a friend, I made an audition tape, sent it to the ABC affiliate in Washington, DC, and argued my way into a position as a part-time freelance reporter. Ten months later, [Fox News chairman and CEO] Roger Ailes hired me. Ever since, I've loved my job. It's intellectually stimulating, fun and full of adrenaline. I have a powerful microphone; getting to make a difference in the national conversation is a responsibility I take very seriously.

It's fair to say this past August was the most bizarre month of my professional life. [Megyn

was slammed in the press by GOP Presidential contender Donald Trump.] It's surreal to be *in* the news as opposed to covering it. Since the debate, many people have asked me for advice on how to deal with a bully. All I will say is that, in any challenging time, remember who you are and what you stand for. Don't let others define you.

I'm lucky to have some great men in my life—my husband and my boss, to name two. I always say that I have a man at home who helps support me at work and a man at work who helps support me at home.

But not all women are so lucky. My fellow female journalists in particular are held to a different standard than our male counterparts. Tough questioning from a woman often leads to charges that she's “shrill.” Was Mike Wallace “shrill”? Really?

Women do still face sexism in this country—sometimes overt, sometimes subtle. But wallowing in negativity is never productive. As I tell the women on my team, “Head down, shoulders back, forge forward.”

—as told to L.H.

the do-good entrepreneur
JESSICA ALBA, 34

creating eco-friendly products
with The Honest Company

*“My determination
came from having
experience with people
not believing in me.”*



I came up with the idea for The Honest Company when I was pregnant with my first daughter. I had an allergic reaction to a laundry detergent, so I started researching the ingredients in common household products to try to figure out what happened—and learned that there were many chemicals in them that were not necessarily tested for safety. I wanted to create a healthy environment for this new little person coming into the world. That was when I began thinking about starting a company that would help families like ours do that.

It wasn't easy getting the idea off the ground. At first, when I pitched it to people, they were like, “Yeah, right. Good luck.” It took three years to find my business partners. At one point, after a potential partner I had wanted to work with fell through, I was devastated. I kept reminding myself: When I started as an actress, I was just a kid from Inland

Empire, a little area in Southern California. I didn't know anybody in Hollywood. I didn't know how the system worked; I was a woman of color who didn't look like everybody else. I faced a lot of hurdles to be successful—so when it came to creating a business, I remembered that. My determination came from having experience with people not believing in me.

I hope my daughters [Honor, 7, and Haven, 4] look at my example and see the power of hard work and persistence. I'm not the best at business, and I'm not the best at design, product development or marketing campaigns. But I'm learning, and I try. The more I do, the better I become. Some things we do are successful, some things aren't, but we learn from our challenges, and we keep pushing forward. We're trying to do the best we can to make a positive difference.

—as told to S.C.

**SELF-MADE
MAMA**

Alba's latest line, Honest Beauty, launched in September. The Honest Company, meanwhile, is now reportedly valued at \$1.7 billion.



the tech visionary

JENNIFER
PAHLKA, 45

helping government
systems run efficiently



*“Science, technology
and math are keys to our
future. It’s important
for girls to think of
themselves as creators,
not just consumers.”*

My dad’s a teacher, and my mom’s a nurse midwife. Without realizing it, I grew up with a sense of public service. There’s this Lily Tomlin quote: “I always wondered why somebody doesn’t do something about that. Then I realized I was somebody.” That’s what happened to me.

One afternoon six years ago, I was talking to my best friend’s husband, who had gone into local government after doing Teach for America. I thought, *I bet there are people in technology who would do a year of service!* We launched Code for America in 2010 to give them that chance. The program puts teams of coders in communities to help them run better. We call it “the Peace Corps for geeks.”

We conduct a range of experiments to figure out how to make public services work better, and since 2010, we’ve tackled meaningful problems. For example, Promptly, an app that text-messages food stamp recipients when their benefits are at risk, was built by our fellows in San Francisco. Our network—made up of public servants, technologists and community organizers passionate

about helping make government work in the 21st century—is now 30,000 members strong. I’m deeply proud that so many people have joined us in the belief that it’s our problem to improve our cities and towns.

Four years after Code for America started, I was asked to be the United States’ Deputy Chief Technology Officer. A lot of my colleagues worked to save healthcare.gov. My boss would bring in letters people had written to the President, many of them heartbreaking. One woman wrote, “I’ve been choosing between health care for my kids and health care for myself for 15 years. I didn’t have money for both. Now I’m finally going to the doctor.” What my colleagues were doing brought home for me the true human impact of a well-operating government.

Code for America is extremely diverse, ethnically and gender-wise. That’s purposely how we built it. We’re a bit of an anomaly in the tech industry, which tends to be male-dominated. I tell women, “Hold yourself to your own definitions of success, value and meaning in your life.”

—as told to S.C.



the advocate

CHELSEA
CLINTON, 35

empowering women
and girls worldwide at the
Clinton Foundation



*"I think about
the world I want
my daughter to
live in."*

My grandmother Dorothy Rodham had a mantra: "Life is not about what happens to you; it's about what you do with what happens to you." After [my husband] Marc [Mezvinsky, 37] and I got married and she felt that I was personally settled, she said that I had the responsibility and the opportunity to redirect the interest in me into issues that I really cared about. I'm grateful that she pushed me to do that.

At the Clinton Foundation, I do work I believe in every day. I'm passionate about our No Ceilings initiative, which is all about using data to remove barriers to equality that exist for women and girls globally. Those barriers are different depending on where you are, but nowhere does a girl have a truly equal shot at being able to do whatever her brother might be able to do, not even in America. If we want our girls to grow up and be the next Mae Jemison or Sally Ride,

we need to support and encourage them more in school and give them female role models. It's hugely important for us to show them women who are successful across the board—in politics, business, academia and the sciences.

I think about the world I want my daughter, Charlotte [now 13 months], to live in. I think about what I can do to ensure that she is proud of me, and proud to be my daughter in the same way that I'm proud to be my mom's daughter. I really admire my mom for blazing a trail not only for herself, but for all women. That's always been part of her motivation, to stretch the limits of her intelligence and her heart, for herself and for all of us.

I want Charlotte to grow up believing that she can be and do anything. If she feels that support and has the work ethic to match her ambitions, I think I will have been successful as a mom.

—as told to S.C.

the people's
champion

MARILYN
MOSBY, 35

fighting for justice as
Baltimore State's Attorney

*"The legacy I hope to
leave my children and
this city is that you
do what's right, despite
the consequences."*



I grew up in inner-city Boston. When I was 14, my cousin was killed in broad daylight outside our home. He'd been mistaken for a drug dealer, when actually he was an honors student with aspirations to become an architect. He was like a brother to me.

Although I come from a family of police officers—my mom, my grandfather and uncles—I'd never been in a courtroom before my cousin's killer's trial. Seeing how the process worked had a big impact on me. If it weren't for the testimony of one of our neighbors, my family wouldn't have received justice. The experience made me want to become a prosecutor, so I could turn the pain of losing my cousin into something good.

I used to get up at 5 A.M. every morning to ride a bus for an hour to go to school in one of the richest towns in Massachusetts as part of METCO, one of the longest-standing desegregation programs in the country. I was one of the few black students in my class. Kids around me sometimes said ignorant things. It made me want to work harder—to be in advanced classes, part of the student government association and coeditor of

the school newspaper. I graduated with honors.

Harriet Tubman once said, "Always remember, you have within you the strength, the patience and the passion to reach for the stars, to change the world." I've drawn on that many times. After I graduated from Tuskegee University in Alabama, I didn't do so well on my LSAT exam and was wait-listed at every law school I applied to. So I called around. I told the admissions people, "My LSAT score is not indicative of my potential," and I asked for interviews. I ended up getting into my first choice, Boston College Law School, and several others.

When I ran for this position, I was told I was too young, too inexperienced. I pursued it anyway and won. After I was elected, this little 8-year-old girl walked up to me and said, "Marilyn Mosby, I voted for you." Somebody must have explained to her the importance of her right to vote. The magnitude of that really hit me. I know I have a responsibility to show my daughters [Nylyn, 7, and Aniyah, 5] and all little girls that they can be anything they want to be." —as told to S.C.

RISING STAR

Mosby—the youngest top prosecutor in a major American city—made headlines last spring for indicting six police officers after the controversial death of Freddie Gray.



the sports pioneer

BECKY
HAMMON, 38

making history as the
NBA's first full-time
female assistant coach

↓
*"I never looked
at myself as
an underdog."*

I don't remember a time in my life when I didn't have a basketball in my hand. I grew up in the woods in South Dakota and would practice by myself for hours. At 5'6", I was always told that I was too small, not fast enough, but I never listened. In the WNBA, I played against bigger and stronger athletes and survived by becoming a student of the game. I never looked at myself as an underdog, never let an injury or somebody else's voice define me. I was going to be the one to dictate my career.

When I was finished playing basketball, I thought I would work in television. But on the plane ride back from the 2012 London Olympics, I started talking to San Antonio Spurs head coach Gregg Popovich [Pop] and struck up a friendship. I had no idea that years later that discussion would lead to a job as an assistant coach of the Spurs.


The transition from playing to coaching was difficult; I'm still learning every day. My experience as a point guard helps. In that role, I always tried to help my teammates grow and improve, and that spirit has carried over. Within the first few weeks of working with the guys, I got

comfortable. Whether [I'm coaching] men or women, my goal is always the same, which is to instill in my players the importance of serving the people around them. Give more than you take. Figure out how to help make your teammates better. (That philosophy works in life as well, by the way.)

I don't think a lot about being the first woman to be a full-time assistant coach for an NBA team. I don't want to downplay the significance, because it *is* significant, but it can get overwhelming. Pop tries to take the pressure off, tells me to be myself, and that if I try hard, go to work every day, then great things will happen. This year I coached our summer league team. It was exciting to help our young guys develop, and a huge learning experience. (Winning the title was icing on the cake.)

People have been asking me a lot lately if I want to be a head coach. Right now, I'm happy in San Antonio; I'm still learning. But it's a possibility. The fact that people are talking about it is a big deal. And I'm happy to pave the way for someone else, because someone paved the way for me.

—as told to L.H.



the e-tail innovator

KATIA
BEAUCHAMP, 32

reinventing the
beauty business
with Birchbox



*“Get really good
at the art of
asking. Ask
for help, advice
and time.”*

Six months before our business school graduation, my friend Hayley Barna and I wrote a business plan. We were looking at consumer Internet, female-focused businesses like Rent the Runway and Gilt Groupe and we noticed that nobody was talking about beauty. We imagined something that would let women sample curated new products—a monthly subscription service. That’s how Birchbox was born.

From minute one, we faced naysayers. People said the idea was stupid, that consumers wouldn’t pay for samples. Our idea was geared toward a female consumer, yet most of the investors we spoke to were men who couldn’t relate to what we were offering. Convincing them to get behind us was an uphill battle. I trained our team to tune out the word “no.” We had signs around the office that said *No means yes*.

We cold-e-mailed companies. I remember my phone call with Benefit’s CEO. We’re talking and talking; I’m sweating. Finally, he says, “OK. We’re in.” He changed our lives. After that, we could go to potential partners and say, “We have Benefit.” The lesson from that was “Ask.” Get really good at the art of asking. Ask for help, advice and time. And ask the right way. The people you want guidance from are busy—so be ready to explain how your request stands to benefit them, too.

Looking back at what we’ve built, personally I have to credit my mother. She didn’t care if I wanted to be a stay-at-home mom or a CEO; everything I did, she was proud of. It gave me such freedom and fearlessness. That’s why I’m where I am today.

— as told to S.C.