



Resilient Podcast Series

Achieving success on an unconventional path: Embracing unknowns and failures to create opportunity

Host:

Lori Lorenzo, Research & Insights director, Chief Legal Officer program, Deloitte & Transactions & Business Analytics LL

Guest:

Tonit M. Calaway, Executive Vice President, Chief Administrative Officer, General Counsel and Secretary at BorgWarner Inc.

Lori Lorenzo: Welcome to Resilient. I'm Lori Lorenzo, Deloitte's Research and Insights Director for our Chief Legal Officer program, and co-host of the CLO track of this podcast series.

Failure and risk-taking aren't usually words you associate with a lawyer, much less a general counsel, but for today's guest, Tonit Calaway, her willingness to take risks and create growth opportunities after failure have paved the way for unique and fulfilling career. She's the Executive Vice President and Chief Administrative Officer at BorgWarner Inc. and the General Counsel

and Secretary. With perspectives that in her own words may be controversial, Tonit brings her authenticity to the podcast in a way that encouraged me and I hope will encourage you to consider a wider range of what success in law and life might look like.

Tonit Calaway: When it comes to developing teams in the next generation of talent, you've got to let 'em fail, not career-ending failure, but they've got to make mistakes. Understand, you fail fast, you own it, and you correct it, and don't make the same mistake.

Lori Lorenzo: I hope you enjoyed this preview. Listen to the full episode on your favorite podcast app. You can also tune in to the full episode on Apple Podcasts, SoundCloud, Stitcher, Amazon Music, Spotify, or wherever you go to get your podcasts.

If you're curious about legal leadership and trends that are impacting today's in-house counsel, I encourage you to visit our [Chief Legal Officer program site on deloitte.com](https://deloitte.com/us/about)

Until next time, stay safe and remain resilient.

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