THE BEST ADVICE I CAN GIVE YOU...

WOMEN IN LEADERSHIP

SHARE WISDOM THAT PROPELLED THEIR CAREERS
We’re proud to be in the company of 30 leaders from SIA’s 2018 Global Women in Staffing list. It’s our biggest conversation so far and a reflection of how much the industry has changed. This year, we challenged these contributors to share with us the most valuable career advice they’ve received and how it helped shape the leader they’ve become.

The Global Women in Staffing list itself has tripled in size since 2015. While there’s still work to do, says Vinda Souza in her foreword on behalf of list sponsor Bullhorn, these women are helping to “nurture the next generation of our leadership—a generation that will, hopefully, be more diverse and inclusive across all dimensions.”

Progress so far hasn’t happened by accident. It’s happened because people have been willing to speak up, share experiences and pass along wisdom—and because more people have been willing to listen, learn and grow. Everyone, from tenured pros to up-and-comers, can take away lessons from this collection of career-defining advice.

Chances are, if you’ve downloaded this eBook, you’re open to and looking for opportunities to learn, improve and grow, too. And we’re proud to deliver this unique resource to you.

**GIVE US YOUR INSIGHT**

This year, we organized quotes into seven overarching themes, and now, we want to hear from you! Which quote sparked an ah-ha moment for you? What’s the most valuable piece of advice you want to share?

Send us a note at ignite@clearedgemarketing.com or tweet @clearedgemktg #WomenInStaffing.

**LESLIE VICKREY**

CEO + Founder
ClearEdge Marketing
For all the work we've done, there is so much more to do.

This year we are proud to once again sponsor Staffing Industry Analysts’ Global Power Women in Staffing list, expanded from 100 to 150 to encompass the unprecedented quality of leadership in our industry. Expanding the list is assuredly a strong start, but we are at the early stages of this journey.

According to Korn Ferry, at the top 1,000 companies by revenue in the United States, only 6% of CEO roles are held by women. And while certain executive functions have better representation, such as CMOs (32% of them are women), the corporate leadership breakdown is simply not reflective of our population demographics.

The leaders on SIA's list, however, are helping to change that. Their pioneering vision, their dedication to moving the staffing industry forward and their commitment to fostering excellence through their teams will help us collectively nurture the next generation of our leadership—a generation that will hopefully be more diverse and inclusive across all dimensions.

To remove barriers, we need to understand what has helped influence the most successful women in staffing. To that end, we are excited to introduce some of these executives' thoughts on the career-defining advice they received that have shaped who they are and how they lead.

Onward and upward, together...

VINDA SOUZA
Vice President, Marketing Communications
Bullhorn
Our challenge to industry leaders on the 2018 Staffing Industry Analysts’ Global Power 150 - Women in Staffing list:

In 50 words or less, what’s the most valuable advice you’ve received in your career and how has that helped shape the leader you’ve become?
As women continue to take on higher ranks and influence in recruitment, we’re highlighting their successes + sharing how to fuel your own.

TUNE IN, READ ON, STAY BRIGHT.

1. **COURAGE** is grace under pressure. (6 — 10)
2. **FAILURE** begets experience. (11 — 13)
3. **LEARNING** never stops. (14 — 19)
4. **TEAMWORK** wins championships. (20 — 22)
5. **TRUST** your gut. (23 — 25)
6. **TRUTH + INTEGRITY** fuel leadership. (26 — 29)
7. **FUTURE** success starts with you. (30 — 32)
COURAGE

IS GRACE UNDER PRESSURE.
“Be confident in the strengths that make you a respected leader in the staffing industry — that was the most career-defining advice I received. We all have “less-than-perfect” areas, but fixating on perfection is a trap. It can, and does, hold women back. Instead: focus on the incredible qualities and value you bring as a female leader.”

Teresa Carroll
EVP, Kelly Services
#WomenInStaffing

“QTIP. Quit Taking It Personally. This simple mantra came from a woman at a conference years ago. I keep it front-of-mind when assessing any situation or conversation, and rising above my inner critic to improve throughout my career.”

Adele Alvarez
Executive Director, West Region
Allegis Group Services
#WomenInStaffing
“Embrace change. It’s inevitable and necessary to reach the next level. As a leader, I strive to inspire innovation and encourage my team to be and stay adaptable. Atrium’s entrepreneurial spirit is part of who we are at our core. It’s how we remain flexible and committed to collaborative partnerships.”

Rebecca Cenni
Founder + CEO, Atrium

#WomenInStaffing
“The best advice I received, especially early in my career, was to lead by example. I did this by understanding every role in the company, never being afraid to ask for help and always building my network. Two more valuable bits: be true to yourself and to others — and always remember you have a voice.”

Rhona Driggs
COO, Empresaria Group
#WomenInStaffing

“If you don't ask for it, you might not get it. I learned this lesson early in my career, thanks to my father. It can feel easier to chug along, hoping your manager will notice you. Or you can ask for that job opportunity — and be ready to state your case. The worst that can happen: your boss says you're not ready. And then you walk away with an action plan to improve and drive your career forward. It all starts by asking.”

Anna Frazzetto
Chief Digital Technology Officer, Harvey Nash
#WomenInStaffing
“Never fear helping others. My father, a police officer, taught me that generosity is its own reward. His wisdom guided me to work collaboratively with other women and confront the glass ceiling. It’s always better to lend a hand and than push others down.”

Diane Geller
Partner, Fox Rothschild LLP

#WomenInStaffing
FAILURE

BEGETS EXPERIENCE.
“True failure comes in never trying. Don’t be afraid to take chances. Learn from your mistakes and gain the experience that’ll help you succeed. This advice taught me that stepping out of your comfort zone is the only way to move forward. So, don’t let a fear of failure be an excuse for inaction.”

Sunny Ackerman  
*President, Americas, Frank Recruitment Group*

“There are no mistakes in life, only lessons learned. Remembering this simple advice lets me move assertively and freely — not be paralyzed by the fear of making mistakes. It also helps me remember to be more gracious and forgiving when others make mistakes, too.”

Michele McCauley  
*SVP, HR, Principal, Apex Systems*
“Failure brings the gift of experience. Don't fear it. Entrepreneurs take risks, try new things and experiment. I lived this advice daily while building Pinnacle into the fastest-growing, women-owned company in the country. I extend that advice to my team as well. Our best opportunities come from allowing people to take risks and make mistakes. This mindset has set us apart and kept us engaged — learning and constantly improving.”

Nina Vaca  
Chairman + CEO, Pinnacle Group

#WomenInStaffing
LEARNING NEVER STOPS.
“Always do the job that needs to be done, even if it is not your job. Applying this philosophy to all aspects of my life has resulted in a powerful cascade of continual learning, which has stretched my personal boundaries.”

Joan Davison
President + CEO, HCMC Legal

#WomenInStaffing
“Always stay ahead of your clients. I’ve applied this early career advice to every stakeholder I’ve had since: clients, bosses or direct reports. ‘Staying ahead’ means being on-point, not only with today’s challenges but three steps ahead in strategy and execution. I’ve managed to with this discipline my entire career.”

Kate Donovan
Global RPO President + SVP, ManpowerGroup Solutions NA
#WomenInStaffing

“To be a great leader in this industry, you have to get out of HR for a while. My mentor argued that in doing this, I'd gain a better understanding of where HR enables innovation — and where we hinder progress with process. I build my teams today with this philosophy in mind.”

Zoe Harte
SVP, Head of HR and Talent Innovation, Upwork
#WomenInStaffing
“Have more questions than answers. Also: solicit input from individuals who will help you see blind spots and new perspectives.”

Ericka Hyson
COO, TextUs
#WomenInStaffing
“Education has been a big influence on my leadership and motivation. It has taught me discipline, ethics, my never-give-up attitude, open perspectives and strategic thinking. These lessons keenly developed my leadership approach in running my company.”

Ranjini Poddar  
Co-Founder + CEO, Artech Information Systems LLC  
#WomenInStaffing

“These three string together for me as career and life DNA: 1) We are all given two ears, two eyes and one mouth. Listen and observe more than you speak. 2) We need more white space. Find it. Make it. 3) We teach what we most need to learn.”

Dana Look-Arimoto  
Executive Coach + Author, Phoenix5th  
#WomenInStaffing
“Look around: everyone who is successful started their business with an idea of how they could do things differently or better – that’s the crunch. Those who simply want to make more money rarely thrive. Follow your passion, not a pay check, and look for a purpose beyond profits.”

Ann Swain
Global CEO, The Association of Professional Staffing Companies (APSCo)

#WomenInStaffing
TEAMWORK WINS CHAMPIONSHIPS.
“Hire as good — or better — than yourself. It's the best advice I've received. You don't control outside forces, like the economy or talent pipelines. But by building a team of smart, passionate and driven people, you'll succeed, no matter what.”

Lesa Francis
President + CEO, Supplemental Health Care
#WomenInStaffing

“You get out what you put in. It was early career advice. So, I put in a lot. As the leader of a small company, I do whatever it takes to get the job done — and then some. And I surround myself with a great team with the same ethos.”

Robin Mee
President + Founder, Mee Derby
#WomenInStaffing
“Make every person on your team count. My mentor, General Ann Dunwoody, gave me that advice, which helped me see that no matter how big my organization grows, every person should know our vision and the role they play in it. Each interaction with my employees is an opportunity for them to be heard and feel valued.”

Kye Mitchell
COO, Kforce
#WomenInStaffing
TRUST
YOUR GUT.
“Patti Penny, my mother and the founder of Penmac Staffing, shared the best career advice I ever received: Have a good support system. Align yourself with strong people to guide you. Find advisers you trust. Hire people with both talent and good character. Trust your team.”

Paula Adams  
*President, Penmac Staffing*  
#WomenInStaffing
“It was less specific advice that helped me. Rather, I point to well-timed silence by my mentors. Sometimes leaders do the most by doing nothing. Implied trust at critical moments was liberating and helped me develop the kind of instincts that only come from personal experience — with both success and failure of your own ideas.”

Beth Gilfeather  
CEO, Motion Recruitment Partners  
#WomenInStaffing  

“My dad said to me, ‘Act with integrity. Don’t just claim to have it.’ I use this advice to trust my instincts, to be honest with people (no matter how difficult the situation) and to earn trust and respect through hard work.”

Lisa Maxwell  
Founder + Managing Partner, Gerard Stewart  
#WomenInStaffing
TRUTH + INTEGRITY

FUEL LEADERSHIP.
“Be bold. My mentor told me, early in my career, that my perception of my capabilities will rarely measure up to my actual talent. She helped me realize how important it is to know your own worth and to remember that neither failure nor success define you. What defines you is what you do with it.”

Karen Gonzalez  
SVP, Guidant Global  
#WomenInStaffing

“Embrace authenticity and relationships over positional authority. When a leader thrives on organizational success and development of her people, she fosters a more communicative and efficient workplace brimming with mutual respect.”

Tammi Heaton  
COO, PrideStaff  
#WomenInStaffing
“Own each challenge — and the outcome. It's the best council I've received. We all face challenges, every day. It's easy to cast blame on others. Bad things will happen. But it’s how you respond to situations, with a no-blame mindset, that will make you a true leader.”

Janette Marx  
CEO, Airswift  
#WomenInStaffing
“Focus on being yourself. Do your current job really, really well. Don’t be in such a hurry for your next role. If you do your job well and treat the people around you as you’d like to be treated, your opportunities will find you.”

Sarah Wong
VP, Allegis Global Solutions
#WomenInStaffing

“My father told me: Joyce, don’t let anyone or anything change who you are. That’s where my favorite leadership trait, personal courage, began. Throughout my career, I’ve seen how vital it is to stand up for what you believe in and stay true to yourself.”

Joyce Russell
President, The Adecco Group
#WomenInStaffing
FUTURE
SUCCESS STARTS WITH YOU.
“Two things pointed me to the top of the recruiting industry: 1) Do whatever job is asked of you — and do it wholeheartedly! 2) You never know what hidden talent or interest you have unless you try it. Eighteen months into my first “real” job and three different assignments later, I started recruiting for my company. This advice changed my trajectory.”

Threse Baker
President + Owner, ABBTECH Professional Resources, Inc.
#WomenInStaffing

“Keep your eye on the future and both feet in the now. The best leaders, co-workers and relationship managers can balance forward-thinking with staying present. Getting that balance right has helped me build the foundation for many skill sets and personal strengths.”

Teresa Creech
CEO, TalentWave
#WomenInStaffing
“Find a mentor and become a sponge. Meeting my mentor, Debbie Pond-Heide, who was the President and CEO of Adecco North America at the time, defined my future. She helped me understand our duty and privilege to mentor, empower and develop future leaders. By removing barriers to success and 'leaning in', you can build the confidence to be yourself, follow your gut, take risks and help the next generation do the same.”

Lori Schultz
COO, Volt Workforce Solutions & Volt Consulting Group

#WomenInStaffing
When Staffing Industry Analysts launched the Global Power—Women in Staffing list in 2015, it was because we were seeing that women in the industry were doing amazing things in the world of work, but to little fanfare. Our own Staffing 100 list was dominated by men, while all the work and achievements of women were hardly on the radar, because few C-suites or boards in the industry included women. We hoped to change that in our own small way, and the results were more than we could have imagined, with the list sparking a movement and the beginning of a new era for the workforce solutions ecosystem.

By raising the profile of executive women, we are showcasing the important role they play in developing, driving and delivering solutions, work models and value to the ecosystem. We were excited to expand the list in 2018—to 150—to include more women who are making exciting things happen. The sheer number of nominations we received is testament to the fact that the industry is taking notice as well.

We thank all those across the workforce solutions industry who take initiative to further recognize women in the industry whose knowledge, expertise and leadership fuel creativity and change.

Together, we can make a difference.

SUBADHRA SRIRAM
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Do you have advice to share on achieving success in staffing—or beyond? Use #WomenInStaffing to share your insights via social channels or contact us directly with comments, questions and ideas for future eBooks.

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