

INFLUENTIAL
WOMEN
IN MANUFACTURING

2020



ON GIVING AND RECEIVING ADVICE

We are 100 years past the ratification of the 19th Amendment.

I often wonder what the suffragettes would think of the world today. I also contemplate what sort of advice they would give us as we move into the next 100 years. Advice—either giving or receiving it—has a way of humbling us. It serves as a broad reminder that there is still a lot to learn.

For this year's IWIM compilation, we asked each of our 20 honorees the same question: *What advice would you give to women entering the field of manufacturing?*

The following is their advice.

ERIN HALLSTROM, CREATOR & CO-FOUNDER
INFLUENTIAL WOMEN IN MANUFACTURING

ON BEING HEARD AND LENDING A HAND

“Women have much to contribute as leaders in manufacturing. Our knowledge, skills, and creativity can benefit not only our companies, but ultimately, the customers. **Make sure that your voice is heard and that your contributions are acknowledged.** As women, we need to advocate for ourselves to move up in our organizations. It’s then our responsibility to lend a hand to the women that follow behind. That’s been the best part of my role as an educator—to inspire the next generation of women to realize their potential and guide them on their journey.”

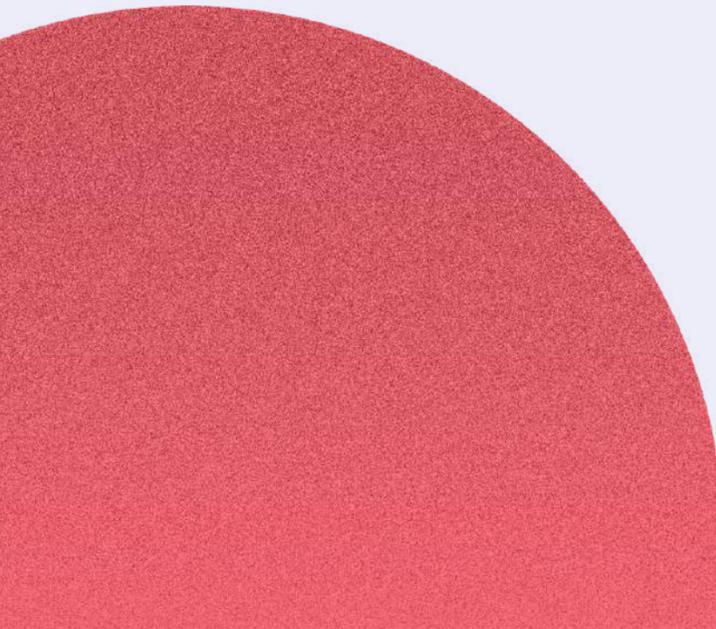
DR. BARBARA JUNCOSA, PH.D., MIRACOSTA COLLEGE

ON
ALWAYS BE
WILLING TO
LEARN

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"Never stop learning. Even after being in the industry for over 25 years, I'm still learning new things. Manufacturing is an ever-changing industry full of complex processes and procedures that will challenge you to leave your comfort zone. This is where a strong network of diverse thinkers will prove invaluable. By building and utilizing a network of people who think differently than you do, you will have the confidence and resources to welcome these challenges. Remember, no one can do it alone. Finding a mentor to help guide you through uncharted territory will allow you to develop the skills and knowledge to branch out and take on new roles. Lastly, learn to welcome the change that comes with working in the manufacturing industry. As new innovations enter the market, they will bring about a chance for you to foster your personal and professional growth – take it!"

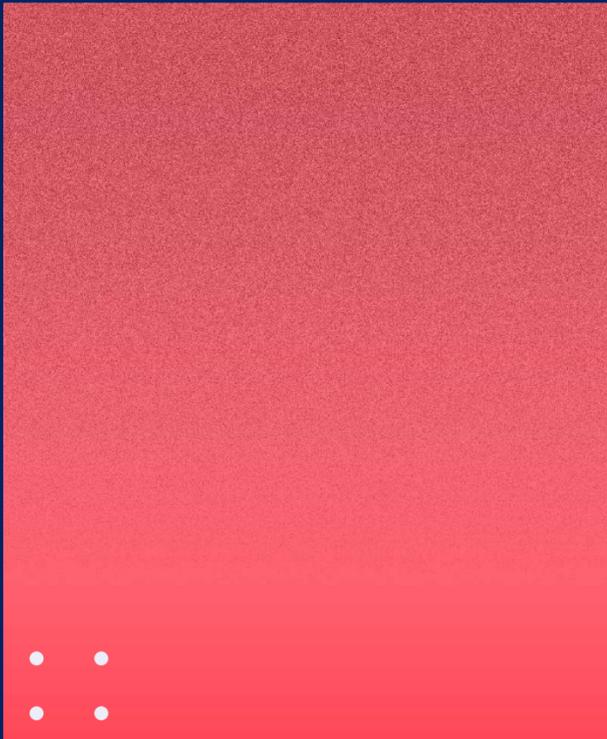
CINDY JAUDON, REGIONAL PRESIDENT, AMERICAS, IFS



ON THE IMPORTANCE OF A COACH

"I have found value in learning from the prior four generations of women leaders who came before me and also the importance of having a coach to help my current growth both personally and professionally. Being part of a family business that is over 140 years old, each female influencer has added to the success of the foundation of what the business is today and has provided me with a better appreciation of the adversity they faced and has given me courage to face today's challenges with their same spirit. Having a coach has provided opportunities to learn and has challenged me to reach my potential while always raising the bar. Taking the time to appreciate the value of learning from your past and your present allows you to develop and become a stronger leader."

JULIE CAMARDO, ZWEIGLES, INC.



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ON CONFIDENCE LEADING & LEARNING

“Be confident, speak up, and trust yourself. Men and women are equal. Don’t be afraid to take risks and make mistakes. Mistakes are a learning opportunity and not a failure. Strive to learn new things. Learn the details and help solve the problems to build creditability with the people that do the work. Lead with passion and facts, not emotion. Build a network and find a mentor to help guide and support you through your career.”

JENNIFER BLANCHETTE, BAXTER HEALTHCARE



ON PATIENCE, CREATIVITY, AND FLEXIBILITY

"There are two pieces of advice I would give future generations of females in manufacturing:

First, be the best you can be no matter where you are on your career path. Talent, dedication and perseverance will be recognized and rewarded. There may be times career progress seems slow but remain patient and diligent.

Secondly, be creative and flexible with your career choices along the way. The path to your desired position may not be linear. Job opportunities you never expected may present themselves. Don't be afraid to try something new. Each choice will broaden your skillset and allow you to gain experience which will ultimately serve to shape you as a person and employee."

ON KNOWLEDGE, COURAGE & PASSION

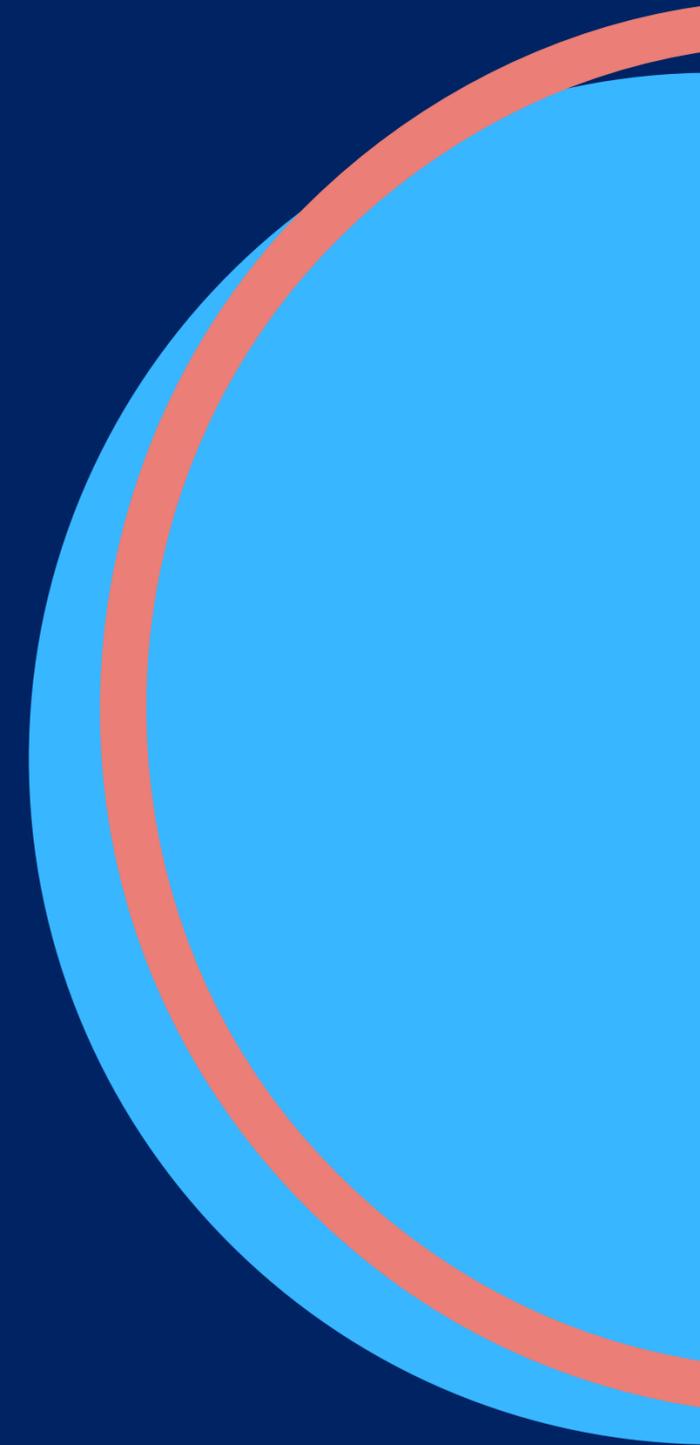
DAFNI BIKA, ASTRAZENECA

"'Nothing in life is to be feared; only to be understood' Here I quote Marie Curie, one of the most influential women of all time, who I admire for her avid pursuit of knowledge and indomitable spirit. Born Maria Sklodowska (Poland, 1867), she was the first woman to be awarded two Noble prizes in Physics and Chemistry for her work on radioactivity. Her life and work illustrate that influence comes from knowledge, courage and passion. I wish these attributes to all women who strive to distinguish themselves in various fields, but particularly in STEM and manufacturing. Careers in manufacturing offer a unique vantage point to the industry, as they bridge between R&D and commercial, and a breadth of opportunities to grow and create impact across the value chain. I am proud to have dedicated my work and career to this field, inspired by the many women before me and those who will lead us into the future."

ON EFFECTING CHANGE

"Women in manufacturing must be courageous contributors, leaders and change agents. Your unique ideas and perspectives will allow you to build higher performing and more engaging workplaces for all. Be confident in the power of your voice."

LISA ZASADA, GENERAL MILLS



ON BEING A PIONEER

"Existing is one thing, right? Don't be afraid to pursue a career where you're a minority — others will follow suit when they feel represented. Be a pioneer! There are many employers, mine included, who offer supportive work environments for a diverse staff, so do your research and seek them out. If you encounter discrimination due to your gender or for any other reason, don't let the opportunity to be heard pass you by. It could be a good educational experience for everyone to see how what they do and say impacts underrepresented people in the workplace. Also, be sure to empower other women you work with to heed this advice. Support each other; you'll all be stronger for it"

HALEYANNE FREEDMAN M. HOLLAND COMPANY

ON ASKING QUESTIONS

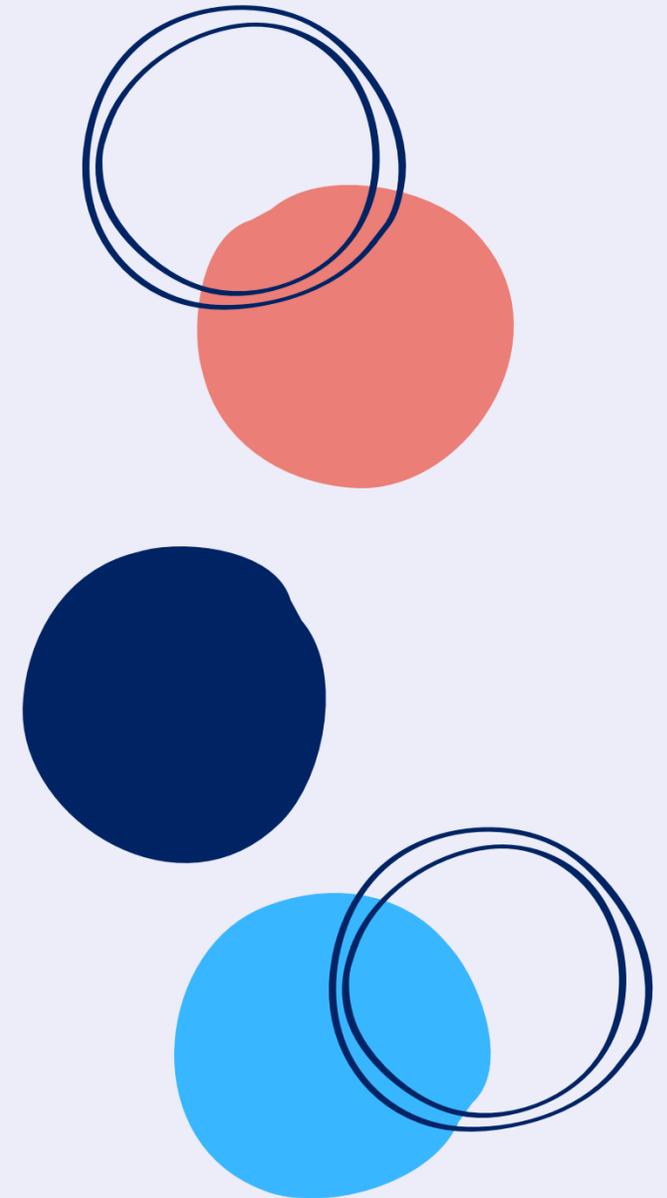
"My advice would be to make sure to understand the customer's most pressing needs and the company's business targets, and how your work contributes to hitting those targets. Never be shy about asking questions to understand the big picture and how you fit in. The exciting part of the job is putting innovative ideas to work to produce measureable value for your customer and business."

AMY GRACE, PRATT WITNEY

ON NOT BEING AFRAID

"Don't be afraid to ask for the roles you want. Be prepared, though, to co-invest in your future by accepting the positions that will get you there. That may mean embracing risk by taking tough positions—the ones your peers are afraid to accept or the ones that move your family across the world. In other words: the roles you never imagined taking! Once in the role, focus and perform—you'll learn more through application than you did in all of your formal education. By demonstrating commitment and success, not only will you gain confidence in yourself—you'll gain the confidence of those around you."

JOANNA GARCIA SOHOVICH, CHAMBERLAIN GROUP

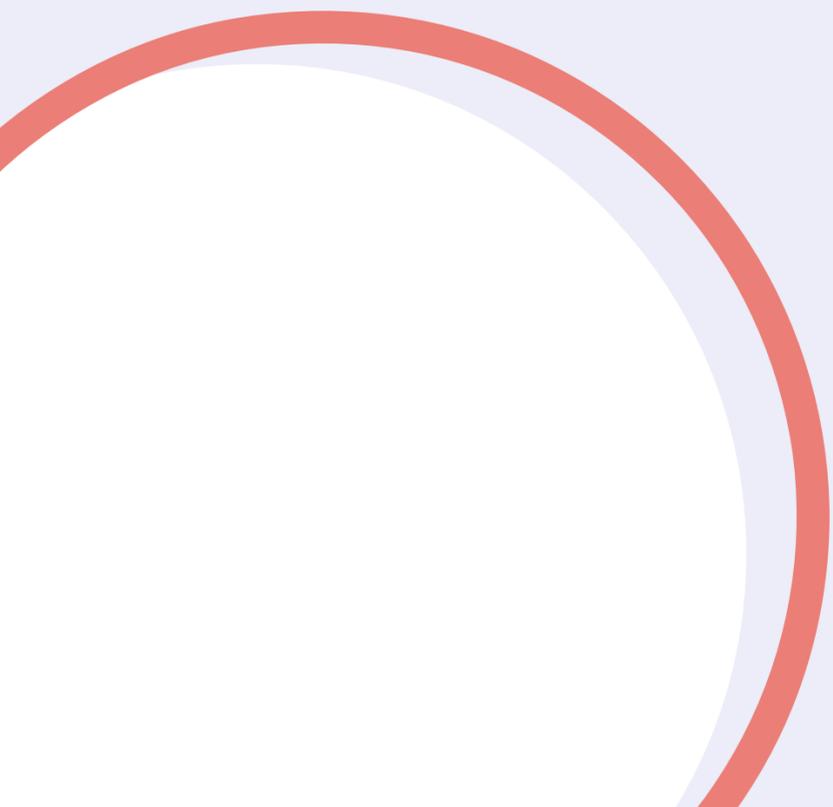


ON PAVING THE WAY

"Yesterday's Rosie the Riveter is today's Meredith the Metallurgist and Maggie the Manager of Production Engineering. Today women in manufacturing are building and designing the future. More than ever, we need women in manufacturing - to show the future generations of females the abundant opportunities in this sector, paving the way for more women, and ensuring the continued success of the manufacturing industry. Modern manufacturing offers rewarding and fulfilling careers with vast opportunity for growth."

SASCHA M. HARRELL, PURDUE UNIVERSITY ~ IN-MAC

ON KNOWING YOUR STRENGTHS



"I'd like to share three pieces of advice that have always served me well, both in career and life:

How you show up matters! Do not be blind to your strength as a woman. Show up with intention. Speak up! Find your confidence, and know you have a right to be at the table. Your femininity is your superpower!

Know your why! Achieving your goals becomes much easier when you know why you want to achieve them.

Grow your awareness in self. Be genuinely honest with yourself and others about what you want and communicate it. Lean in to opportunities! One of the wonderful things about a career in manufacturing are the many paths laid out to follow. Take advantage of times that provide the greatest opportunity to re-define your self and build your skill set."

CHRISTY THOMPSON, GENERAL MILLS

ON USING DATA

"Use your data. Data are constantly being collected across your manufacturing facility! Instead of using that data to troubleshoot after a problem arises, look for ways to use it for proactive decision making. Yes, many manufacturing operations are automated. But realize that Humans (you) play a key role in creating a resilient manufacturing environment: one that can adapt, survive and thrive in the face of threats (raw material variability, process variability, safety, etc.). People bring expertise and creativity needed to deal with a wide range of situations that automated systems cannot anticipate. You can most effectively drive resilience when your expertise and creativity are pointed in the right direction. This happens when you have the right data at the right time in the right context at your fingertips! My advice is to USE your data."

MARY BETH SEASHOLTZ, DOW

ON THE FUTURE BEING FEMALE

"Manufacturing has and will continue to be the backbone of our country. Therefore, a career in manufacturing is an excellent opportunity. The common misconception of manufacturing is that it is 'old, dark, dingy, male oriented, and doesn't pay well.' I find all that to be false. The future is female. The future is bright, innovative, and pays extremely well as it continues to touch every aspect of every industry. Work hard, absorb knowledge and experience, be innovative and collaborative. The sky's the limit with a career path in manufacturing especially for females as there is an emphasis on adding diversity to the workplace."

JESIKA YOUNG, CIMTECH



ON NOT FEELING 'LESS THAN'

"As you start your career and are included in meetings, don't consider yourself 'less than' in the company of your peers. You may be the only one with the solution. When presenting a challenge to your peers or leadership, always have a solution to suggest. Keep your word, if you're told something in confidence, keep it that way. Don't avoid difficult discussions if they need to be had; try to be fair and remain firm but with grace."

CINDY TOMEI, ILLINOIS MANUFACTURERS' ASSOCIATION



ON ASKING QUESTIONS

"Do not be afraid to ask questions. In fact, ask as many questions as you can! Work hard to understand as much as you can about how the business works, across all functional areas. The better you understand the big picture, the better able you are to anticipate issues, identify opportunities, and ensure that you are bringing your best value to the table. Asking questions also keeps you honest – making sure that you are not making assumptions or jumping to conclusions, and that you truly understand a process or problem before deciding what to do next."

COLLEEN HERCZAK, GRAND RIVER ASEPTIC MANUFACTURING (GRAM)

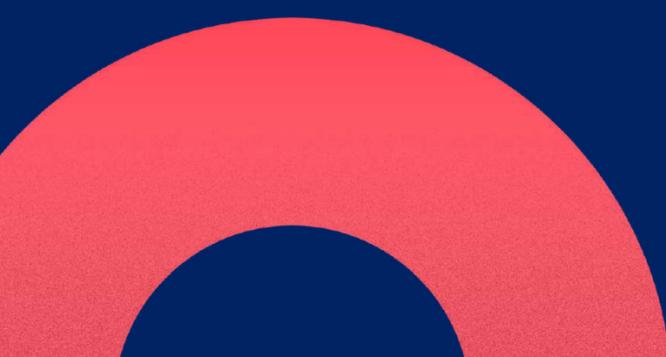


ON LISTENING, LEARNING, & PIVOTING

Knowledge is power.

Manufacturing is a competitive and dynamic industry where we frequently work with multiple experts. Since no one is an expert in everything, asking questions is key. It's a signal of strength, not weakness. Most others will readily share their experience. Listen, learn and pivot that power into confidence

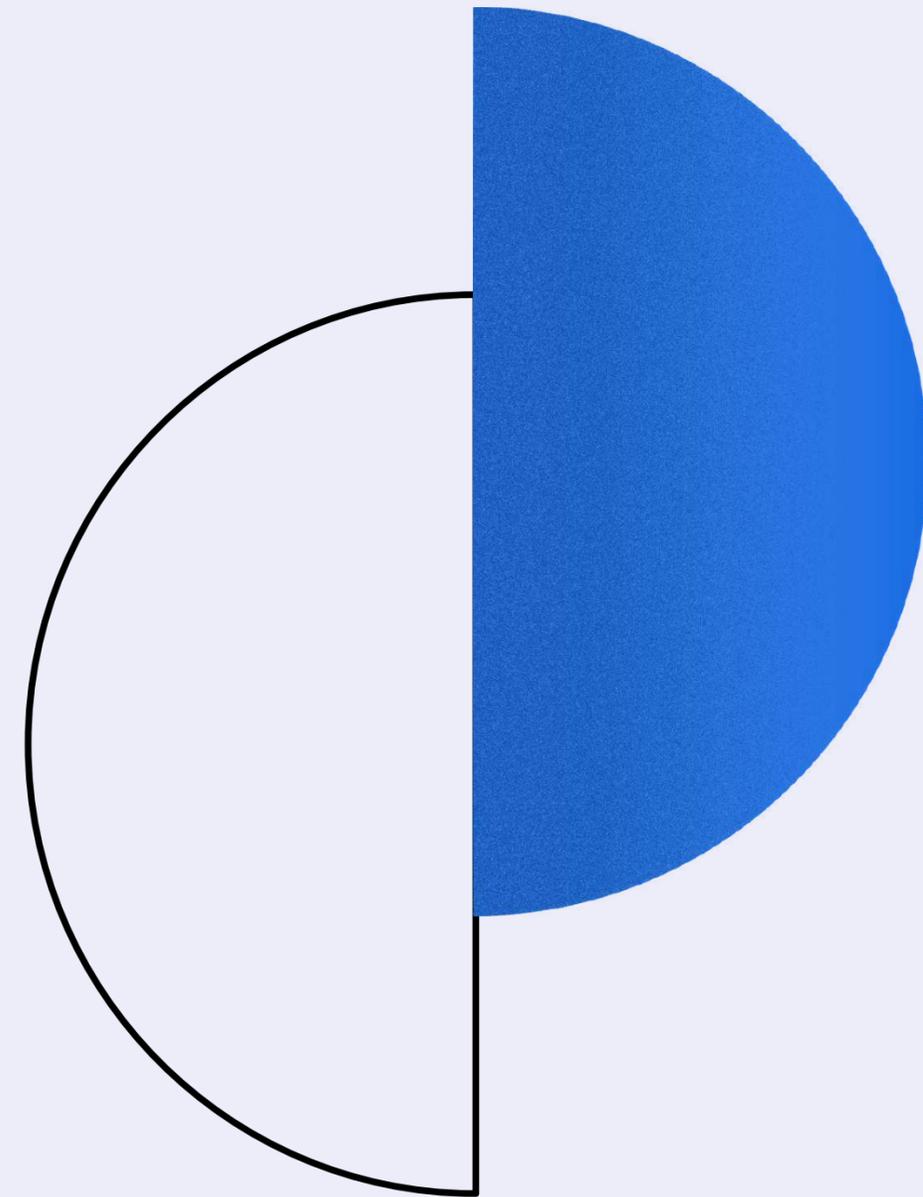
JOYL SILVA, PFIZER CENTREONE



ON CONFIDENCE & BELONGING

"You belong here. Keep that in mind when you walk into a shop. Have the confidence that says you belong here just as much as any other person. That confidence is infectious, palpable, and has an amazing ability to change people's perceptions without them even realizing it. Manufacturing has a direct impact on the future of our world. The technology, the innovation. All of it will directly affect each person on this planet. As members of this globe, women not only have a right, but a responsibility to be a part of that. Our intelligent, creative, and resilient minds will have a resounding, positive influence on manufacturing as a whole. Just remember, you belong here"

MEGHAN WEST, CNC SOFTWARE, INC



ON SAYING YES TO NEW EXPERIENCES



"Constantly seek out or say yes to new opportunities and challenges. You don't want to stay stagnant. You should always be trying to learn, grow and explore. Ask to attend training, volunteer for speaking engagements or community service, and say yes to challenging projects. You want to be visible and you want to gain skills that will help you move up. You also might discover areas of interest you may not have considered before.

TAYLOR CLAIBORNE, EMERSON

I would not have discovered my passion for continuous improvement if I had not asked to participate in a Kaizen event. I've said yes to speaking at schools and working on projects that I had little experience in. These things were challenging and scary at times, but I gained so much from them. I overcame my fear of public speaking and learned how to run a project and lead a team despite uncertainty. Every challenge you are given, provides an opportunity for you to gain something. Focus on that and work on building those skills."

ON LISTENING, ANALYZING, & COMMUNICATING

"Whether you're a woman or a man, consider these three important elements to be successful in manufacturing and engineering: listen carefully, analyze quickly, and communicate confidently. Listening carefully is fundamental to understanding other perspectives, which not only can improve an individual project but also can make or break an entire program or product line. Listening also helps you continually learn and grow. Analyzing means more than technical analysis. Quickly view the proverbial chess board from above and forecast how each action affects the rest. To communicate confidently, speak clearly, firmly and with conviction. For women, speak in an octave that best projects your voice, such that you are heard. Literally sit at the table, not in a side chair. Walk into the room understanding who supports your idea and why or why not. Be ready to present your case without a flicker of doubt in your ability."

HELEN KANE, ADVANCED ENERGY INDUSTRIES, INC.

