



2014
WOMEN
IN COMMERCIAL
CONSTRUCTION
& FACILITIES

BETTER DAYS



**Executives
expect
big things
moving
forward**

These are better days. That was the consensus of some of the industry's leading women's executives, as they mapped out their strategies for the year ahead during the annual Women's Retreat, held at the Loews Hotel in downtown Philadelphia.

And that's great news for an industry showing all the right signs of a rebound from the economic drag of the past few years. To a person, things are improving, and getting stronger.

The retreat, hosted and sponsored by *Commercial Construction & Renovation*, included three days of discussion and network opportunities for industry vendors and end users.

Following is the final installment of our Women's Retreat coverage, including a look at our Friday morning open forum. For more information, visit us at www.ccr-mag.com.



Kay Barrett
Senior Vice President
Cassidy Turley



Michelle Behr
Director of Capital
Loews Hotels



Kelli Buhay
Dir of Bus Dev
Retail Maintenance
Specialists



Jennifer Ferris
President
Federated Service Solutions



Kitty Fletcher
Senior Project Engineer
Health First



Margaret Graham
Sr. Mgr. of Special Projects,
US and Intl Store Design
and Construction
Chico's



Cheryl Green
Development Mgr
Subway



Sandra Greenberg
Dir of Mkt
GAF



Natalie Knowles
Restaurant Development
Chick-fil-A



Rachelle Lamothe
Operations Mgr
US Cellular



**Terri E Levine
Micklin, P.E.**
Dir of Construction
Wawa, Inc.



Allyse Mikula
Client Support
ImageOne



Jasmin Molina
Nat Project Mgr
LED Living Technology



Deborah Moore
Senior Construction
Project Mgr
J.Crew



Karen Nettleton
Dir of Site Development
Fun Brands LLC (Pump it
Up, BounceU & Carousel)



Gina Noda
Exec Dir of Bus Dev
Sargenti Architects



Julia Versteegh
Bus Dev Mgr
Storefloors



Allison Walters
National Sales Mgr
TrueBlue, Inc.



“As we head to the end of 2014, we’re finding more requests for rebranding and remodeling, especially as the economy picks back up.”

– Kay Barrett, Cassidy Turley

CCR: What are you working on these days?

US Cellular’s Rachele Lamothe: We’re in the process of reviewing our store build costs. We are about to enter year two of an aggressive remodel program, and in addition to offering our customers better shopping experiences, we also want to make sure that we have the most cost-efficient stores out there.

Storefloors’ Julia Versteegh: We’re planning for continued growth. That means looking at how to make adjustments internally to handle additional staff, figuring out where to put people and what we’re going to do with those logistics. We’re also focusing on communications. I’ve been focused on meeting new people – networking events, conferences, etc. This year, I’m also focusing more on visiting clients. The focus is on building relationships.

Cassidy Turley’s Kay Barrett: In the second half of 2014, we see an increase in the remodel and rebrand request,

especially in the food industry. While fast food and fast-casual restaurants continue to remodel in the traditional way of logo and colors, they are also reinventing themselves with fresh, new menus and increased operational efficiencies. In addition, the financial and banking services are changing at a rapid pace due to mergers and technology, which lead to increased demand for design and construction changes.

Loews’ Michelle Behr: This year and in the first half of 2015, I am focusing on two new acquisitions in Minneapolis and Chicago, along with our routine capital projects that will start the beginning of the year. Unfortunately, overall lead times for FF&E have increased dramatically, impacting the schedule. We have once again turned our sights on sourcing more American made products, especially case goods. Although these products tend to be more expensive, the lead times are shorter and you have more control over the quality. We are focused on finding the right vendors to partner with, which can make for a very successful project.

Federated Service Solutions’ Jennifer Ferris: We are really focusing on building our extended services platform. We are signing up companies, both large and small, for services such as Tier 1 IT support, monitoring devices and streamlining the management of their systems as a whole. Utilizing the depth of our engineering team makes for a perfect match to create well-rounded business solutions for our customers.

We are continuing to work on marketing and subsequently doing a better job of getting our name out there. We’re not the kind of company you will ever see on a billboard. That said; it’s all about making sure we stand apart from the rest. Even though we are an international company, we can scale to meet any size customer’s needs. Across the board, we consistently deliver and that is crucial in making a good name for ourselves thus garnering positive recognition nationwide and abroad.



LED Living Technology's Jasmin Molina: The LED lighting market is very competitive – and growing, and LLT is growing with it. So when it comes to supporting growth, we focus on maintaining and growing our supply chain. We are constantly challenging our main vendors: printed circuit board houses, machine shops, and electrical component manufacturers, to increase their production capacity. The greatest trial we face is self-imposed, as LLT has traditionally sourced greater than 50 percent of our components within the United States. We have multiple vendors for each component type to ensure our inventory needs are being met, and then we're concentrating on guaranteeing that every part is consistent, and up to our standards of quality.

But that's the best part about manufacturing in the U.S.: quality control, and lead-time! We are able to regularly visit these factories in person and exercise quality control. With these regular visits, we



also create long-standing and comfortable working relationships that allow us to see the long-term benefits of job creation. Many of our U.S. vendors do 60-80 percent of their business with us. I can't put into words how rewarding it is to see these companies grow and expand and move into larger buildings.

And you really can't beat the comfort level of working with these companies on a daily basis. Communication is so important in manufacturing, and the human element of these long-term relationships has shown added value in countless circumstances. Even as these vendors grow and excel and broaden their portfolio of customers, we remain at the top of their lists, because we were there from the ground up.

Manufacturing in the U.S. is about staying cost effective, maintaining our quality and meeting demand. Last year, we saw enormous growth, enough to make a gal wish we were openly traded. For 2015, we're on track for another greater than 200 percent growth year. Our parent company, Metaphase Technologies Inc., has experienced similar success for more than six years now. It's a golden age for LEDs right now. We're really helping these companies save money by reducing their energy costs, and doing so with some of the best technology on the market. When the savings are there, and the technology is proven, the business follows.

Subway's Cheryl Green: Our end of the year and 2015 goals are all focused on development. We have 209 stores in our territory right now, and by the end of the year we need to be at 214, preferably 215. By May 31 (2015), my development goal is to have 220 open stores. In order to achieve that goal we need to tighten up contractor schedules and accountability, review and revise at our internal processes as necessary, and reduce the construction time to get stores open faster.

J. Crew's Debbie Moore: For that balance of the year I'm going to continue to build the new stores and renovations that we have on our schedule, as well as continue to train the new construction manager. Heading into 2015, our slow period really begins in November, which isn't very slow at all because that's when we try to get renovations done before the new fiscal year begins. Renovations are also sometimes lease driven based on renewal requirements.

Another import part of gearing up for 2015 to be successful is to partner with store design and purchasing team members to rectify things that may or may not have worked very well on the stores that we built in past years, such as cash wrap designs or lighting for example. If something didn't work well for the stores we try as best we can to make sure the team members can get things to be more functional for the stores.

TrueBlue's Allison Walters: Under the True Blue umbrella, we have Labor Ready, CLP, Spartan Staffing and other service lines focused on different types of workers, ranging from general laborers to skilled carpenters to truck drivers. What we've increasingly found in the industry is that there are a lot of times a company might need more than one of these specialties, but understandably want one point of contact so it is easier for them to access the workers they need.

“We are about to enter year two of an aggressive remodel program, and in addition to offering our customers better shopping experiences, we also want to make sure that we have the most cost-efficient stores out there.”

– Rachelle Lamothe, US Cellular

We have approximately 600 branches nationwide and are increasingly pairing the Labor Ready, CLP and Spartan recruiting and operations teams under one roof to be more efficient for our workers, customers and staff members.

We’re really focused on recruiting, especially since there is a shortage of blue-collar labor in the construction industry. When the recession happened a lot of those workers went into other fields and aren’t coming back to construction. We’re working a lot with veteran’s programs to hire soldiers who have come home from military service. We’re also offering some apprenticeship-type programs and are working with many different associations to help develop that workforce.

Acquiring new companies has been a big part of TrueBlue’s growth strategy, along with growing sales. In addition to serving the U.S., Canada and Puerto Rico, we are serving customers in Dubai, Australia and several other countries. We have also put a priority on technology improvements so that our systems can work together and our service can be seamless.

Chick-fil-A’s Natalie Knowles: For 2014, we’re actually looking to finish up the new store builds for this year. We have projected 93 for the country, my specific region we planned 22, and are opening 26 with two of those being unit relocations. Looking at 2015, we’re actually in our budget season for the following calendar year. We’re projecting 95, my specific region will be 20.

GAF’s Sandra Greenberg: We began to really focus this year on customer education and will continue this through 2015. We are working to create content that will provide education to all knowledge levels of our customer base, ranging from basic roofing knowledge to very detailed technical information. While a building owner may have limited knowledge specific to roofing, a specifier or roofing consultant is likely looking for very detailed technical information.

As an extension of our emphasis on education, we are focused on using technology to share information and support training. We have a YouTube channel that hosts a significant amount of training videos, as well as many apps and calculators to help customers identify which type of roof is best suited for them.

We are also proud to be an American-Owned company with American-Made products, supporting this country and our troops. We are in our third year of offering the “Roofs for Troops” rebate program where any active or retired military homeowners receive money back when they install a GAF roofing system.

Health First/JCI’s Kitty Fletcher: We are constantly updating our equipment – MRI machines, CT scans, lab equipment, etc. It’s the latest and greatest technology. We also are trying to be green. We have found that instead of buying new furniture we’re going to actually refinish it. We have found a couple of companies that will refinish the wood, recover the fabric and put it in. We’re also trying to be more sustainable with our flooring. We’re using less carpet and a lot more vinyl type flooring such as terrazzo. We’re looking at some of the products.





“We’re really focused on recruiting, especially since there is a shortage of blue-collar labor in the construction industry.”

– Allison Walters, TrueBlue

Fun Brands’ Karen Nettleton: My team is busy developing new locations – we will have opened one BounceU and five Pump It Up facilities by the end of 2014, and have several more in development to open in 2015. We are re-branding Pump It Up and anticipate 16-20 existing locations to be deep into the refresh process by first quarter 2015. I am also involved with vendor relations and finding new attractions for both brands. We’re bringing in more exciting, fun attractions that are not the typical inflatable bounce house. There has been a surge of technology driven activities in the past few years and we’re partnering with industry leaders to bring these to life inside Pump It Up and BounceU.

In regards to our carousel business, we’ll relocate two or three carousels and purchase one new ride in 2015. On average we spend up to a week to disassemble a ride and another week to reassemble it in the new location. Most of the work is done at night after the mall closes, but we sometimes we switch to day-time assembly for the latter part. This is especially joyful because then we see the mall patrons’ anticipation as they witness the carousel coming to life! Having been in the architectural and construction-related fields

my entire career, it’s fun to be part of the amusement attractions business!

Image One’s Allyse Mikula: Over this past year we have enhanced our marketing and sales initiatives by increasing our sales staff and giving them the proper tools to promote our products and services. We further segregated the company into six different divisions so that our marketing efforts could be more focused and properly targeted to a diverse customer base. We’re still working through that but the initial results are showing great promise and increased sales. We have had success with our marketing efforts, so now we are focusing on networking.

We are working on partnering with architectural and design firms and introducing them to the products and services we offer, such as value engineering, design and illustration, custom manufacturing, and on off prototyping. Because everything starts with them, we are concentrating on building solid relationships that will aid in our growth. You can put something on paper, but how is it really fabricated? That’s where we come into play. It’s about taking an idea and transforming it into reality.

Retail Maintenance Specialists’ Kelli Buhay: Our company growth has been organic, which is part of the reason they brought me onboard, to expand upon our growth. I’m attending most trade shows, networking events and marketing along the way. I am in the process of getting our website updated and overhauled. Part of the overhaul is based on our capabilities due to our newly implemented proprietary software, having the element of its reporting portal. That will be huge for our customers since they will have the ability to come onto the site and pull a report, whether it’s the dollar spend on plumbing or electrical or response time. Whatever they can’t collect from that source, we will have the ability to have all the details they require to be sent on a daily, weekly or monthly bases. They will have the ability to review our services, may it be per store, per state, or region.

Sargenti’s Gina Noda: For the end of this year, we are getting both of our new satellite office locations situated and hiring additional employees. We bought on a director

“We are focused on finding the right vendors to partner with, which can make for a very successful project.”

– Michelle Behr, Loews



of architecture for each office and a director of operations in our corporate headquarters to focus on quality control and profitability, one of the biggest issues when you grow, especially smaller, family owned and operated businesses. You go through growing pains. We also are very excited to share that we brought in Saks Fifth Avenue and L Brands to our growing list of clients. So that's what we have been working on for the past year.

Chico's Margaret Graham: We've been updating stores over the past six years with our Refresh Program. I am developing a cadence for the remaining fleet that needs to be refreshed, while partnering with the brand. I'm reviewing the 2015 store list, in order to establish budgets and begin surveying these locations. This way, we can evaluate the store and look its concept, and begin design drawings. That just gets us ahead of the process.

For the Chico's brand, we have five concepts that are within our refresh program. We're trying to bring these stores to our current design concept, as well as adding capacity on the sales floor. We're also working with operations to make the backrooms

more efficient. All of those guidelines require a lot of preplanning. If we can get ahead of the curve and look at the stores, determine what that particular concept is; how we can make it current, as well as add capacity, we're really helping the brand. It also allows us to develop a better budget, so that we know how many stores we can accomplish within the year. By working with our facility partners, we also define and address any type of facility issues in these stores during the refresh.

CCR: When you do your surveying initially before kicking off a remodel, who does the surveys?

Chico's Graham: We try to use our base set of contractors that perform all of the refreshes. If I can get them out, it has proven to be our best plan, because they understand what we're doing within all those different type of concept stores and they know what to look for. If not, I try to have a project manager that has worked on previous refreshes complete the surveys and if all else fails, we'll use an architect or an outside consultant to do the survey.

Health First/JCI's Fletcher: I have found that it is good to keep a good core of people who know what to expect of you and you of them. Your job will be easier. Now the period I'm in right now, where we have more work than we've ever had before, puts a lot on them. They're having a little trouble keeping up. You go out and hire for three months, and then you're see the quality is not quite up to yours. So I agree with you that having that group of contracts you can trust is critical.

Chico's Graham: We started with two refresh contractors. Our refresh programs have grown so much that we brought on another company, which is really two companies in one, depending on the region. As we go forward, we may even need to add more contractors. We had a mini summit last year where we brought everybody in to go through the entire refresh program. We examined all the different concepts and what our expectations would be. It really helped a lot.

At that same time we knew what the store lists were, so we discussed scheduling and timeframes, and nailed down a lot of critical pieces. The summit was a big success, since we did 60 stores last year.

Health First/JCI's Fletcher: Do you just assign 20 to this one, 20 to that one, and 20 to that one, or do you have a bid process?

Chico's Graham: We bid out the projects between the different contractors. The contractor selected will depend on where the region is and whether or not it is union. We try to be fair and distribute the program evenly.

Health First/JCI's Fletcher: How many would you bid to how many—?

Chico's Graham: Three. It could also depend on if the area is union.

US Cellular's Rachelle Lamothe: Would you ever think about having one GC manage all of your refreshes?

Chico's Graham: No. It's too much work for one GC to manage, especially if the projects are spread throughout the country.

US Cellular's Rachelle Lamothe: We did. We had an RFP at the beginning of our remodel program because we wanted to try and have just one GC manage the entire program. We found that by doing that we cut down on costs significantly, and then just our remodels are handled by one team, which made it a lot easier.

CCR: Are they a project management company or are they a general contractor?

US Cellular's Rachelle Lamothe: Through our RFP we found an end-to-end service provider that offers logistics, vendor management and construction services. They procure owner provided material on our behalf, and then project manage the logistics, coordination and construction.

Chico's Graham: We have our own internal logistic department that we work closely with. We have found that if we set up warehouses near the stores, it works really well. If you have a market with 10 stores, you pick maybe one or two warehouses that are within, say a 20- to 50-mile radius of all the stores. We have our vendors color-code all of the products that are going for one store. They go to those central warehouses with all items per individual stores together. The GCs can go back and forth. If you have multiple GCs in an area, it becomes more difficult to manage the parts and not have things get mixed up.

US Cellular's Rachelle Lamothe: The company that we're using for our remodels has the same model with warehouses set up throughout the country where product is staged for upcoming remodels within various regions. I like the idea of color coding for a specific store as it seems like it would help to eliminate missing items, or items being sent incorrectly to the wrong store, which we have had some issues with in the past.

Chico's Graham: They tend to pick and choose what they want out of the warehouse, so you can run into some issues with that. But overall, it works really well. You know you have all of your products there before you start your jobs. We have developed very good relationships with our logistics partners for this piece. I have an outside project manager consultant that helps me with the refresh program, because we do not have enough internal PMs to manage all the new stores and the refreshes.

US Cellular's Rachelle Lamothe: So who did you bring in for the summit you had? Was it GCs and architects?

Chico's Graham: I brought everybody who is involved with the program. We do most of our drawings for the refreshes in house, so I did not bring in our architects. All of our GCs, PMs and their Supers were present, along with the outside consultant PMs, and our internal people.

US Cellular's Rachelle Lamothe: They were all willing to work together.



Chico's Graham: Absolutely. Everybody works together really well. That's what has made our program so successful. Our three different contractors talk to each other all the time. If one of them has a problem, they call each other to figure it out. They do not consider themselves as competitors.

J. Crew's Moore: Do these summits take place over a day, a few days?

Chico's Graham: The Refresh Summit was two days. The first day covered the overall program with dinner that night for everyone and the next day was a planning and development session. We did a summit for new stores a few years ago, which was a large summit



with multiple days. We wanted to make that one fun, so we hosted a golf tournament. These summits are well worth it in order for the GCs to understand your whole process and your timeline, from conception of the deal all the way through construction.

Subway's Green: We don't have that much control and cannot force our franchisees to pick someone from the approved contractor list. Recently someone choose a contractor that we specifically advised against due to a bad experience in the past. Even the franchisee that had that bad experience told this franchisee not to hire that contractor. In the end, the franchisee still hired the bad contractor and due to all of the problems faced during the construction process, it took an extra month to open this store. So it's sometimes a struggle to convince our franchisees that the approved contractor

list comes with past knowledge and reference for their peace of mind and that the lowest bid is not always the best way to go.

Knowing that we sometimes have issues even with our approved contractors, there is a comfort level in them knowing our brand, our standards and the décor. On the flip side, the skills and workmanship of contractors outside of that approved contractor list are unknown until the job is underway and we never know what to expect.

J. Crew's Moore: That's a good idea.

Subway's Green: The franchisee that had the bad experience with this contractor made his negative opinion very clear; however, even in light of that conversation, the bad contractor was still hired.

Health First/JCI's Fletcher: We deal with that a lot, too, because we have a lot of doctors who own their own properties. They'll come in via the Health First position, so we as Health First will lease their building to them and furnish them staff, but the contracts read that they're still responsible for the upkeep of the building and things. We just went through one that has been a nightmare. The roof was leaking. I finally sent someone over to fix the roof, sent him the bill and he paid it. He doesn't want to deal with the daily things like that, but it's okay when the hole in the roof needs to be replaced.

CCR: What type of advice can offer the people who are new to our industry?

J. Crew's Moore: Having been in the industry for 24-plus years, I would say that you should never act like you know everything. You won't get any respect if you do, especially from men. I find I get more bees

with honey as I ask more questions. If I'm not sure, I ask. It doesn't mean I'm not good at my job. It just means that person knows more than me and I can learn from him.

Also, as a woman, it's a little different to show your wealth of knowledge. You have to break through that barrier and let the man understand, whether he's a superintendent, developer or building official that you may have experienced what is going on and that you have just as much if not more to bring to the table.

Fun Brands' Nettleton: I agree – when you know the information, have the confidence to handle it, without arrogance. I think a confident woman gains respect more quickly. I've been involved in construction, architecture and engineering for 30-plus years



LED Living Technology's Molina:

I think it's mixed. Women are making waves. Women really pay attention to the details, which makes all the difference on a project. A lot of us are overachievers, we care, and really want to make sure that when we do a job, and we do it right. Women also look at all aspects of a problem, in a broad sense. We see the consequences of things, along with the benefits. This attention to detail and comprehensive view can frustrate men, because biologically they are more inclined towards linear thought patterns, which they interpret as logical. We're going to build this house one brick at a time. While we women may be ten steps ahead, working back because we saw a key element that required our attention first. Women may not be as linear as men in how we approach things, but being able to see the whole picture in all its complicated and entangled actuality is definitely of equal value. For these reasons, I enjoy working with women.

Sargenti's Gina Noda: It's because we do look at both sides. You take everything into consideration right,

wrong or indifferent. That's just how I've been. Eighteen years ago, when I started in the industry at my father's construction company I had to learn to listen to all sides and have everyone meet in the middle. I've been a member of the Retail Contractors Association and when I attended the first annual contractors meeting, many years ago, I was like the only female in the room with all these general contractors looking at me like, "Who is this girl?"

My father owned the construction company that I worked for, so I grew up in construction. But how I've earned and gained the respect is being 100-percent integrated. I started in the facilities department and then moved into the estimating department. When you're dealing with subcontractors, especially in New Jersey, throughout the northeast really, you really have to know what you're talking about or they'll step all over you. So for me, it was really about educating myself and communicating with everyone. I feel that is how I gained respect.

Like you said, I also respect the electricians, the engineers, the tradesman for their knowledge and I ask questions to learn and never try to be a know it all.

Health First/JCI's Fletcher: Gina's right. You would think that being the only female in a room with 100 guys they'd flock to you just because you're a female.

Sargenti's Gina Noda: They were afraid.

and it can be a battle to feel respect. If you want to climb the ladder and remain in this industry, embrace the challenge and climb!

J. Crew's Moore: Have fun with it, because sometimes it can be fun being a woman. What I mean by that is that it is fun to see how people react when they realize you know what you are talking about and they are not going to get anything past you.

Health First/JCI's Fletcher: Business really has changed. I can remember when I'd go to a conference or a training class or something and be one of the only women in the room. Today, there are more women in the business. And that's good to see. I think what it comes down to is a woman can run a job better than a man because we're looking at different things.

LED Living Technology's Molina: I think confidence is a learned behavior. It's really comes from doing your homework, asking questions, and that reinforced reward of "hey, I can do this." I came from a family where women ran everything. They were the breadwinners. Being expected to accomplish things on my own while taking care of others was a repeated experience I had growing up. When I entered the workforce, I felt it was easier for me because I came from that women-run household, whereas most women grow up in a reverse situation.

Sargenti's Gina Noda: Do you really think that that's the case now?

“I’ve been focused on meeting new people – networking events, conferences, etc. This year, I’m also focusing more on visiting clients. The focus is on building relationships.”

– Julia Versteegh, Storefloors

Health First/JCI’s Fletcher: It was like I had the plague. I’d sit there through all these things by myself until they finally figured out that I knew what I was talking about.

LED Living Technology’s Molina: A pretty face is a challenge to overcome. And two is worse than one. I remember travelling with this one rep in Florida, she was gorgeous, and well – the two of us were... a problem. At a couple of our sales calls we’d walk into a room and the faces behind the counter would light-up which is fine, but then they’d get these knowing smiles and exchange looks that said “We know why these girls were hired.” Now that first impression can be frustrating sometimes, as if all we’ve got to offer is “face value.” But hey, appreciation is appreciation. I do find that women reps have to work harder to prove to their clients that they are aggressive enough to be a real partner in winning bids. And that it can sometimes be difficult dealing with the everyday of working with clients who maybe aren’t going to take them seriously.

Retail Maintenance Specialists’ Kelli Buhay: I think there’s one really important aspect that we need to mention, and that is women are detail oriented and have a sensitive side. And that’s a significant difference. I don’t think we give ourselves credit for having these different qualities.

Subway’s Green: For instance, if we go into a place and it looks bad, my boss says, “Why didn’t you tell them to fix this ____?” I can’t talk to a contractor that way so when I put some finesse into the wording, it does not always have the same impact.

Retail Maintenance Specialists’ Kelli Buhay: To a certain degree, yes.

Sargenti’s Gina Noda: Like we said earlier, you have to be able to communicate with people on their level. If they don’t relate to you, it’s not going to work. I speak to construction officials a certain way, I speak to subcontractors a certain way, I speak to the VP of real estate a certain way, etc., you have to understand their language and they have to be able to understand yours. You can be different people. Learn how to navigate and be successful within business worlds.

Chico’s Graham: I agree, but I think that you can be respectful at whatever level that you’re dealing with.

Sargenti’s Gina Noda: You have to be professional.

Chico’s Graham: Professional, and I think fair to everybody. You’ll gain a lot of respect by letting them know that you understand what they’re saying and that you get their perspective. I want to be known as a fair person, and the person who looks out for them, as well as our company.

Cassidy Turley’s Kay Barrett: As successful businesswomen, it is critical to pour into the next generation of leaders within our own companies. Whether women or men, experienced or green, identification of true leaders in our industry is difficult. Everyone is busy and it’s difficult to find time to mentor, but some of my most rewarding conversations take place with young, talented thought leaders. They are the inspiration for hidden ideas and better processes. We need to be the change agents to drive great ideas upward for the better of our companies, and the better of our industry as a whole.

J. Crew’s Moore: One thing that nobody’s mentioned is being a mother. I spend a lot of time on the road, and you have to have a successful marriage and a successful relationship with your children. You have to remember to keep that balance. I spend four to five days a week on the road this time of year. About this time of year, my family starts to say, “Why aren’t you ever home? When can we go school shopping?” It’s heartbreaking to have to hear that from your husband or kids. So, if you want to have it all, you really have to be able to balance yourself. My family is priority. And when I can juggle my schedule to make it a point to be there with them for important events I do. They respect what I do and appreciate the time we can spend together when I am not away from home.

Chico’s Graham: I feel like we all have worked really hard to get where we are today. I believe a lot of young people feel they have an entitlement. They want to come out of college and step right into a high paying, high level job. They don’t want to work up the ranks. We have to instill how important that is. We have a lot of co-ops that come in, so I try to work with them and help them understand that they’re on the right track and, if they push forward, great things can happen. **CCR**