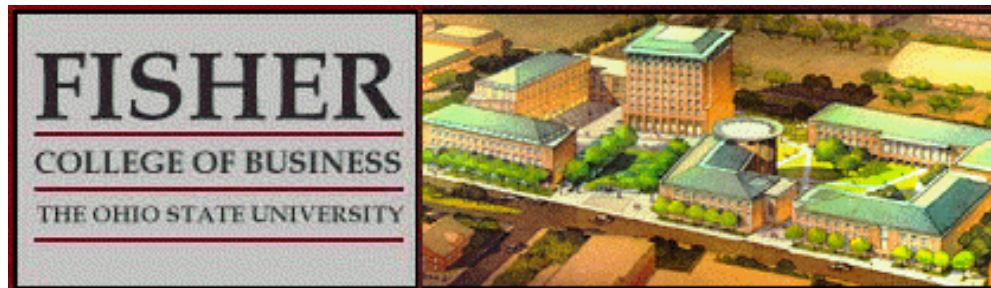


What are Women Saying About Their Careers and Breaking the Supply Chain Management Glass Ceiling?

Martha C. Cooper
Professor of Marketing and Logistics
The Ohio State University



Overview



- **What are some of the career patterns of women in logistics and SCM over the past 16 years?**
- **What are some key benefits and barriers for women in the workplace?**
- **How can we break the “glass ceiling”?**

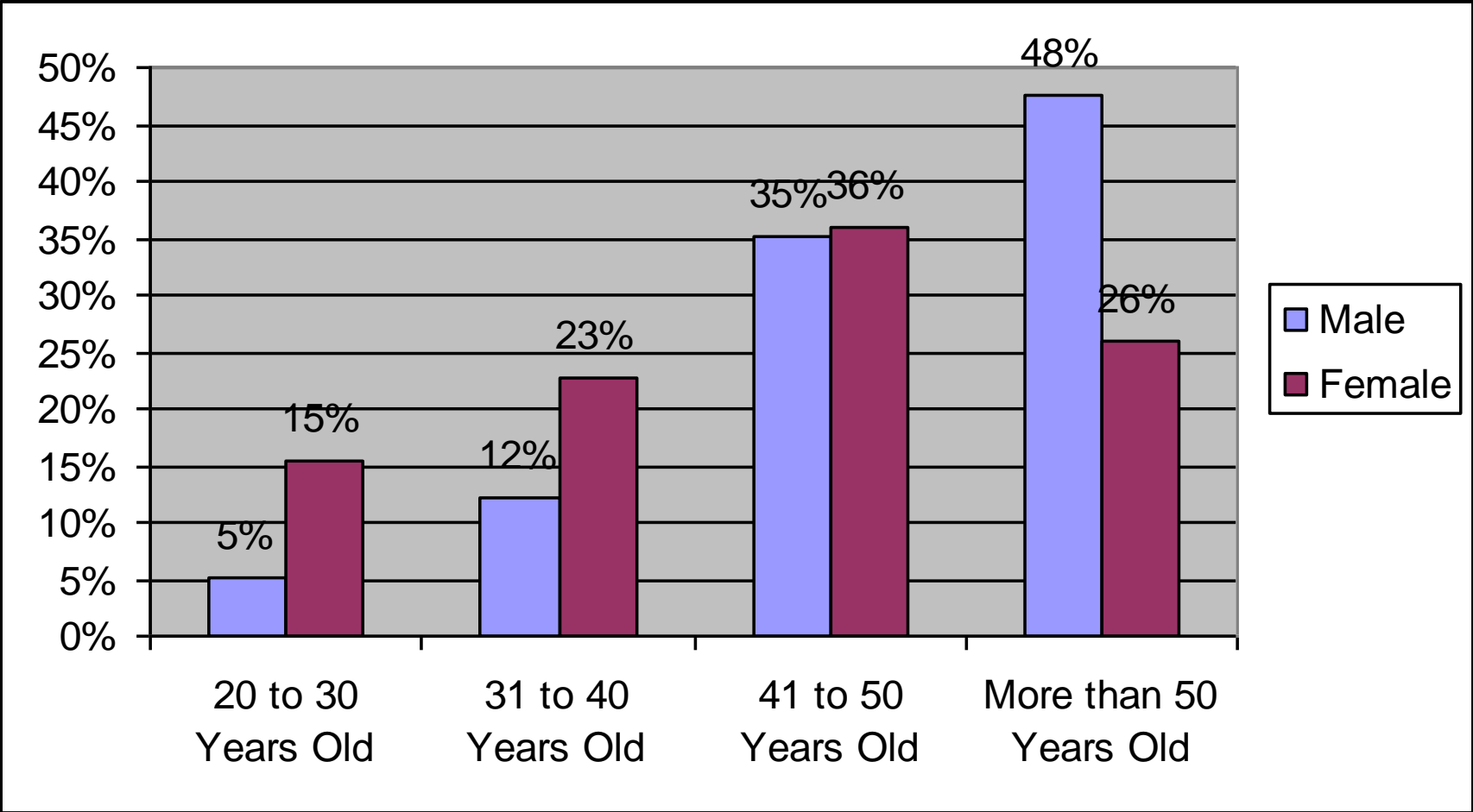
A Few Stories

- Mine – graduated Purdue University (~10% F) 1968 UG & MSIA (1% F)
 - Interviewing experiences 1968 and 1980
 - Only female faculty member in OSU department for ~10 years.
 - Progressed through ranks to full. Have had chair offers elsewhere
- Ann Drake – CSCMP Service Award winner 2012 (first female to win it in NCPDM/CLM/CSCMP history)
 - UG degree in teaching
 - Took over father's business
 - Built it to one of the largest privately-held 3PLs in the US
 - Starting AWESOME (Advancing Women's Excellence in Supply Chain Operations, Management, and Education)

Caveats and Some General Observations

- Caveats
 - Data are presented from the annual survey of female members of CLM/CSCMP since 1997. Members tend to be managers, directors, VPs, and CEOs with a few analysts.
 - Sample varies from year to year.
 - Respondents are mostly from or live in the US.
- Some general observations
 - Women are still 10-12% of CSCMP membership (since 1980).
 - Similar concerns appear year after year.
 - Similar career characteristics liked appear year after year.

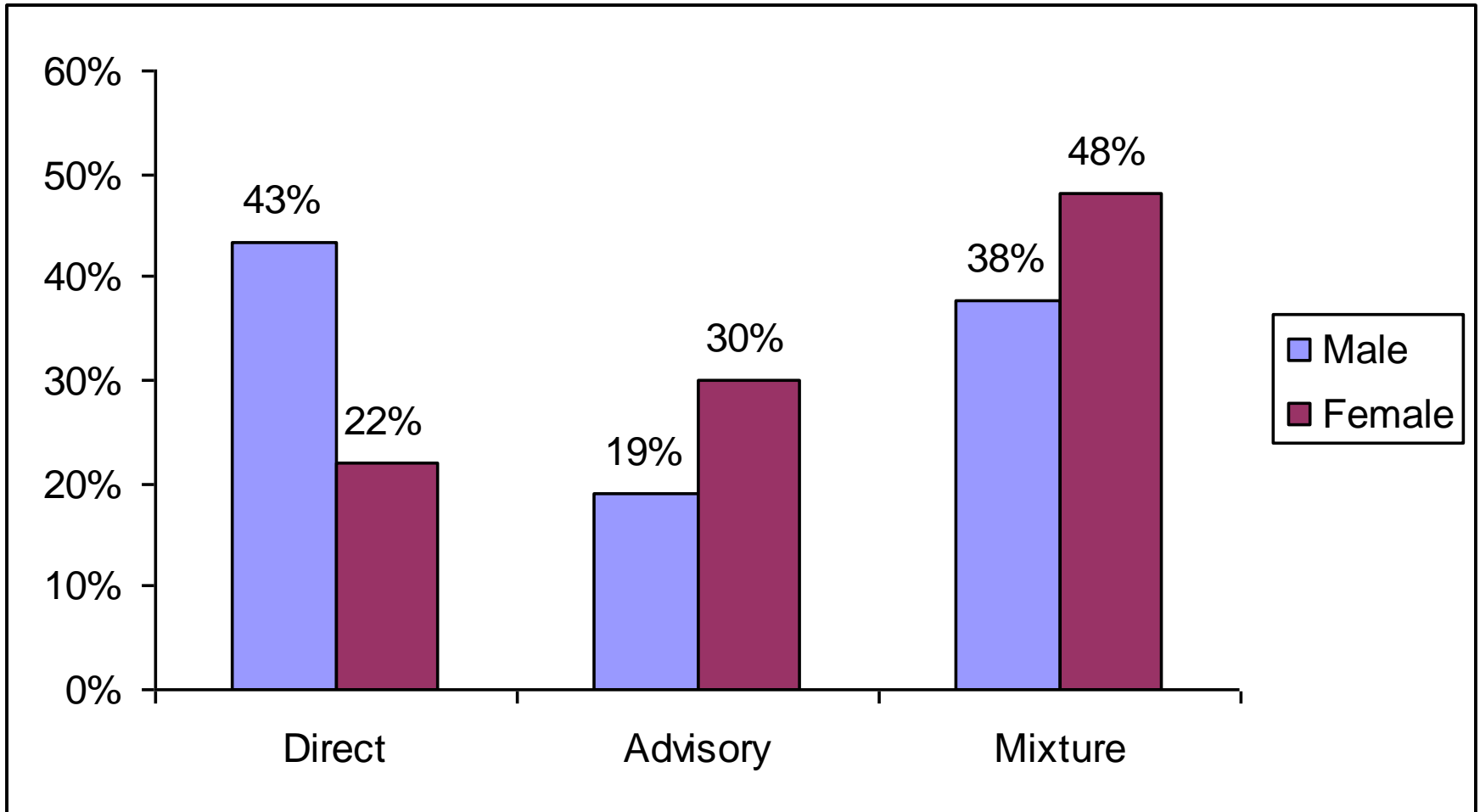
Age of CSCMP Members Surveyed 2012



2005 F	9%	22%	54%	15%
1997 F	12%	31%	52%	5%

Adds up to 100% male and 100% female

Position Responsibility 2012

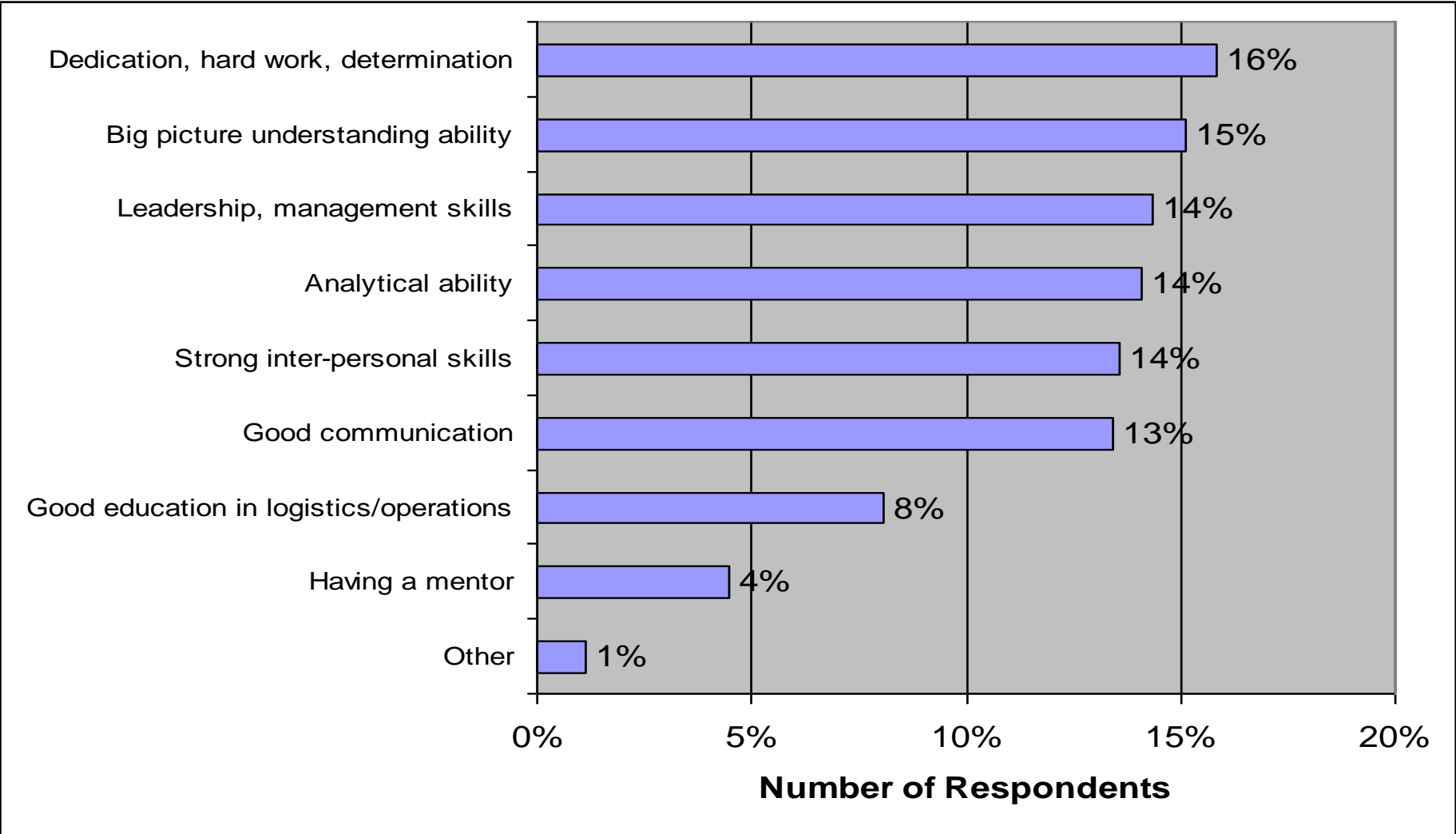


2011 F	30%	28%	42%
2005 F	35%	26%	39%
2000 F	32%	24%	44%
1997 F	32%	29%	39%

Adds up to 100% male and 100% female

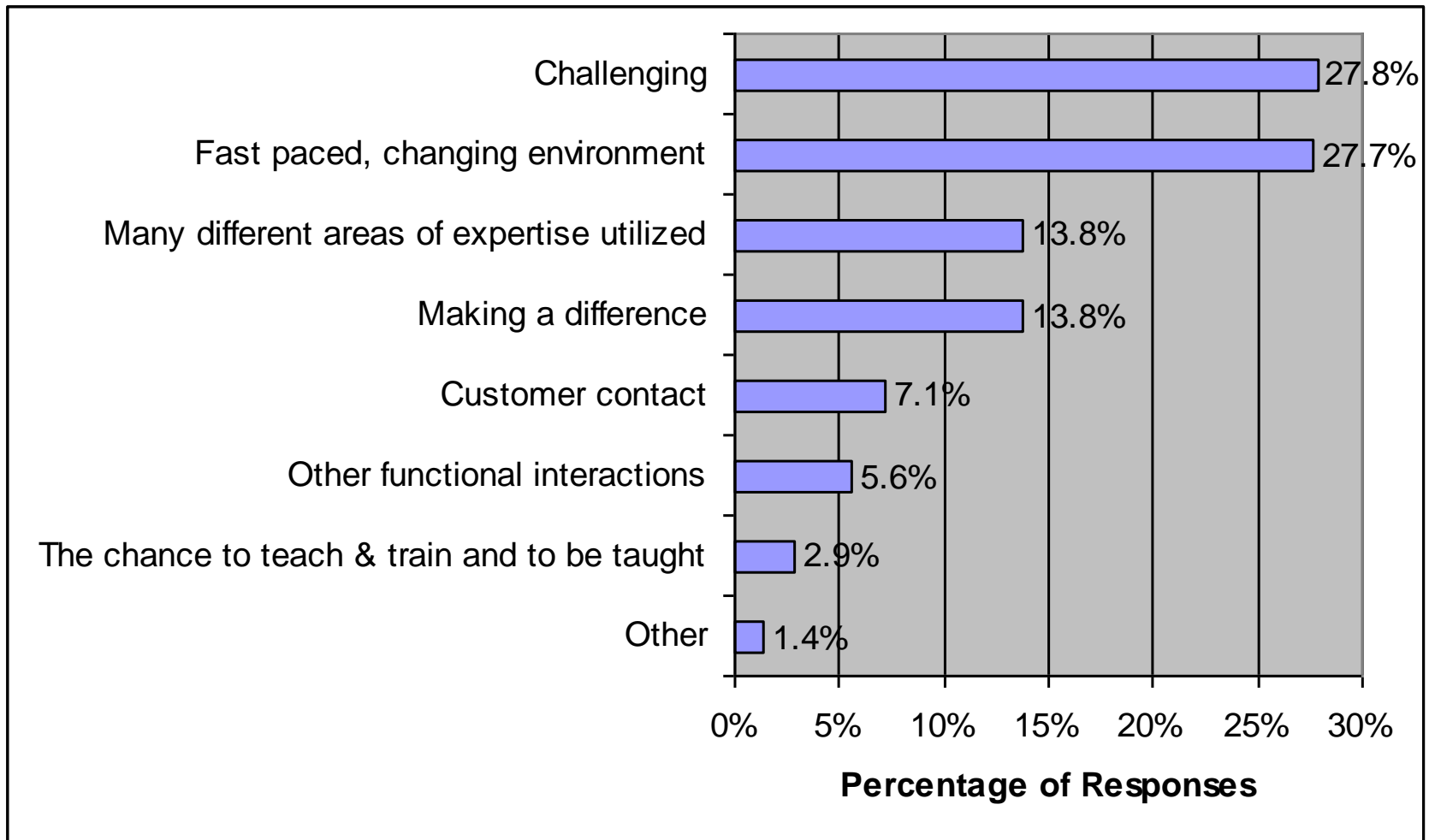
Characteristics that Contributed Most to Success

Hard work, dedication; Big picture; Leadership, Management, Analytic, and Inter-personal skills



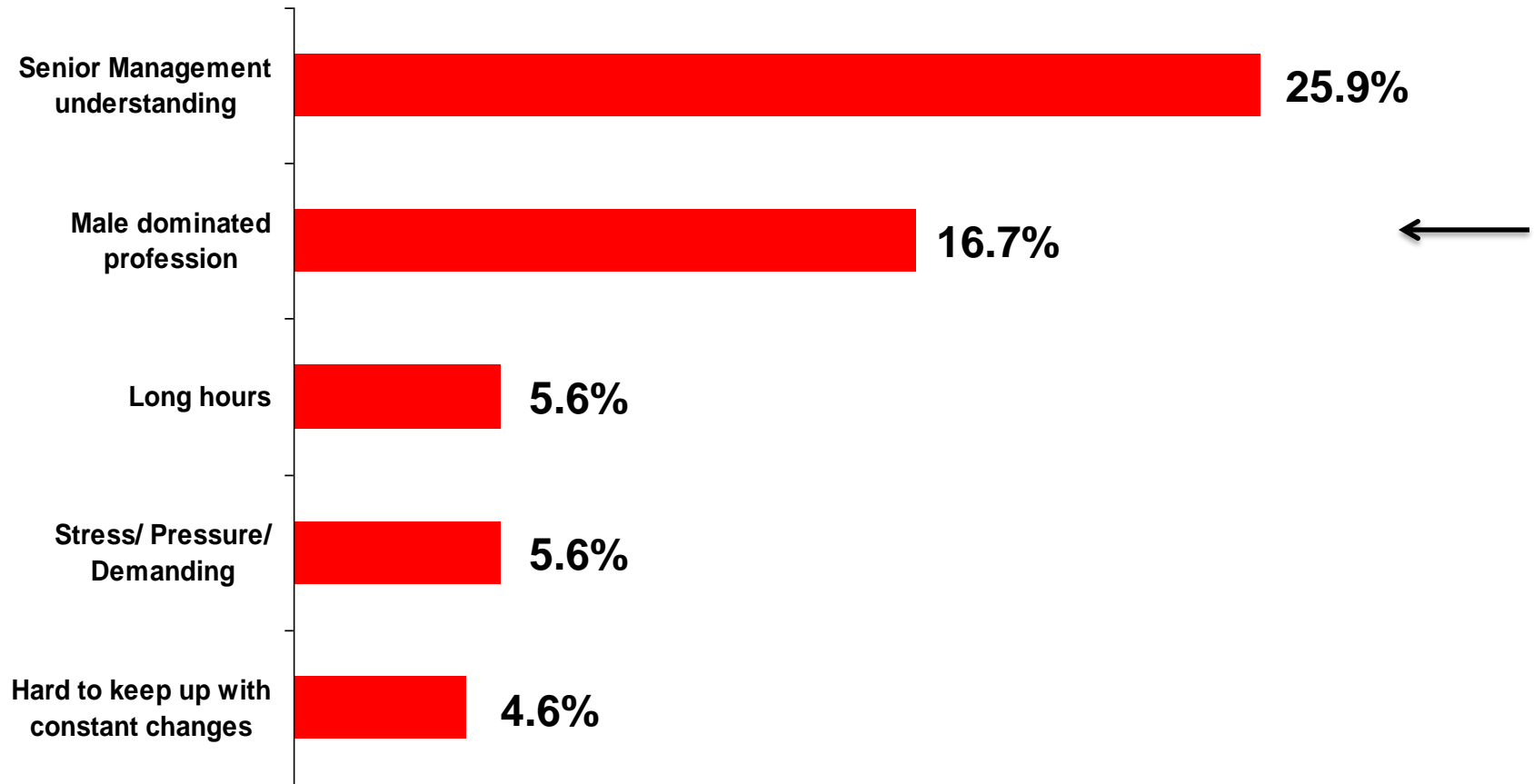
What is Liked Best about Being a Logistics Professional (2012 M&F)

Challenging, Fast paced, Many aspects, Making a difference

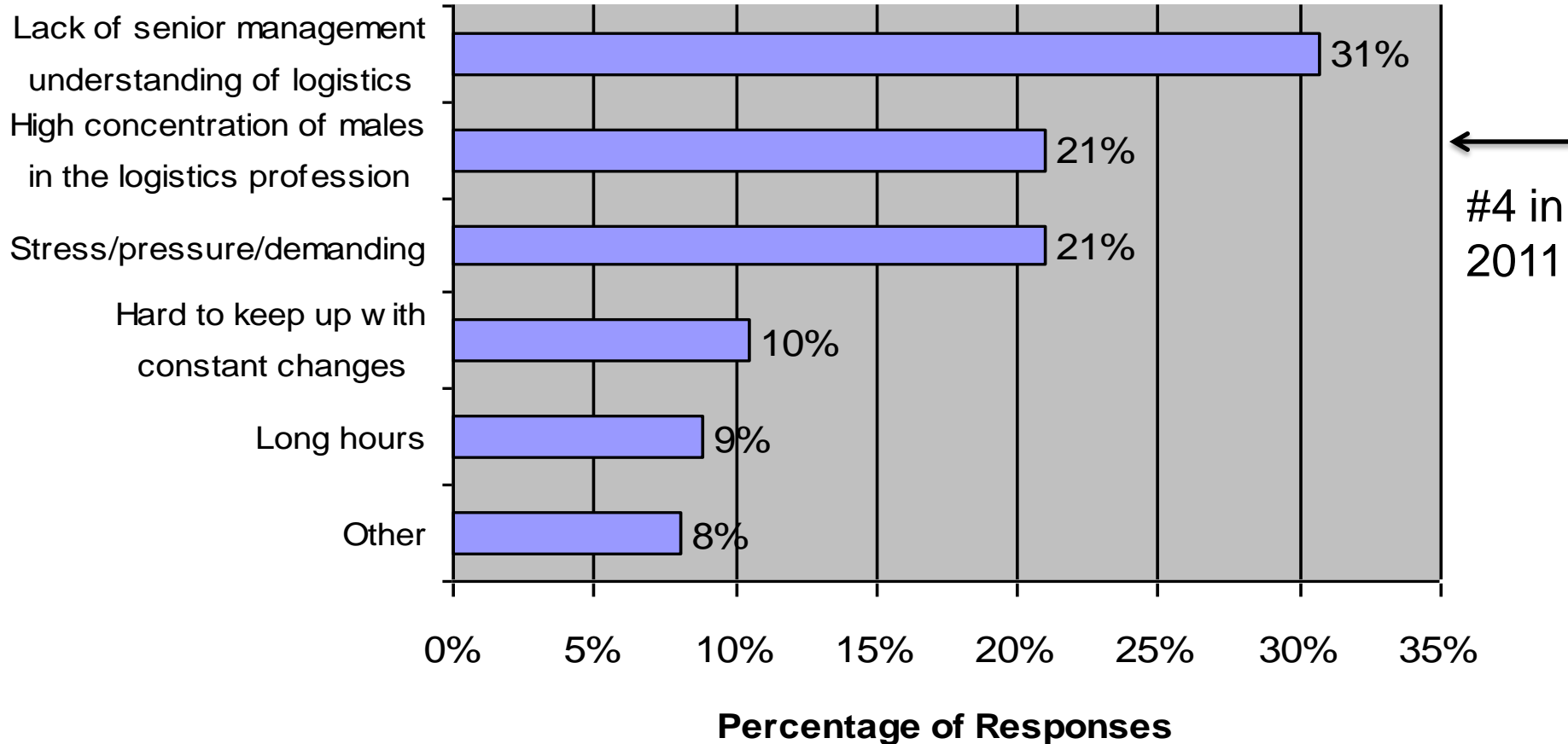


What do you like **least** about being a logistics professional? F 1997

(Based on an open ended question)

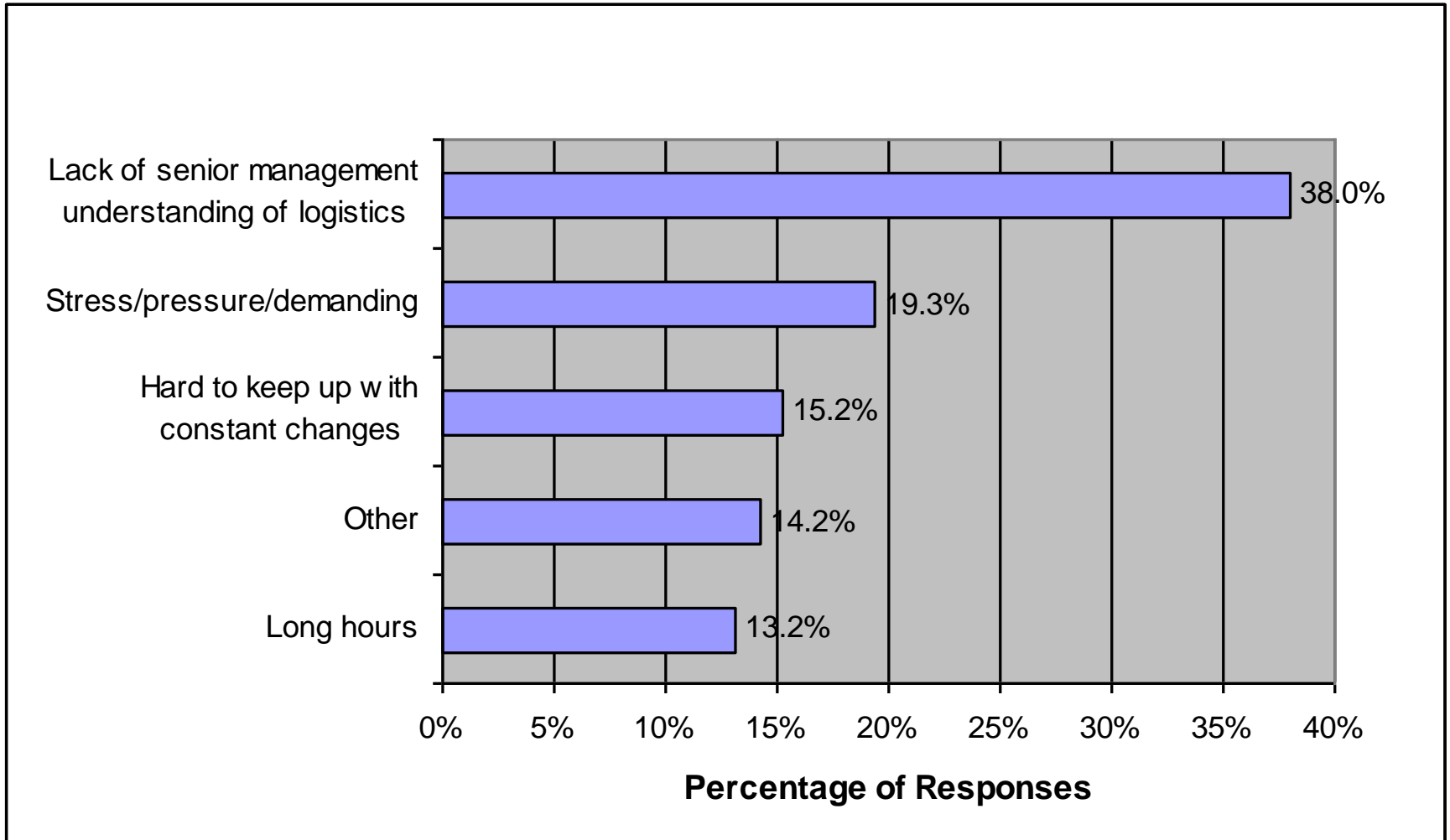


What is liked **least** about being a logistics professional? F 2005



What is Liked **Least** about Being a Logistics Professional (2012 M&F)

Lack of senior management understanding



How can we break the “glass ceiling”?

- **Have a plan, even if it changes**
- **Develop time management and organization skills**
- **Avoid driving toward the myth at all costs**
- **Seek mentors and supporters**
- **Believe in yourself and have fun (smile!)**
- **Promote your field/group**
- **Be visible**
- **Be a 360-degree leader**
- **Ask**
- **Be wise, do your own research**

More stories:
A Tale of two Holly's

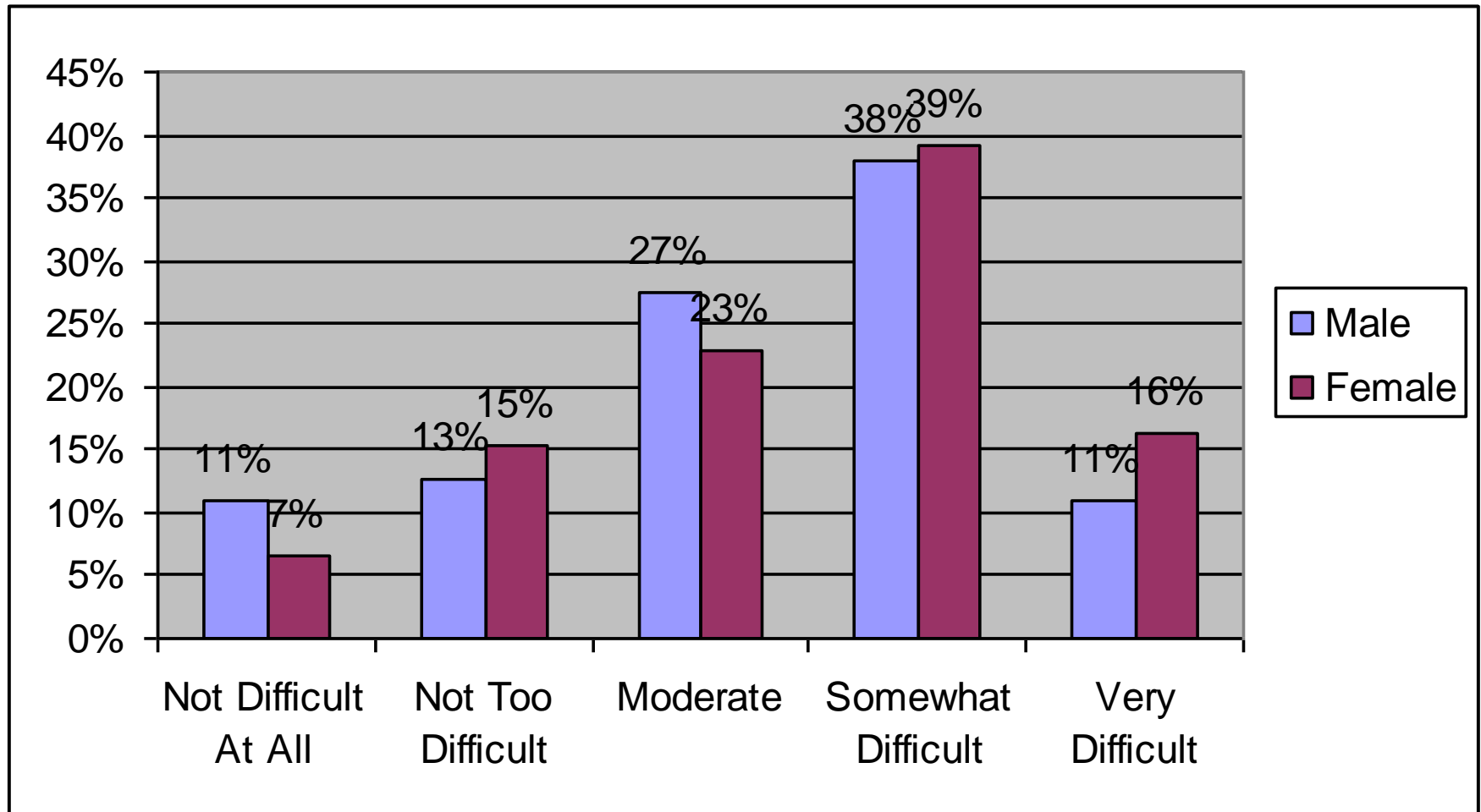
Balancing Career and Family:
Pragmatic Advice

Holly L. Stanton
Vice President, Marketing
Business Forecast Systems, Inc.

Disclaimer: views expressed herein are solely my
own (not necessarily those of CSCMP or Forecast
Pro)

Balancing Career and Family 2012

More than half of Females find it difficult



2011 F	12%	12%	37%	37%	9%
2005 F	5%	15%	27%	39%	14%
2000 F	6%	12%	30%	40%	12%

Adds up to 100% male and 100% female

Balancing Career and Family: Pragmatic Advice – Holly S

Why is balance important?

- 3 out of 4 survey respondents find balancing career and family to be *moderately to very difficult*—regardless of gender
 - Achieving a *healthy balance is good for all of us*—even if a narrow view of “family” doesn’t apply, everyone wrestles with broader life/work issues

Balancing Career and Family: Pragmatic Advice – Holly S

It helps to have a plan...

- Choose a career path where your professional demands don't create a roadblock for reaching your personal goals
- Identify times in *your own* career path when it may be easier to deal with the demands of raising children and plan accordingly
- The sooner you obtain the necessary credentials & experience, the better

You can't get what you want, 'til you know what you want

- Joe Jackson

Balancing Career and Family: Pragmatic Advice – Holly S

...but it also helps to be flexible.

- Even with a carefully designed career plan, your goals may change, particularly after having children
- Sometimes the best career moves and options are those that you never saw coming
- Creating a flexible environment for yourself enables you to take advantage of new opportunities

Everything's different now

- Aimee Mann

Balancing Career and Family: Pragmatic Advice – Holly S

Develop time management skills.

- When you have a lot on your plate, you need to be efficient and disciplined to get it all done on time
- Strive to structure your time at work and time with your family to match the way you work best
- Be creative in scheduling how and when to get things done

I'd love to spend more time, but I got so many things to do—

I got work to do

- Average White Band

Balancing Career and Family: Pragmatic Advice – Holly S

Being able to do it all is a myth!

- Prioritize what's important to you—both professionally and personally—and focus on the top of the list
- Learn when to delegate, when to push back, when to get help and when to simply say “no”—in both your personal and professional lives
- Save time to take care of yourself and to do the things about which you are passionate

My life is boiling over, it's happened once before

- Steely Dan

Daughter Holly

- From:
 - USAFA 1998 (~10% F)
 - Fighter Pilot (F-15E Strike Eagle (~1% F)
 - Maintenance Officer in Charge of 250 airmen (5 women), deployed with 150; no women in her chain of command
 - Military officer (attained rank of Major)
- To: mother of 2 and she loves it.

Balancing Career and Family: Pragmatic Advice – Holly S

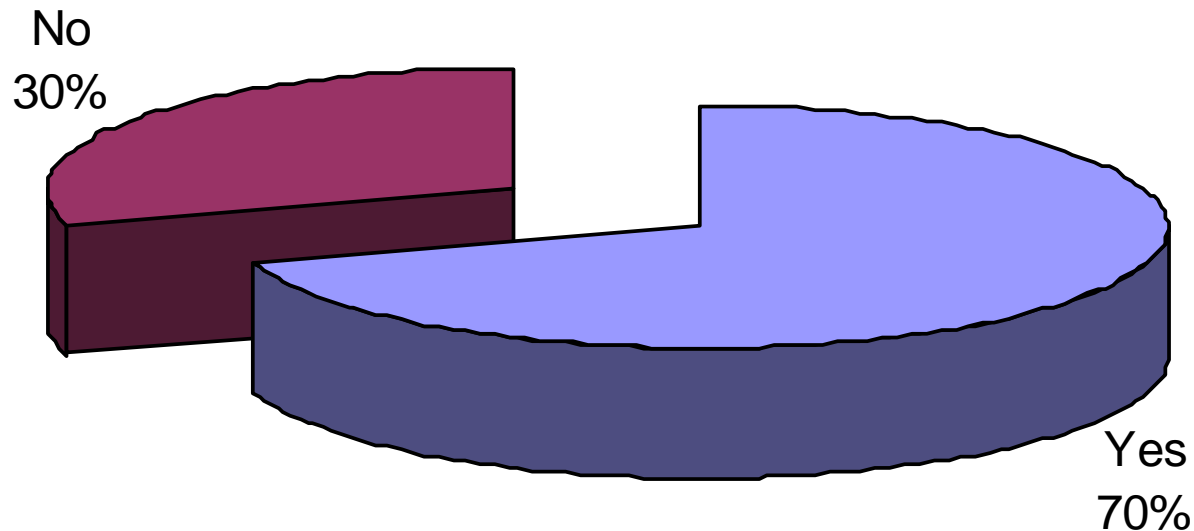
People make all the difference.

- Achieving balance is a whole lot easier with a partner who shares similar life goals and understands what drives you
- Develop a support network of colleagues and friends who can help both with mechanics and emotional support—and remember that it's a two-way street!
- Choose to work for organizations that promote a healthy balance and seek out supportive managers and mentors

Look what you've done for me

- Al Green

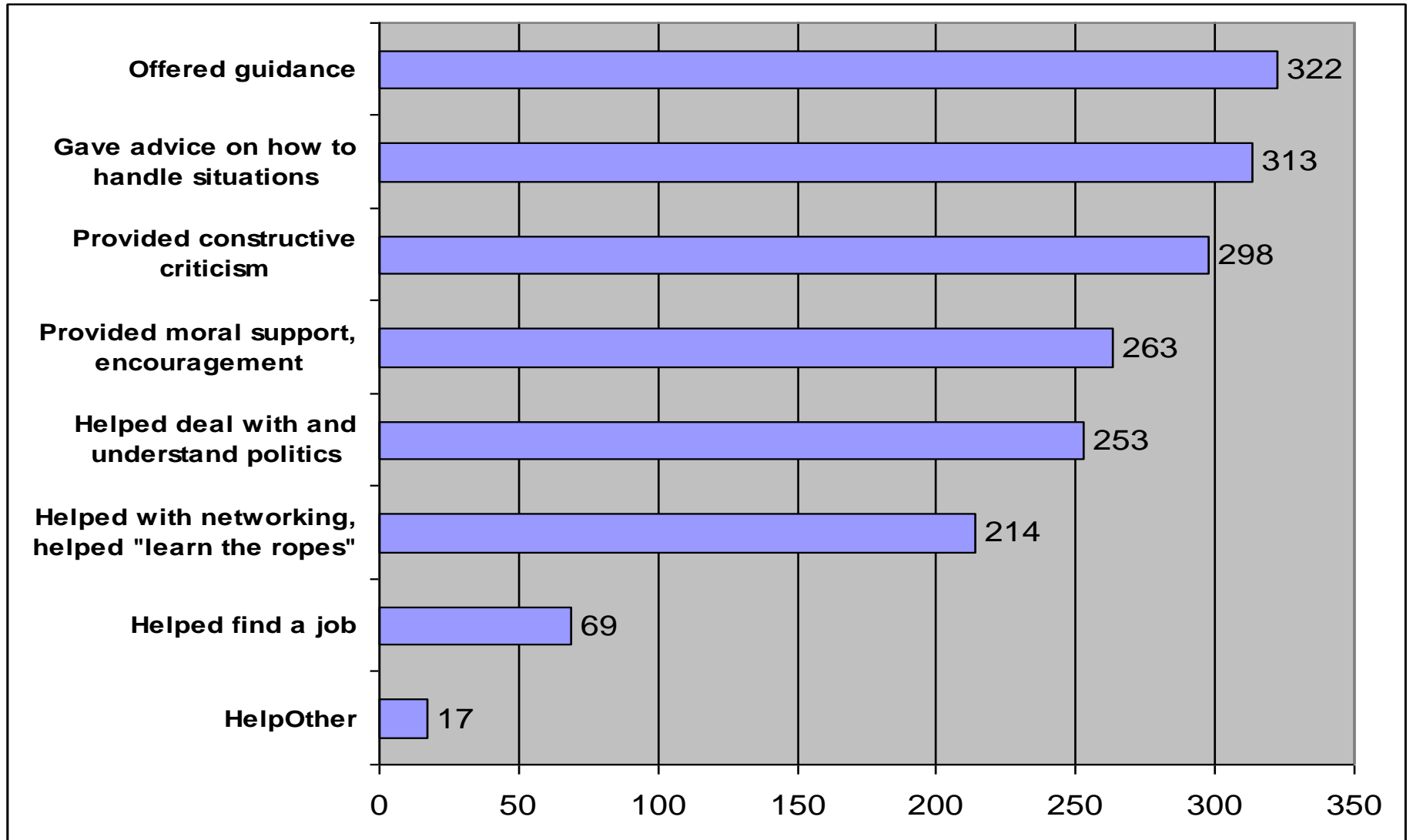
What role has mentoring played in the development of the logistics executive? Have you had a mentor? (M&F 2012)



F 26% No, 74% Yes

Help Provided by Mentors

Guidance, Advice, Criticism, Politics



Balancing Career and Family: Pragmatic Advice – Holly S

Believe in yourself and have fun!

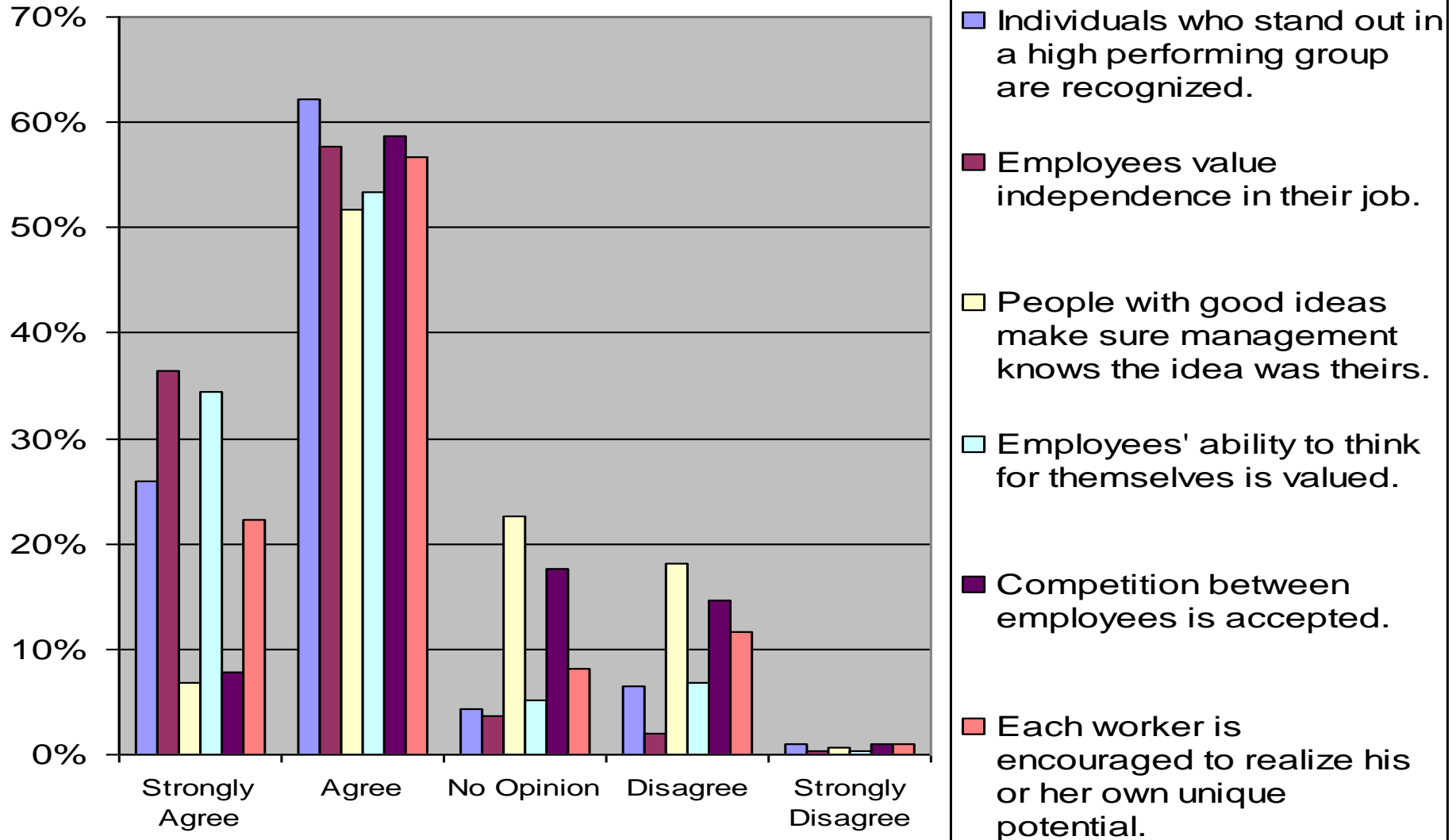
- Know your strengths and have confidence that you can meet your goals
- Do quality work, maintain your integrity and develop strong relationships in all aspects of your life
- Life is short so make sure to enjoy it!

It ain't no sin to be glad you're alive

- Bruce Springsteen

Individualistic Work Environment

Generally agree the individual is valued



Be willing to promote your field

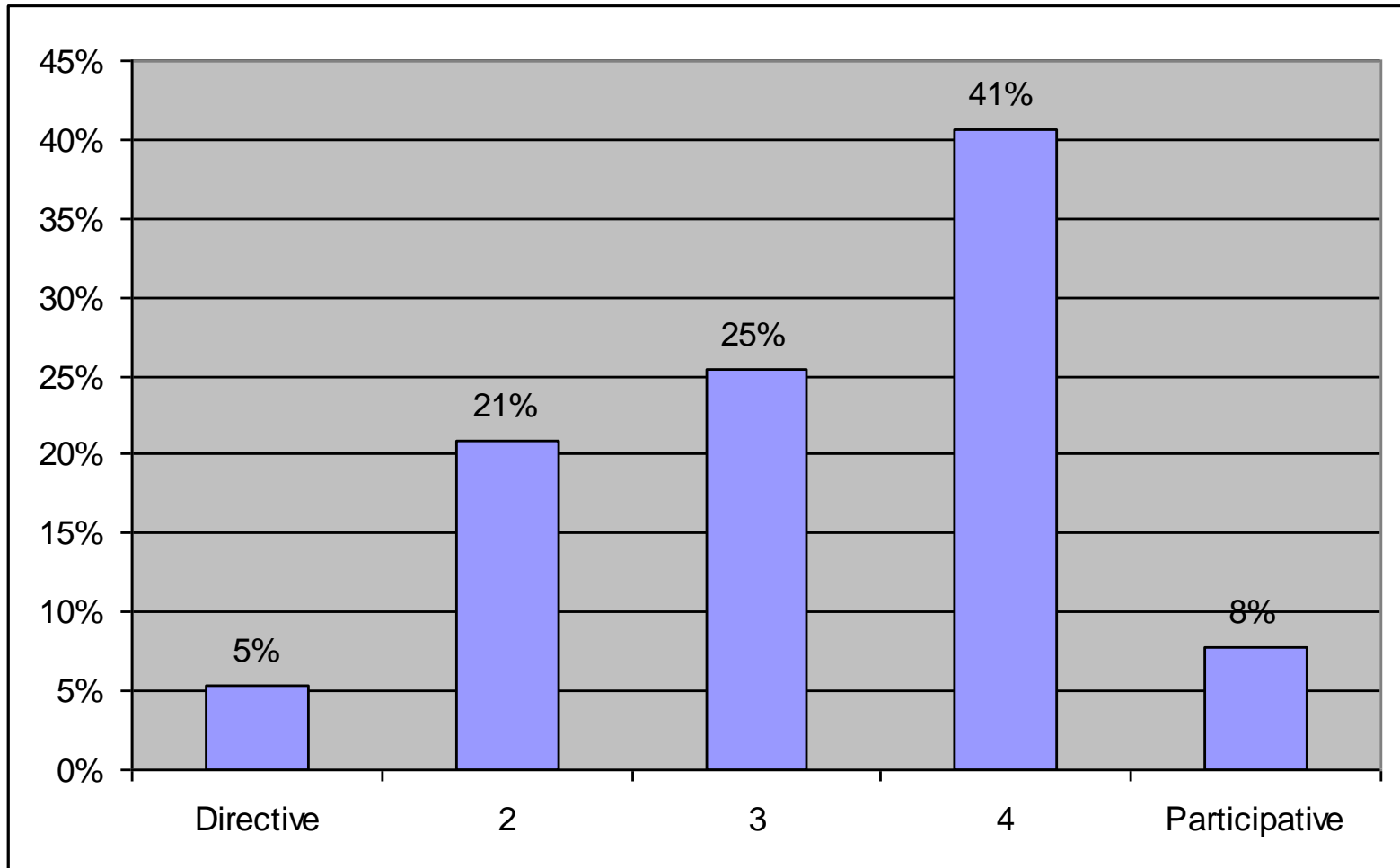
- Being less likely to trumpet own successes to top management, combined with major concern that top management doesn't understand why Logistics & SCM are important to the firm, suggests
 - Speak top management's language = finance.
 - Use the Strategic Profit Model or Economic Value Added Model to show top management what your department does to help the bottom line.

Be willing to promote yourself in a positive way

- Learn how to make yourself professionally visible inside and outside the organization.
- Be a 360-degree leader – John Maxwell
 - Help those at all levels
 - Have others see you as valuable
- Be willing to ask
 - For a better position
 - For a raise or negotiate a better starting salary
- Think and act like the position to which you aspire

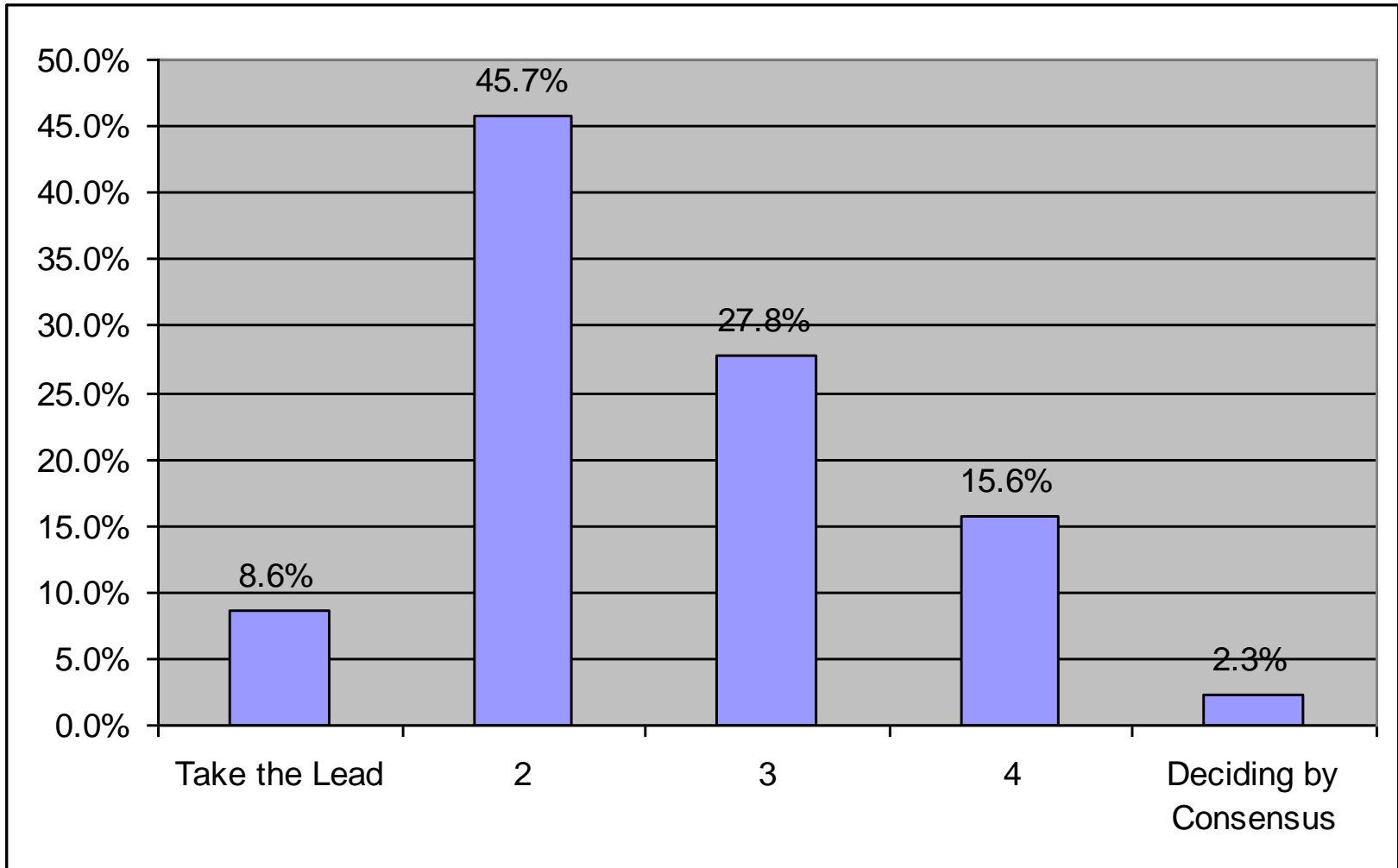
Management Style (2012 M&F)

Directive vs. Participative



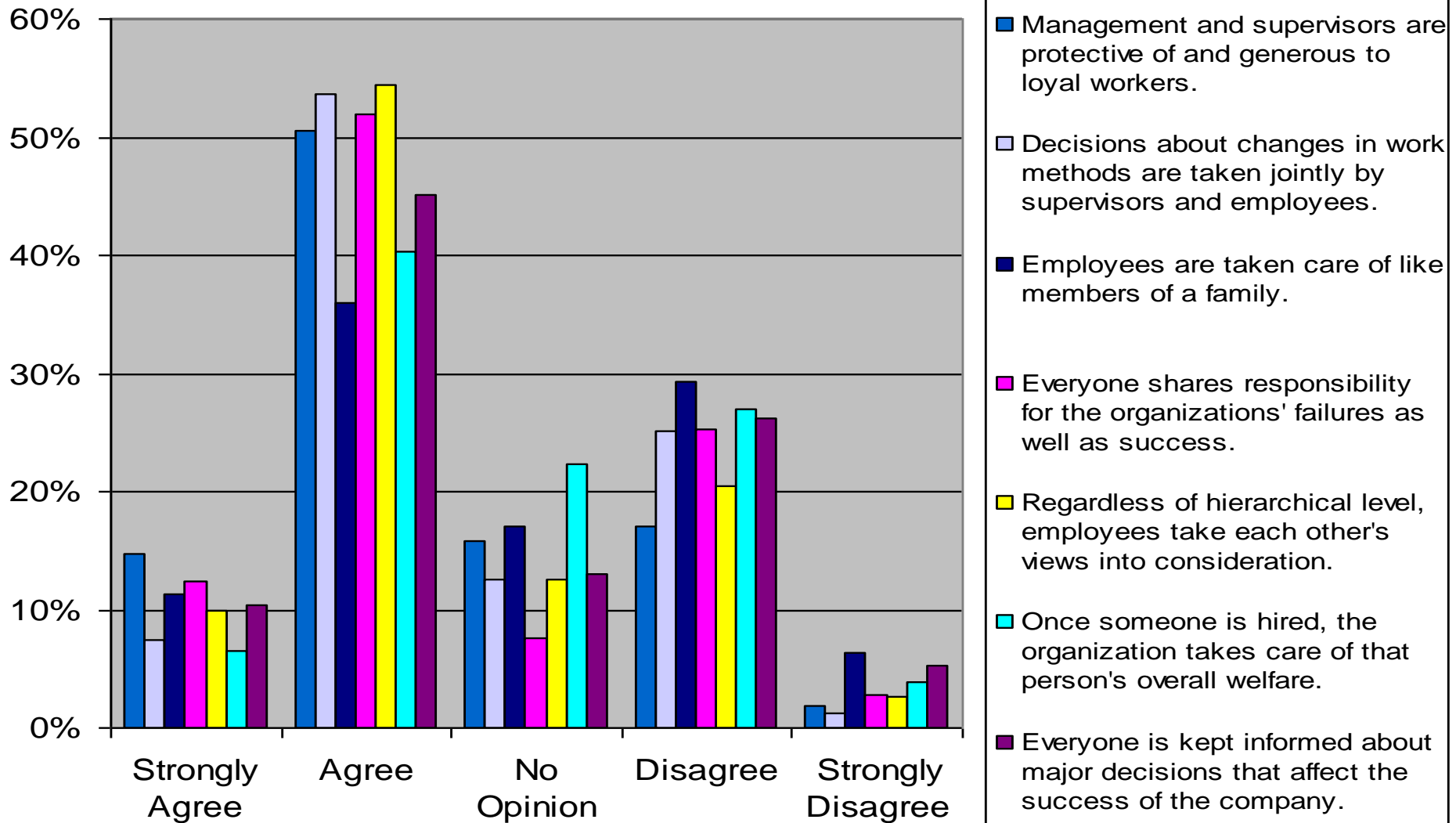
Management Style (2012 M&F)

Taking the Lead vs. Deciding by Consensus



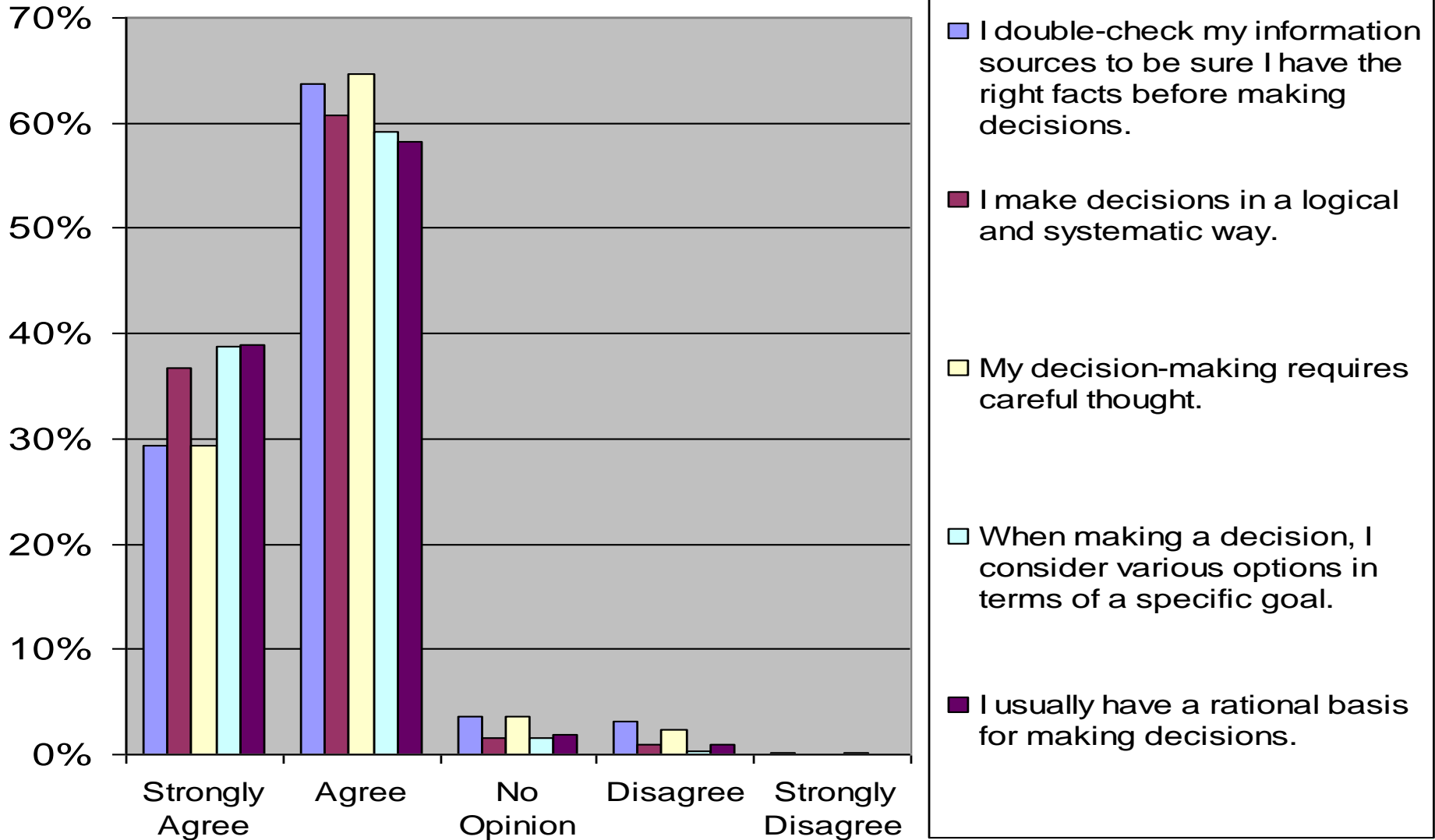
Collectivistic Work Environment

Mixed – more agree than disagree



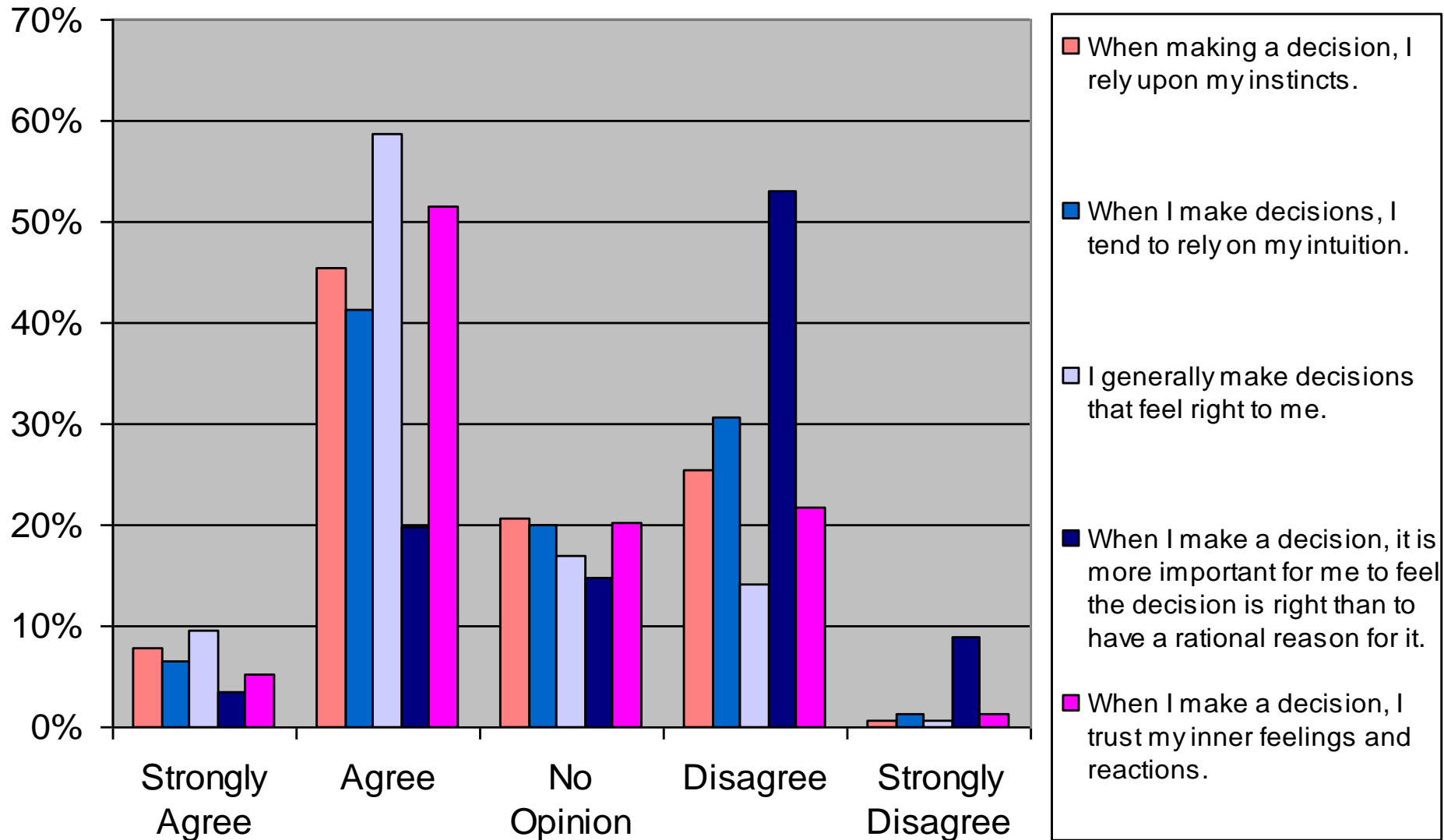
Rational Decision Making

Rational over emotional



Intuitive Decision Making

Mixed – watch the feelings



Be smart about interacting with others

When you want to change something, ask questions to make people think and come to their own conclusions. Be sure that you have done your homework beforehand.

Why do we do _____?

What is the managerial relevance of _____?

For example, what percent of the atmosphere is carbon dioxide (CO₂) a) by volume and b) by weight?

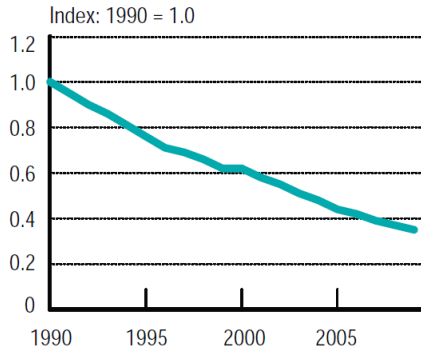
What percent of the greenhouse effect is man made?

Be Wise and do your own research - Environmental Significance of Transport example

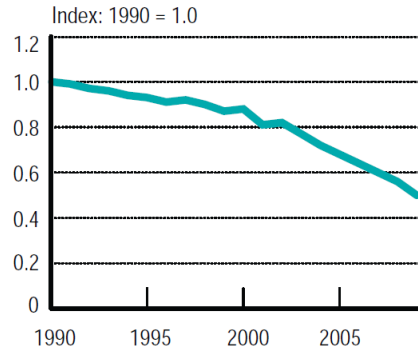
- More emphasis today is placed on achieving balance between:
 - Sound and efficient transport system
 - Clean and safe environment
- Green supply chain concept
- Business leaders and environmental quality
 - Increasingly believe business has an important role
 - Environmental quality does not have to be a zero-sum game

5-2 Index of Key Air Pollutant Emissions From U.S. Transportation: 1990–2009

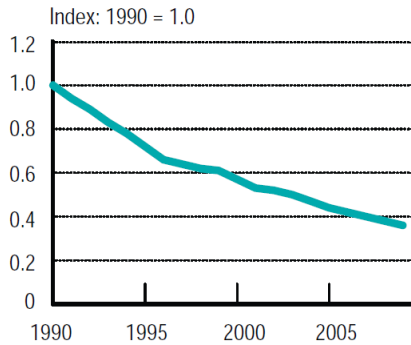
Carbon monoxide



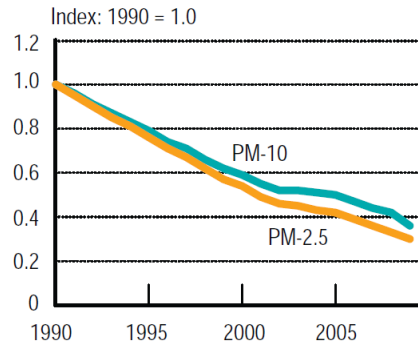
Nitrogen oxide



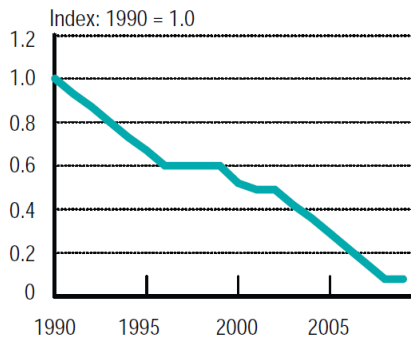
Volatile organic compounds



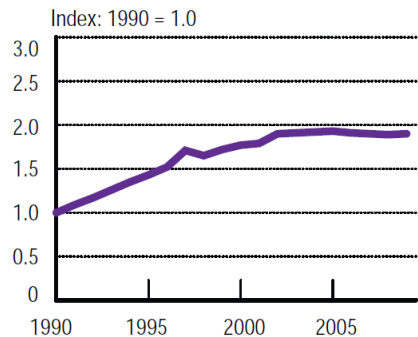
PM-10; PM-2.5



Sulfur dioxide



Ammonia



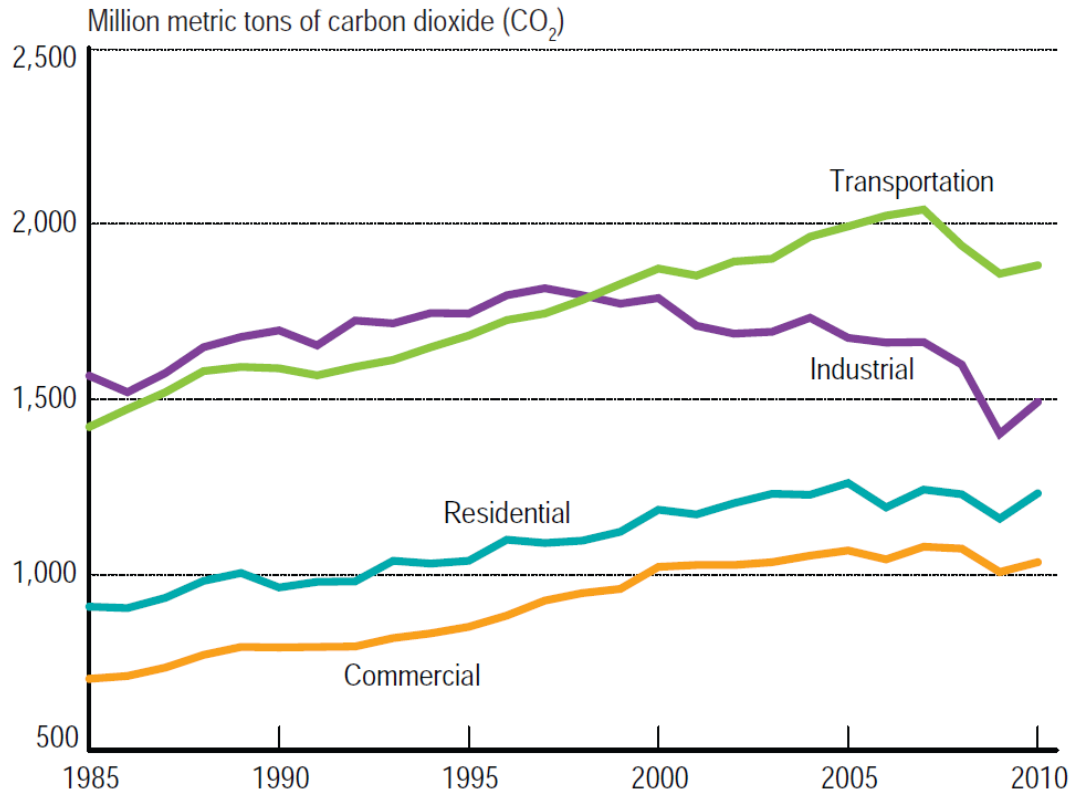
Key: PM-10 = airborne particulates of less than 10 microns; PM-2.5 = airborne particulates of less than 2.5 microns.

Notes: Not all graph scales are comparable. The indices are calculated using data on emissions from highway vehicles only. Particulate matters include PM without condensibles. Ammonia data for 2003 through 2005 are revised. Data for 2006 through 2008 are revised.

Source: U.S. Environmental Protection Agency, Clearinghouse for Inventories and Emissions Factors (CHIEF), *Current Emission Trends Summaries*, available at <http://www.epa.gov/ttn/chief/trends/index.html> as of August 2011.

http://www.bts.gov/publications/pocket_guide_to_transportation/2012/pdf/entire.pdf

5-1 U.S. Greenhouse Gas Emissions From Energy Use: 1985–2010



Notes: Electric power sector emissions are distributed across sectors. Data for 2008 and 2009 are revised.

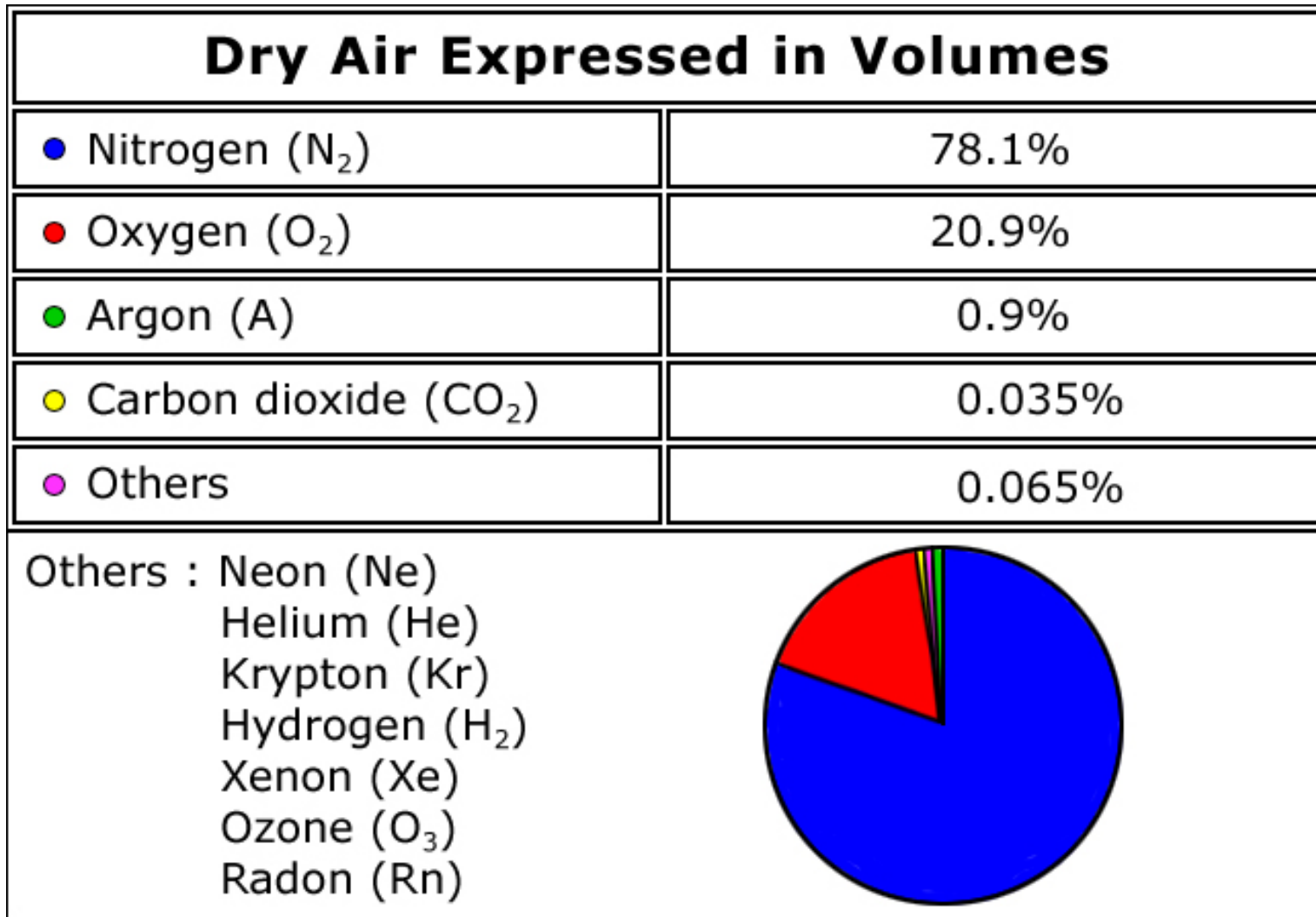
Source: U.S. Department of Energy (USDOE), Energy Information Administration (EIA), *Monthly Energy Review, Carbon Dioxide Emissions From Energy Consumption*, tables 12.2 to 12.5, available at <http://www.eia.doe.gov/emeu/mer/environ.html> as of August 2011.

Table 1: Standard Composition of Dry Air (Detailed Analysis):

Gas	% by Volume	% by Weight	Parts per Million (by Volume)	Chemical Symbol	Molecular Weight
Nitrogen	78.08	75.47	780805	N ₂	28.01
Oxygen	20.95	23.20	209450	O ₂	32.00
Argon	0.93	1.28	9340	Ar	39.95
Carbon Dioxide	0.039	0.0606	390	CO ₂	44.01
Neon	0.0018	0.0012	18.21	Ne	20.18
Helium	0.0005	0.00007	5.24	He	4.00
Krypton	0.0001	0.0003	1.14	Kr	83.80
Hydrogen	0.00005	Negligible	0.50	H ₂	2.02
Xenon	8.7 x 10 ⁻⁶	0.00004	0.087	Xe	131.30

<http://www.uigi.com/air.html>

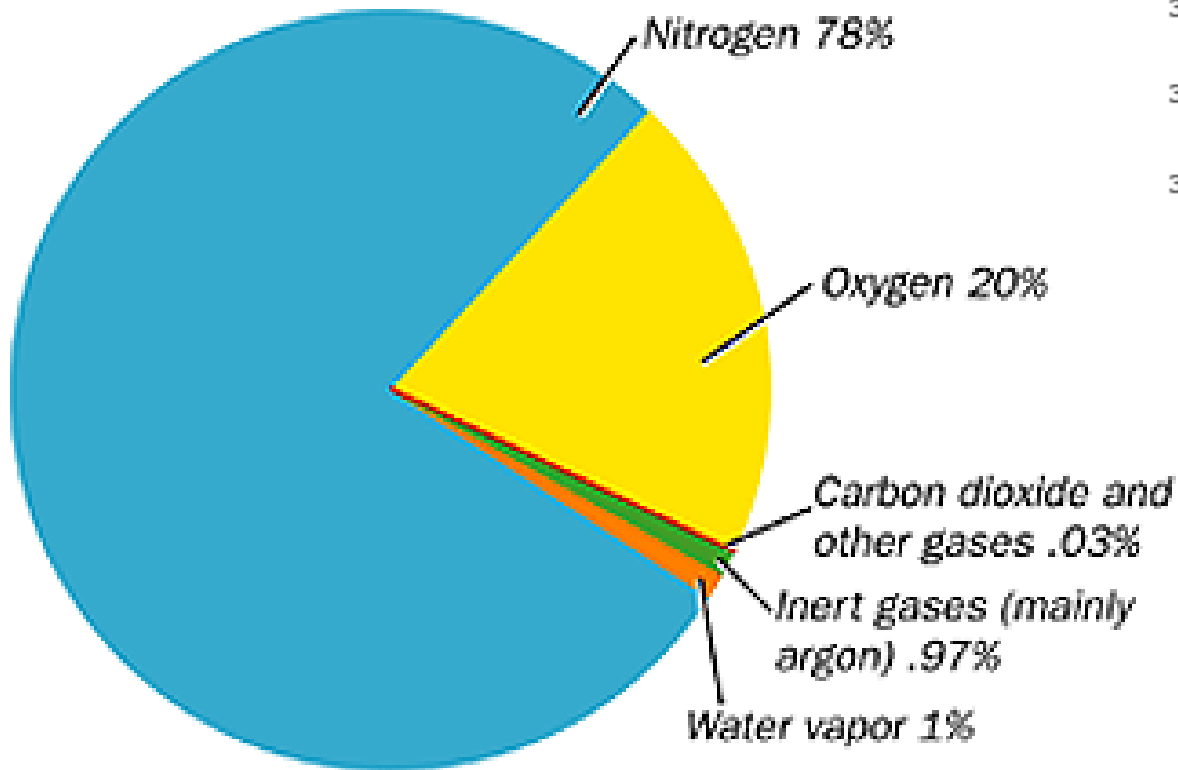
Graphically



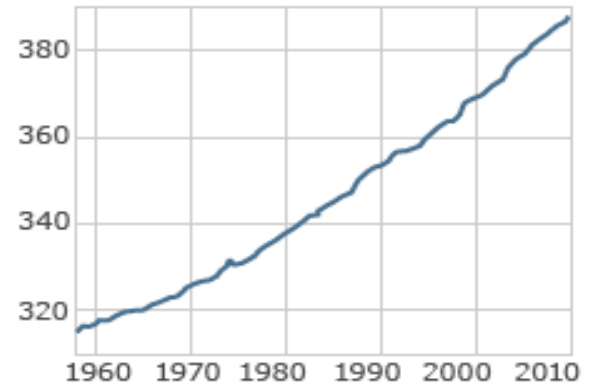
Anthropogenic Contribution to the "Greenhouse Effect," expressed as % of Total

Based on concentrations (ppb) adjusted for heat retention characteristics	% of Greenhouse Effect	% Natural	% Man-made
Water vapor	95.000%	94.999%	0.001%
Carbon Dioxide (CO ₂)	3.618%	3.502%	0.117%
Methane (CH ₄)	0.360%	0.294%	0.066%
Nitrous Oxide (N ₂ O)	0.950%	0.903%	0.047%
Misc. gases (CFC's, etc.)	0.072%	0.025%	0.047%
Total	100.00%	99.72	0.28%

(2007). Water Vapor Rules the Greenhouse System. *GeoCraf*. Retrieved October 15, 2011 from http://www.geocraft.com/WVFossils/greenhouse_data.html



Atmospheric CO₂ at Mauna Loa
Parts per million



SOURCE: Scripps Institution of Oceanography/NOAA

<http://news.bbc.co.uk/2/hi/science/nature/8285247.stm>



This leaf is a factory that uses carbon dioxide from the air as a raw material to make _____.

National Science Resources Center, The Smithsonian Institute
http://www.propertiesofmatter.si.edu/Air_Heads.html

15,000 years ago



http://earthguide.ucsd.edu/virtualmuseum/climatechange2/01_1.shtml

Ask questions

What percent of the atmosphere is carbon dioxide (CO₂) a) by volume and b) by weight? How does this make you feel about greenhouse effects?

What percent of the greenhouse effect is man made? How does this make you feel about greenhouse effects?

What is the managerial relevance?

Remember to be wise, do your own research and ask questions.

4-15 Major Suppliers of U.S. Imported Crude Oil and Petroleum Products: 1990, 2000, 2009, 2010
(thousands of barrels per day, average)

	Rank (2010)	1990	2000	2009	2010
Canada	1	934	1,807	2,479	2,535
Mexico	2	755	1,373	1,210	1,284
Saudi Arabia (OPEC)	3	1,339	1,572	1,004	1,096
Nigeria (OPEC)	4	800	896	809	1,023
Venezuela (OPEC)	5	1,025	1,546	1,063	988
Russia	6	45	72	563	612
Algeria (OPEC)	7	280	225	493	510
Iraq (OPEC)	8	518	620	450	415
Angola (OPEC)	9	NR	NR	460	393
Colombia	10	182	342	276	365
Brazil	11	49	51	309	272
United Kingdom	12	189	366	245	256
U.S. Virgin Islands	13	282	291	277	253
Ecuador (OPEC)	14	49	NR	185	212
Kuwait (OPEC)	15	86	272	182	197
Netherlands	16	55	30	140	108
Norway	17	102	343	108	89
Libya (OPEC)	18	0	0	79	70
Total, major suppliers		6,690	9,806	10,333	10,678
Total, all U.S. imports		8,018	11,459	11,691	11,793

Thank you Alberta!



Notes: The country of origin for petroleum products may not be the country of origin for the crude oil used to produce the products. For example, refined products imported from western European refineries may have been produced from Middle Eastern crude oil. Angola joined OPEC in January 2007. Ecuador was a member of OPEC from 1973-1992, and rejoined OPEC in November 2007. Data for Angola for 1973-2006, and Ecuador for 1993-2007 are included in Total Non-OPEC in Energy Information Administration, *Monthly Energy Review*, table 3.3d.

Source: U.S. Department of Energy, Energy Information Administration, *Monthly Energy Review* (Washington, DC: August 2011), tables 3.1, 3.3c-d, available at <http://www.eia.doe.gov/emeu/mer/petro.html> as of September 2011.

http://www.bts.gov/publications/pocket_guide_to_transportation/2012/pdf/entire.pdf

Key: OPEC = Organization of Petroleum Exporting Countries. NR = Not reported.



The Road Not Taken
by Robert Frost

**Two roads diverged in a yellow wood
And sorry I could not travel both
And be one traveler, long I stood
And looked down one as far as I could
To where it bent in the undergrowth.**

**Then took the other as just as fair
And having perhaps the better claim
Because it was grassy and wanted wear
Though as for that, the passing there
Had worn them really about the same.**

The Road Not Taken by Robert Frost

**And both that morning equally lay
In leaves no step had trodden black
Oh, I kept the first for another day!
Yet, knowing how way leads onto way
I doubted if I should ever come back.**

**I shall be telling this with a sigh
Somewhere ages and ages hence
Two roads diverged in a wood
And I took the one less traveled by
And that has made all the difference.**

Last Questions

What is the largest company in the world (besides Exxon-Mobile)?

One of its recent CEOs was Lee Scott. How did Mr. Scott get his start?

How can you apply what you have heard at this conference to creating a personal change plan?

Thanks for participating



Suggestion: Share the best advice you have given/been given with others the rest of the day.

Keep in touch if I can help: cooper.7@osu.edu)₄₈