

# Automotive News

NOVEMBER 9, 2015



# LEADING WOMEN

EXCLUSIVE  
LEAD SPONSOR

**Deloitte.**

IN THE NORTH AMERICAN AUTO INDUSTRY





SOME PEOPLE KNOW HOW TO DO THE RIGHT THING.  
THEY ARE CALLED LEADERS.

CONGRATULATIONS ON BEING AMONG THE 100 LEADING WOMEN IN THE NORTH AMERICAN AUTO INDUSTRY.  
(L to R): **Dianne C. Craig** President and CEO, Ford Motor Company of Canada, Limited | **Marcy Klevorn** VP and Chief Information Officer | **Marsha Winegarden** Global Executive Director, New Model Programs | **Birgit Behrendt** VP, Global Programs and Purchasing Operations | **Alexandria Maciag** Director of Manufacturing, Automatic Transmission Operations | **Joy Falotico** EVP, Marketing, Americas, Sales and Strategic Planning, Ford Motor Credit Company | **Felicia Fields** Group VP, Human Resources and Corporate Services |





**Desi Ujkashevic** Director, Global Body Interior Engineering | **Chantel Lenard** Director, U.S. Marketing | **Marcy Fisher Clifford** Vehicle Line Director, Global CD Programs | **Elena A. Ford** VP, Global Dealer and Consumer Experience | **Kimberly L. Pittel** VP, Sustainability, Environment and Safety Engineering | **Kim Brink** COO, Team Detroit and Blue Hive. More information and behind-the-scenes video at [social.ford.com/an](https://social.ford.com/an).



**Go Further**





LEADING WOMEN

## FROM THE PUBLISHER

## It's the perfect time to measure progress, success of women in the auto industry

**I**n the fast-paced, ever-changing and increasingly complex automotive world, there are few moments when an industry can take stock of progress. Call it a line in the sand. A moment of reflection. A measurement of success.

In this *Automotive News* special section filled with interesting people and unique experiences of our 100 Leading Women, you'll find exactly that moment in time.

Think about it. Five years ago, the last time we celebrated 100 powerful and accomplished women, would you have predicted that a woman would be running a car company — or that it would be General Motors?

Or that this time, our list of executives profiled throughout this 128-page section — from manufacturers to engineers, dealer principals to designers — would come from 54 companies.

Or the fact that we have more executives in the CEO role now. There are six CEOs among automakers and suppliers on the list, up from two in 2010.

Among the 2015 honorees, 73 have executive officer titles or are the owners of their companies. That's up from 63.

Another measure of success.

In fact, throughout this section, the examples of success are as clear as the transformation that has taken place within the industry.

We have intertwined 100 profiles with an examination of issues and thought-provoking topics.

A story on a panel discussion we hosted in July talks about how 10 of our 100 Leading Women feel it's their duty to mentor and help other women achieve success.

Our story on the post-recession survivors focuses on the 2008-09 upheaval and how our leading women managed through it — and are stronger because of it.

We also examine the importance of networks and education.

And that brings us back to the story of Mary Barra.

The GM CEO told us that her career ascent was helped by an internal GM program called the Affinity Group for Women, a networking group started in the mid-1990s. Its mission was simple, as Barra says: "It was asking, 'What can we do for ourselves? How can we mentor and network and put the skills in the hands of women earlier in their careers so they understand what it takes to be successful?'"

*Automotive News* hopes to do the same.

On the occasion of our fourth 100 Leading Women celebration in 15 years, we also are marking a moment in time. *Automotive News* will not wait another five years to talk about successful women in meaningful roles.

Today, we are announcing a new initiative, called the Automotive News Leading Women Network. Presented with our partners at Deloitte, Inforum and Ally, the network will be a community of executives who have a clear set of goals: to educate, empower and create opportunities for young women in automotive.

For the almost 300 Leading Women we've named over 15 years, there will be more communication about the annual network event as the program rolls out in the next year.

We think this is another sign of progress. And this is the perfect time to launch it.

We hope you enjoy this special section, and we greatly look forward to an exciting future.

Jason Stein  
Publisher and Editor  
*Automotive News*



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### PROFILES OF FOUR LEADING WOMEN

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## Who's on the list and where to find their stories

### 60W | Olga Alavanou

Yazaki North America

### 77W | Diane Allen

Nissan Design America

### 50W | Lisa Bahash

Johnson Controls

### 94W | Chris Barman

FCA US

### 66W | Janet Barnard

Manheim North America

### 87W | Mary Barra

General Motors

### 105W | Birgit Behrendt

Ford Motor Co.

### 116W | Becky Blanchard

FCA US

### 116W | Alicia Boler-Davis

General Motors

### 74W | Sandra Bouckley

GKN Driveline Americas

### 44W | Kim Brink

Team Detroit/Blue Hive

### 107W | Kim Brycz

General Motors

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General Motors

### 114W | Francoise Colpron

Valeo

### 98W | Lisa Copeland

Fiat-Alfa Romeo of Austin

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Ford Motor Co. of Canada

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Toyota Motor North America

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### 114W | Tracey Doi

Toyota Motor North America

### 54W | Thasunda Brown Duckett

Chase Auto Finance

### 36W | Helen Emsley

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Ford Motor Co.

### 46W | Pamela Fletcher

General Motors

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Bosch Automotive Service Solutions

### 42W | Elena Ford

Ford Motor Co.

### 90W | Cherlyn Foster

Alcoa

### 74W | Lisa Frary

Autoliv North America Division

### 119W | Julie Fream

Original Equipment Suppliers Association

### 77W | Wendi Gentry-Stuenkel

FCA US

### 103W | Elizabeth Griffith

Faurecia

### 38W | Jan Griffiths

Inteva Products

### 95W | Mary Gustanski

Delphi Automotive

### 68W | Corey Haire

CarMax

### 76W | Colleen Haley

Yazaki North America

### 40W | Jeneanne Hanley

Lear Corp.

### 84W | Lara Harrington

Honda R&D Americas

### 80W | Linda Hasenfratz

Linamar Corp.

### 92W | Pam Heminger

Honda of America Manufacturing

### 38W | Sheri Hickok

General Motors

### 52W | Marissa Hunter

FCA US

### 107W | Sharon Kitzman

Dealertrack Technologies

### 36W | Marcy Klevorn

Ford Motor Co.

### 57W | Darlene Knight

Johnson Controls

### 104W | Christine Krathwohl

Cooper Standard Holdings

### 115W | Staci Kroon

Eaton

### 87W | Julie Kurcz

Kia Motors America

### 110W | Chantel Lenard

Ford Motor Co.

### 56W | Michele Lieber

Ally Financial

### 50W | Grace Lieblein

General Motors

### 103W | Marjorie Loeb

FCA US

### 52W | Lisa Lunsford

GS3 Global

### 62W | Alexandria Maciag

Ford Motor Co.

### 106W | Janice Maiden

Federal-Mogul

### 102W | Millie Marshall

Toyota Motor North America

### 57W | Julie Martin

Hella Corporate Center USA

### 100W | Kim McCullough

Jaguar Land Rover North America

### 67W | Doneen McDowell

General Motors

### 85W | Karen McKemie

Sonic Automotive

### 105W | Cheryl Miller

AutoNation

### 102W | Susan Moll

Dominion Dealer Solutions

### 97W | Barbara Mousigian

Cars.com

### 104W | Terri Mulcahey

Penske Automotive Group

### 42W | Pam Nicholson

Enterprise Holdings

### 120W | Cindy Niekamp

PPG Industries

### 120W | Andrica Nuechterlein

Lear Corp.

### 45W | Seval Oz

Continental AG

### 70W | Donna Parlapiano

AutoNation

### 70W | Barbara Pilarski

FCA US

### 120W | Kimberly Pittel

Ford Motor Co.

### 72W | Tania Pratnicki Young

FCA US

### 112W | Michelle Primm

Cascade Auto Group

### 58W | Teri Quigley

General Motors

### 84W | Sonia Rief

Nissan Technical Center North America

### 88W | Andrea Riley

Ally Financial

## How we selected 100 Leading Women

For more than 15 years, *Automotive News* has closely monitored the progress women have made in the auto industry.

In 2000, when we put together our first list of 100 Leading Women in the North American Auto Industry, we had a difficult time finding women in authority. But times have changed. This year, in assembling our fourth list, we struggled to choose among hundreds of powerful female executives.

The candidates were evaluated by a team of *Automotive News* editors and reporters and Terry Barclay, CEO of Inforum; Michelle Drew Rodriguez, Center for Automotive Insights leader at Deloitte; and Nancy Rae, who was on the list the first three times as head of Chrysler human resources and is now retired.

The selection committee looked for influential women who make major decisions. We considered the size and importance of the candidate's business; the health and direction of the business; and the arc of her career. We favored women in key product-development and manufacturing jobs. We selected executives from 54 companies.

The list is a tremendously strong roster of talented, powerful women. They are at the forefront of thousands of successful female executives in the auto industry.

Their accomplishments are exemplary, and it is with great pride that we celebrate their success.

— Mary Beth Vander Schaaf

### 94W | Victoria Rusnak

Rusnak Auto Group

### 48W | Rose Ryntz

IAC Group

### 118W | Marsha Shields

Red McCombs Automotive

### 62W | Christine Sitek

General Motors

### 90W | Alison Spitzer

Spitzer Automotive

### 82W | Maximiliane Straub

Robert Bosch

### 95W | Kristen Tabar

Toyota Motor North America

### 78W | Diana Tremblay

General Motors

### 48W | Carrie Uhl

Magna International

### 55W | Desi Ujkashevic

Ford Motor Co.

### 45W | Bonnie Van Etten

FCA US

### 100W | Alexi Venneri

Digital Air Strike

### 46W | Rebecca Vest

Nissan North America

### 119W | Marlo Vitous

FCA US

### 112W | Valery Voyles

Ed Voyles Automotive Group

### 108W | Kim Williams

Calsonic Kansei North America

### 110W | Marsha Winegarden

Ford Motor Co.

### 97W | Kathy Winter

Delphi Automotive

### 85W | Lori Wittman

VinSolutions

### 67W | MaryAnn Wright

Johnson Controls

### 110W | Minjuan Zhang

Toyota Motor North America

### 40W | Jamie Zinser

Dura Automotive Systems





LEADING WOMEN

# ON THE REBOUND

## Leadership opportunities returning for women in the auto industry



GKN Driveline Americas' Sandra Bouckley seeks ways to attract and retain women.

**Amy Wilson**  
awilson@crain.com

Call it a comeback. The progress of women in the auto industry in the last five years is undeniable. After the Great Recession and massive cost-cutting reduced leadership roles for women in the industry in 2010, those opportunities have rebounded in 2015.

A comparison of the 2015 and 2010 *Automotive News* lists of 100 Leading Women in the North American Auto Industry confirms that the status of women in the industry has improved since 2010. There are six CEOs among automakers and suppliers on the list this year, up from two in 2010 — the last time the list was compiled. Another three on the current list are CEOs of automaker or supplier units. None fit that description in 2010.

“As the industry has been coming out of the crisis, there have been many more opportunities available, and many of them have been filled by women.”

**Chris Barman, FCA US**

Among the 2015 honorees, 73 have executive officer titles or are owners of their companies. That's up from 63.

One company with an executive on the list — rental car giant Enterprise Holdings — is largely run by women. It has a female CEO, Pam Nicholson. Next in line is also a woman, Nicholson said. Six of the 13 directors on Enterprise's board are women.

“As the industry has been coming out of the crisis, there have been many more opportunities available, and many of them have been filled by women,” said Chris Barman, vice president of engineering at FCA US. “There are more roles of responsibility, at higher levels, for women, and I think it will continue to improve even more in the coming years.”

And the knockout punch: Mary Barra is now CEO of General Motors.

### Role models

Jeanne Hanley, vice president of global trim and craftsmanship at Lear Corp., called Barra's January 2014 promotion to CEO “the single best thing that



Toyota Technical Center's Kristen Tabar says the auto industry is recognizing that work-life balance is important to all employees, not just women.

### What they do

Job disciplines for the 100 Leading Women

	HOW MANY
Manufacturing.....	21
Engineering.....	17
Retail.....	10
Executive management.....	9
Purchasing.....	9
Finance.....	8
Marketing.....	8
Information technology.....	7
Sales.....	5
Design.....	2
Business development.....	1
Human resources.....	1
Labor.....	1
Legal.....	1

could have happened. It really gets down to role models.”

Some companies are putting more female-friendly policies into place. Such policies had fallen by the wayside during the recession at many companies just trying to survive.

“In the past few years, we've adopted new ways to offer alternative work schedules, flexible work hours and maternity leave options,” said Sonia Rief, director of vehicle program management at Nissan Technical Center North America. “Nissan has come very far to keep women engaged.”

The working environment has become much more professional since many of the Leading Women started in the industry. They don't see pinup pictures attached to toolboxes or along the assembly line anymore. They see more women in

core leadership and ancillary roles, ranging from engineers to designers to lawyers.

But while the executives on the list largely said the status of women in the industry has improved, the degree of improvement differs depending on whom you ask.

Women have more opportunities, said Kim Brink, COO of Team Detroit/Blue Hive. “But I still think the auto industry is woefully behind other industries.”

In other words, there's more work to do. The move by women up the corporate ladder to leadership roles still happens slowly, many women said.

And the pace is tough.

“It's a very unforgiving industry,” said Karen Folger, vice president of original



Yazaki North America's Olga Alavanou: Some women are leaving the industry for other opportunities.

equipment services sales for North America at Bosch Automotive Service Solutions. “The hours are long, the pressure is high, the competition is fierce, and usually, you're still worried about: Are the kids going to get picked up from soccer practice? Who's going to make dinner? And what do I do about my mom who needs her therapy?”

So while opportunities are probably greater than they've ever been, the difficulty of making it work from a practical sense is probably not getting that much easier, she said.

Consequently, said Grace Lieblein, vice president of global quality at GM, sometimes women “de-select themselves, and that's an issue.” It means that companies have to do a better job of developing women in the pipeline by putting them in



Rief: Keeping women engaged





# CONGRATULATIONS 2015 LEADING WOMEN IN THE NORTH AMERICAN AUTO INDUSTRY

## JANET BARNARD

President  
Manheim, North America

## LORI WITTMAN

Vice President & General Manager  
VinSolutions

## SHARON KITZMAN

Vice President & General Manager  
Dealertrack

Congratulations to Janet, Lori and Sharon on this well-deserved honor. These three individuals illustrate what it means to think bigger, do more, and lead with passion and integrity. They are driving results and paving the way for female talent behind them.

Cox Automotive is proud to support all of the honorees of the 100 Leading Women in the North American Auto Industry. Your talent, insight and leadership are critical to the long-term success of our industry.

WE'RE PROUD OF THESE  
WOMEN WHO ARE MAKING  
AN IMPACT IN THE INDUSTRY





## LEADING WOMEN

## OPPORTUNITY

continued from Page 6W

key “stretch” assignments, she said.

Companies can also stem those “de-selections” by establishing deliberate career development strategies for women, said Leah Curry, vice president of manufacturing for Toyota Motor Manufacturing Indiana.

“A lot of times, women don’t see themselves as capable of moving to the next level,” Curry said. “It sometimes only takes one person to say, ‘I see you as a leader at the next level.’ It brings more confidence.”

“A lot of times, women don’t see themselves as capable of moving to the next level. It sometimes only takes one person to say, ‘I see you as a leader at the next level.’ It brings more confidence.”

**Leah Curry**  
Toyota Motor Manufacturing Indiana

But the auto industry still must change more to battle the call of other industries.

“How do we make ourselves attractive so women want to work here, and how do we get them to stay?” asked Sandra Bouckley, vice president of manufacturing engineering at GKN Driveline Americas.

### Pipeline concerns

Though gains for women in the industry are apparent, the pipeline is on Olga Alavanou’s radar. She still sees a significant number of women drop out of the industry early in their careers to pursue those other opportunities.

“Is the pipeline enough to maintain the small progress that has been made?” said Alavanou, executive vice president for General Motors and Fiat Chrysler business units at Yazaki North America. “To me, that is the biggest concern. You see the survivors who have gotten through,

and now finally they’re being recognized and appointed to key jobs, and it’s a good thing to see. But I’m not sure we have enough in the pipeline to maintain that growth or take it to the next level.”



**Fream: Auto industry also has an age gap.**

Julie Fream, CEO of the Original Equipment Suppliers Association, says the

pipeline was decimated by the tough period of 2008-10.

“We have a gap not just with women, but we also have an age gap. We don’t have a lot of people who started their career in the ‘08-’09 time frame and have continued their development,” Fream said. “If you look at the talent, we have shortfalls across the board. Call it the five-to-seven-year experience level or a 30-something year old — that’s a tough hire right now.”

There is still that “little bit of a gap” in talent the industry needs to work on, said Kim Brycz, executive director of global product purchasing at GM. “But I see huge improvements since I first joined General Motors 30 years ago,” she said. “It’s crazy different.”

Another woman at GM, Sheri Hickok, chief engineer on GM’s next-generation full-size truck program, said she found it disturbing to read that the representation of



**Kim Brycz: “I see huge improvements since I first joined General Motors 30 years ago. It’s crazy different.”**

women in technology fields has decreased.

“We need to take a much more active role,” Hickok said. “We need to be in the press, making commitments, like some other industries have done. We need to look at wage discrimination, too. It should be active recruiting.”

### Women on the short list

Janet Barnard, president of Manheim North America, despite trying, hasn’t found data that prove movement one way or the other. In the absence of data, she requires her executives to make sure women and minorities are on the short list for leadership openings.

“They’re in serious consideration for every role,” Barnard said. “My sense is there is certainly a lot more effort [in the industry] around it. I just don’t know how it’s driven statistics. If we don’t have really good measurement, we don’t know if we’re making progress.”

But Wendi Gentry-Stuenkel, director of supply chain management commercial operations for FCA US, said some basic observations can be made.

“It still comes down to the math, and it’s still not anywhere close to 50/50,” Gentry-Stuenkel said.

“But that’s going to take some time, and it’s going to take attracting and retaining a lot more women in this industry to really see dramatic statistical differences.”

Efforts to increase the percentage of women in the industry have and will be hampered by “who is walking into the door, the new hires,” said Mary Gustanski, vice president of engineering and program management at Delphi Automotive. “We were trying to hire female



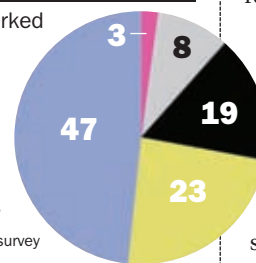
**Curry: Career development strategies**

### Years of service

How long have you worked in the auto industry?

- Less than 4 years
- 4-12 years
- 13-20 years
- 21-25 years
- More than 25 years

Source: 100 Leading Women survey



students, and we found that to be difficult. The percentage of female students is very low in engineering.”

Despite concerns, many women didn’t want to lose sight of the progress.

Kristen Tabar, vice president of the technical administration planning office at Toyota Technical Center Inc., noted that five years ago, the discussion around women in the auto industry was centered on work-life balance. But the industry is recognizing that matters for all employees, not just women.

“The discussion has shifted more into how do we incorporate women’s thinking into the product, how do we include their ideas and the ideas of different people to make the product more representative for different people,” Tabar said. “The discussion has shifted from why it is hard for us, to how it could be good for us. To me, that’s a huge shift.”

With nontraditional companies such as Google and Apple getting involved, the blurring of the auto industry with telecommunications and electronics also holds potential, said Kathy Winter, vice



**SHIRAZ AHMED**

“It’s a very unforgiving industry. The hours are long, the pressure is high, the competition is fierce, and usually, you’re still worried about: Are the kids going to get picked up from soccer practice? Who’s going to make dinner? And what do I do about my mom who needs her therapy?”

**Karen Folger**  
Bosch Automotive Service Solutions

president of software and services and automated driving for Delphi Automotive.

“That brings access to more and more women from other industries, who are moving into the auto industry and finding it a nice fit or an expansion on their current roles,” Winter said.

The pace of technology change and the growth that will come from it is powerful. “There haven’t been opportunities like this ever,” said MaryAnn Wright, group vice president of engineering and product development, power solutions for Johnson Controls.

One major change from 2010 illustrates that optimism. Back then, 25 percent of the 100 Leading Women answering a survey by professional services firm Deloitte said they would not recommend, or would even discourage, their daughters from pursuing a career in the industry. Another 55 percent said they would encourage it only with caveats. In that same survey this year, which included the Leading Women and nominees who didn’t make the list, 16 percent said they would discourage daughters from the industry, while 40 percent said they would endorse it with caveats.

“I probably said no” in 2010, said Kimberly Pittel, vice president of sustainability, environment and safety engineering at Ford Motor Co. She was on the list in 2010 and is back again this year.

But her answer has changed; she’d now give the industry a resounding recommendation.

“I feel completely differently about it today,” Pittel said. “These are incredibly exciting times in terms of autonomy and technology. We’re a different industry today than we were five years ago.” **AN**



**Pittel: Different industry today**



## HERE'S TO THE WOMEN WHO ARE PAVING THE ROAD AHEAD.

*General Motors congratulates Automotive News' 100 Leading Women  
and is honored to recognize our 13 awardees:*

*Mary Barra, Alicia Boler-Davis, Kim Brycz, Catherine Clegg, Kathleen Dilworth,  
Helen Emsley, Pamela Fletcher, Sheri Hickok, Grace Lieblein, Doneen McDowell,  
Teri Quigley, Christine Sitek, Diana Tremblay*

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GENERAL MOTORS





LEADING WOMEN

# GREAT RESPONSIBILITY

The Leading Women didn't get here on their own. Now, they're deeply compelled to support women on the journey to success

**Amy Wilson**  
awilson@crain.com

**“D**on't quit.” It's the mantra that drives many of the female leaders in the auto industry today. They feel it for themselves and, perhaps just as much, for the female colleagues they mentor and inspire.

“It's really important when you're a female in a company, especially in a leadership position, to set the tone for other women,” said Andrea Riley, chief marketing officer at Ally Financial.

That was a subject visited repeatedly in a panel discussion this summer among 10 of *Automotive News'* 100 Leading Women in the North American Auto Industry. This session represented an evolution from past Leading Women roundtables. Participants have moved on from telling war stories about mistreatment to brainstorming about the best way forward for women in the industry. And it's about more than their own careers. These women carry a lot of weight on their shoulders as role models. They want other women to succeed and join them at the top.

“We are all collectively at this table in a

“You need a support system. If you're the only one in the room who looks like you do, it's hard. And honestly, not everybody probably has the stamina to withstand that by themselves.”

**Janet Barnard, Manheim North America**

position of authority,” said Marissa Hunter, director of FCA US brand advertising and head of advertising for Ram truck brand at FCA US. “But it's a position of obligation and responsibility.”

Grace Lieblein, vice president of global quality at General Motors, said: “You have to help pave the way.”

Lieblein recalled being inspired by a female executive in GM's product engineering department who took her under her wing. Lieblein, then 30, was a newly promoted executive with a young daughter. The other woman had three children and shared tips about child care and navigating the automaker's corporate waters.

“She really helped me out with the politics, the nuances and everything,” Lieblein said. “She was amazing. And she probably didn't even know the impact she was making. But it was huge.”

The roundtable participants shared many such stories of their mentors and meaningful guidance they have received over the years. For them, getting that help — or sometimes not getting that help — reinforced the role they could play for others.

“You need a support system. If you're



Ten of Automotive News' 100 Leading Women in the North American Auto Industry took part in a panel discussion this summer, brainstorming about the best way forward for women in the industry. Above, from left, seated, are Grace Lieblein, Sonia Rief, Pam Heminger, Andrea Riley and Terri Mulcahey. From left, standing, are Janet Barnard, Kristen Tabar, Carrie Uhl, Marissa Hunter and Kimberly Pittel. At left, Lieblein listens as Heminger makes a point.



## THE ROAD AHEAD

Our panelists talk about their career rise and why many women still see greater opportunity outside the industry. Follow the discussion at [autonews.com/leadingwomenroundtable](http://autonews.com/leadingwomenroundtable)

the only one in the room who looks like you do, it's hard,” said Janet Barnard, president of Manheim North America, “And honestly, not everybody probably has the stamina to withstand that by themselves.”

Barnard, who joined the auto industry just four years ago, was surprised to find it lagged other industries with regard to networking programs aimed at keeping female executives connected and bolstering their careers. But many of the women who participated in the roundtable have tried to make up for that within their own companies. They and their female colleagues are involved in both formal and informal efforts to help the other women around them.

### Sit at the table

Sometimes it's as simple as giving advice on how to make women's voices

### Around the table

- Janet Barnard, Manheim
- Pam Heminger, Honda
- Marissa Hunter, FCA US
- Grace Lieblein, GM
- Terri Mulcahey, Penske Automotive Group
- Kimberly Pittel, Ford
- Sonia Rief, Nissan
- Andrea Riley, Ally Financial
- Kristen Tabar, Toyota
- Carrie Uhl, Magna

heard. At meetings, some women will choose to sit in chairs pushed up against the wall instead of in the open seats at the conference table, Lieblein said.

“But I ask them to come closer,” said Kimberly Pittel, vice president of sustainability, environment and safety engineering at Ford Motor Co.

These Leading Women also spend time encouraging other women to raise their

voices and pursue goals — be it a pay raise, a desired position or backing on a project about which they feel passionate. Women tend to be less likely than men to ask for such rewards, participants said. That reluctance is why mentoring younger women is so important, said Terri Mulcahey, executive vice president of marketing at Penske Automotive Group.

Carrie Uhl, vice president of procurement for the Americas at Magna International, tells women she works with that they shouldn't wait for someone to come along and offer something.

“If you're not at the table, bring your chair,” Uhl said. “You just have to invite yourself, and people will not generally tell you no. But they might not come and ask you.”

The advice Barnard gives out most frequently? It goes back to not quitting.

“Just keep going and figure it out along the way,” she said. “Always have hope and optimism about what's next for you.”



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LEADING WOMEN

# Women spark a better work-life balance for all

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**A**ndrea Riley, Ally Financial's chief marketing officer, made a vow before her son's senior year in high school last year.

"I said to my whole team at the beginning of the year: 'He's a hockey player, 45 games. I'm not missing a game,'" said Riley, 50.

That meant she often had to leave meetings early. She flew home mid-business trip and flew back after the game. It was important to be there for her son and, as a leader, to help create a culture at Ally that supports a work-life balance.

"It set a tone for my team, especially for the other women," Riley said. "You really have to have the bravery to just do the things that are important to you."

The 10 Leading Women who took part in an *Automotive News* roundtable this summer agreed that striking a work-life balance is a challenge for men and women. But they say men are less honest about it, creating the impression that women have a special need.

Many women in senior positions say they have made career sacrifices for their families. But in doing so, they also felt that as leaders they were helping to shape a culture for the next generation, one that allows employees to set boundaries.

FCA executive Marissa Hunter, 41, said there are two components to a work-life balance.

"The first are the programs or parameters that your organization is going to put in place," said Hunter, FCA US' director of brand advertising and head of advertising for Ram. "Call it institutionalized work-life balance. The other side of it, especially as women, is to give yourself permission to balance your life."

## Pedicure, please?

For many women, elevation to senior management stirs a need to be "Johnny on the spot," Hunter said.

"You can't put the BlackBerry down or the iPhone for an hour," she said. "You need to show your value and that you're on top of your game."

But, she added, "give yourself permis-



Carrie Uhl, right, advises younger women to set boundaries early. Janet Barnard, left, said her daughter "found a way" to do that.

sion to get a pedicure."

Self-permission is part of mentorship, the panelists agreed. Magna International's Carrie Uhl advises younger women to set boundaries early.

"Know what you can live with, what kind of mother you want to be, what kind of wife, what kind of daughter. Once you know exactly where your lines are, the rest will come," said Uhl, 42, Magna's vice president of procurement for the Americas. "You'll know when it's time to put the phone down and that's the life you want to lead."

That's what happened for Janet Barnard's daughter.

"I was pulling in my driveway one night with my 16-year-old daughter," said Barnard, president of Manheim North America. "It was after a long day at work and then an evening event of some kind, which happened all the time. She said, 'Mom, there must be an easier way.' And I said, 'You know, I hope you find it.'"

Her daughter, now grown, is a pharmacist.

"She found a way, and that's really what we want for our daughters," Barnard said. "It doesn't have to be that

they do it the way we did it."

Work-life balance affects men, too, of course.

"I'm not sure men are allowed to be honest about it — that they're missing their kids' activities and they don't like it," said Barnard, 56. "Socially, men are expected to be the breadwinners and give up a lot to do that, and somehow women maybe are seen as being given special treatment around that."

"It implies that women have some special need," said Sonia Rief, 39, director of vehicle program management at Nissan Technical Center North America. "That's where the opportunity still is for us: How can we make that an acceptable part of the culture?"

Sometimes, it means being willing to say no.

Ford Motor Co.'s Kimberly Pittel declined a promotion that would have meant going overseas to the detriment of her husband's career and her family's finances. The second time she was up for an overseas promotion, she said yes. She was willing to leave her family behind. But a family emergency prevented her from taking that job.



Andrea Riley with her son, Alec Wells, and ex-husband, Jay Wells, after a high school hockey game last year. There were 45 games, and she didn't miss one.

"But here I sit as a vice president," said Pittel, 56, Ford's head of sustainability, environment and safety engineering. "Did it affect my career? I want to say no. But who knows the conversations that went on. For all we know, I could be president right now."

## Sacrifices, rewards

General Motors' Grace Lieblein also turned down two overseas jobs while her daughter was finishing high school. Eventually, she moved to Mexico to head GM Mexico, while her husband and daughter, then a senior in high school, remained in the U.S.

"Those kinds of things are tough to do," said Lieblein, 55, now GM's vice president of global quality.

But the rewards for the sacrifices are fulfilling. In Andrea Riley's case, it came in a text message that her hockey-playing son sent her after his final game: "I love you so much mom. I'm sorry it had to end. Thank you for being my biggest single fan every year and being there for me in the ups and downs when no one else was. I can't express my gratitude for how thankful I am." **AN**

## SUPPORT

continued from Page 10W

Sometimes we have a tendency, probably more so than our male counterparts, to quit."

## Building confidence

Lack of confidence can be a problem.

For men, that confidence is more likely to be built up early because they have more opportunity for casual conversations with male leaders outside meetings, in the hallways, even in the restrooms, said Kristen Tabar, a vice president of the technical administration planning office at Toyota Technical Center Inc. Those are the kind of chats in which younger men might be praised for certain skills and told they'd be good at a certain job.

"When you don't have those early discussions as frequently or naturally, then those other conversations [where you ask for something] become monumental, and it becomes a little bit more intimidating to do it," Tabar said. "I hear that a lot from younger women. They need more nurturing along the way to have the confidence to ask."



Terri Mulcahey: "We owe it to ourselves to help get young women excited about being in this business."

Social outings are another avenue for face time with managers. "I tell every woman I know: Learn to play golf," Barnard said. "I don't care if you're bad at it. I'm bad at it. But at least I go out there. Because guess what? Most of the men are bad at it, too."

Many social bonding activities common in business — playing golf, hunting, fishing — tend to appeal more to men, the participants said. But there's room to change that.

"There's an opportunity for us socially,

collectively, men and women together, to figure out how to not exclude people who may have different interests from that bonding time," Barnard said.

## Coaching

At Ally, some top women formed a women's leadership network with a formal structure and a budget, Riley said. Ally's female executives travel to various company locations and give presentations. Female employees in the crowd are invited to ask questions, sometimes for an hour or more, she said.

"We've had panels where we've brought in women from dealerships and manufacturers and other parts of the industry so that the younger females in the company can see that it's possible," Riley said. "It's really been a fabulous program for us because it's the first time that so many women have been exposed to the leadership."

A recent session in Little Rock, Ark., with 450 women in attendance was scheduled for three hours but lasted five, she said. Coaching younger women on how to earn more money is part of the message.

"I need to get better at it myself, I think,"

Riley said. "Ask for what you think you're worth."

GM has had many formal programs over the years, some more effective than others, Lieblein said. This year, GM brought 200 global leaders together in Detroit for a week.

"All of our senior leaders came in and talked to them. People from outside the company talked to them," Lieblein said. "It was a fantastic networking opportunity for these folks. That was the first time we've done it. Things like that — getting folks together, exposing them to key leaders — is really important."

The roundtable participants talked about offering that help all the way down to the intern level. At Penske, Mulcahey has her interns do a presentation in front of senior leadership in part to teach them how to interact with top executives.

"Our industry is so ripe for change — the online world, the way cars are built, the technology," Mulcahey said. "It is so exciting — what is to come in the next 20, 30 years. We owe it to ourselves to help get young women excited about being in this business because of that change. It's got to change, right? For competition's sake, it's going to have to change." **AN**



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LEADING WOMEN

# THE MARY EFFECT

## Barra's historic rise at General Motors challenges notions of what's possible in the auto industry

Mike Colias

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**D**ETROIT — It's safe to say there are female plant managers inside General Motors thinking differently about their career paths than they might have a couple of years ago.

A decade before Mary Barra's historic appointment as CEO of GM in December 2013, she was manager of GM's Detroit-Hamtramck plant, where Buick LeSabres and Pontiac Bonnevilles rolled off the line. It was one of several points along a decidedly unconventional career arc, one that's now inspiring women in a range of jobs, spanning from rank-and-file engineer to car dealer, to think big.

Call it the Mary Effect.

"The day that I heard that she was announced as the new CEO, it just changed everything for me," says Lisa Copeland, managing partner at Fiat-Alfa Romeo of Austin in Texas. "I think she has shown the industry that you can be a woman and you can have those attributes — to be authentic, transparent."

Barra didn't truly grasp the magnitude of it until about six months into her job as CEO. At an event in Washington, she was approached by an attendee who told her that his daughters decided to become engineers because of her.

"I was like — wow!" Barra said during an interview last month. "That was one thing I didn't understand early on. I think people ... want to see other people like them, ahead of them, to just validate that it is possible."

"That was one thing I didn't understand early on. I think people ... want to see other people like them, ahead of them, to just validate that it is possible."

Mary Barra

Since Barra's appointment, McDonald has seen a subtle shift with clients from across automotive sectors considering women for roles that they might not have before.

"The market is clearly responding," McDonald said.

Grace Lieblein, GM's vice president of global quality, hopes that Barra's rock-star-like rise — she has landed on the covers of *Time*, *Bloomberg BusinessWeek* and *Forbes* — will change the perception of the auto industry as a clubby man's world.

"She's become a bit of an icon, which is cool," Lieblein says. "We need those kinds of role models, because a lot of women would not even think of the auto industry."

Barra spent the first 15 years of her career in various engineering roles inside GM's factories. Then in 1996, she was picked to be the executive assistant to then-CEO Jack Smith and Vice Chairman Harry Pearce, a three-year stint that put Barra on the map inside GM as an up-and-comer.

One who noticed was Gary Cowger, a former GM executive and Barra mentor. In late 1998, Cowger left his post running Opel in Europe to help back in Detroit following a crippling 56-day strike at the automaker's stamping operations in Flint, Mich. Cowger needed someone to handle internal communications to repair

"She's become a bit of an icon, which is cool. We need those kinds of role models, because a lot of women would not even think of the auto industry." **Grace Lieblein**

relations between union officials and the company. He picked Barra, who had exactly zero experience in communications.

Barra was able to strike an easy rapport in the plants because she could talk the talk from her manufacturing background, Cowger said. She went on to work for Cowger in a variety of roles of increasing importance.

"It wasn't just that Mary was good at every one of these new jobs she went on to," Cowger said. "It's that she has always shown excellent judgment. The higher you go in an organization, that's one of the biggest things people watch for."

Barra says her career ascent at that time was helped by an internal GM program called the Affinity Group for Women, a networking group started in the mid-1990s that still exists today.

The group "wasn't asking senior leaders for anything," Barra said. "It was asking, 'What can we do for ourselves? How can we mentor and network and put the skills in the hands of women earlier in their careers so they understand what it takes to be successful?'"

That's still a work in progress.

Sheri Hickok, chief engineer on GM's next-generation full-size truck program, says GM has a well-deserved reputation as a flexible workplace for female executives trying to balance family life. But she worries that younger women — maybe even some future Mary Barras — might not see that.

"I have a lot of young women, let's say five years into their career, who are getting ready to start a family and are very nervous to take a promotion or move to the next level because they're not sure how they'll balance that," Hickok says.

"We need to showcase that flexibility more." **AN**



BLOOMBERG





# BOARD BARRIER

GM is a leader with 5 female board members, but other companies have work to do, advocates say

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It's well known that the CEO of General Motors is a woman. But few likely realize that Mary Barra is one of five women on GM's 12-member board of directors, an equally rare distinction in an industry whose top ranks have always been dominated by men.

That compares with two women out of 15 board members at Ford Motor Co., three women out of 11 at Fiat Chrysler Automobiles and one woman out of seven at Tesla Motors.

Among the 50 largest publicly held suppliers operating in North America, 52 of the 537 board members are women — 9.7 percent — according to a tally by *Automotive News*.



**Ligocki: "Not golf games"**

Advocates of gender diversity say it's not merely a matter of being socially progressive. Studies increasingly show that having women on boards is good for the bottom line. "To provide good governance, it really requires diversity of thought, to make sure they've considered all options," said Kathleen Ligocki, a board member at Lear Corp. and former CEO of Tower Automotive. "If everyone looks at things the same, you're going to miss opportunities."

## Better financial results

In a survey published this year by EY of 400 executives and managers at large companies, 66 percent of respondents said companies with women on their boards achieve better financial results. Sixty-five percent said companies with women in senior leadership roles perform better.

But with few exceptions, the auto industry is behind the curve in this area. Among all companies on the Standard & Poor's 1500 index, women accounted for 16 percent of the board seats, up

## Women onboard

Women make up a smaller percentage of board members at the top 50 publicly held auto suppliers than the average for companies in the S&P 1500 index.

■ S&P 1500	16%
■ Detroit 3	26%
■ 50 top public suppliers	9.7%
North America-based	12%
Europe-based	15%
Asia-based	2.3%

Source: EY, *Automotive News* research

from 11 percent in 2006, according to a study by EY.

"It is edging up, but not quickly enough," said Ruby Sharma, principal at EY's Center for Board Matters.

Whereas bankruptcy transformed GM's board of directors — before bankruptcy, the board comprised just two women and 11 men — most companies have much less turnover on their boards, which often makes changing their makeup a slow process. And companies also don't want to lose qualified, effective board members purely in the name of demographics, Sharma said.

"When the boards are not turning over, it's very difficult to replace a particular board member with a woman," she said. "It's about a balance. You want diversity, but you also don't want to throw out the experience and institutional knowledge that a long-term board member may have."

Data from the Inforum Center for Leadership, a professional organization for women in Michigan, show that women accounted for just 14 percent of the board members selected since 2013 at the state's 18 largest public automotive-sector companies. GM added two women, while BorgWarner, Visteon Corp. and Tower each added one. Thirty other seats were filled by men.

After those additions, 19 of the 165 seats at Michigan automotive-sector companies, or 12 percent, are now women, ac-

cording to Inforum's Women's Leadership Index. Again, five of those 19 are at GM.

"General Motors has absolutely broken through the barrier from tokenism to critical mass," said Terry Barclay, Inforum's CEO.

A few European automakers do have relatively diverse supervisory boards; women account for six out of 20 members at BMW, five out of 20 at Daimler AG and four out of 20 at Volkswagen AG. But Toyota Motor Corp. and Honda Motor show just one female director each in their latest annual reports, and Hyundai Motor's board is all men.

Broken down geographically, the suppliers follow a similar pattern of diversity as the automakers. At North America-based suppliers, 12 percent of directors are women, while Europe-based suppliers have boards that are 15 percent female. But women account for just 2.3 percent of directors at Asian suppliers.

Germany-based Hella KGaA Hueck & Co. has five women on its 16-member supervisory board, while Plastic Omnium and Valeo, both French, have four women on their boards. Only 13 of the 50 largest suppliers have more than one female director, and 22 companies have all men, with 12 of those based in Japan or Korea.

## Larger candidate pool

Because directors tend to be active or retired executives elsewhere in the business world, the increasing number of female leaders at many companies is creating a larger pool of board candidates to choose from.

"I think we could be a little more aggressive and potentially go a little bit lower in the organization to pick people who might be at executive vice president level or on their way," said Felicia Fields, group vice president for human resources and corporate services at Ford Motor Co. "You can get a lot of people with talent who are not yet CEOs or CFOs who might have the skills and experiences to help. In general, we need to get a little bit more courageous in casting the net more broadly to round out our boards."

The UAW's retiree health care trust has been on a campaign since 2010 to urge

companies in which it has an ownership stake to add female board members, with the notion that it would help them perform better.

One of those companies, Visteon, added Joann Maguire, a retired aerospace executive, in January. She's the only woman on the 10-member board.

A Visteon spokesman, Jim Fisher, said the company has had female directors at various times in the past and already had been searching for new board candidates with diversity in mind when the UAW trust contacted it last November.

"Visteon's board of directors, and the company, agree there is great value in the ability to draw on a diversity of skills, experiences and backgrounds," Fisher wrote in an email. "When identifying and evaluating candidates to serve as directors, diversity is a part of the overall mix of factors that the board and its corporate governance and nominating committee have historically considered, and continue to consider. The board regards diversity as an important factor in the selection and nomination of director candidates."



**Barclay: At GM, "critical mass"**

Women account for a large portion of the customer base automakers and suppliers are trying to reach with their products. Various studies in recent years have shown that women make or influence a majority of vehicle purchases. That can leave companies with men in all the board and executive roles at a disadvantage as they map out marketing and product-development strategies.

Ligocki, now CEO of Harvest Power in Waltham, Mass., said boards can no longer afford to be "old boys clubs" in an era of global competition and consolidation.

"How can you be in the 21st century, trying to attract millennials, if you're not in this century?" she asked. "Boards' roles are really active governance now. It's not golf games a couple of times a year anymore. That changes who you need on boards now." **AN**







LEADING WOMEN

# THINK LIKE A MAN

Borrowing some behaviors can help women get heard and get ahead in a male-dominated industry, experts say

**Jamie LaReau**  
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**A**fter 21 years in the car business a trace of “maleness” has crept into Dana Rodriguez’s behavior at the office.

“I certainly don’t look like a man or dress like one, but I act like one,” said Rodriguez, 43, Eastern region operations trainer for DCH Auto Group, a large dealership group based in South Amboy, N.J.

For example, when Lithia Motors bought DCH last year and Rodriguez was given increased responsibilities, she was quick to ask for a raise — even though it went against her basic nature.

“It’s important for women to ask and to have confidence in asking,” she said. “You have to recognize when you’re being overlooked. Men don’t have to think about that as much.”

This just in: Men and women think and act differently in the workplace. And the differences can make it much harder for women to get ahead in a male-dominated industry such as automotive.

The key difference is style of communication, according to business leaders who have studied the subject. And because men occupy most positions of power, their way of communicating tends to be considered the right way.

For example, men are likely to display more self-confidence in the workplace, whether or not they actually *feel* more self-confident. They also make decisions faster whether or not they have actually *thought* about what they are deciding.

Also, body language is different.

“Men tend to avoid eye contact when talking to you,” said Jenny Ta, 43, founder of the social networking site Squeegee. “They tend to look at their notebooks. They are aggressive with their words, but they don’t look you in the eye.”

Women like to sit across from one another when they talk, Ta says. Men prefer to stand side-by-side while in conversation, she says.

But in a room full of men, Vicki Poponi, 54, head of export sales for American Honda Motor Co., says that women often will physically step back from the action.

“In a meeting room, you’ll often see that women don’t sit at the table,” Poponi said. “They sit at a back row along the wall. They look at the table and think, ‘I don’t belong there,’ even if they do. The guys, even if they’re not sure, will sit at the table.”

Such things play into how women are perceived. And so they can become *big* things.

It’s part of a fundamental disadvantage that women have in the workplace, says Connie Glaser, women’s leadership expert and co-author of *Swim*



**Jenny Ta: Women who make decisions too slowly could lose a business contract.**

*with the Dolphins.*

“Men are promoted on potential,” Glaser said. “Women are promoted on performance — big difference.”

But things are changing. As management styles evolve in the business world overall female behavioral traits are becoming advantageous.

Glaser says women tend to be comfortable as mentors, nurturers and collaborators — and listeners — and that helps them to ascend.

*Swim with the Dolphins* advocates using traditional feminine traits as a way to empower managers and help employees grow.

Dave Cole, chairman emeritus of the Center for Automotive Research in Ann Arbor, Mich., says women may be uniquely adapted

## Tips to get to the top

How to rise in a male-dominated environment

- Have confidence in your abilities and show it.
- Seek out people of higher rank and in different parts of the company to be mentors and champions.
- Recognize that men are the majority and adapt to their ways; it’s easier than getting them to change.

to complex 21st century business organizations.

“I think women are more comfortable with the idea of relationships, collaborations, the team,” Cole said.

The autocratic, top-down management styles of the old male auto barons, he says, have been consigned to the dustbin of history.

“The king is dead,” Cole said. “The coach is the leadership of tomorrow.”

## Quick decisions

But wait a minute. Things haven’t changed *that* much. Women still must adapt to and operate in a male-dominated environment in the auto industry.

Ta, who founded an investment firm and became a millionaire by age 27, believes that women are better organized and more painstaking than men. She says men are action-oriented, while women prefer lengthy analysis before rendering a decision. Men decide things faster and, indeed, Ta says being fast is often more important than being right. She insists that women need to understand that.

“There are women who make decisions too slowly and could end up losing a business contract,” said Ta, whose book, *Wall Street Cinderella*, describes her escape from Vietnam during the country’s war years and her rise on Wall Street.

“In the business world, 99 percent of the time a man is on the other side of a deal, and he might not wait,” she said. “That’s when contracts can be lost.”

Another key difference: Ta says women draw heavily on their emotions when making decisions.

“This is the total opposite of men,” she said. “While women are meticulous and detailed and use their minds, they also employ 10 to 15 percent of their heart. That can be seen by men as being weak or emotional.”

Men are more direct. They use fewer words when talking business. Women go in for longer explanations and employ soft, almost apologetic words.

Rodriguez said: “Women are more submissive in the way they voice their opinions, using words like ‘maybe’ or ‘I was wondering.’”

Such differences are highlighted in performance evaluations and salary negotiations, says Andrea Riley, 50, Ally Financial’s chief marketing officer.

“That’s a big part of what we talk about in terms of trying to get women to ask for

“Men are promoted on potential. Women are promoted on performance — big difference.”

**Connie Glaser**  
Leadership expert





## BEHAVIORS

continued from previous page

what you want," Riley said.

Women are more likely to list the reasons they deserve a raise or promotion.

"I notice more young men will come in and say: 'You know I'm good at what I do, and here's what I want,'" Riley said. "It'll be a 45-minute conversation to get to the same point with a female."

Julia Johnson, 47, an assistant professor of automotive technology at Skyline College in San Bruno, Calif., learned to talk like a man and make quick decisions while working as a mechanic for an independent service shop early in her career.

"I had never worked with all guys before so I didn't know about the communication differences," Johnson said.

"When somebody asks you a question, is it more valuable to give someone an immediate answer or a correct answer? Women say correct. Men don't value that. They want an immediate answer, even if it's wrong."

For example, her foreman in the shop once asked her if a car needed shocks or struts. Johnson's reply: "Let me check."

The foreman impatiently yelled to her male colleague: "Hey, Simon, does that car need shocks or struts?"

Simon had not even looked at the car but confidently answered, "Struts!"

"When somebody asks you a question, is it more valuable to give someone an immediate answer or a correct answer? Women say correct. Men don't value that. They want an immediate answer, even if it's wrong."

Julia Johnson, Skyline College

"He was wrong," Johnson said. "But his confidence made him more credible."

She says men and women are hard-wired differently. Men were hunters, so a hesitant response could result in death. Women cared for the babies, so haste could lead to death, she says.

"I managed to be successful in this industry by mimicking guys' behavior," Johnson said. "If I do it right, I get away with it just like they do."

It boils down to a kind of swagger. Men generally have more of it.

"Women tend to demonstrate more self-doubt," Glaser said. "They tend to be not as prominent risk takers as men and they tend to not sing their own praises as loudly as men do."

### Don't show your cards

Poponi of American Honda said: "Guys grow up competing and don't show their weaknesses, whereas women — we bond over our emotions and shared experiences. We extravert it more."

Glaser offers an example: If a man and a woman are both asked to take on an assignment they have never done before, the man will typically say to the boss, "Great! I can handle this."

A woman will say: "I've never done this before" and outline in detail how she'll go about researching it and completing it.

Ta says that reaction implants an idea in the boss's mind: The woman is less capable than the man.

"I wouldn't coach women to lie about



"I was told early on I'm not allowed to have a bad day," Ford's Kimberly Pittel said, and was given advice on dealing with men. "I'm over that," she said.

## For women, negotiating pay is 'like a root canal'

Jamie LaReau

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A sizable pay gap still exists between men and women in the American workplace.

How big? In 2014, full-time female workers made 79

cents for every dollar earned by men, according to the Institute for Women's Policy Research.

It seems the height of unfairness, but who's really to blame for the variance?

Connie Glaser, an author and women's leadership expert, said at least part of the salary gap results from the fact that many women do not negotiate hard enough.

"Being liked is very important to women," Glaser said, and that can undermine the chance for a more lucrative salary.

Glaser cited a well-known passage in Facebook COO Sheryl Sandberg's best-selling book, *Lean In*.

Facebook founder Mark Zucker-

berg had recruited Sandberg and offered her a huge compensation package. Sandberg was thrilled, but when she proudly told her husband the amount, he said: "And you took it? You never accept the first offer made. You go back and tell him you want this amount."

Sandberg asked her husband: "But what if he thinks I'm greedy?"

Glaser said: "Even at that high level, women think about what people think of them. Guys don't have a concern with that. They think of negotiation as a sport. They like the back and forth. For women, it's like a root canal."

She says that's something women at all levels need to work on.

"One factor not addressed in the pay disparity is men's ability and willingness to negotiate," Glaser said. "I don't want to say it is women's fault ... but they will often accept what's on the table. So they're starting off at a step down." **AN**



Glaser: To men, it's a sport.

their abilities," Glaser said, "but it's like sitting at a poker table. You don't need to show your cards too much. You need to speak in a different way so that you don't open up your hand."

Terri Mulcahey, 50, Penske Automotive Group's executive vice president of marketing, says a mentor taught her a valuable lesson several years ago.

"Whatever you do, make sure you speak your mind," Mulcahey was told. "Don't ever sit in a meeting with a thought and not say it just because you're the only woman in the room. I never forgot that."

But things are always complicated for women. Mulcahey also learned to express opinions *without* displaying emotion.

Kimberly Pittel, 56, Ford Motor Co.'s vice president of sustainability, environment

and safety engineering, doesn't believe women are more emotional than men but admits that it can appear that way.

"I was told early on I'm not allowed to have a bad day," she said.

### 'Stop making cupcakes'

Back then, a mentor gave Pittel the lowdown about male counterparts. The advice: "Don't interrupt; let them finish their thought. Give them time to answer; don't jump right in with an answer. You have to be very careful that you're not edgy or abrupt or harsh."

Pittel says she no longer follows those rules but suggests that women just starting out probably should do so.

"I'm over that," she said. "I'm very forthright. I do put forward my opinion."

"That started, I'd say, five years ago. But

I think about that, and I've been in the industry 29 years."

Dina Perreault, 45, human resources director for the Faulkner Organization, which operates 23 dealerships in Pennsylvania, tells young women to be themselves.

But she also monitors their behavior.

In a recent discussion with a female manager at a dealership, the manager lamented to Perreault that she was not being considered for promotion.

"I said, 'What are the behaviors that might be inhibiting you?' I found out she would routinely make platters of cupcakes and baked goods, which was very nice. But I asked her to name a manager she emulates. She gave me his name, and I said, 'When was the last time he brought in cupcakes?' She said, 'Never.'"

"Whatever you do, make sure you speak your mind. Don't ever sit in a meeting with a thought and not say it just because you're the only woman in the room."

Terri Mulcahey  
Penske Automotive Group

"'Stop making cupcakes,' I said. 'I want you to be feminine, but you don't need to be the caretaker.'"

It's a balancing act, though. Perreault says women's aggressive language can come across as unnatural.

"Men use profanity [and] women think they have to also," she said. "But you don't. Always be polished and professional."

While salty language may not be necessary, showing initiative is. For example, Poponi often gives this advice to young women at Honda: Invite yourself to lunch with male colleagues and join their conversations.

"Sit at the table," she said.

DCH Auto's Rodriguez says she coaches women to get better at reading their environment, to do a better job of recognizing when they are being overlooked and then speaking up about it.

"You have to stop being the victim," Rodriguez said. "Stop complaining; take more chances because that's how we grow, and that's how we learn." **AN**

Bradford Wernle contributed to this report.



Poponi: "Sit at the table."





LEADING WOMEN

# SLOW PROGRESS

While automakers, suppliers and retail groups are striving to attract and retain female employees, 'it's still a boys' club'

**Jamie LaReau**  
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**W**omen account for about a quarter of the combined work force at U.S. automakers and suppliers, a level unchanged in 10 years, according to U.S. Equal Employment Opportunity Commission data from 2013.

Yet women represented 48 percent of overall employment in U.S. private industry in 2013, the last year for which numbers are available.

The percentages of senior executives and mid- and entry-level managers who are women at automakers and suppliers also have been stagnant.

Why the dearth of female talent in the car business, an industry that can offer lucrative salaries and glamorous careers? Why haven't things changed in the auto world?

Many female executives say the problem remains one of perception — the notion that the auto industry is simply not female friendly.

And it's a Catch-22. There are simply too few female role models to attract and mentor women.



**Colpron: Group offers training and networking.**

"If it was a more diverse workplace, you'd be able to attract more women," said Celeste Briggs, director of General Motors' Women's Retail Network in Detroit. "It's male-dominated. That's the perception and that's the reality. You have to get critical mass. You can't just hire one at a time. That's not a plan to diversify your work force."

But increasingly, manufacturers, suppliers and retail groups are taking bold steps to recruit and retain women. They are putting forth more visible female role models and educating women at a younger age about career opportunities. Many companies have provided structured mentoring and training for talented women.

"You can't put unprepared women into roles they aren't ready for," said Francoise Colpron, group president for North America for the French supplier Valeo. "That does not help the cause. We still have to open up the boys' club because it's still a boys' club."

Colpron set about changing things at Valeo in 2012, after global CEO Jacques Aschenbroich spoke out that year at the supplier's annual leaders' meeting in Paris.

Aschenbroich opened the session by noting that Valeo had 300 leaders from around the world in the room. But while 40 percent of them were not French — reflecting the supplier's cultural diversity — only 7 percent were women.

He challenged executives to find ways to attract more female leaders. Colpron's response was to launch a networking group called Valeo Women Connected.

"The idea is, country by country, to organize events to promote and develop

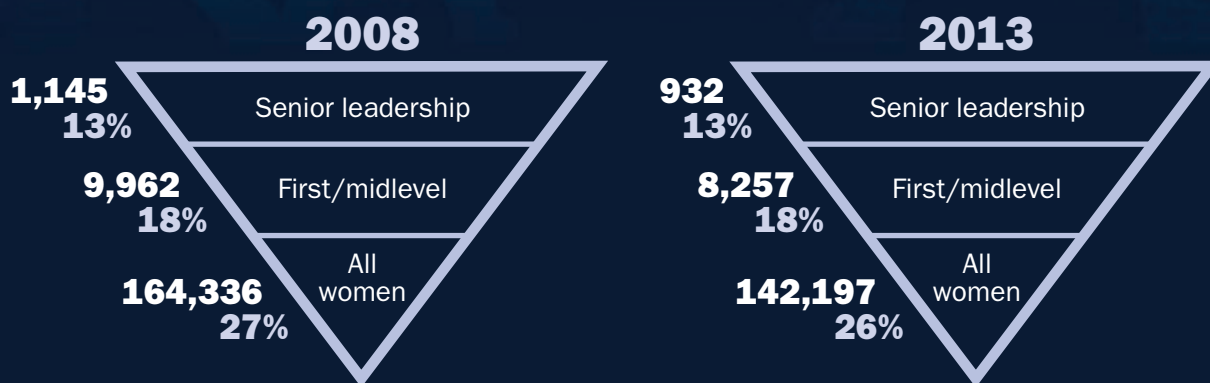


"It's male-dominated. That's the perception and that's the reality. You have to get critical mass. You can't just hire one at a time. That's not a plan to diversify your work force."

**Celeste Briggs, director,  
GM's Women's Retail Network**

## MINORITY REPORT

Women in the auto industry may be more powerful than ever, but they are no more plentiful. The percentage of women in senior leadership and entry and midlevel leadership positions at automakers and suppliers didn't budge from 2008 to 2013.



Source: U.S. Equal Employment Opportunity Commission

see **PROGRESS**, next page





## LEADING WOMEN

## PROGRESS

continued from previous page

women," she said. "The members have the opportunity to meet role models inside and outside the organization."

The group hosts four events a year in Paris, most recently in August. The events feature female speakers from Valeo's automaker customers, Valeo board members, authors and inspirational speakers.

Through Women Connected, Valeo also seeks to identify talented young women in the company and to provide mentoring and training.

In 2012, Valeo launched a diversity board that set recruitment targets that match the number of graduates in a field. For example, if 20 percent of all engineering graduates in North America are women, Valeo would decree that 20 percent of its newly hired engineers must be women.

The efforts appear to be paying off. Of Valeo's top 300 executives, now 11 percent are women.

"If we really want to walk the walk, we have to say we want more women and mean it," Colpron said.

In 2012, Lear Corp. launched a female employee support group called Growth Resources and Opportunities for Women, or GROW. In the fall of 2013 the group began sponsoring a speaker series, starting with Mary Barra just six weeks before she was named the CEO of GM.

Men are invited to GROW events, too.

"It's just as important that men see these speakers as women," said Jeanne Hanley, vice president for global

trim and craftsmanship at the supplier.

In June, 125 GM employees from around the world attended the first GM Global Women's Leadership Summit in Detroit. The discussion centered on ways to elevate GM as a "premier destination for women and to continually build an inclusive" culture, said Marina Shoemaker, director of global diversity for GM.

GM now has 18 women's councils around the world that provide networking and developmental support to salaried female workers, and to help find and nurture talent.

In the U.S., the council — known as GM W.O.M.E.N (women offering mentoring, expertise and networking) — has about 2,300 members, Shoemaker said.

**The right tone**

GM also partners with organizations such as the Society of Women Engineers, Global Summit of Women and Women of Color to build a pipeline of female talent.

And the company is investing in science, technology, engineering and math, or STEM, education to encourage women to pursue careers in those fields. The GM Foundation grants Buick Achiever Scholarships to graduating high school students and college undergraduates. This year, 56 percent of the scholarships went to female students, Shoemaker said.

Felicia Fields, Ford's group vice president for human resources and corporate services, says the company aggressively recruits women and minorities on college campuses, and provides mentoring and scholarships for girls as early as middle school age.

To retain female talent, Ford in the late 1980s set up the Professional Women's Network, a global group with chapters organized by region and by specific disciplines, such as finance and information technology.

Ford also participates in programs such as Mentium, an external mentorship program that Fields says provides "a safe environment to talk about what's going on inside of Ford."

Just less than half of Ally Financial's 6,900 employees are women. To help the company retain them, a Women's Leadership Network was established in 2011.

The group conducts regional forums at which women discuss business issues and have opportunities to build alliances with other women. At an event this year in Jacksonville, Fla., for example, more than 400 women from the area met to review Ally's product development and strategy. The event concluded with a question-and-answer session offering career advice.

The Women's Leadership Network also encourages Ally's female managers to actively search for talent.

"We have really tapped our high-potential females and leveraged them to be our recruiters," said Kathleen Patterson, senior vice president of human resources. "They support us to identify talent in the marketplace. And women hear that Ally's a great place to work with flexible working schedules and women friendly, mother friendly."

**Barriers or excuses**

Susan Scarola, former vice chairman of DCH Auto Group, a large auto dealership group that was acquired by Lithia Motors Inc., spent three decades working her way up the ladder in retailing. She blames the industry's struggle to attract and retain women on companies that allow an outdated perception to thrive.

"This industry can pay a very decent wage. If my perception was that the industry was welcoming, why would I not look at that?" Scarola says. "It's not about the hours. There are many other industries with odd hours. We tell ourselves there are barriers, but that's just excuses for not acting."

Scarola says manufacturers should help dealers understand the economic benefits of a diverse work force by researching those benefits. She says automakers also should help dealers find companies that offer mentors to their female employees.

In some dealerships, Scarola says, managers still permit hostile work environments.

"As a woman I wouldn't want to put myself in an environment where the boys being boys is tolerated," she says. "At least if I'm going to work odd hours, I'll do it at Neiman Marcus, where I know it's a well-run, ethical and professional environment."

At the Faulkner Organization, a large dealership group in central and southeast Pennsylvania, 24 percent of the 1,450 full- and part-time employees are women. But only 4 percent of them are managers, says Dina Perreault, head of human resources.

Perreault says the company, which owns 23 dealerships with 16 brands, is working to change that. She says two full-time recruiters are focused intently on hiring female managers.

Four years ago, the company began promoting women from accounting jobs to finance and insurance and Internet sales positions. Two years ago, Faulkner started paying for female body shop receptionists to complete training to become licensed estimators.

"We're trying to figure out if we have good and talented people, where can we deploy them to work someplace else [in the company] that helps them grow," Perreault says. "We're starting to look at our entire work force differently."

Such efforts are essential.

"We're growing at such a rapid pace," she says, "we'd be losing an enormous talent pool if we don't start to move people into creative roles." **AN**

Nick Bunkley contributed to this report.



**Hanley: Men are invited to events too.**



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To be named as one of the top 100 leading women in automotive is quite an accomplishment. To have two within our own ranks is even more remarkable. So it is with great pride that we congratulate both Michele Lieber and Andrea Riley on this prestigious recognition. Their professional passion, commitment and brilliance inspire us daily and we're fortunate to have them leading the way.

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LEADING WOMEN

# GENDER GAP

## Why don't more women work in dealerships? Experts point at unconventional hours, commission-based pay plans

**Arlena Sawyers**  
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**W**hen Mary Jo Wheeler-Schueller started selling cars at her family's Wheelers Chevrolet in Marshfield, Wis., in 1995, it was not unusual to see women working in key positions at the store.

"I was 18, 19 years old, and we had mostly women salespeople," recalls Wheeler-Schueller, now 38 and dealer principal at Wheelers Chevrolet in Medford, Wis. Her partner in that store is her brother, Daniel, who is its vice president.

"Because of the way Mom and Dad worked the business, we always had women employees. ... There were always women in management roles."

**Mary Jo Wheeler-Schueller,**  
dealer principal at Wheelers Chevrolet

"Because of the way Mom and Dad worked the business, we always had women employees," she says. "F&I manager, service manager — we had women in the service advisory roles back in the 1980s. Growing up, as a little girl coming to the dealership, there were always women in management roles."

### Not the norm

Wheeler-Schueller said her brother and her mother, Maryann Wheeler, carry on the proud family tradition of seeking out and employing talented and capable women at their stores. Her father is deceased.

Maryann Wheeler is dealer principal of the Marshfield Chevy store, which now includes GMC, and a Chevy dealership

**Mary Jo Wheeler-Schueller, left, says she, her mother, Maryann Wheeler, and brother, Daniel Wheeler, carry on the family tradition of hiring talented women at their Wisconsin stores.**



and a Buick-GMC dealership in Wisconsin Rapids, Wis.

But that gender diversity at the Wheelers' dealerships is not the norm in the industry.

At the end of 2014, just 18.5 percent of active employees on new-car dealership payrolls were women, according to the 2015 National Automobile Dealers Association Annual Workforce Study. That's up slightly

from 17.7 percent at the end of 2013.

"The gender gap in the nine key dealership positions is even more pronounced," the study states. Those positions are general manager, sales manager, service manager, parts manager, finance and insurance manager, service adviser, sales consultant, parts consultant and service technician.

Women represented just 8 percent of active employees in those positions, the study found. In contrast, women represented 91 percent of active employees in office and administrative support positions.

Nonconventional hours and commission-based pay plans are among the reasons many women pass up dealership jobs, say dealers, managers and others.

### Flexibility

"You see so many successful women in real estate, and they work long hours and weekends," said Karen McKemie, divisional vice president at Sonic Automotive in Charlotte, N.C. "The difference is they have complete flexibility. They can say, 'Why don't we see that house on Saturday at 2 o'clock?' We meet at 2 o'clock and go until 4 o'clock, and we're done. They don't have to be there from 7 in the morning till 10 at night."

But culture, both inside the industry and in society in general, plays a role as well, said AutoNation Inc. CFO Cheryl Miller.

She points out that girls still typically play with dolls and boys typically play with cars. She said it is also a turnoff to potential female employees if they see no

**Karen McKemie of Sonic Automotive:**  
"You see so many successful women in real estate. ... The difference is they have complete flexibility."



AL TORRES PHOTOGRAPHY



**Celeste Briggs is director of the GM Women's Retail Network, which aims to set a path for women to become dealers.**

other women in the workplace.

"So when you get to actually selling cars and servicing cars, I still think there's a bias towards us," Miller said. "We need to continue to break that down."

How? "It's giving visibility to the existing women in the dealership. It's creating an open and welcoming atmosphere."

Wheeler-Schueller said women who have the personality and drive to work in the auto industry have an opportunity to do well. But she also said the pay struc-



*Congratulations*

**Terri Mulcahey**

EVP of Marketing • Penske Automotive Group

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LEADING WOMEN

# LIKE MOTHER, LIKE DAUGHTER

In a male-dominated industry, this small group shines with skill and personality

**Arlena Sawyers**  
asawyers@crain.com

In an industry that is dominated by males, Rita Case is an anomaly. She is one of the few female dealers to have followed a mother into the business and also to have seen a daughter join.

Rita is vice chairman of Rick Case Automotive Group, which ranks No. 26 on the *Automotive News* list of the top 150 dealership groups based in the U.S. as ranked by 2014 new-vehicle retail sales.

She and her husband, Rick Case, operate 16 dealerships in Florida, Georgia and Ohio.

"My mom and dad were partners, like Rick and I," said Rita Case, 60, whose parents sold Honda motorcycles almost a decade before opening their Honda new-car dealership in Santa Rosa, Calif., in 1970. "She worked full time in the business like I've always done."

Most new-car dealers are men, so sons and grandsons following in the footsteps of fathers and grandfathers in the retail auto industry is a given. Mothers and daughters in the business are harder to find, but they're there. And as more daughters step up, those numbers are likely to increase.

Case's mother, Lori Manly, 82, is CFO of Manly Auto Group in Santa Rosa and is still active in the family business along with Case's brother, Brian Manly, who is dealer principal.

## Lessons learned

Case said her mother taught her the value of hard work, but she also taught her to work smart.

Case's daughter Raquel Case, in turn, demonstrated to her that young, inexperienced hires with the right personalities and drive can be taught to be successful salespeople and managers.

Raquel, 31, is the general manager of Rick Case Maserati-Alfa Romeo in Davie, Fla. She hired a staff of energetic employees, all under age 30, to open the group's Fiat store in July 2011.

In its first month, the store became the top-selling Fiat store in the nation. Raquel said the staff worked because the employees were eager to learn, enthusiastic and flexible.

"It's people skills and personality," said



From left, Rita Case, her mother, Lori Manly, and daughter Raquel Case. Manly was a dealer and still works in her family's business.

Raquel. "We can train the car business, but we can't train the personality."

Mary Jo Wheeler-Schueller, 38, is dealer principal of Wheelers Chevrolet in Medford, Wis. Her brother, Daniel Wheeler, 36, is her business partner in that store.

Their mother and mentor, Maryann Wheeler, 68, is dealer principal of Wheelers Chevrolet-GMC in Marshfield, Wis., and Wheelers Chevrolet and Wheelers Buick-GMC, both in Wisconsin Rapids, Wis. Randy Schueller, Wheeler-Schueller's husband, is used-car manager at the Marshfield store and is enrolled in the NADA Academy.

Maryann Wheeler got into retail automotive about 50 years ago when she landed a job earning \$1.10 an hour as office assistant at the Marshfield store where she is now dealer principal.

"I still love getting up in the morning coming to work," said Wheeler. "The

dealership employees are like my family. Without the employees, you certainly can't be successful."

Dan Wheeler, who became Maryann's husband, was the owner. Working alongside her husband, she used her accounting skills to become the dealership's controller.

Though Maryann was happy to work behind the scenes while her husband was the public face of the dealership, she faced discrimination occasionally when she ventured out, said her daughter.

## Girls keep out

"Mom can remember going to GM meetings and not being allowed in because she was a woman," said Wheeler-Schueller. "That was late 1960s, early 1970s — that time frame."

Wheeler-Schueller said her mom taught her many things, but the one that res-

onated the most was that the family always would run their stores ethically and honestly.

Maryann Wheeler said she prefers the lower-profile, fixed-ops side of the business and admires her daughter's outgoing personality and marketing skills.

She said Wheeler-Schueller's skills as a salesperson began to emerge in grade school.

Three years in a row, she sold more raffle tickets for a school fundraiser than her classmates. Each year, the top prize for the top seller was a TV.

The first year, the school awarded Wheeler-Schueller a small black-and-white TV. The second year, she got a small color TV. The school refused to hand over another TV the third year.

Recalls Wheeler-Schueller, laughing: "It was a Catholic school, and they just said, 'No, you're not getting it.'" **AN**

## GENDER GAP

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ture in most dealerships is a barrier for women. That's why her family pays its salespeople a salary plus \$200 per used vehicle sold and \$170 per new vehicle sold. She says the dealerships' salespeople typically sell 10 to 15 vehicles per month.

"They need a stable income, and I think that takes the friction out of the negotiation process with the customer," Wheeler-Schueller said.

Cherie Watters, president of sales and marketing, dealership division, at AskPatty.com, a dealership consultancy, spent 30 years working in dealerships in Florida and California. Watters, whose career path took her from controller to general manager at five dealership groups, suggests dealerships consider hiring sales teams, instead of individuals, as way to have all



Cherie Watters of AskPatty.com says sales teams may attract more women.

bases covered and attract more women.

A dealership could "put a couple of people together" to have "full coverage all the time," she said. Team members would

share the commission and the benefits. "It would be a hybrid version of job sharing," she said.

Concerned about why women have shied away from becoming dealers and working in dealerships, General Motors created the GM Women's Retail Initiative in 2001 to nurture, retain and add to the ranks of profitable female GM dealers.

The group was renamed the GM Women's Retail Network in 2008. It formed its first 20 Group for female dealers and general managers in May 2013, and it added a second 20 Group this year.

"Our goal is to attract women into automotive retail careers such as dealers, general managers and employees to create more gender balance and to create a pathway for women to become dealers," Celeste Briggs, director of the GM program, told the inaugural Women in Automotive Conference in Orlando in August.

At the end of 2014, women owned 225 GM dealership rooftops.

By August, that number grew to 230, representing 5.5 percent of GM rooftops, said Briggs.

At Toyota Motor Sales U.S.A., two of the 24 individuals to come through the company's dealer investment program since 1990 have been women, said Ernest Bastien, the company's vice president of retail market development.

The program is open to any qualified candidate who has the skill and talent, but perhaps not the financial resources, to take over a dealership. The goal, said Bastien, is to have Toyota's dealer network reflect the customers it serves.

At the end of 2014, women owned 16 Lexus dealership rooftops, or 9 percent of total Lexus rooftops. In the same period, women owned 58 Toyota dealership rooftops, or almost 6 percent of all Toyota rooftops. **AN**

Jamie LaReau and Amy Wilson contributed to this report.



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LEADING WOMEN

# BATTLE-TESTED

From weathering the economic crisis to making family time, women find ways to turn challenges into opportunities



Team Detroit/Blue Hive COO Kim Brink, with Nash and daughter Elizabeth, calls the downturn "a very, very dark time."

Lindsay Chappell  
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Seven years after the biggest economic crash in modern times, the meltdown of 2008 remains a shared battle experience in the minds and careers of the 100 Leading Women in the North American Auto Industry.

A large number of the female executives single out the 2008 economic crisis and its resulting fallout and reorganization as the greatest personal challenge they have faced in their careers. From auto retailers to manufacturing engineers, the economic crisis stands as a kind of communal milestone for many women in the business, according to interviews with the group.

The memories shared with *Automotive News* tell a story of women on the front lines of those dire days in 2008 and 2009, when U.S. commerce froze and companies wondered if they would survive.

"That was a very, very dark time for a lot of us that were here," says Kim Brink, COO for Team Detroit/Blue Hive, the Detroit automotive ad agency, recalling her time at General Motors during the bankruptcy. "You had this idea that we're going to come out of bankruptcy, shed our ways and things are going to be great. It really wasn't that way. It took a long time to recover."

Felicia Fields had just been assigned to head up human resources at Ford Motor Co. in 2008, just before the crisis heated up. "We had been laying off employees by the thousands for a few years, which was challenging enough," recalls Fields, Ford's group vice president for human resources and corporate services. "We were doing some unpopular things and working some extraordinary hours."

The 2008 meltdown brought some of the mightiest corporations to collapse,



Fields: Hard work got harder.



A leave enabled FCA's Chris Barman to reconnect with her husband, Brian, and children, Emily and Jacob. She says, "I want them to know that they are a priority."

## More companies seem willing to give employees sabbatical leave to help them restore work-life balance

Bradford Wernle  
and Larry P. Vellequette  
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DETROIT — Chris Barman realized she had crossed a boundary one evening this year when she was sitting in the family room with her husband and children. Everyone was watching TV, so Barman, then head of system and component engineering at Fiat Chrysler Automobiles, flipped open her laptop to do some work, just as she usually did.

Then she got a surprise.

She says her son looked straight at her "and said, 'Don't do that.' I said, 'What?' He said, 'Don't open your computer. Don't do that tonight.' And I thought that's kind of a sign that I've gone a little bit too far and there are some things we needed to scale back."

So Barman took action. She asked FCA for a sabbatical so she could reconnect with her family. It's something more companies seem willing

to do these days — allow time off to restore work-life balance.

Barman began her sabbatical in June and was due to return Nov. 2.

"In the whole big scheme of life, my kids are never going to be 14 and 16 again," says Barman, 44. "We're never going to have this time, and I really wanted to dedicate and give them focused time. It's not fair to them. So we're going to take some time off. We're going to spend it together. I want them to know that they are a priority."

For Chantel Lenard at Ford Motor Co., the realization she needed some time off didn't come in a single moment. When she returned to the U.S. after two and a half years leading Ford Motor Co. marketing in its Asia-Pacific and Africa regions, Lenard says she was "totally worn out." While based in Shanghai, Lenard co-lead a team comprising 1,000 people in 11 markets spanning 13 time zones. The assignment "required an incredible

see **BREAK**, Page 28W

closed factories and destroyed retail businesses, eliminated tens of thousands of jobs, consumed wealth and ruined careers. The event was a traumatic multi-year experience for many.

But the challenge of coping, the stress of saving businesses, protecting workers

and creating solutions to get through the storm now serve as an identifying hash mark on many careers. Many say they developed as professionals through the turmoil.

Andrica Nuechterlein, vice president of global sales — electrical for Lear Corp., was

in the thick of it. Lear itself went through bankruptcy as the industry crashed. Managers found themselves in the unpleasant position of demanding pricing concessions from customers and requesting early payments to help Lear survive.

"In spite of this, we were able to maintain and in many cases improve our relationships with our customers," Nuechterlein says. "In addition, it was challenging to keep my sales team motivated during this difficult time, but we persevered and became a stronger sales team and company."

It was a similar learning and team-building experience for Karen Folger, vice president for original equipment services sales, North America, at Bosch Automotive Service Solutions.

"Dealing with these challenges required a level of calm, and a true sense of trust and partnership," Folger says.

"There were many cases where we swallowed hard and allowed receivables to extend far past our normal accepted levels, took leaps of faith when it was required, and maintained a constant sense of openness and partnership with our customers," she says.

Part of weathering the storm included "trying to ensure that our employees were secure, ensuring we were able to deliver our customers and their dealers the service they required and expected," she says, "even when funding wasn't available, and continuing to look forward with our OEM partners at a time when none of us was certain who would be left standing."

Marsha McCombs Shields, dealer principal at Red McCombs Automotive in San Antonio, can now look back on the crisis with some pride.

"My goal was to not lose a single employee, yet achieve measurable expense reduction," she says. "With the help of everyone on our automotive team, we streamlined processes, improved our operations, increased profits, reduced expenses, and became an even better company."

To be sure, *Automotive News*' Leading Women have other shared challenges in common. The struggle to balance careers and family life looms as another frequent source of angst among the industry leaders. Many of the women on the 2015 list lamented that, over their years of work, they often wished to have more family time. They expressed regret at missing their children's ballet recitals and baseball games.

"We made seven moves over the course of my career, all different states," says Janet Barnard, president of Manheim North America in Atlanta. "It was only the four of us. Having to create a support system — schools, doctors, friends — for my family every time we made a move was

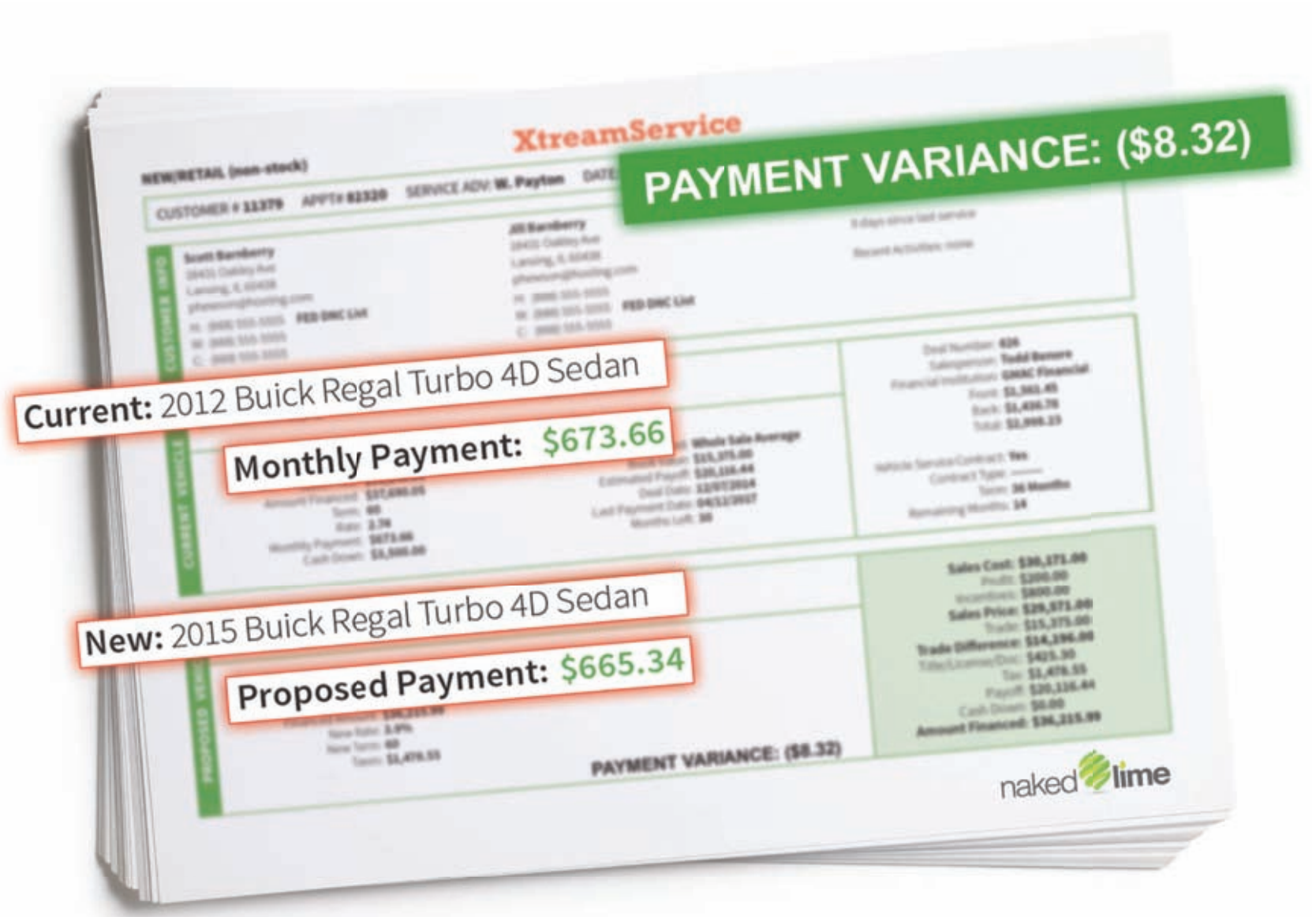


Nuechterlein: Lear came out stronger.

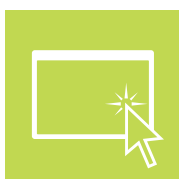
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## LEADING WOMEN

## TESTED

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really a much tougher challenge than things going on in my work life."

Finding an effective work-life balance during her children's younger years was taxing on Julie Martin, vice president of sales and marketing for Hella Corporate Center USA. Her desire to be a higher performer in the office "while still meeting my parental objectives" eventually prompted her to propose a job-share agreement.

"We were able to successfully promote another high potential female to job-share with me, allowing both a high performance on the job while allowing both of us to have more flexibility with our family life." The idea helped establish credi-



**Martin: Pushed for job sharing**

bility in the organization for job sharing, she says.

Another part of that home-life equation? Uprooting a husband with his own career, points out Kimberly Pittel, Ford's vice president of sustainability, environment and safety engineering.

"I think every couple faces that challenge when you

have two people who have significant careers," Pittel says. "My husband is in finance at another Fortune 500 company, so I think that the biggest challenge we faced was managing both careers and having a family."

Marlo Vitous is philosophical about what it takes to weather the disruption many of the

Leading Women have experienced.

Vitous is director of product development purchasing at FCA US, and led the automaker's powertrain purchasing team as Chrysler passed through bankruptcy, merged with Fiat and developed new engine technologies.

"When you have that revolution," she says of her experience, "you have to show yourself again. You can't rely on, 'Oh, they knew you back then, and you have that respect and trust.' You have to continuously earn it.

"With my old managers, I used to say that every day is an interview," she says. "That's been the constant challenge. You have to prove yourself by your hard work, by your ethics, by your passion and your skill, because you don't know who your next leader will be or what the market will do." **AN**



**Ford's Chantal Lenard spent time on her leave with her two daughters, Miranda, left, and Delaney.**

## BREAK

continued from Page 26W

amount of stamina," she says.

Lenard says she saw very little of her daughters during her China assignment. "I was in the office from 7 a.m. till 7 at night so I left while they were asleep and then I came home and got on phone calls from 7 until midnight five days a week," says Lenard, now 46 and director of U.S. marketing.

When she returned to the Detroit area, the exhausted Lenard decided she needed to ask the company for a break. The negotiations were ticklish.

"They asked me, 'How much would you like?' I said, 'How about a year?' They said, 'How about a month?' We arrived at six months, which in the end was a perfect amount of time," Lenard says.

Asked whether anyone was worried she might not return, Lenard says: "I think there was a concern on their side. Why is she doing this? Is she going to look for another job? I kept hearing from people: 'You're going to be so bored.' I was never bored."

Lenard says the time flew by and she made maximum use of it.

"In that six months, I got to know those other moms in the classrooms. ... By forming those friendships, even though I'm not there as much now, I can count on those other women to tell me what's going on" at her daughters' school.

"It allowed me to recharge and reconnect with my daughters, to make some connections in the community. At a certain point we should give everyone a chance to do that."

Was Lenard concerned about coming back from a lengthy layoff to a new, high-profile job? "There was some concern," she says. "To put me in a high-profile job like the one I'm in now says a lot, too, for other people that might be concerned about taking that risk. Hopefully I sent the message that it's OK. It didn't kill my career. It's been really good."

FCA's Barman, who returned to work Nov. 2 as vice president of engineering, says her relationships with her children have deepened during the time off.

"It's been amazing; we've had a lot of good time together. We've had a lot of good conversation on topics they have questions about."

Barman says she has mixed feelings going back to work, which she loves. But she knows the time off was worthwhile.

"Based on the time we've spent together I know our relationship is stronger and that we have a great solid foundation going forward." **AN**

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**Dr. Rose Ann Ryntz**

*VP, Advanced Development and Material Engineering*



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Inspiration comes from within.





There are dozens of groups in and around the auto industry dedicated to advancing women. While they have different goals and cater to different people, one theme unites them — the desire to see women get ahead in the workplace and in the classroom. Here's a look at 12 of those groups.

# WORKING TOGETHER

REPORTING BY JOHN IRWIN



## > WTS

wtsinternational.org  
@WTS\_Org  
Washington

**Who's in charge:** *Advancing Women in Transportation*  
CEO Marcia Ferranto

**How many members:** About 6,000

**History:** The group was founded in 1977 in Washington by a group of women in the transportation industry who felt they were not getting enough support. Ferranto said, "Women weren't really permitted to leave work in 1977 to go to be part of a professional group, but they could be part of a seminar." Hence the name Women's Transportation Seminar.

**Description:** WTS "seeks to attract, retain and advance women through its professional programs, networking opportunities and access to industry and government leaders."

**Accomplishment:** Ferranto said the group has succeeded in helping to attract, retain and advance women's careers in the transportation industry, as evidenced by the group's growth. She said more work needs to be done. "Although the landscape has changed a little bit from 1977, it hasn't really changed that much," she said. "It's still such small growth, relatively speaking."

**How the group is creating change:** WTS launched the WTS Executive Leadership Program in October to advance the goal of putting more women in C-suite positions in transportation fields.

**Surprising fact:** The group includes many men who share the goal of seeing more women advance in transportation fields. "It's not men holding women back in our culture," Ferranto said. "It's our culture itself. And our culture is changing."

**Ferranto on why she's with WTS:** "As a citizen, I've grown to believe that transportation is everything. It's an incredibly important time in our economy to bring young people in, especially women, to the industry and to see them advance."



## > Inforum AutomotiveNEXT

inforummichigan.org/automotivenext  
Detroit

**Who's in charge:**  
Terry Barclay, CEO,  
and Jacqueline  
Wiggins, COO

**How many members:** 400

**History:** AutomotiveNEXT was founded in 2011 at Inforum's annual North American International Auto Show breakfast. The group is aimed at closing the talent gap and strengthening the talent pipeline.

**Description:** "It was clear to top-ranking women executives in automotive that the talent gap wasn't going to get solved on its own, and so women leaders in the industry came together with Inforum to create AutomotiveNEXT," Wiggins said. "Today, AutomotiveNEXT's focus is still on strengthening the talent pipeline. The business case for more women leaders in automotive has been made. Now, AutomotiveNEXT is focused on helping companies understand the elements that create environments for talent to thrive."

**Accomplishment:** Wiggins said that through three annual events, AutomotiveNEXT has "reached more than 500 students from 30 schools with a consistent message to young women that no other industry offers as exciting a range of career opportunities."

**How the group is creating change:** Wiggins said



AutomotiveNEXT provides a "supportive yet challenging community for women at every stage in their careers" through initiatives such as its Cross-Company Mentoring Program and AutomotiveNEXT 1:1, which brings students and industry leaders together to learn and network.

**Surprising fact:** Mary Barra is a member of Inforum and helped to launch AutomotiveNEXT when she was vice president of global human resources at General Motors.

**Wiggins on why she's with AutomotiveNEXT:** "AutomotiveNEXT is a powerful network and supportive community for women in automotive that inspires and empowers them to lean in, achieve their full potential and make a lasting impact in the industry."

## > SEMA Businesswomen's Network

sema.org/sbn  
@SEMAAsbn  
Diamond Bar, Calif.

**Who's in charge:** Chris Kersting, CEO of the Specialty Equipment Market Association

**How many members:** More than 500

**History:** The SBN was founded in 1993 by Amy Faulk and Charlie Van Cleve-Schmidt. "It started as a small, informal group of women leaders and has grown to be a significant entity that has inspired hundreds," Kersting said.

**Description:** "The SBN is focused on providing networking, education and recognition opportunities for professional women in the specialty equipment industry, thereby enhancing their careers and positively impacting the growth of the entire automotive aftermarket," Kersting said.

**Accomplishment:**

Kersting pointed to the SEMA

Mustang Build that SBN held a few years ago. "The all-women build was a powerful project that resulted in nationwide coverage and raised awareness of women's role in our industry."

**How the group is creating change:** "The SBN is encouraging and supporting women to get involved with the industry. Industry diversity is really what makes the industry thrive," Kersting said.

**Surprising fact:** "The SBN is about more than just gender," Kersting said. "So really, it shouldn't come as any surprise that there are many men involved."

**What motivates Kersting?** Kersting calls the passion and enthusiasm in the industry "infectious."



## > Society of Women Engineers

societyofwomenengineers.swe.org  
@SWEtalk  
Chicago

**Who's in charge:** CEO Karen Horting

**How many members:** About 34,000

**History:** The group was founded in 1950 to "give women engineers a unique place and voice within the engineering industry."

**Description:** The group is dedicated to giving women in the field a chance to network and grow, in addition to reaching out to students in grade school and high school to explain the opportunities engineering provides.

**Accomplishment:** The group's annual conference, the largest for female engineers in the country, has been growing in attendance by about 1,000 per year, Horting said.



**How the group is creating change:** Horting said SWE has placed an emphasis on working with employees to create an inclusive culture in a field where fewer than one in five of all engineering degrees in the U.S. is earned by a woman.

**Horting on why she's with SWE:** "It felt like a place where I could make a difference. The fact that it is an organization that is helping people is really attractive."

## > Women in Technology

mywit.org  
@witatl  
Atlanta

**Who's in charge:** Executive Director Sandy Welfare

**How many members:** About 11,000

**History:** The group was founded in 1992 to serve women in the Georgia technology community and has grown to the point where more than 1,000 professionals attend WIT forums every year.

**Description:** The group provides opportunities for professional development through its WIT Executive Readiness and WIT Careers in Action pages, in addition to its philanthropic and educational programs that encourage young women to enter



STEM areas.

**Accomplishment:** WIT holds an annual WIT Connect event at which

women can network with industry leaders. Additionally, it holds Women of the Year awards, recognizing female leaders in the industry who are an inspiration in their communities.

**How the group is creating change:** Welfare said WIT has allowed women in technology in the Georgia region to connect with "some of the best tech leaders in Georgia."

**Welfare on why she's with WIT:** "For me, this is marrying my previous corporate background with nonprofit work."

continued on next page





## LEADING WOMEN



## &gt; Automotive Women's Alliance Foundation

awafoundation.org  
@AutomotiveWomen  
Troy, Mich.

**Who's in charge:** President Sherry Muir-Irwin

**How many members:** About 200

**History:** The group was founded in 1993 with its Detroit chapter. "It had just started as a casual group of 12 women," marketing co-chair Michelle Blakeley said. The goal is to create a space where women can support one another, she said.

**Description:** "Our primary focus is advancement of women in the auto industry," Blakeley said. Fellow marketing co-chair Patricia Price said another focus is raising money for scholarships.

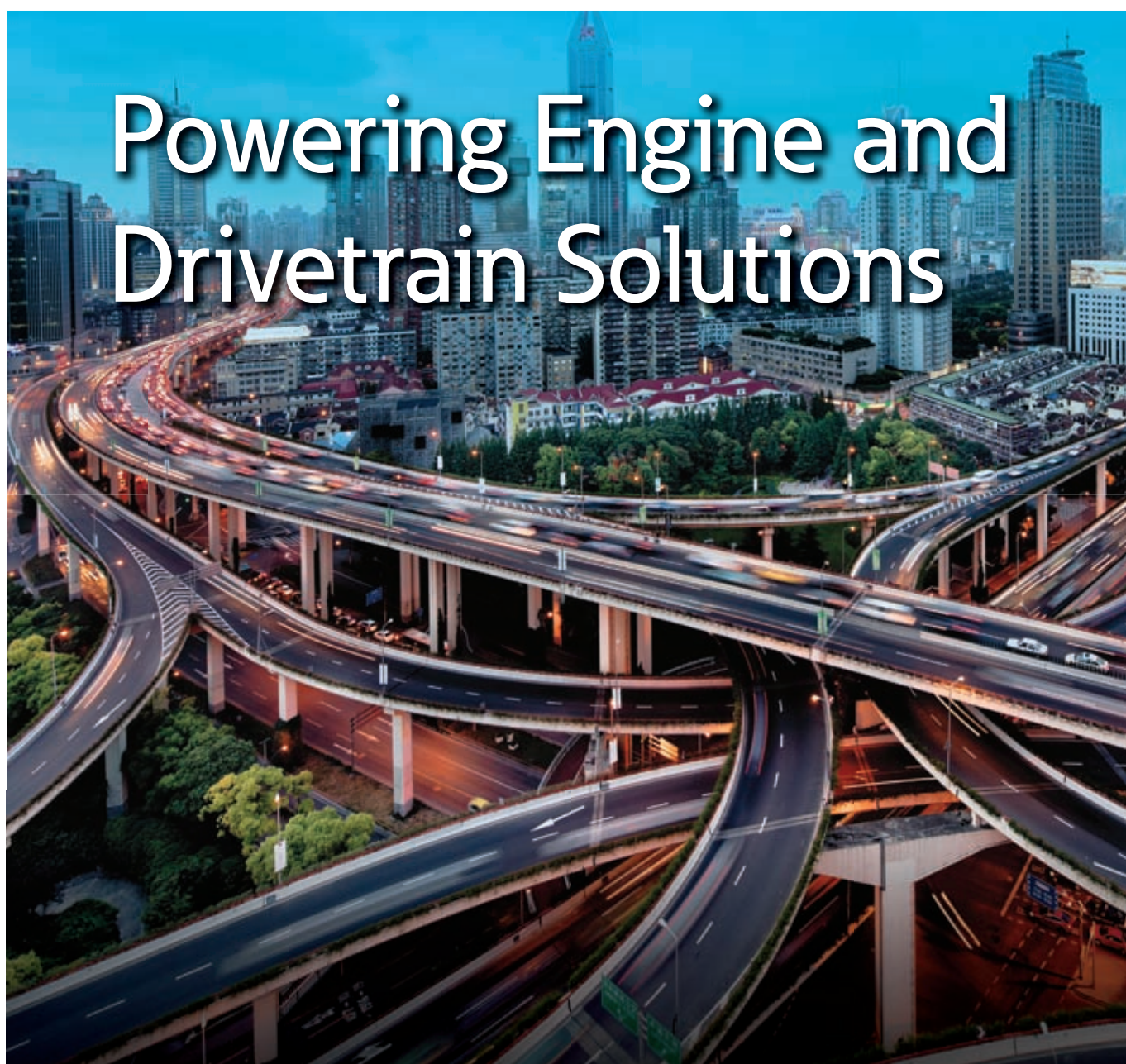


**Accomplishment:** The scholarships the group awards have expanded outside the Detroit area. Now, 34 percent of AWA's scholarships are given to girls outside the area, Blakeley said.

**How the group is creating change:** The group is "about helping younger females in addition to yourself," Blakeley said. Proceeds from events, where women can connect and network, go toward providing scholarships.

**Price on the challenges AWA is working to address:** "These days, it's tough to get people interested in the field. We work to get excitement about the industry out there like it was before the economy tanked."

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### > Women's Automotive Association International

www2.waai.com  
Birmingham, Mich.

**Who's in charge:** President and CEO Lynn Wilhelm

**How many members:** About 250

**History:** The organization was founded in 1995 to recognize women's achievement in the auto industry, provide networking opportunities and encourage women to grow through mentoring and scholarships.

**Description:** The group focuses on developing and advancing women in leadership positions within the industry, Wilhelm said.

**Accomplishment:** The group hands out scholarships every year at its Professional Achievement Awards, allowing young women to advance early in their lives and see the auto industry as a way to move ahead.

**How the group is creating change:** Wilhelm said issues women care about are gaining traction in the industry because of the conversations women in the group have.

**Wilhelm on the group's success:** "The biggest satisfaction I get is getting women to realize what's out there. It's such an exciting industry."

continued on next page







## LEADING WOMEN



## &gt; Women in Manufacturing

womeninmanufacturing.org

@WomeninMfg

Independence, Ohio

**Who's in charge:** President Allison Grealis

**How many members:** About 600

**History:** The group was founded in 2010 to address what Grealis said was an obvious need. "There wasn't really a group out there for women in manufacturing, generally speaking," she said.

**Description:** "Our aim is to inspire and advance women who are already in the field," Grealis said. The group does this through monthly webinars, access to programming, networking opportunities, mentoring programs, a customized employment tool and more.



**Accomplishment:** Grealis called WiM's annual summit "transformative." More than 300 women attended the most recent summit. "These women who attend feel like they're not alone," she said.

**Surprising fact:** Grealis thought the group would be focused primarily on individuals, but she said she was surprised by how many companies wanted to get involved with WiM.

**Grealis on why she's with WiM:** "It's rewarding to talk to women from such a wide array of backgrounds." She also said the opportunity to see women advance in the industry is satisfying.

## &gt; Michigan Council of Women in Technology

mcwt.org

@MCWT

Dearborn, Mich.

**Who's in charge:** President Cindy Warner

**How many members:** About 800

**History:** The group was founded in 2000 by women in the auto industry who "looked around and said, 'Wow, there aren't very many of us,'" Warner said. She said the group was founded as a support system.

**Description:** The MCWT "provides leadership, mentoring, community outreach, professional development and networking to professional women within the Michigan technology community," the mission statement says.

**Accomplishment:** Warner points to



the group's work in distributing scholarships to young women, in addition to its weeklong summer technology camp, Camp Infinity. The camp targets girls in grades 4-7 and is aimed at building their confidence with robotics, computer game design and other technology.

**How the group is creating change:** MCWT is dedicated to reversing a trend in technology in which women are not able to keep up and advance as much as they should, Warner said. "We're heading in the wrong direction, so we're doubling down," she said.

**Warner on why she's with MCWT:** Warner said helping girls in poverty and less fortunate situations learn that they can succeed in technology gives her satisfaction.

## &gt; IEEE Women in Engineering

ieee.org/women

@IEEEWIE

New York

**Who's in charge:** WIE Program Manager Keyana Tennant

**How many members:**

About 16,000 members of the Institute of Electrical and Electronics Engineers have added the Women in Engineering affiliation to their membership.

**History:** Women in Engineering was founded in 1994, 110 years after the founding of IEEE.

**Description:** WIE's "goal is to inspire, engage and advance women in technology," said Nita Patel, IEEE Women in Engineering International Leadership Conference chairwoman. "Historically, we have focused heavily on the inspiration component and pre-university outreach. Recently, we have shifted some focus to balance inspiration with advancement and are focusing more initiatives to help



women become prominent leaders."

**Accomplishment:** WIE recently launched an IEEE.TV WIE channel that highlights presentations from the group's events. "I think the most significant accomplishment is the number of female students inspired to pursue engineering," Patel said.

**How the group is creating change:** "We have over 550 volunteer-led WIE affinity groups in 160 countries," Patel said. "They organize and execute over 900 programs each year, reaching over 100,000 students and professionals."

**Surprising fact:** About one-third of the group's membership is male.

**Patel on why she's with WIE:** "I love the passion of the members. Each person is truly striving to make a difference, and people give countless hours of their personal time to advance women in technology. How can this not be motivating?"



## &gt; Southern Automotive Women's Forum

southernautowomen.org

@SouthernAWF

Nashville

**Who's in charge:** Co-presidents Cherie McCain and Emily Lauder

**How many members:** More than 200

**History:** The organization was founded in 2011 by a group led by Susan Brennan, then the head of manufacturing at Nissan's Smyrna, Tenn., plant. It was based on similar groups in Detroit.

**Description:** Its mission is to "promote women in automotive ... through promoting professional development for women in the industry, scholarships for women pursuing degrees in STEM and promoting STEM to middle school girls."



**Accomplishment:** The group has awarded more than \$168,000 in scholarships, and it holds events in Tennessee and South Carolina to promote STEM for middle school girls.

**How the group is creating change:** "One girl at a time," McCain said. "We realize that we can't do everything, so we try to focus on doing a few things well."

**McCain on raising scholarship money:** "When I approach companies for sponsorship or scholarship, I can speak from my heart about SAWF's mission. The encouragement that we give to these young women will drive the female automotive leaders of tomorrow and beyond."



## &gt; Women in Automotive

womeninautomotive.com

@WomenInAutoCo

Maitland, Fla.

**Who's in charge:** Co-founder Christy Roman

**How many attended its August conference:** More than 300

**History:** Women in Automotive held its first conference in August in Orlando. The group was founded by six female leaders, including Roman, to provide women in the industry a chance to network and collaborate. "It went so much better than we thought," Roman said. "We were all sort of in shock and awe."

**Description:** The group is dedicated to bringing women in the auto industry, particularly in



dealerships, together to mentor one another, train and figure out ways to get more women in the industry.

**Accomplishment:** Roman said the August conference exceeded expectations and was a national event. The goal, she said, is to get 1,000 attendees and do two conferences a year, one on the East Coast and one on the West Coast.

**How the group is creating change:** Roman said the group is bringing women together to figure out why 40 percent of resumes for dealership positions are from women, yet just one in four is hired.

**Roman on how she got started with the group:**

Roman said she went to a marketing event for women in Chicago and got the idea for an automotive women's conference.





LEADING WOMEN

# WOMENOMICS

## Japan's diversity drive is pushing women out of 'office lady' status and up to new heights in the auto industry



Kumi Hatsukano was introduced to cultural diversity at Nissan's Michigan tech center.

Hans Greimel  
hgreimel@crain.com

**S**purring gender diversity in Japan's male-dominated workplace is such a priority for the country that the government even has a name for the campaign: Womenomics. Prime Minister Shinzo Abe wants to accelerate the country's stuttering economic recovery by harnessing the largely untapped pool of underemployed women.

In previous eras, their participation in the work force largely was relegated to "office lady" status, pouring tea until they found a husband and retired. But the Japanese auto industry is evolving.

"Every time, the French people will start to talk, and they don't stop. But now, Japanese are starting to talk more, and the French are beginning to wait."

Kumi Hatsukano,  
engineer, Nissan Motor Co.

Today, women are reaching new heights: holding key R&D posts, achieving chief engineer status, running overseas subsidiaries. Japanese automakers have public targets to promote more women to management.

Kumi Hatsukano, a veteran engineer at Nissan Motor Co., exemplifies the trend.

She joined Nissan in 1993 as a body design engineer at a time when there were virtually no other female engineers in her department. Now, she is the global R&D director for joint product planning between Nissan and its French alliance partner, Renault SA.

She splits her time between Japan and France. "Except for the language difference, working in France is very comfortable for me. They had two female engineering executives. That was amazing," said Hatsukano, 46. "Females are still in the minority in Japan. Here, it is difficult for me to find a role model."

Hatsukano sits at the center of CEO Carlos Ghosn's push to develop shared platforms and common technology. Her responsibilities span cost containment to

### Power players

Some of Asia's top female auto executives

#### > Kumi Hatsukano

AGE: 46

COMPANY: Nissan Motor Co.

TITLE: Alliance Global Director, Alliance R&D Strategy and Planning Officer

DUTIES: Mid- to long-term planning and strategy for Renault-Nissan Alliance



#### > Asako Hoshino

AGE: 55

COMPANY: Nissan Motor Co.

TITLE: Senior Vice President

DUTIES: Japan marketing, sales, fleet business and administration

#### > Hiromi Tsutsumi

AGE: 58

COMPANY: Fuji Heavy Industries

TITLE: Corporate Vice President

DUTIES: Human resources



#### > Tomiko Takeuchi

AGE: 41

COMPANY: Mazda Motor Corp.

TITLE: Program Manager

DUTIES: Nameplate oversight of product planning, development, marketing, sales

#### > Chika Kako

AGE: 48

COMPANY: Toyota Motor Corp.

TITLE: Chief Engineer

DUTIES: Oversight of engineering and product program for Lexus CT



#### > Charon Morgan

AGE: 44

COMPANY: General Motors

TITLE: Director of Engineering, China

DUTIES: Lead vehicle engineering and technology operations in China

#### > Chie Kobayashi

AGE: 47

COMPANY: Nissan Motor Co.

TITLE: General Manager

DUTIES: Diversity and inclusion

#### > Masako Takamichi

AGE: 46

COMPANY: Nissan Motor Co.

TITLE: General Manager

DUTIES: Domestic market vehicle logistics management, delivery lead-time improvement, logistics cost-competitiveness, logistics quality

#### > Asako Suzuki

AGE: 51

COMPANY: Dongfeng Honda Automobile Co.

TITLE: President

DUTIES: Running Honda joint venture subsidiary in world's biggest auto market

#### > Wang Fengying

AGE: 45

COMPANY: Great Wall Motor Co.

TITLE: CEO

DUTIES: Running China's largest SUV maker

log School of Management, quickly demonstrated such a knack for nailing sales forecasts that Ghosn promoted her to head of the company's critical Japan operations.

### Big goals

In Japan, Nissan long has been a leader in promoting women, as part of a strategy to create a work force that better mirrors, and relates to, its customers.

By Nissan's reckoning, women account for 3.1 percent of the managerial ranks throughout all of corporate Japan. As of April 1, the start of Japan's current fiscal year, women held 8.2 percent of the managerial posts at Nissan, up from 1.6 percent in 2004, when Nissan began its diversity drive. Ghosn wants to boost that to 10 percent by April 2017.

Other Japanese carmakers have similar goals. But progress varies.

Often, the highest-ranking woman at a Japanese automaker is an outsider. Mitsubishi Motors Corp., Toyota Motor Corp. and Honda Motor Co., for example, all have a female board member. But they are external appointees with no automotive experience.

The highest-ranking woman at Subaru-maker Fuji Heavy Industries Ltd. is Hiromi Tsutsumi, 58, corporate vice president in charge of human resources.

Fuji Heavy launched a program to promote gender diversity in January. The company has seven women ranked manager or above,

see **JAPAN**,  
next page

reer in market analysis to lead market intelligence at Nissan. Hoshino, who has an MBA from Northwestern University's Kel-

**As head of Dongfeng Honda, Asako Suzuki is charged with keeping Honda true to its culture in a JV with a Chinese partner that does things differently.**







## LEADING WOMEN

## JAPAN

continued from previous page

or 0.7 percent of 1,064 people in upper management.

Suzuki Motor Corp. has no female executives and declined to say how many female managers it employs. But it says it aims to double their ranks by 2020.

Mitsubishi wants 100 female managers by 2020, triple last year's figure.

Mazda Motor Corp. also aims to triple its number of female managers by 2020. As of March, Mazda had about 24 females in midmanagement positions and above, accounting for 1.5 percent of those positions. Women accounted for about 40 percent of this year's recruits in administrative fields and 10 percent in technical fields.

## Engineering

Tomiko Takeuchi, an experienced test driver, broke barriers in the technical realm by becoming Mazda's first program manager in February.

Her post, akin to a chief engineer position elsewhere, gives her oversight of an entire product program, from planning and development to marketing, sales and profitability. Mazda declined to say which nameplate she leads.

She is also the only woman at Mazda with an A-class test-driving license, which she put to use in previous positions evaluating the performance of cars, including the Mazda2 subcompact. Takeuchi, 40,

joined Mazda in 1997 in the electrical and electronics department.

In 2008, she helped found an internal committee dubbed C-Lover, comprising female employees from different divisions. Their task: Determine what female customers want in cars and tweak Mazda's product development pipeline accordingly.

In 2012, Chika Kako, 48, took over as the chief engineer for the Lexus CT hybrid hatchback, becoming the first woman at Toyota — and in Japan — with that title.

Women hold 1.2 percent of managerial positions at Toyota: 111 of the 9,566 spots, up from 16 in 2004. Toyota aims to increase that to 320 by 2020 and 570 by 2030.

Just three out of Toyota's top tier of 498 nonexecutive managers are women, including Kako and Masayo Hasegawa, project general manager of the environmental affairs division.

## Beyond Japan

Toyota also hosts two female managers who were transferred to Japan on assignment: Susan Elington, project general manager for the project planning and management division, and Latondra Newton, a project general manager at the corporate citizenship division. Both transferred from Toyota's U.S. operations.

Toyota took a big step this year when

the company appointed American Julie Hamp as its first female executive and chief communications officer. But Hamp resigned in July, after just a few months in the job, following her detention in Japan on allegations of violating customs rules. She never was charged and was replaced by a male Japanese executive.

Last year, Honda appointed Asako Suzuki, 51, as president of one of its Chinese joint ventures: Dongfeng Honda Automobile Co. She joined Honda in 1987 and quickly showed her acumen in navigating different business cultures.

Honda cycled her through back-to-back overseas assignments in Thailand, Malaysia and Vietnam before sending her to China. She started there as the CFO for Honda's local operations before taking the helm at Dongfeng Honda.

Her challenge now: Keep Honda true to its corporate culture in a joint venture with a Chinese partner that often does things differently. As is often the case, the issues are cultural.

"We are not used to explaining things that have been common practice at all other Honda operations around the world," Suzuki said. "Such common practices are not accepted inside a JV company unless their benefits are well-understood. Therefore, my continuous and biggest challenge is to matter-of-factly explain what is important for our business."



**Wang: Backed Great Wall SUVs**

Suzuki isn't alone in heading a Chinese automaker. Wang Fengying, 45, is CEO of Great Wall Motor Co.

In 1991, she joined the sales division of Great Wall as a fresh college graduate. In 2002, she was promoted to CEO after serving as sales chief for several years.

When Wang joined Great Wall, the company built pickups only. She, along with the company's founder and chairman, Wei Jianjun, led the company onto a fast growth track. In 2002, Great Wall's first SUV went on sale. In 2004, the company became the largest SUV manufacturer in China.

Wang has played a key role in shaping the company's strategic direction. In 2009, domestic Chinese automakers, including Great Wall, began expanding in a bid to win market share from global rivals. At Wei's request, Great Wall launched several sedan models under a new brand.

Wang cautioned against the move, citing Great Wall's limited strength in technology, and eventually convinced Wei. In 2011, Great Wall refocused its product line on SUVs.

Wang's caution has paid off. After three decades of fast growth, China's light-vehicle market has run out of steam this year. But SUV sales have remained strong.

In the first half, Great Wall's deliveries surged 23 percent from a year earlier, while profits rose 19 percent. **AN**

*Yang Jian contributed to this report.*

"The question isn't who is going to let me;  
**it's who is going to stop me.**"

AYN RAND (NOVELIST/PHILOSOPHER)

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Chief Public Policy Officer  
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**SMG PM**  
Performance Marketing



**Andrea Riley**  
Chief Marketing Officer  
Ally Financial





LEADING WOMEN

# GAINING SHARE

The ranks of women in the European auto sector are growing, but top female execs say the industry must do more



Citroen CEO Linda Jackson finds her gender an advantage.

**Douglas A. Bolduc**  
dbolduc@autonews.com

**T**he presence of women in the European auto industry is growing, but the consensus among leading female executives is that more needs to be done.

"It is still a male-dominated industry," said Ford of Europe COO Barb Samardzich. "That being said, we've seen some areas where women are making good headway, such as at PSA Peugeot Citroen, GM and here at Ford."

Mary Barra's rise to CEO at General Motors, Linda Jackson's promotion to CEO of France's Citroen brand and Ford's decision to make Samardzich its No. 2 executive in Europe are considered big steps in the right direction for women in the automotive industry.

"Being a woman, you can ask questions that men don't ask because they're supposed to know all these things."

Linda Jackson, Citroen CEO

So was Daimler's decision in 2010 to make Annette Winkler the head of its Smart small-car unit and its selection one year later of Christine Hohmann-Dennhardt as the first female board of management member, heading integrity and legal affairs. She will move to Volkswagen Group as board member for integrity and legal affairs on Jan. 1.

Sue Slaughter, a longtime Ford executive who this year became COO at the Getrag Ford Transmissions joint venture in Cologne, Germany, summed up the positive changes for female auto executives: "There are no barriers now."

She added that when she started her career, the ratio of men to women in her first posting was 60-to-1. "That would be unheard of now," Slaughter said.

## Global differences

In June, a year into her role as Citroen CEO, Linda Jackson told *Automotive News* that she hasn't encountered any bias against female executives. In fact, she said, her gender was an advantage: "Being a woman, you can ask questions

## Power players

Some of Europe's top-ranking female auto executives

### > Maria Helena Antolin

**AGE:** 48  
**COMPANY:** Grupo Antolin  
**TITLE:** Vice Chairman  
**BASED:** Burgos, Spain  
**NATIONALITY:** Spanish  
**STARTED JOB:** Feb. 12, 2015

### > Linda Cash

**AGE:** 53  
**COMPANY:** Ford of Europe  
**TITLE:** Vice President of Manufacturing  
**BASED:** Cologne, Germany  
**NATIONALITY:** American  
**STARTS JOB:** Jan. 1, 2016



### > Marie-Francoise Damesin

**AGE:** 58  
**COMPANY:** Renault  
**TITLE:** Executive Vice President of Human Resources

**BASED:** Paris  
**NATIONALITY:** French  
**STARTED JOB:** April 1, 2014

### > Christine Hohmann-Dennhardt

**AGE:** 65  
**COMPANY:** Daimler  
**TITLE:** Board Member for Integrity and Legal Affairs  
**BASED:** Stuttgart  
**NATIONALITY:** German  
**STARTED JOB:** Feb. 16, 2011

### > Perihan Inci

**AGE:** 52  
**COMPANY:** Inci Holding  
**TITLE:** President  
**BASED:** Izmir, Turkey  
**NATIONALITY:** Turkish  
**STARTED JOB:** Jan. 1, 2013

### > Linda Jackson

**AGE:** 56  
**COMPANY:** Citroen  
**TITLE:** CEO  
**BASED:** Paris  
**NATIONALITY:** British  
**STARTED JOB:** June 1, 2014



### > Barb Samardzich

**AGE:** 57  
**COMPANY:** Ford of Europe  
**TITLE:** COO  
**BASED:** Cologne, Germany

**NATIONALITY:** American  
**STARTED JOB:** Nov. 1, 2013

### > Mouna Sepehri

**AGE:** 52  
**COMPANY:** Renault  
**TITLE:** Executive Vice President, Office of the CEO  
**BASED:** Paris  
**NATIONALITY:** French and Iranian  
**STARTED JOB:** April 11, 2011

### > Sue Slaughter

**AGE:** 46  
**COMPANY:** Getrag Ford Transmissions  
**TITLE:** COO  
**BASED:** Cologne, Germany  
**NATIONALITY:** British  
**STARTED JOB:** Jan. 1, 2015

### > Annette Winkler

**AGE:** 56  
**COMPANY:** Smart  
**TITLE:** CEO  
**BASED:** Stuttgart  
**NATIONALITY:** German  
**STARTED JOB:** Sept. 1, 2010



Antolin sees a day when there'll be more women to choose from for top-level posts.

than she sees in Europe.

She thinks that one possible reason why China's car business is far less male-driven is because its history isn't rooted in the male-driven world of racing as is the case in Europe and the U.S. "There's none of that baggage for it to be created as something that is purely macho," she said.

The struggle continues, however.

Perihan Inci is president of Inci Holding, a Turkish conglomerate that generates about 80 percent of its revenue from its automotive interests, which include making steel and aluminum wheels and batteries. "What takes six months for me to accomplish would take three months for a man because I need more time to convince people that I know what I am doing," she said. "There is a certain level of prejudice against women executives, and this is not just in Turkey. But as a woman, I have the patience needed to see an objective through."

Inci said that in Turkey women still have difficulty reaching the top levels in business, but she sees positive signs. For example, she noted that Mercedes-Benz this year named Britta Seeger to lead its truck and bus business in Turkey. Another example is the changing face of Turkey's automotive suppliers association, where Inci is a board member. Among the organization's 343 members are 36 women, including 16 who are CEO, general manager or a board member of the company she represents. Inci said that number was much lower a decade ago.

Maria Helena Antolin, vice chairman of auto interiors supplier Grupo Antolin of Spain, said the presence of women in the automotive sector is still low. "There is a lot of room for improvement, but we are getting there," she said.

Women from her generation, those born in the 1960s, were not encouraged to become engineers, Antolin said.

"Today I am the only woman on the company's steering committee. That, however, will change when it comes time



Slaughter: "No barriers now"

that men don't ask because they're supposed to know all these things."

One surprise to her has been the widely different ratio of women working in the car business in markets outside Europe. For example, Russia is "the most male-dominated market I've been to," Jackson said, while China is the opposite.

She estimates that half of all sales managers in the 12 or so dealerships she's visited in China, Citroen's biggest single market, have been women, a larger share

As a woman, Perihan Inci works to convince colleagues that "I know what I am doing."







## LEADING WOMEN

## EUROPE

continued from previous page

to promote people to board positions in the future because today more than 30 percent of the directors in the company are women," Antolin said. Those women are in executive positions where they manage and lead others, she said. "There will be a lot more women to choose from for top-level positions in the future," Antolin predicted.

Smart's Winkler agrees. "The number of women in the automotive industry is increasing steadily, and it is already very visible at the junior management level," Winkler wrote in an email. "It just takes some time for these women to move up to executive positions, but the development is on its way and you can already observe a significant change. Seeing female leaders succeed will make even more girls and women interested in this industry."

## Proactive steps

Ford's Samardzich said it is crucial to be proactive if the industry wants to attract more women. "The feeder pool needs to be strengthened. In the U.S., about 18 percent of the graduates in the STEM subjects are women," she said. "In Ger-

"There is still the stereotype that this industry is dirty and greasy, and we don't play up the diversity and the fact that you get to touch and feel the product."

**Sue Slaughter,**  
COO, Getrag Ford Transmissions

many it is in the single digits."

She is personally involved in getting more young women interested in the STEM subjects of science, technology, engineering and math. Take Ford's involvement in the U.K. government's Your Life initiative, which aims to expose young people, especially young women, to science and technology subjects in a fun way.

In June Samardzich hosted a so-called open-door day for local schoolgirls at Ford's Dunton Technical Centre in Essex, England. Ford gave them a behind-the-scenes look at the top-secret work being done at the center and followed that with networking sessions to inform them about career opportunities.

In 2014 Ford held a "bring your daughter to work" event to showcase female engineers within its product development and manufacturing divisions. A key part of the program was letting the young participants run experiments at the company for the day. Ford is the only automaker in the program; among other corporations that participate are Nestle, Shell and Johnson & Johnson.

Slaughter of Getrag Ford sees another way to lure young people. "The industry as a whole needs to do a better job advertising the breadth of the jobs and opportunities that are available," Slaughter

said. "There is still the stereotype that this industry is dirty and greasy, and we don't play up the diversity and the fact that you get to touch and feel the product."

Smart's Winkler added that, like other global businesses, automakers and suppliers need to offer more flexible working models and then encourage both men and women to make use of them.

Added Inci: "I believe in a balance, one that encourages men and women to work together." **AN**

*Nick Gibbs contributed to this report.*



Smart's Annette Winkler says that, like other global businesses, automakers and suppliers need to offer more flexible working models and then encourage both men and women to make use of them.



## Making great ideas

Having a great idea is really only the start, it takes a lot more than that to drive our industry forward. As Vice President of Manufacturing Engineering for the Americas, Sandra Bouckley has been at the forefront of our rapidly expanding manufacturing base, literally making our ideas reality. From city to sports cars and advanced all-wheel drive to refined hybrids, we're creating new, brand aligned, driving experiences. Congratulations Sandra, and all of those recognized, for making the Automotive News 100 Leading Women list.

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## LEADING WOMEN



## MARCY KLEVORN

Chief Information Officer | Ford Motor Co.  
| Dearborn, Mich. | Age: 56 | Education: B.S., business,  
University of Michigan

● **What attracted you to the auto industry?** I enjoy the complexity of the auto industry. You have to bring so many things together: design, manufacturing, sales, financing, with the support teams underneath, such as IT, that make it all work.

I should mention that I didn't join Ford the first time they asked me. One reason was that there wasn't anyone who looked like me 31 years ago. It's important that companies have visible role models for young women to see that it's something they can do.

● **First automotive job:** I joined Ford in 1983 on the telecom team. The first thing I did was put together a dialing plan for the company so you could call anyone in the company with five digits. It was a big puzzle, a big math problem.

● **Big break:** In the early 1990s, I went to work at Ford Credit, which allowed me to be more visible than I might have been at Ford. I kept getting more responsibility at a time when the division was going through a big transformation.

● **What is the major challenge you've faced in your career?** It came when we went through the Way Forward process in 2007 and 2008. Ford emerged without going through bankruptcy, but to do that, there was a lot of hard work involved. We were doing things like consolidating data centers, leveraging technology for cost savings and transitioning people out of the company. You can't afford disruption during those times, and balancing more work with fewer people while trying to respect the team wasn't easy.

● **Who has had the biggest influence on your career?** My father. He was an entrepreneur, and he really had a gift for engaging with people. He respected everyone no matter their stature within the company and could get the most out of everyone. I think about that a lot.

● **Tell us about your family.** I'm married, and I have a 27-year-old son who lives in New York City. He's been quite an inspiration. Visiting him and seeing the way that he and his friends move around the city, using multiple modes of transportation rather than being tied to just one vehicle, has been great learning for me to take home to my team as Ford becomes more of a mobility company instead of just a car company.

● **What's your favorite weekend activity?** I'm a work-hard, play-hard person, and I like being outdoors. In the summer, I go boating, kayaking and hiking. I like to run. In the winter, I go snowshoeing, cross-country skiing, downhill skiing.

● **Are you able to maintain friendships?** My husband was just telling me last night that I go overboard. It's hard to keep up with everybody sometimes, having such a busy job and traveling so much. But with the Internet, it's easier to keep up than ever before. I have a very close group of friends from college, and in April, we all went on a river cruise in France.

● **Name one thing about yourself that most people don't know.** My husband and I just bought a one-third share of an RV, which would probably shock most people. I don't think people see me as an outdoorsy type because I wear a suit every day at work. But we got a used RV with my brother-in-law.

● **If you could have dinner with anyone, living or dead, who would it be?** Joan of Arc. When I was on that trip in France with my college friends, we went to the town where she lived, and we saw where she was burned at the stake. For her to be so young and a woman and to have such influence, with all the sacrifices that she made — I found it very striking.

● **What advice would you give your child?** There's this book called *The Four Agreements*, and to me, it applies to both work and home. When my son moved to New York, I gave him that book. When someone is struggling with something, I often get it out for them. The agreements are: Be impeccable with your word. Don't take things personally. Don't make assumptions. And always do your best.

— Gabe Nelson



## HELEN EMSLEY

Executive Director, Global GMC Design and User Experience | General Motors | Detroit | Age: 50 | Education: Undergraduate degree, textile design, Birmingham Polytechnic; master's, transport design, Royal College of Art in London

● **What attracted you to the auto industry?** When I was doing textile design for my undergraduate, there was a competition in London of all the different textile designs. You could pick fashion, home furnishings, whatever. And there was one section that I had not thought about, which was doing fabrics for transportation. So I designed some fabrics for a car and I really enjoyed it. Then I found out that the Royal College of Art did this transport-design course, and they took one person a year to do interiors. So I applied for that and got it.

● **First automotive job:** At GM Europe, Opel, working in the color and trim studio in 1989.

● **Big break:** Probably when Ed [Welburn, GM global design chief] asked me to go into the interior studios and put me in charge of the Corvette interiors and full-size truck interiors. I never thought about doing that before. It was Ed who had faith in me. Everything up until then was always in my comfort zone of textile design and color and trim, which I had always trained to do.

● **What is the major challenge you've faced in your career?** When I was asked to do the Corvette interior. That was a big challenge, not to screw that one up. And next I got all the full-size trucks and SUV interiors. I was doing them all at the same time. I remember laughing with Ed, saying "I'm the newbie, and I've got all of the money-making projects. Are you sure you don't want to move me to a different group?"

● **Who has had the biggest influence on your**

**career?** Ed Welburn by far. And I'm not just saying that because he's my boss. When I first came here, I was a manager in the color and trim studio. Wayne Cherry brought me here from Opel. When Ed took over, I was running all of color and trim, but I wasn't at the director level. He told me, "I'm going to make you a director." And he kept his word. Later, when I went to him with the idea of a global color and trim director, he gave me that role. Then he put me in the studio.

● **What should be done to encourage women to enter the auto industry?** In design, we go to the high schools. We meet the parents. A lot of times parents don't think that going into automotive is a good career choice for women.

And a lot of parents are nervous to allow their kids to study anything that's art-based. They think they're going to end up as starving artists living in Paris. You've got to explain to them that there are jobs that can earn money.

● **Tell us about your family.** My whole family is in England. My dad is retired from the railway. I grew up on the railway — we used to go everywhere by train. I am now remarried. My husband, David, works here at design. He's a supervisor in the wood shops. My son, Connor, is 13. He's not into art at all. He's very much into computers. Anything Apple.


● **What's your favorite weekend activity?** Just being with my son. We go out for dinner. We go to Dave & Buster's. He loves playing all the games. We go swimming a lot.

● **If you could have dinner with anyone, living or dead, who would it be?** You're going to laugh, but ever since I was a kid I've thought he was great. Clint Eastwood. My grandparents used to watch old spaghetti Westerns.

● **When and where was your last vacation?** I went in July to Disney World. It was quite good fun. I'm terrified of heights and I had to go on all of these rides.

— Mike Colias





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## LEADING WOMEN



## JAN GRIFFITHS

Vice President of Supply Chain Management | Inteva Products | Troy, Mich. | Age: 50 | Education: B.A., business, Swansea Metropolitan University

- **First automotive job:** Purchasing assistant for BorgWarner at a transmission plant in Wales, 1986
- **What attracted you to the auto industry?** I had just come out of college and had never worked anywhere. I walked onto the shop floor [of BorgWarner's plant] and I felt it. I didn't know it, but I knew I wanted to be in it. I loved the machinery part of it because my father, a farmer in Wales, worked his entire life on tractors and bailers. I used to go to the pub with him and listen to him barter for tractor parts and hay and straw. The whole supply-and-demand thing — I got to understand that.
- **Big break:** I spearheaded a restructuring project for AEES [a wire harness supplier owned at the time by Platinum Equity, an M&A firm]. I needed to move the entire purchasing team to Mexico. It was an extremely low-budget and fast-moving project that required me to hire many employees who had very little experience. I was given one year to have the unit up and running.
- **What is the major challenge you've faced in your career?** Probably the assignment I just described. In the private equity environment, you can't fail. It's simply not an option. Because if you do fail, you are out.

"In the private equity environment, you can't fail. It's simply not an option. Because if you do fail, you are out."

- **Who has had the biggest influence on your career?** That's an easy question. Paul Humphries was my boss at the BorgWarner plant in Wales. He was my first boss. He would throw me into situations and see how I would handle it. He assigned me to the tool crib on the shop floor. I got eaten alive the first few weeks. They pulled every trick in the book. But I learned a lot.
- **What should be done to encourage women to enter the auto industry?** We don't expose young girls in school to the auto industry. It's manufacturing. They think it's hard, dirty, nasty, aggressive and male-dominated. We need to show them it's not a scary place but a great place to pursue a career. I like to make presentations to young women whenever I can.
- **Tell us about your family.** I grew up on a farm in Wales, listening to my father barter tractors, horses and hay. Looking back on it, it was the best on-the-job training I could receive, as I was able to learn the ins and outs of supply chains. [Now] I have a 13-year-old daughter, Gwen. Spending time with Gwen is my No. 1 priority.
- **Do you spend time with friends?** I like to talk to my 75-year-old German neighbor about life. She's an appraiser from Germany, and we talk about the challenges I had and the challenges she had. We do that over a glass of vodka.

— David Sedgwick

## SHERI HICKOK

Chief Engineer, Next-Generation of Full-Size Trucks | General Motors | Detroit | Age: 38 | Education: B.S., mechanical engineering, Kettering University; M.S., industrial engineering, Purdue University; MBA, corporate strategy and international business, University of Michigan

- **What attracted you to the auto industry?** It started with a co-op assignment at General Motors. I was motivated by the idea of what the automobile can do for people around the world, especially in developing economies, allowing them to get to their jobs or transport their children.
- **First automotive job:** As a validation engineer [in 2001], working on durability vehicles. I was testing the Cadillac STS at the time. We were working on full-vehicle durability. Whatever broke, we would investigate with the engineers.
- **Big break:** When I led the A World In Motion program. It's a volunteer program led by the Society of Automotive Engineers, whereby engineers can go into the classroom for an hour a week over a six-week period and teach hands-on engineering projects. General Motors is a huge sponsor of that program. That led to huge networks for me.
- **What is the major challenge you've faced in your career?** I think the major one has been moving very quickly through the organization. Because you don't bring a lot of depth with you. You're always rebuilding that trust with the new team, proving that you have the

knowledge to lead them.

- **Who has had the biggest influence on your career?** [GM Vice President of Global Quality] Grace Lieblein has had the greatest influence. She's taught me to challenge myself, but to do it in a balanced way. She'll often say, "Never have any regrets." Even when I was thinking about having children, she was the one who said, "There will never be a right time to have kids. If you want to have children now, then do it." I worked for her in my previous assignment, and she'd sometimes say, "Go spend time with your kids."
- **What should be done to encourage women to enter the auto industry?** We need to show more flexibility. I'm not sure that the young women in our company see that. I have a lot of young women, let's say five years into their career, who are getting ready to start a family and are nervous to take a promotion or move to the next level because they're not sure how they'll balance that. We need to showcase that flexibility more.
- **Tell us about your family.** I have a wonderful husband, Loren. We've been married for 12 years. We have two girls: Ellena, 7, and Kendall, who's 3. We have a lot of fun.
- **Are you able to maintain friendships?** Yes. I think the challenge is finding like-minded women outside of work, like in my church community or other places. A lot of those women stay at home with their children, so sometimes it's hard to find those connections.
- **What keeps you up at night?** Nothing. I have zero issues sleeping. It's mostly because I'm exhausted.
- **Name one thing about yourself that most people don't know.** I can list all of the states in alphabetical order at a very high speed. But seriously, I grew up on a horse farm with draft horses, and I can drive draft horses.



>> HAVING HER SAY:  
[autonews.com/hickokvideo](http://autonews.com/hickokvideo)

- **If you could have dinner with anyone, living or dead, who would it be?** Jesus
- **What's your guilty pleasure?** Watching "Dancing with the Stars"
- **Name one talent you wish you had.** Remembering people's names. I'm terrible.

— Mike Colias





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## LEADING WOMEN

## JAMIE ZINSER

Global Engineering Director – Structural Systems Division | Dura Automotive Systems | Auburn Hills, Mich. | Age: 38 | Education: B.S., mechanical engineering, Kettering University

● **What attracted you to the auto industry?** I loved math and science. I worked at a country club, and most of the members were executives who worked for GM. They encouraged me to go into engineering, specifically in the auto industry.

● **First automotive job:** My first job here was working in the lab designing and maintaining test fixtures — right out of high school. I interned here at Dura for four and a half years and then spent six months writing a thesis. I was hired as a mechanical engineer and product engineer in 1999.

● **Big break:** Early on, I was thrown to the wolves. I started as a product engineer and had the opportunity to work at Ford for three years. I was managing a product line. The job had a lot of visibility, and I learned a lot. Both Ford and my company noticed the job I was doing. I was in launch mode and dealt with crisis situations across four continents. It was a difficult position that required a lot of travel. There were cultural issues to deal with and, with this job, I earned the customer's respect.

● **What is the major challenge you've faced in your career?** When we came out of bankruptcy, after the recession, we experienced significant downsizing. We lost a lot of good talent. The industry started performing well again, and we had to reach out and rebuild our team. Another factor: The industry was morphing into something else. With the lightweighting we were doing on our parts, it required engineers with different talent. My product lines were changing, and light components were needed. I had to find employees who had expertise in aluminum, composites and hybrid design. We were reaching out to universities to find people with the right fit for this team.

● **What should be done to encourage women to enter the auto industry?** There needs to be more engineering programs for females at a younger age. Most of my decision making with my career was established at 12 to 14 years old. We don't have enough programs at the junior high or high school levels to encourage women into math and science.

● **Tell us about your family.** I have a sister, and she is

“There needs to be more engineering programs for females at a younger age. Most of my decision making with my career was established at 12 to 14 years old.”



everything to me. She is my best friend. She is the most special person in the universe. I have a mother. My father died when I was a teenager. I think dealing with that impacted who I have become. I grew up in Fenton, Mich.

● **What's your favorite weekend activity?** I enjoy gardening. I love running. I enjoy spending time with my friends and family, and I'm a connoisseur of wine. I don't take it too seriously, though. I also play hockey.

● **Are you able to maintain friendships?** Yes. I still talk frequently to the girl I sat next to in kindergarten. Most of my friends have been very significant — friendships from

kindergarten, high school and college, lifelong friends. Friendships are a major priority for me.

● **If you could have dinner with anyone, living or dead, who would it be?** My dad.

● **What's your guilty pleasure?** Red wine and dark chocolate.

● **Name one talent you wish you had.** I struggle with foreign language, but I'm working on that now. I've hired a German teacher.

— Marti Benedetti

## JENEANNE HANLEY

Vice President, Global Trim and Craftsmanship | Lear Corp. | Southfield, Mich. | Age: 43 | Education: B.S., mechanical engineering, University of Michigan

● **What attracted you to the auto industry?** My father was an engineer at General Motors, so I knew all about cars. When I was growing up, I had an awareness of the automotive community. I wanted to work for GM or one of the other car companies.

● **First automotive job:** My first job out of college was at Lear as a seating engineer for the Chevy Cavalier and Pontiac Sunbird. I was 21. I was terrified. I thought: “What are they going to do when they find out I have no idea what I'm doing?”

● **What is the major challenge you've faced in your career?** I was put in charge of the Chevy Volt program [in 2010]. Lear was the integrator [of the vehicle's electrical system]. It was extremely stressful. Folks at GM and Lear worked through the nights and on weekends, and they skipped vacations. People were excited to be part of it, but not everything was perfect, and it was a little bit scary.

● **Big break:** [The Chevy Volt program] was my big break. It gave me a lot of exposure. Our board of directors wanted to know about it all the time. It was also a personal turning point for me. A lot of us are always thinking about what we need. [The Volt] made me think about what I needed to do for my team.

● **Who has had the biggest influence on your career?** Ray Scott [president of Lear's seat division]. A mentor is

somebody who takes a chance on you. Whenever there was anything that needed to be created, fixed or improved, he was not afraid to give me those assignments.

● **What should be done to encourage women to enter the auto industry?**

I think we just need to market the industry better. It's a terrific consumer products industry. The design, the marketing, the advertising, the brand management, the sales — not to mention global finance. I also think there is a dated view of assembly plants. They are clean, safe facilities, but if you didn't grow up in Detroit, you don't know what it means.

● **Tell us about your family.** I have two kids, a 10-year-old son in fifth grade and an 8-year-old daughter. My husband had a 26-year career as a sales director. When our oldest child was 5, my husband retired, and he stays home with our kids.

● **What's your favorite weekend activity?** I like to spend a quiet Sunday morning with *The New York Times* and a Starbucks, sitting on the couch with my husband, reading. At night, we sit on the deck at our house — or at a friend's house — in front of a fire with a glass of wine, enjoying the company of friends and family.

— David Sedgwick



“I was 21. I was terrified. I thought: ‘What are they going to do when they find out I have no idea what I'm doing?’”



# It's Your Website.

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LEADING WOMEN



## PAM NICHOLSON

President and CEO | Enterprise Holdings | Clayton, Mo. |  
Age: 56 | Education: B.A., consumer economics,  
University of Missouri

- **What attracted you to the auto industry?** The management training program that Enterprise offered.
- **First automotive job:** Management trainee at Enterprise Rent-A-Car in 1981
- **Big break:** Being introduced to Enterprise Rent-A-Car back in 1981. It was just a small regional company at the time. Here we are, 34 years later. Enterprise Holdings owns Enterprise Rent-A-Car, National Car Rental and Alamo Rent A Car.
- **What is the major challenge you've faced in your career?** Moving. It can be fun, and once you're settled, it's exciting. It

broadens your horizons and experiences in life, but the move itself is tough on the family sometimes. I moved once to Southern California for [her husband's] job, back to St. Louis, and then to New York and back to St. Louis.

- **Tell us about your family.** I am married, and I am an animal lover. I usually have multiple dogs — I have three now. They're all rescue. I have a shepherd mix, a Maltese and a papillon. I've had cats, but I don't have any at the moment. Animals are a big part of our family; they are our kids. I do a lot of work with the Humane Society here. That's my passion.
- **Name one thing about yourself that most people don't know.** I'm a power walker.
- **If you could have dinner with anyone, living or dead, who would it be?** My mom
- **What's your guilty pleasure?** I love my dark chocolate. I have to have it every day.

— Arlena Sawyers

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SHIRAZ AHMED

## ELENA FORD

Vice President, Global Dealer  
and Consumer Experience |  
Ford Motor Co. |

Dearborn, Mich. | Age: 49 |  
Education: B.S., business,  
New York University

- **What attracted you to the auto industry?** I just love cars and the auto business. It's been part of my life from the very beginning.
- **First automotive job:** Truck communications in 1995
- **Big break:** The position I'm in now, running global dealer and consumer experience, is really a huge opportunity for me to build a relationship with the dealers globally and also to take the consumer experience movement that we've built with the dealers to a whole new level — to have the employees in the stores work together better in the different departments and have a better relationship with the customer.



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- **Who has had the biggest influence on your career?** The biggest influence in my life has been my grandfather. He's not here, but I think about him every day. I definitely have some key people that I like to interact with at Ford who have steered me and guided me through the journey, and they've been great mentors.
- **Tell us about your family.** I have three girls and one boy and a dog named Oreo.
- **What's your favorite weekend activity?** Playing golf when I have time and hanging out with my kids.
- **Name one talent you wish you had.** I've always wanted to water-ski, and I can't do it.
- **Best advice you've ever gotten?** Stay humble.

— Nick Bunkley



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## LEADING WOMEN



## KIM BRINK

COO | Team Detroit/Blue Hive  
| Dearborn, Mich. | Age: 49 |  
Education: B.S. and MBA,  
marketing, Wayne State  
University

● **What attracted you to the auto industry?** One of my professors was doing consulting work for Chevy. What attracted me was more the research side of it than the car itself or the truck itself. But once you get in the industry, you almost get addicted to it.

● **First automotive job:** Market research analyst at Chevrolet in 1989

● **Big break:** I had really two big breaks. One was the opportunity to work as the ad manager on Chevy trucks, on the "Like a Rock" campaign. That got me into the advertising arena. But probably the biggest break was when I was given the opportunity — I was probably only 32 — to run all of the advertising and sales promotion for Cadillac in 1999. I went from a manager level to an executive level.

● **What is the major challenge you've faced in your career?**

Persevering through the General Motors bankruptcy. That was a very, very dark time for a lot of us. I think what was most difficult was coming out of it. You had this idea that we're going to come out of bankruptcy, shed our ways and things are going to be great. It really wasn't that way. It took a long time to recover.

● **Who has had the biggest influence on your career?**

Mark LaNeve, who is now the head of U.S. sales and marketing and service for Ford. For two reasons: one, although I was already at Cadillac when he became the general manager, he taught you the value of retail and the value of the dealers, but at the same time was fearless in what he allowed us to do in marketing. I think I've taken those lessons forward, whether it's what I did at NASCAR, whether it's what I'm trying to do now at Team Detroit. The other thing you learn when you work for Mark is that relationships matter.

● **What should be done to encourage women to enter the auto industry?**

Get girls interested in science, technology, engineering and math. That tends to be an area that girls aren't necessarily given opportunities in; I think the assumption is that they aren't going to naturally go there. The other big piece is that I don't see women in the auto industry helping other women to the same extent that I have observed men helping men. Women need to make a concerted effort in order to help attract, but more importantly grow and retain. Women self-select themselves out — "Oh, I can't handle work and my kids," or "[I need] a balance between family life and work life." Women who have been able to achieve that need to be mentors and foster women, and we just don't do it enough.

● **Tell us about your family.** I grew up in Northville and still live in Northville, so I'm a little bit of a townie. I have two children. I have a 19-year-old son who is finding his way, but he seems to be crazy about cars. And I have a 12-year-old daughter, and she's a rock star. I'm kind of like a soccer mom with her. My life pretty much revolves, outside of work, around them.

● **What keeps you up at night?**

Where's the auto industry heading? You see kids be less and less interested in cars, so our ability as an industry to adapt to those changes. Ford is doing a really good job of going into the world of ride sharing and smart mobility.

● **If you could have dinner with anyone, living or dead, who would it be?**

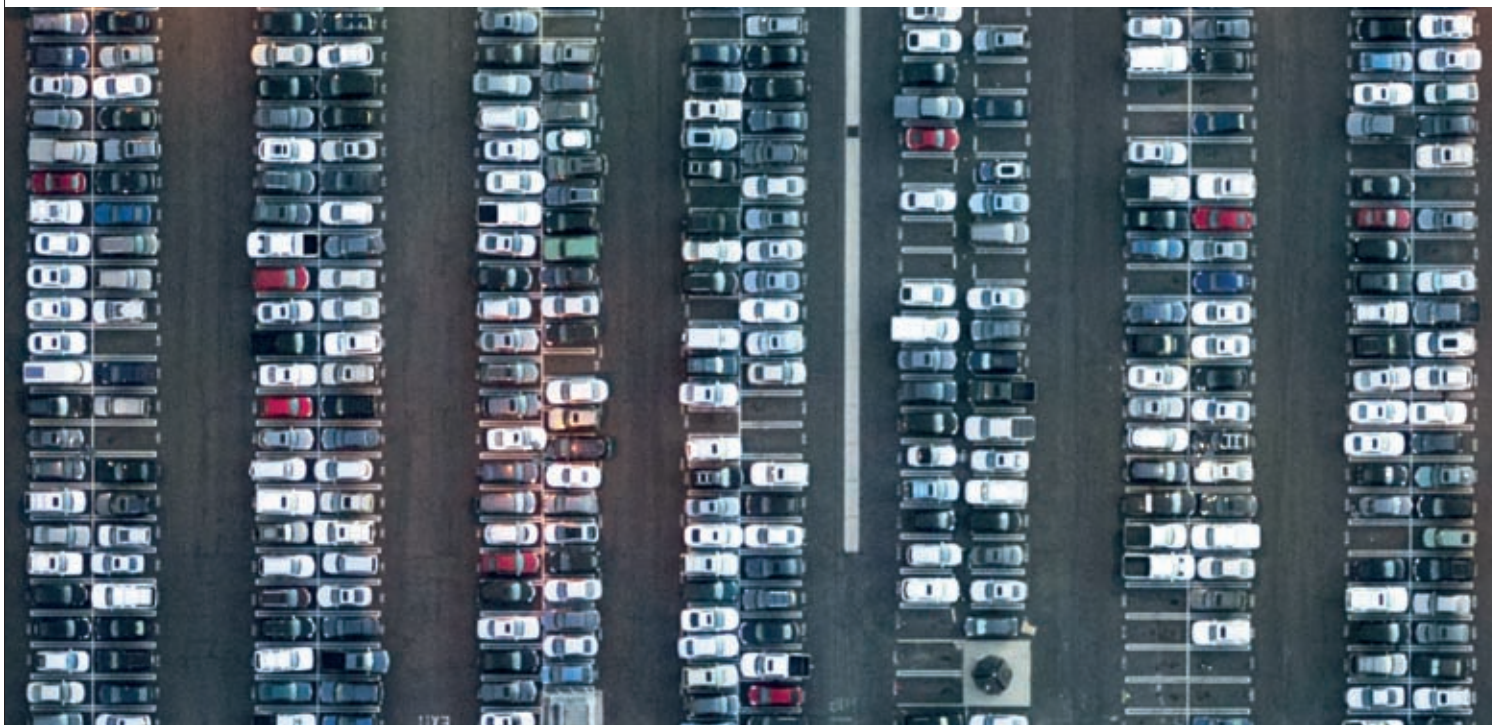
I wouldn't have said this probably six months ago, but Henry Ford. I have a newfound respect for what he meant to this country and it would be interesting to hear his take on how the world is changing.

● **Name one talent you wish you had.** I have no patience, and anybody who knows me knows that.

● **What advice would you give your child?** All things happen for a reason. I see that a lot with young kids — they're trying to plan everything out. But things happen for a reason and you just have to go with the flow sometimes.

— Nick Bunkley

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## BONNIE VAN ETTEN

Vice President – NAFTA/FCA US Chief Accounting Officer | FCA US | Auburn Hills, Mich. | Age: 40 | Education: B.S., finance, Anderson University

● **What attracted you to the auto industry?** I wasn't necessarily looking for the auto industry itself. I was just looking for another challenge. I was previously working for American Express, and I was looking for my next move in the Midwest — I'm from Indianapolis so I wanted to get closer to home. This opportunity was just presented to me and some of the things that attracted me to the company were the vision of [Sergio] Marchionne and [Richard] Palmer, where the company had come from and where they had taken it to in a short time. And I do love cars.

"We should mentor other women and encourage those women to join the companies and the teams that we lead."

● **First automotive job:** In December of 2010 I became director of technical accounting for Chrysler Group.

● **Big break:** This last promotion to be chief accounting officer for the U.S. legal entity and for the NAFTA region.

● **Who has had the biggest influence on your career?** [Ferrari CFO] Alessandro Gili, my former boss here. His pushing and challenging us to achieve things that we may have thought were impossible had a big impact.

● **What should be done to encourage women to enter the auto industry?** Raising the visibility of women in the industry is always important. Raising the profile of successful women and highlighting how they got there is great. We should mentor other women and encourage those women to join the companies and the teams that we lead.

● **Tell us about your family.** Our daughter was born on May 1 of this year. My husband also works in the auto industry; he works for a small engineering company here in town. We met in Detroit when I moved here. We're both from Indiana; he lived in Indianapolis about the same time I did.

● **What advice would you give your child?** I would tell her to find what you're passionate about and to pursue that. Find your own balance, too. I'm passionate about accounting — most people don't think that should elicit passion, but I really like what I do.

— Nora Naughton

## SEVAL OZ

CEO, Continental Intelligent Transportation Systems | Continental AG | Santa Clara, Calif. | Age: 53 | Education: B.A., economics, Wellesley College and Massachusetts Institute of Technology; MBA, Wharton School, University of Pennsylvania

● **What attracted you to the auto industry?** I've always enjoyed opportunities to build businesses in different industries. When I took my position on the Google self-driving car project, it was a sandbox of scientists. The attraction was the chance to take this burgeoning technology and develop it in an affordable way for everyone.

● **First automotive job:** I was the senior manager of global business development for Google's self-driving cars project, and I was responsible for partnering with both automotive and nonautomotive companies to build the first platform. I joined at the end of 2010, and the first prototype was released in May 2014. I left that July.

● **What is the major challenge you've faced in your career?** I get bored easily. I have this problem of seeing things before they happen and trying to make them happen sooner. And then it bothers me because we're not there yet.

● **Who has had the biggest influence on your career?** All the people who have made me feel confident that I can handle a very complex, challenging situation. My mom, my brother and my dear friend Dr. Anna Patterson, who's in charge of artificial intelligence at Google, for supporting the belief that I can lead technology forward

without formal engineering training.

● **What should be done to encourage women to enter the auto industry?** It starts with getting girls to stay in STEM subjects. They might enjoy science, but by the time they leave school, they don't necessarily go into engineering.

● **Tell us about your family.** I come from an immigrant family. My father was given a green card in the early 1960s to practice heart surgery in this country. He always believed strongly in education, and that's why both of my siblings and I were given the opportunity to get an education, and we all went on to do good work in the field of science and technology. My brother is a world famous doctor, Dr. Oz. He lives in New York. My sister lives in Istanbul. My family has a pharmaceutical company there and she runs part of the factory operations.

● **What's your favorite weekend activity?** Spending time with my daughter and her friends. Every weekend when I'm home, I try to have a sleepover. We have this oversized trampoline outside my house that takes up half my yard, and the girls eat popcorn and watch movies and sleep on the trampoline. I enjoy spending time listening to them, learning from their banter and how they communicate.

● **What keeps you up at night?** The thought of missing out on the great inventions that'll happen after I'm dead. All this stuff is coming, and I'm not going to be here!

● **Name one thing about yourself that most people don't know.** I love the water. I'm happiest when I'm on the water, which is funny, because I'm in the auto industry now. Every year, I take an extended sailing trip on the Aegean Sea with my family and my extended family. It's where I refresh myself.

● **Name one talent you wish you had.** I wish I could



code. I feel that if I had been born a generation or two later, I would have learned to do that. When I see other people coding, I look over their shoulder and just wish that I had the skill set to be a great coder. Great coders can be revolutionary.

— Gabe Nelson





## LEADING WOMEN

## PAMELA FLETCHER

Executive Chief Engineer for Electrified Vehicles | General Motors | Detroit | Age: 49 | Education: B.S., mechanical engineering, General Motors Institute; M.S., mechanical engineering, Wayne State University

- **What attracted you to the auto industry?** The adrenaline of being around cars gets you. My dad had a lot of hobbies, like weekend warrior racer. And I was always doing something automotive-related for fun.
- **First automotive job:** I was a co-op student at the Fisher Guide plant in Columbus, Ohio. That plant made hardware, such as door frames. I used a stopwatch to see how long it took to spray paint parts. I was 17.
- **Big break:** Being named the chief engineer for the Chevy Volt propulsion system.
- **What is the major challenge you've faced in your career?** The business of electrification — to make it make sense for customers and the business.
- **Who has had the biggest influence on your career?** My parents. They were always encouraging. The never said, "Girls should not do that," or "That's not something you should be interested in." They let me follow my passion.
- **What should be done to encourage women to enter the auto industry?** There is a ton of misconception of what we do in the business. I think people would be interested in some "day in the life" stories. My days are incredibly interesting. The subjects I deal with vary widely. Every 30 minutes to an hour you are on to new things that are exciting. We need to do a better job of communicating exactly what we do. In the chief engineer role, each vehicle is a project. You manage the business of it, the design, the development, the content.
- **Tell us about your family.** My husband works at General Motors Milford Proving Ground. He is a director for the vehicle dynamics center, so his team works on all the cool stuff. We find it best to stay away from the work thing in our private lives. But I will ask him for advice at times, because he's got experience in areas I don't. He's very supportive, which is important. He's very busy and I am very busy, so that makes it a challenge to find enough personal time together. My children are grown and out of the house. One's an attorney, one is a college administrator and the other is a biochemist.
- **What's your favorite weekend activity?** We recently moved and we are remodeling our house. We've moved walls.
- **Are you able to maintain friendships?** I think that is essential. There are a lot more friendships I'd like to maintain, but time is limited. There's a few I really cherish and put a lot of effort into.
- **What's your guilty pleasure?** Retail therapy.

— Richard Truett



"Every 30 minutes to an hour you are on to new things that are exciting."



"This industry gets a bad rap. You can touch and see cars, and they are extensions of our personality."

## REBECCA VEST

Vice President, Purchasing | Nissan North America | Franklin, Tenn. | Age: 49 | Education: B.B.A., business management, University of Kentucky

- **What attracted you to the auto industry?** I was graduating from college in Lexington and the big employers in the region were Xerox and Procter & Gamble. But Toyota was building its plant there. My favorite professor recommended me to Toyota. My father urged me to take the job because, he said, "You'll never get the chance to start a new plant again." So I took his advice.
- **First automotive job:** I was a buyer in purchasing for Toyota in 1988.
- **Big break:** Coming to Nissan and becoming VP of purchasing. I decided several years ago that I wanted to run my own purchasing team, and Nissan gave me the opportunity to do it. I didn't take the decision to leave Toyota lightly, but Nissan has allowed me to grow professionally.
- **What is the major challenge you've faced in your career?** I was promoted to this job in February 2011. Thirty days later, the tsunami and earthquake hit Japan. Moving into this position meant being thrown into a natural disaster and a global crisis. I learned a lot quickly — how to work globally to solve problems and find solutions. You have to react quickly and develop a team who can manage through the crisis. My goal was to minimize the impact of the crisis on our supply base. Our downtime would cause our suppliers pain and suffering. So I strived to keep production going in this region to help them.
- **Who has had the biggest influence on your career?** My father had a lot of influence on me. He was an HR expert and always talked to me about the way you should work and why it's important. My dad had the respect of all the people who worked in his manufacturing plant, and he taught me about respecting the role each person plays. I also had the benefit of working with Gene Tabor in the early days of purchasing at

Toyota. He became my career role model. He's retired now, but I learned so much from the way he worked with suppliers and the way he acted in the workplace.

- **What should be done to encourage women to enter the auto industry?** This industry gets a bad rap. You can touch and see cars, and they are extensions of our personality. And yet for a lot of women, it's just about manufacturing and it's not glamorous. I think we would benefit from educating young women about what automotive is really about. It's not just about making cars but about designing and marketing and financing. It's awareness of the field.
- **Tell us about your family.** I've been married 19 years, and my husband's name is Lance. I have two sons, John, who is almost 16, and Ben, who is 12. They're very active in their schools, so when I'm not working and traveling, we spend a lot of time together at sports events and school events and church.
- **What's your favorite weekend activity?** I'm a runner. During the week, I have to run indoors on a treadmill. But on weekends I get to go out in the morning and go for a long run. Five to seven miles is long for me. I also love to cook on the weekends — things that require a knife and fork to eat.
- **When and where was your last vacation?** My family goes every summer to Amelia Island in Florida. We go over the Fourth of July week for the fireworks and celebration.
- **If you could have dinner with anyone, living or dead, who would it be?** George Washington. I would love to sit with him and hear his beliefs on liberty and freedom and the founding of the country. I'd like to know how he persevered and motivated his men to do what needed to be done in the midst of huge adversity.
- **Name one talent you wish you had.** I wish I could dance. My ballet training as a child didn't stay with me, much to my mother's regret.

— Lindsay Chappell



# INSPIRE

We congratulate **Carrie Uhl** for representing Magna International among the *100 Leading Women in the Automotive Industry* this year. Carrie's ability to lead with integrity, strengthen and steer her team, promote partnership, and build on our culture of innovation makes her vital to our organization. After ten years, her positive, collaborative, driven attitude continues to inspire.

Magna extends additional congratulations to all honorees recognized this year.

Carrie Uhl  
VP Procurement  
Magna International







LEADING WOMEN



## CARRIE UHL

Vice President of Procurement, Americas | Magna International | Troy, Mich. | Age: 42 | Education: B.S., human and organizational development, Vanderbilt University

● **What attracted you to the auto industry?**

When I was a procurement manager at Guardian Industries, there was something new every day. The product lines changed quickly, and there were always new innovations.

● **First automotive job:** Lear in 2002 was my first job that was 100 percent automotive. I was responsible for buying foam products —

seating foam, chemicals and some die-cut foams — the basic raw materials.

● **Big break:** Coming to Magna. It was the first place where I felt I could do anything. If you have a good idea, you can run with it. I love the entrepreneurial culture.

● **What is the major challenge you've faced in your career?**

Managing the supply chain through the downturn in the late 2000s was probably the toughest period in my career. The whole supply chain had to learn how to deliver more with less. Cost containment was difficult without volumes to cover overhead expenditures.

● **Who has had the biggest influence on your career?**

Early on, my mentor was Joe Bruce, the vice president of purchasing at Guardian. I was in my twenties, and he gave me a lot of

confidence. When I got this job at Magna, he sent me a card. I still look at it.

● **What should be done to encourage women to enter the auto industry?** It all comes back to awareness and education. You've got to start at a young age. Women in the industry should talk at high schools and get the message out to groups like the Girl Scouts. Then the excitement of the industry sells itself.

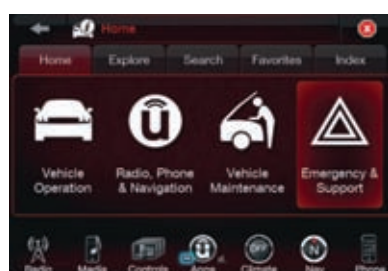
● **Tell us about your family.** We have five children.

● **What's your favorite weekend activity?** I like to take short road trips with my husband and kids. We'll find places that have some of my favorite foods. I'm always searching for the best pizza place or an ice cream place.

— David Sedgwick



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## ROSE RYNTZ

Vice President, Advanced Development and Material Engineering | IAC Group | Troy, Mich. | Age: 58 | Education: B.S., chemistry, Wayne State University; PhD, chemistry, University of Detroit; MBA, logistics, materials and supply chain management, Michigan State University

● **What attracted you to the auto industry?** My brothers, all car enthusiasts. Two of them worked for Chrysler.

● **First automotive job:** Ford Motor Co. in 1985 in paint. When I started and mentioned I once helped my older brother [retouch] his car with a paint brush, they said "Oh, you need to learn how to paint cars."

● **Big break:** I was just starting out and didn't know what I wanted to do. My first mentor, Harvey Ledbetter at Dow Chemical, told me to start networking immediately to get to know the company.

● **What is the major challenge you've faced in your career?** Moving so often. It's hard to keep your friends and make new friends so often. I'm single so it's even hard to keep a dog.

● **Who has had the biggest influence on your career?** My father, who worked so hard to get us started. He taught me you can do anything you put your mind to. He was a tool and die maker without much formal education but was the first person at Carboloy (a subsidiary General Electric established in the 1920s) to learn to operate an early CNC milling machine, which he loved doing.

I was the first person in my family to go to college, a full ride. When I started my doctorate, he worried I would become a "professional student" and never accomplish anything, but when I graduated, he was the first one showing my diploma around the neighborhood. He learned to recognize the value of education.

● **Tell us about your family.** My two sisters and my two surviving brothers and I all live within 25 miles of each other in Macomb County so we see each other often. I inherited mom's dog when she died. She's a mutt, but I love her.

● **What's your favorite weekend activity?** Drinking wine and talking with friends. I still get together with friends from grad school. My favorite is when we get together annually and go somewhere for a golf weekend.

● **Name one talent you wish you had.** I wish I could sing like my mother. She was really good. She once sang with the Glenn Miller Orchestra on the Bob-Lo boat.

— Jesse Snyder



# WHEN IT COMES TO INSPIRING OTHERS, PRESS THE PEDAL TO THE METAL.

FCA congratulates and thanks these nine outstanding women, as well as the others who were recognized, for revolutionizing the auto industry. From the wheels up.



Top Row: **Becky Blanchard**, Director - Ram Truck Brand. **Marlo Vitous**, Director - Product Development Purchasing. **Marissa Hunter**, Director - Brand Advertising. **Margie Loeb**, Senior Vice President - General Counsel. **Barbara Pilarski**, Vice President - Business Development.

Bottom Row: **Wendi Gentry-Stuenkel**, Director - Supply Chain Commercial Operations. **Bonnie Van Etten**, Vice President - FCA US Chief Accounting Officer. **Chris Barman**, Vice President - Engineering. **Tania Pratnicki Young**, Plant Manager - Dundee Engine Plant.





## LISA BAHASH

Group Vice President and General Manager, Original Equipment Power Solutions | Johnson Controls | Milwaukee | Age: 49 | Education: B.S., mechanical engineering, University of Michigan; M.S., engineering management, Wayne State University

● **What attracted you to the auto industry?** I was born and raised in Detroit. My father worked as a lab technician in body engineering and my grandfather worked in the engine assembly plant. I had the aptitude to be an engineer so I pursued it.

● **First automotive job:** I was an intern at General Motors for two years in manufacturing and product development.

● **Big break:** In 2009, when I became the president and CEO of Gabriel North America.

● **What is the major challenge you've faced in your career?** Learning to understand and value differences — in experience and backgrounds — of people. Once you can do this, you can better harness their power.

● **Who has had the biggest influence on your career?** MaryAnn Wright (Johnson Controls vice president and fellow Leading Women honoree). I have known her for over 20 years and we have worked together at three companies. She has endless energy, passion and drive.

● **What should be done to encourage women to enter the auto industry?** Draw women into technical school programs. It will happen naturally as more and more women enter senior positions. We need to get the word out more for technical and engineering careers. Also, more acknowledgements are needed.

● **Tell us about your family.** I have two brothers who are seven and eight years older than me and I was daddy's little girl. My dad was well-read and intelligent, not formally educated but was a jack of all trades. He owned racing horses. So I was often at the track and starting gambling when I was 4. He also owned bars and a jewelry business.

My mother worked at McLouth Steel. I have a goldendoodle dog named Stuart and a cat named Sugar.

● **Are you able to maintain friendships?** Yes, the ones I choose to. My father said I would be lucky to have five to six good friends. And I do.

● **What's your favorite weekend activity?** Wake surfing.

● **If you could have dinner with anyone, living or dead, who would it be?** My paternal grandmother. She was born in the U.S. but was Lebanese. She was a good person and I miss her.

● **What's your guilty pleasure?** Nobu restaurants. I have been to 13 so far and I am on a mission to go to all of them.

● **If I had it to do all over again, I'd ...** Ford asked me to move to Japan when I was 28 and I didn't do it. I'd like to know how things would have been different if I went.

● **Name one talent you wish you had.** I would like the ability to play the piano. I recently saw Diana Krall in concert and she can really bang it out and sing.

— PJ Eichten

## GRACE LIEBLEIN

Vice President, Global Quality | General Motors | Detroit | Age: 55 | Education: B.S., industrial engineering, General Motors Institute; MBA, materials and logistics management, Michigan State University

● **What attracted you to the auto industry?** My dad worked at a GM plant in California as a line worker. He brought home that love of vehicles and cars and the company. When I decided to go into engineering, he kind of pointed me toward GMI. My first time visiting GMI was when I went there to start school, sight unseen. That was a bit of culture shock, going from L.A. to Flint, Michigan.

● **First automotive job:** I started the ergonomics program at what was then Oldsmobile in Lansing, Mich. At GMI I did my thesis on ergonomics. At that time (around 1983), people didn't know what ergonomics was. I worked with the medical department in the plant to look at medical records to see what jobs were injuring people. It was a cool job.

● **Big break:** I was chief engineer of our Lambda crossovers (Chevy Traverse, Buick Enclave, GMC Acadia). I did it from 2004 to about 2008, when I went to Mexico. It was an incredible experience because it was an all-new architecture, platform and plant at Lansing Delta Township.

I really grew from that experience. You're not just managing from an engineering aspect. You've got to understand the whole business. So I went from being somebody in engineering to somebody who got exposure to the broader base of leadership. Because as a new program, we had a lot of reviews with top leadership. That really moved me into a broader leadership role.

● **What is the major challenge you've faced in your career?** It was probably when I went to Mexico. It was that move from being an engineer to being a managing director. You are kind of running your own company, with P&L responsibility. And there's the government relations aspect. The people in Mexico saw me as GM. The exposure to dealers and the sales side of the business was new for me. And I was doing all of that in a new country while learning a new language. To top it off, the economy fell apart.

● **Who has had the biggest influence on your career?** There have been many leaders who I've worked for who've helped to guide me and push me out of my comfort zone. But, frankly, my family has been a big influence as well. My husband, Tom, worked at GM and retired a few months ago. He's been very supportive.

● **What should be done to encourage women to enter the auto industry?** Role models are important. I think just the fact that [GM CEO] Mary Barra is in that job and is so visible even beyond the auto industry. She's become a bit of an icon, which is cool. We need those role models because a lot of women would not even think of the auto industry.

I also think we've got to encourage girls to go into STEM. The numbers are atrocious when you look at the shortage we are going to have of women and minorities with STEM college discipline.

● **Tell us about your family.** My parents were immigrants. My mother came from Nicaragua, and my father was from Cuba. I grew up in Los Angeles and moved to go to school in Michigan, and then I met my husband, Tom, at GMI. We got married when we were still in college. My daughter is 24 and an engineer as well.



● **What's your favorite weekend activity?**

Going to our lake house. Spending the weekends there has been great. We'll go in the winter sometimes, too.

● **Are you able to maintain friendships?** Yes, definitely. One of my best friends from California I've known since I was 5. And I have a lot of friends here at GM.

● **If you could have dinner with anyone, living or dead, who would it be?** Hillary Clinton. I just have a lot of respect for her.

● **What's your guilty pleasure?** Chocolate and champagne.

● **When and where was your last vacation?** We went to California in August for a week to see my dad.

● **Name one talent you wish you had.** Remembering names. I'm not very good at it. I've tried tricks to get better, but I'm still


not as good as I'd like to be.

● **Best advice you've ever gotten?** To make moves outside of my comfort zone. I have always been slightly hesitant when somebody wants to give me a new job. There's always the voice in the back of your head saying, "You don't have experience in that," or "I'm not sure you can do that." I've had to get over that.

But on several of my career moves, I've had people who've helped to push me out of my comfort zone. And every time, it was a great thing. As women, I don't think we do that enough. We tend to think, "OK, I'm really good at this. I'm recognized for it." And it's really hard to move, whether it's for a new job or a new country or whatever. That's one thing that probably doesn't enable enough women in other roles.

— Mike Colias



A close-up, high-angle shot of a woman's face, looking upwards and to the right. Her eye is prominent, and a reflection of a car's headlight is visible in it. The background is dark and out of focus.

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## LEADING WOMEN



## LISA LUNSFORD.

CEO | GS3 Global | Livonia, Mich. | Age: 52 |  
Education: B.S., chemistry, Bennett College

● **What attracted you to the auto industry?** When I was 8, my cousin came home with a 1971 Mach 1. The sound of that engine is music to my ears. In fact, my favorite song today is a nice V-8 engine.

● **First automotive job:** In February 1986, I was hired at Ford Motor Co. in the plastics division. I was an r&d engineer working with plastic trunk liners.

● **Big break:** In the auto industry, it was being hired by Ford. Then it was starting out and becoming an owner. My mentor at Ford said they would support me and gave me the flexibility to start out and if I failed, I could go back. But I never looked back.

● **What is the major challenge you've faced in your career?** Access to capital.

● **Who has had the biggest influence on your career?** Maryann Keller. She was the go-to woman in the automotive industry. Men would go to her for opinions and I thought that was great. I wanted to be the next Maryann Keller.

● **What should be done to encourage women to enter the auto industry?** I think you should bring more girls to understand the totality of industry. It is also fashion — it's more than math and science. We need them to understand the full aspect of the car industry, which includes things like color or design studies, interiors and even how you hear your music. It's not just grit and dirt.

● **Tell us about your family.** I grew up in North Carolina as the only girl with four brothers. My grandparents were tobacco farmers and I worked on the family farm every summer until I graduated from college. I learned from them working hard, working as a team and ownership. When I graduated, I moved to join Ford and my fiancé, who is an engineer, followed me here.

I have been married 23 years and we have one daughter who is 9. She is learning math and science with great enthusiasm and is also learning about cars. She can tell you the model of the car by just looking at the back.

● **What's your favorite weekend activity?** Laying back and watching football — especially college football. I am a Michigan and Alabama fan.

● **What keeps you up at night?** Making sure my employees have the means to feed their families. Also customer retention and the next stage of growth.

● **If you could have dinner with anyone, living or dead, who**



**would it be?** My great-grandmother on my mother's side. She was a leading force in land ownership at a time when blacks and Native Americans didn't own land. She was able to own land and obtain more land.

● **When and where was your last vacation?** On Aug. 22, my daughter and I went to Chicago to the American Girl store. I had a great time there.

— PJ Eichten

"I think you should bring more girls to understand the totality of industry. It is also fashion — it's more than math and science."



## MARISSA HUNTER

Director, FCA US Brand Advertising and Head of Advertising Ram Truck Brand | FCA US | Auburn Hills, Mich. | Age: 41 | Education: B.A., communication arts and sciences, Michigan State University

● **What attracted you to the auto industry?** The fast-paced nature.

● **First automotive job:** BBDO, an ad agency. I started in the traffic department in 1998. As we were creating advertising, the traffic coordinators routed the creative pieces to all of the internal stakeholders to make sure everything was checked off.

● **Big break:** The decision to change from an agency to FCA.

● **What is the major challenge you've faced in your career?** One challenge was trying to get this organization, and the team of people who ultimately reported to me, to absolutely and truly embrace the possibilities that exist for us if we have enough courage to take big risks. It's a challenge to inspire people, to be the person who is expected to inspire people.

● **Who has had the biggest influence on your career?** Both of my parents. My dad has been an especially strong mentor. My husband has been a wonderful friend and mentor in my career, always being the cheerleader saying, "You can do it. You're going to be great."

● **Tell us about your family.** We'll be married 15 years in March. [My husband] is quite the entrepreneurial spirit himself. Farmer, she's 10 months old. She is a border collie/terrier mix. (The dog's name is inspired by the Ram brand's "Farmer" Super Bowl commercial.)

● **What's your favorite weekend activity?** We have a relatively new home, and I like to decorate and be inspired about how the interior design and decorating needs to go. I like to do a lot of it myself.

● **Are you able to maintain friendships?** Yes, you just have to commit yourself. You don't need a ton of friends, you just need enough good people around you who you can trust and vice versa.

● **If you could have dinner with anyone, living or dead, who would it be?** My father's grandmother. She died two weeks before I was born. To hear stories, she sounds like the most interesting, wise, stubborn, motivated, innovative woman who was maybe even before her time. I always felt slighted that I didn't get to meet her.

● **Name one talent you wish you had.** I can't sing. I always wanted to be a singer, even if just for fun in a band or something. I was not blessed. I guess I can go to vocal lessons and maybe go from bad to not so bad, but I would never go from bad to good.

— Vince Bond Jr.





# *Salutes*

**Automotive News  
100 Leading Women  
and**

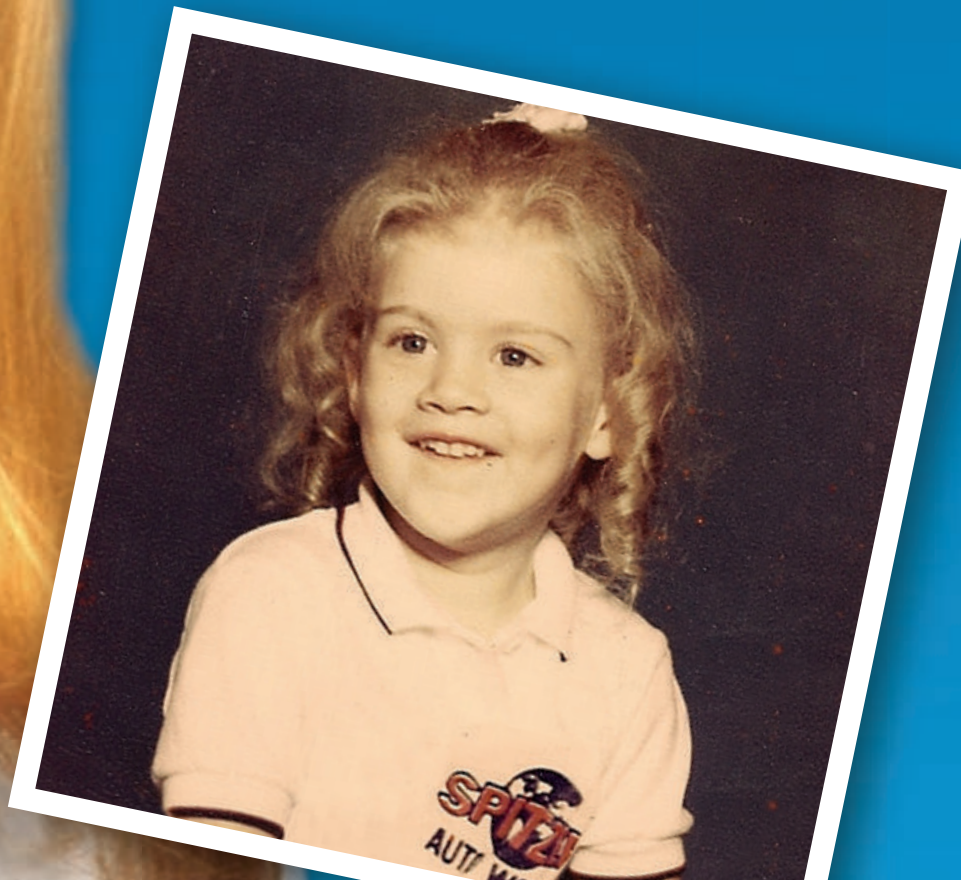
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## THASUNDA BROWN DUCKETT

CEO | Chase Auto Finance | New York | Age: 42 |  
Education: B.B.A., finance and marketing,  
University of Houston; MBA, Baylor University

- **What attracted you to the auto industry?** What I love most is the people. They are absolutely passionate about this industry and cars and that inspires me — not just our employees but clients.
- **First automotive job:** CEO of Chase Auto Finance in 2013
- **Big break:** I had two breaks. One was interning in college at INROADS, a program for talented minorities. It provided me exposure into finance services and it taught me not only the work but the soft skills that you need. The second was running a P&L for the mortgage industry for Chase. That was a great break that helped me become a CEO.
- **What is the major challenge you've faced in your career?** Becoming a CEO in the auto space in 2013 was both challenging and rewarding. It was challenging; there were a lot of unknowns — interest rates, the policy community in Washington as well as the competitive landscape.
- **Who has had the biggest influence on your career?** Rosie and Otis Brown, my parents. They were great role models. My mother is a retired educator and father was a stock handler, a blue collar worker at Xerox for over 40 years. They taught me to always reach for the moon because even if I miss, I will be among the stars. It really resonates — I could never have dreamt about being a CEO in the auto industry. But I am always dreaming and always asking myself what can I do better, how can I be a better leader and how can I make a bigger impact in the lives of others?

I have just launched the Otis and Rosie Brown Foundation — extraordinaryis.org. I always wanted to give my parents

their roses while they were alive. My parents were the ones who would cheer for people who didn't have people to attend their games and my father would be a father to people who didn't have a dad. That made an impact in people's lives. For me, it's to be able to carry that legacy in a broader way, to help people to understand we all have the ability to be extraordinary.

The whole premise around the foundation is to seed people's extraordinary. If someone gives gift baskets to college students, we seed them so that they can give more gift baskets. It is ordinary people who do extraordinary things.

● **Tell us about your family.** My husband is Richard Duckett. We have been married 11 years. He is an engineer, a Marine and a stay-at-home dad. That is a great example, having a spouse saying a woman can provide in the professional world and I can provide in all the other areas, and it works. Good husbands are the secret sauce. I have two children: Madison is 9 and Myles is 7. We live in Connecticut.

● **What keeps you up at night?** I am always dreaming and thinking about what more? We are trying to adopt a child and I started a foundation. I want to live a purposeful life. My success is not defined by my title but my purpose, which is inspiring others.

● **If you could have dinner with anyone, living or dead, who would it be?** Oprah

● **What's your guilty pleasure?** Watching "Scandal" on TV. I love her fashion.

● **Name one talent you wish you had.** If I could sing or dance. I have no rhythm. I was at a hip-hop class in Greenwich and I was so lost.

● **Best advice you've ever gotten?** Reach for the moon because even if you miss you are among the stars.

— Diana T. Kurylko

# LADIES: OUR INDUSTRY ISN'T THE SAME WITHOUT "U"

We congratulate the hardworking professionals recognized as this year's 100 Leading Women in the North American Auto Industry.

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## LEADING WOMEN

## LEAH CURRY

Vice President, Toyota Manufacturing – Indiana | Toyota Motor North America | Princeton, Ind. | Age: 54 | Education: Studied chemistry at University of Evansville; completed a three-year internship in industrial electronics to be a skilled maintenance team member

● **What attracted you to the auto industry?** I was working for a pharmaceutical manufacturer in Evansville. When Toyota came to town, I thought it looked like a great company with good job stability. I took a pay cut of \$400 a week to come here. But automaking looked interesting because it was fast-paced and competitive and global.

● **First automotive job:** I entered Toyota in 1997 to be a team leader in maintenance and body weld, working on all the equipment. We didn't have the plant yet, so I did a lot of traveling, to Japan, to Kentucky, to learn how it all works.

● **Big break:** When an opening came up, I took the chance to move out of the maintenance field and into production, and then into new models. It was not being afraid to try something new. It helped make me better suited to go into management.

● **What is the major challenge you've faced in your career?** I've learned over the years that you have to get out of the way of yourself. Sometimes women are their own worst enemies in their careers. We sometimes are so critical of ourselves and put undue stress on ourselves to overachieve every goal. I turned down opportunities in my previous company because I worried about what people might think. When I came to Toyota, I decided I'm not going to ever do that again.

● **Who has had the biggest influence on your career?** Susan Elkington had this position before me as vice president of manufacturing. She gave me a lot of mentoring over the years, as a woman in a leadership role — not just insight into managing, but managing as a woman. She's now on assignment in Japan, but we stay connected.

"I've learned over the years that you have to get out of the way of yourself. Sometimes women are their own worst enemies in their careers."

● **What should be done to encourage women to enter the auto industry?** It's going to take a continuous awareness effort. I'm an advocate of bringing more women into manufacturing in general. I recently participated with a program in the state of Indiana, called "Dream It. Do It." to encourage manufacturing awareness. I was one of the champions for that. We brought teachers and students and parents in here and talked to them about the different careers that are possible and the money you can make. We're actively recruiting females into careers here in auto manufacturing.

We have a paid internship program with kids coming out of high school. We help them get into engineering and maintenance. I also learned that we weren't reaching out to the children of our team members to learn about careers, which we now encourage. We're putting out the word.

● **Tell us about your family.** I've been married more than 30 years. We have four children, three boys and a girl, ages 29, 28, 25 and 23. The youngest is living at home. We adopted her from Romania when she was 3. Two of the boys work in automotive. My husband has always been a great support to me and very understanding about what it takes to be a career person. We've always shared responsibilities with the kids and housework and everything else. I also have six brothers and sisters, all living around here. We're a very close-knit family.

● **What's your favorite weekend activity?** We will have a family get-together and do relaxing things. Have a cookout, go swimming or play cards. In a couple of weeks, we're going to rent a cabin together down near Nashville.

● **Best advice you've ever gotten?** I'm thinking of two pieces of advice I've received. One was, listen to feedback with an open mind and an open heart, because it's free. The other helped me in giving presentations, because at Toyota, we make presentations all the time. It was from one of my managers, who told me, "You know this material better than anyone here, so give it with confidence and give it from the heart." That helped me stop shaking at the microphone, and I've told other people the same thing.

— Lindsay Chappell



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NORA NAUGHTON

## DESI UJKASHEVIC

Global Director, Body Interior Engineering | Ford Motor Co. | Dearborn, Mich. | Age: 48 | Education: B.S. and M.S., engineering and MBA, marketing and finance, University of Michigan

● **What attracted you to the auto industry?** When I was getting ready to graduate from high school, my father bought me a used Camaro, and it was pretty beat up. We had to rebuild the entire vehicle and it took us almost a full year. I thought it was really cool, and I developed a real passion for cars and for safety and so the two sort of came together.

● **First automotive job:** I joined Ford in 1991 as a Ford College Graduate employee, Ford's trainee program. I rotated across various departments, including design and release and testing. I did that for two years.

● **Big break:** Moving to the quality organization and taking a job that was outside of my experience. That enabled me to actually have a broader influence, but also to visualize how I could shape the company. We were then in a place where we were defining the organization and really how we wanted to execute product and it was just a real fresh perspective.

● **What is the major challenge you've faced in your career?** The move to Germany for an international service assignment. When I was offered the position, my response was an immediate, "I am honored at the offer but must decline as it would be a burden on my family," especially for my oldest daughter who was just starting her sophomore year

in high school. My leader suggested I think about it and discuss with my family, which I did. My family, and most notably my oldest daughter, really wanted us to take this assignment. I felt torn as I was asking my family to make major life changes for me. We decided it was a good opportunity, and off we went.

The entire three-year experience, both the growth professionally and the time as a family we had abroad, was most memorable and really turned what appeared to be a major career stress point into one that we all now consider a life highlight.

What appears somewhat insurmountable in the moment in one's career — or life — may offer more enrichment than one can imagine.

● **What should be done to encourage women to enter the auto industry?** We need to continue to give women exposure to the industry. There are so many wonderful opportunities in the innovation side alone.

● **Tell us about your family.** I'm married, I have four children and I have a wonderful support structure. I've been at Ford 24 years and they've kind of grown up with my career, if you will. My family is very important to me. I would not be where I am without their incredible support.

● **What's your favorite weekend activity?** I love to swim. If I could find time to swim or be on the beach, sit on the sand, I don't need anything else.

● **Best advice you've ever gotten?** To explore options that may not be obvious to you.

— Nora Naughton





## MICHELE LIEBER

Chief Public Policy Officer | Ally Financial | Washington | Age: 47 | Education: B.A., English literature and politics, Brandeis University; J.D., University of Pittsburgh School of Law

● **What attracted you to the auto industry?** It was a dynamic industry. I joined General Motors at a critical time. It was an exciting opportunity to be the first ever public policy person in Washington

focused exclusively on financial services issues. I worked in all financial services prior to General Motors.

● **First automotive job:** Director of government relations financial services at General Motors in 2003

● **Big break:** I was asked to focus exclusively on GMAC and help with a significant challenge, which turned into a great opportunity to be working for GMAC at a critical time. We were going through a change of control by the ownership of GMAC. I was asked to work with

the regulatory community to help facilitate that. It was a difficult assignment, but we ended up being successful.

● **What is the major challenge you've faced in your career?**

Working through the auto industry transformation time — working with members of Congress and their staff to explain the role that Ally played through that transformation and the important role of auto finance to auto dealers, manufacturers, customers and others in the industry, during the industry's recovery.

● **Who has had the biggest influence on your career?**

I've had some major mentors. First when I finished law school, I had worked for somebody who had served in the Johnson administration. He did not have a really formal education, but he had been an incredibly successful leader in the financial services industry. He taught me everything he knew while still running a part of a major business. And then I had a mentor at General Motors — Ken Cole (former vice president of government relations and public policy). He was instrumental in the bailout negotiated between the Obama administration and GM in 2009 and helped me take my skills to the next level.

● **What should be done to encourage women to enter the auto industry?** We have to create more of an environment

where women feel this is the right career. I'm passionate about what I do, and I'm lucky because what I do is also part my hobby, which is the political environment. So this has been a natural fit for me. I think for other women, finding ways to have a job that is actually something they're passionate about will be incredibly helpful. So helping to mentor people in the younger stages of their career to give them an opportunity to understand what their career could be and taking the more mundane tasks away to give them some more exciting opportunities will be important.

● **Tell us about your family.** I grew up in a very driven family. Both my parents are lawyers. My sister is a federal prosecutor. My brother is a Hollywood screenwriter. We're all doing different things, but we've all been passionate about everything that we do. We've all been quite successful in different ways. I joke that I only went to law school to understand dinner.

● **What's your favorite weekend activity?** Going and exploring something new, going to a place where I can hike or spend time outdoors.

● **Name one thing about yourself that most people don't know.** I make beaded necklaces and I make them only to wear myself. Over the years, I've looked for certain things, and I was never particularly happy with things that I found. So I created some designs just for myself and I wear them proudly. I don't tell anybody that I made them.

— Hannah Lutz

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## LEADING WOMEN

## JULIE MARTIN

Vice President of Sales and Marketing | Hella Corporate Center USA | Plymouth, Mich. | Age: 48 | Education: B.S., materials management, Michigan State University

● **What attracted you to the auto industry?** Having grown up in the Detroit area and having had a father and grandparents who worked in the auto industry, it was kind of a natural. My grandmother and grandfather both worked on the line: one at Ford and one at GM. That was my mother's side. My dad worked for Ford 32 years in management.

● **First automotive job:** My summer internship at Ford in 1988. I worked in the purchasing department.

● **Big break:** The internship led to getting a full-time job offer the following year when I graduated from Michigan State. That was the first big step into a full-time job. Mine wasn't one big break; there was no defining moment that made my career.

● **What is the major challenge you've faced in your career?** Balancing my roles as a mom and a wife with that of a professional — a manager, a director, a VP. That was always a constant challenge.

● **Who has had the biggest influence on your career?** A strong leader at Ford named Stormy Hicks. He has since retired. He is an ex-Naval officer that served in the Vietnam War before going to Cornell for his MBA and then joining Ford. He had an incredibly successful career at Ford and lived all over the world.

He was humble and honest about what his strengths were and what they weren't and how to compensate by surrounding himself with people he valued, respected, could motivate to make a team. He is someone I've respected and learned from. I still stay in touch with him.

● **What should be done to encourage women to enter the auto industry?** A lot of the younger generation saw what happened in 2008 through 2010, and it put fear in them about the recessionary cycles that we have. But if we promote the opposite side, the success stories that go with automotive and get younger people into internships and get them some exposure to people who can be positive influences, I think you can get more interest.

● **Tell us about your family.** I have a wonderful husband who has been in automotive for 31 years. He's a wonderful father and an engineer by degree. My son, Alec, is 23 and he's in purchasing at Ford, and my daughter, Lauren, is 21. She's a senior at Michigan State University.

● **Name one thing about yourself that most people don't know.** I'm embarrassed to say I absolutely love trashy, reality TV, the reality housewives on Bravo. After a long day at work, it's mindless. I can watch somebody else's drama and laugh.

● **If you could have dinner with anyone, living or dead, who would it be?** Warren Buffett. I look at this guy and he's 85 years old and the energy and the interest that he still has in his career and his business — whatever this guy is taking, I want some.

— Arlena Sawyers



## DARLENE KNIGHT

Group Vice President and General Manager, Complete Seat Americas | Johnson Controls | Plymouth, Mich. | Age: 49 | Education: B.S., industrial administration, General Motors Institute; M.S., engineering science, Rensselaer Polytechnic Institute

● **What attracted you to the auto industry?** I was following in my father's footsteps. He worked at the GM plant in Wilmington, Del. I started working there when I was 18 and then had the opportunity to go to GMI.

● **First automotive job:** At the Wilmington assembly plant when I was a GMI student in 1984. My first assignment was on the receiving dock, receiving material and documenting truckloads. My first [full-time] job was in industrial engineering at the Wilmington plant, doing CAD layouts, time studies. We were just learning about synchronous manufacturing at the time. Nobody knew what it was. That was the start of lean manufacturing.

● **Big break:** When I was promoted to president of North America at Edscha (a supplier of body hardware and convertible tops). That was a big break because it was a leadership position outside of operations, and most of my career had been in engineering and operations up to then. This was something that gave me broader responsibility, P&L responsibility.

● **What is the major challenge you've faced in your career?** At Edscha, when I was president of North America, we went through a bankruptcy during the downturn. The parent company was in Germany, and under the bankruptcy laws, they put a wall around all the EU companies. So I was by myself. I had no money in the bank account. I didn't even have enough money

to make it through payroll the next week. So I gathered a team of lawyers and consultants who knew what to do, and we got through it. It ended up being a Chapter 7, but we never shut down a customer, we got through it, everything was orderly. I had to use every tool in my toolbox, and near the end, I started working at a company outside the auto industry.

● **What should be done to encourage women to enter the auto industry?** We should treat women just like we treat men. Women are looking for the same thing from their careers as men. We're all looking for challenging opportunities, promotion opportunities. People throw balance out

there with women, but I think men are looking for work-family balance. I think women would stay more if we truly embrace a culture of diversity. Not just bringing women in and putting them in separate jobs. Or expecting women to be just like a man — dress like a man, no flowers on your desk, don't paint your fingernails. It has to be: Bring people in and let them be truly who they are.

● **Tell us about your family.** I married my college sweetheart. We've been married 26 years. Right now, we have two Chihuahuas, Castro and Zina. We live in Birmingham, and we're both runners. I try to run every day, if I can. I run for me. I don't want to compete for time. I do it to relieve pressure.

● **What's your favorite weekend activity?** I love snow skiing — I didn't discover that till I was 40!

● **Name one thing about yourself that most people don't know.** My college roommate, my BFF, is also being awarded [as one of the 100 Leading Women]. Pamela Fletcher. She's at GM. We've been friends forever.

● **When and where was your last vacation?** Virginia Beach, in August.

— Neal E. Boudette



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## LEADING WOMEN



## TERI QUIGLEY

Plant Manager, Silao Complex | General Motors | Silao, Mexico | Age: 52 | Education: B.S., manufacturing systems engineering, General Motors Institute; M.S., operations management, and M.S., manufacturing management, Kettering University

● **What attracted you to the auto industry?**

The opportunity to work with a broad number of people, and the opportunity to work in mobility. We make products that provide people mobility, and to me mobility is freedom.

● **First automotive job:** In high school I took a vocational education program that was four hours a day. I was the first female at my school to be enrolled in the program, and when I graduated high school I was certified as a technician in engine and transmission repair, diagnostics and rebuilding. That was at Dexter High School in Dexter, Mich.

● **Big break:** It was when I was offered my first international assignment. I was the assistant plant manager in Luton, England. It gave me that vision of GM as a really big company with lots of opportunities.

● **What is the major challenge you've faced in your career?** A main theme I've faced is that the automotive industry is cyclical — it has big ups and big downs. I've learned to be helpful in steering people through the upsides and the downsides, but it can be difficult. I'm the one who tells people "we will get through this" either as a plant or as a company. Helping people manage that emotion and stay focused on the things we can control is the most consistent challenge.

● **Who has had the biggest influence on your career?** There have been many great leaders and mentors and team members — but I have to say it's been my children. They have been strong enough to support me and allowed me to say "yes," even when it was difficult. When I went to England, we decided to do a split family situation. I took the two youngest with me and the older ones stayed behind with their dad to

finish high school and college. When I look at what my children were able to help me say "yes" to, that has been the biggest influence on my career.

● **What should be done to encourage women to enter the auto industry?** We're getting some traction but I think we need to accelerate the conversation. We're doing a lot of work promoting STEM but there are so many facets of the industry. There's forecasting, finance, communications — just so many ways to participate. This conversation needs to be coupled with STEM promotion. Also, the industry on the outside doesn't appear to be aspirational — other industries seem to be more lucrative. That won't help us get young people in general, man or woman.

● **Tell us about your family.** I have four children. The two older ones have successful young families of their own. The two youngest are in college in Michigan. I also have a wonderful boyfriend and brothers and a mother all in Michigan as well. My dad was at General Motors in communications and public relations. Just a few years after he retired, he passed away, unfortunately. But I'd like to think he would be really proud of where the industry is now and really proud of how far I've come.

● **What's your favorite weekend activity?** I like to work on things and either build or grow things, but I would have to say of all my hobbies, gardening is the most therapeutic.

● **If I had it to do all over again, I'd ...** I've really been fortunate, so I'm not sure I'd do anything over again. Being able to say "yes" when I needed to meant a lot in my career. No regrets.

● **Best advice you've ever gotten?** Don't say "no" too soon. When the idea of going to England came up, it was presented to me as "Teri, I'm going to offer you something and I don't want you to say 'no' too soon." And so as I said, I thought deeply about it and found a way to say "yes" and it ended up being huge for me. It's important to keep an open mind and give career decisions some thoughtful consideration.

— Nora Naughton

## ROBIN CHASE

Chairman | Veniam | Boston | Age: 56 | Education: B.A., English, French and philosophy, Wellesley College; MBA, Massachusetts Institute of Technology Sloan School of Management

● **What attracted you to the auto industry?** It was an important part of my life that I felt could stand improvement. Transportation was a key piece of quality of life and I was dissatisfied with the status quo. I also saw that's where the opportunity was. When my co-founder presented the idea of Zipcar to me, I saw that this is what the Internet was made for and it was what I personally wanted. I wanted to have a car once in a while, but I didn't want to own one.

● **First automotive job:** CEO of Zipcar in 2000

● **Big break:** My co-founder saw the idea of car sharing in Europe and talked to me about that idea and bringing it to the U.S. It was out of the blue, a lucky thing and when I heard it I thought, "Wow, this is the time in life and my big personal moment."

Our kindergartners were best friends at the time. She's German and went home to Germany for a vacation and saw a car-sharing company car while sitting in a cafe and thought that was a cool idea. Car sharing in Europe had been around since the mid-1980s. Zipcar built the technology and used it in a novel way and rebranded it.

● **What is the major challenge you've faced in your career?** I would say financing three startups is a major challenge.

● **Who has had the biggest influence on your career?**



My husband. When Zipcar was a startup, he supported me and the family during that whole first year. Then he became chief technology officer of the company and built that technology.

As I've continued to move on through my life, he has been an enabler and champion at every moment. I've talked to many other wives and their husbands are not. I couldn't have raised three great children and supported us through all this without him. And he had the technology skills when I needed them.

● **What should be done to encourage women to enter the auto industry?** What I'm struck by is that transportation is the glue of our lives. It's what makes you able to have an education, work, see your friends. I try to encourage women to recognize that it's front and

center. You should care about education, schools, poverty and whatever else you care about but remember that transportation is an enabler.

● **Tell us about your family.** I have three children that are now 22, 25 and 28. They are fantastic, well-adjusted delightful young adults. Only one has a driver's license. My youngest daughter is promising herself she'll get her learner's permit in the next month. They all live in cities. If you Google my daughter Cameron Russell, you'll see she's as famous as I am. I have a dog that I consider my foster grandpuppy.

● **What's your favorite weekend activity?** Spending time with my family either walking around or enjoying a dinner.

● **What keeps you up at night?** Climate change. I'm deeply concerned we won't reduce emissions in time to prevent catastrophe. Every company that I have founded has provided a pathway to reduce CO2 emissions. I just wrote a book, *Peers Inc.* It talks about this economic shift that's under way that is transforming how we build businesses and how we work. Companies such as Zipcar and Uber are examples of that shift.

● **Name one thing about yourself that most people don't know.** I'm an excellent knitter. I'm very good with colors, so I make sweaters from scratch and they are well-loved by the people I give them to.

● **Name one talent you wish you had.** Some days I wish I had been an engineer because I'd like to have a deeper understanding of what's going on, specifically a network engineer who understands wireless.

● **What advice would you give your child?** To be a person who is a continuous lifelong learner. That's what makes for great employees and makes for a successful human.

— Jamie LaReau



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## LEADING WOMEN

## OLGA ALAVANOU

Executive Vice President, General Motors and Fiat Chrysler Business Units | Yazaki North America | Canton, Mich. | Age: 53 | Education: B.S., electrical engineering, Wayne State University; MBA, University of Detroit Mercy

● **What attracted you to the auto industry?** I always had a love for math and science, so I pursued a degree in engineering. Of course, being in Detroit, the automotive industry was right there. When I graduated, I had an offer from Ford Motor Co.

● **First automotive job:** Contract engineer with Chrysler in 1988 in product development with body electronics

● **Big break:** At Yazaki, I was part of the team that was responsible to grow our business with General Motors. We developed the strategy on where we wanted to go with this customer, what our footprint should look like in the future and how we were going to execute the strategy. As part of that initiative, I got very much involved in how Yazaki is structured globally. That was an amazing experience.

● **What is the major challenge you've faced in your career?** The downturn was certainly a tough time for all of us. We had to right-size the resources. That was something that was never done. Yazaki is very Japanese. To have to lay off people was extremely difficult. I was part of that. Since then, we have recovered. Now, the challenge is the total opposite. We have lots of business. We're experiencing growth globally with all our customers. It's extremely important how we manage capacity demands from all our customers.

● **What should be done to encourage women to enter the auto industry?** I had so many discussions on this lately. There's a huge decline in the number of women who decide to pursue engineering, STEM-type subjects. We have to decide how we can pursue these young ladies in high school to be more interested in those subjects that naturally will open the doors for a career in automotive. When they enter automotive, we need to understand what we need to do to keep them. There are a huge number who start, stay for a few years and leave.

It's a demanding industry — long hours, tough schedule. So perhaps, when they start managing career and family, they choose to get into a career that is going to provide more flexibility. Even though it's much easier to be promoted as a female in this industry, you still see how few of us are at the top jobs. Maybe a lot of these women do not understand how they can adapt their management style to fit in the corporate culture.

● **Tell us about your family.** I have a very supportive family that are willing to put up with my long hours, my difficult schedule. They never complain, definitely starting with my husband, who has been extremely supportive, and my son also.

● **Are you able to maintain friendships?** We have a very active social life. We have a lot of couple friends. If I had more time, I would have more female friends. It's unfortunate. I'm usually the one who can't commit the time. I've seen my mom, who is 75, and she has got friendships she had in high school. It's so lovely to see.

● **Best advice you've ever gotten?** To pursue my dreams. Perhaps not to have fear. If I want something, to make it happen, to just go out and get it and to not be intimidated by the unknown and to be willing to take calculated risks in my career. Work hard and count on myself.

— Bradford Wernle



BRADFORD WERNLE



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## JOY FALOTICO

Executive Vice President, Marketing and Sales, Americas and Strategic Planning | Ford Motor Credit Co. | Dearborn, Mich. | Age: 48 | Education: B.S., business, Truman State University; MBA, DePaul University

● **What attracted you to the auto industry?** When I graduated, I got a job offer from Ford, and I had two job offers at the same time. Ford was No. 3 on the Fortune 500 list. The other company was No. 5. I was trying to decide between the two, and that ranking influenced me.

The other job was more money and it was a supervisory position, while Ford was less money, and it was an entry-level. But I liked the culture and felt a sense of belonging in the interview process with Ford. I let that Fortune 500 ranking be my rationale for picking less money.

● **First automotive job:** In 1989 in Kansas City, I had an entry-level position in customer service for Ford.

● **Big break:** My career has been more of a journey, and I've had lots of opportunities to do 20 different jobs. My biggest break was being named vice president of global marketing, building upon my previous experience in Europe, with its diversity and complexity. Everything we get to touch in marketing globally, working with Ford, working with dealers and working in all the different regions, has been a good experience.

● **What is the major challenge you've faced in your career?** Probably the biggest challenge was during the downturn from 2008 to 2010. I actually was in Europe in 2008 and we started seeing a knock-on impact to what was going on in the U.S. to Europe in our Spanish market. It was the first one to have economic

issues, and we had to reorganize our business there. Then I came back to the U.S. in 2009, and we were in the throes of the restructuring.

● **Who has had the biggest influence on your career?** Early on, my mother had a big influence on who I am, certainly as a professional. She led by example. A strong work ethic and perseverance and, really, a sense of responsibility were some things she instilled in me. She was a working woman, so that's all I ever knew. She was a manager for a telecommunications company.

● **What should be done to encourage women to enter the auto industry?** We need a really strong educational effort on the opportunities in the auto industry. There are global and regional opportunities. And also with the convergence we're seeing with auto and technology, there are so many more technology jobs that are becoming available.

● **Tell us about your family.** I have a very engaged and supportive husband, and I have two girls, 13-year-old Natalie and 11-year-old Nicole. My husband is a sales manager at a dealership, so he understands the industry. I've moved with Ford, so since I have relocated here to the Detroit area, I have no immediate family in the area and no pets because we work so many hours. But this is where it's really good to have a supportive husband. And it takes a lot of organization and planning to pull it all off. Good neighbors are helpful as well.

● **Do you spend time with friends?** I have a very active and social neighborhood that I am fortunate to live in. I have some good friends there that support me and my family as we juggle the kids.

● **What's your favorite weekend activity?** I love to kind of take a breath and get organized. Spending time with my family is the No. 1 thing I do on the weekends.

— Hannah Lutz



# ***Congratulations Christine Krathwohl!***



*Cooper Standard is proud of Christine's many accomplishments, especially her community leadership in support of:*

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- Careers For Veterans
- STEM Education
- Working Homes / Working Families
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## CHRISTINE SITEK.

Executive Director, Global Quality Operations | General Motors | Warren, Mich. | Age: 49 | Education: B.A., materials and logistic management, Michigan State University; MBA, University of Detroit Mercy

● **What attracted you to the auto industry?** I was born, raised and lived around the auto industry — my grandfather and father worked in the industry. I was a bit defiant and thought I should do something else. Originally I went to school to be a teacher, but eventually I came back to the industry I grew up in and saw opportunities. That's when I switched gears and decided to go to business school, and I ended up in the place I was always meant to be.

“My parents didn't go to college. But they told me I could do anything and be anything. It was just about being me, nothing to do with being female.”

along. I look at my career as a series of a lot of little breaks.

● **What is the major challenge you've faced in your career?** I would have to say when I moved from my global purchasing position. I was in global purchasing for 21 years and I did a lot while I was there. I was offered the opportunity to work in manufacturing and engineering, and that cross-functional move was the biggest challenge I had to take on in my career.

When I weighed the pros and cons as I made my decision, the biggest con was the fear of failure. That wasn't reason enough for me in the end, so I took the job. At first, I didn't know then the test it would be. I thought I had been tested when I moved jobs in the past, but I had never been tested like that.

● **First automotive job:** Material control analyst when I was a sophomore in college. We used to make buses in Pontiac, but it's no longer there.

● **Big break:** I don't know that I recall one. I remember just always having really good opportunities and challenging assignments. I put my head down and worked hard and the big assignments came and I used them to build my experience base as I moved



SHIRAZ AHMED

● **Who has had the biggest influence on your career?** My family. I was raised in a basic middle-class family. My parents didn't go to college. But they told me I could do anything and be anything. It was just about being me, nothing to do with being female. They taught me to push hard for what I wanted.

Now I have a wonderful supportive husband and children. I can balance everything I do because they support me. That support system allows me to bring my whole self to work every day and give 100 percent to both my family and my company.

● **What should be done to encourage women to enter the auto industry?** Maybe we need to expose young women to the industry more, but I don't know if it's just women. We need to attract more young people too. It's not an industry that can compete so well with technology companies and what [young] people are looking for now.

● **Tell us about your family.** I am married to my high school sweetheart. We're married 24 years in October. We have two children: a daughter who is a junior in college at MSU and a son who is entering senior year in

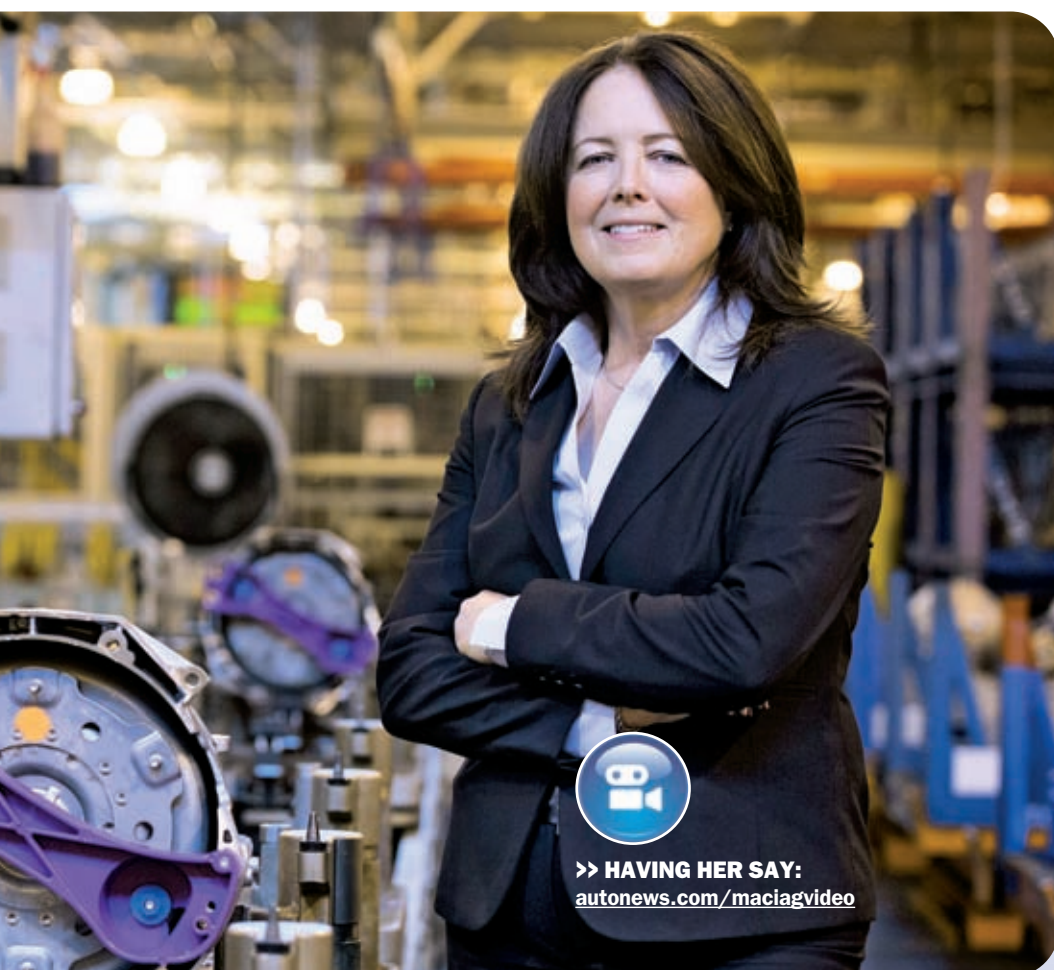
high school. I also got a cute dog to be ready for empty nesting, but it won't be too bad because all of our family is local. That's also part of my strong support system.

● **What's your favorite weekend activity?** I like to cook. On the weekend when my family is ready to go out to eat I always keep them in. But they don't complain too much. Actually by Friday they are all arguing and debating about what I should cook on Sunday. I love to cook and entertain. I'm a little old-fashioned in that I think food is love.

● **If I had it to do all over again, I'd ...** I wish I would have lived and worked outside the U.S. before things got so complicated with the age of my kids and where I was at.

● **Best advice you've ever gotten?** Never let them see you sweat, even in moments when you feel the least confident. Sometimes you have to fake it. That has really served me well. You have to be confident and be yourself.

— Nora Naughton



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## ALEXANDRIA MACIAG.

Director of Manufacturing, North America Automatic Transmission Operations | Ford Motor Co. | Livonia, Mich. | Age: 57 | Education: B.A., biology, and MBA, labor relations, State University of New York at Buffalo

● **What attracted you to the auto industry?** I tried it as a summer job after my freshman year and discovered I could earn enough to pay my tuition and get my degree.

● **First automotive job:** In 1977, as a press line operator in Ford's Buffalo Stamping Plant

● **Big break:** Moving to Detroit and transferring divisions into powertrain

● **What is the major challenge you've faced in your career?** The lack of an engineering degree. I came from a STEM background, but with an engineering degree, I could have advanced faster and had the ability to move into other areas.

● **Who has had the biggest influence on your career?** My husband has been very supportive. He and my family have been willing to support whatever I needed to do.

He's flexible.

● **What should be done to encourage women to enter the auto industry?** There could be more effort to show women what roles in the auto industry look like.

● **Tell us about your family.** I have two stepdaughters, and we have a son, 23. The girls and their families are all in Vermont, and our son is in Michigan.

● **What's your favorite weekend activity?** Golfing, especially with my husband.

● **If you could have dinner with anyone, living or dead, who would it be?** My father. He passed away early in my career. He always encouraged me. He told me, "You can do anything you want to do."

● **When and where was your last vacation?** In July, my husband and I played a lot of golf at our second home in Florida.

● **Best advice you've ever gotten?** "Never quit." In the Buffalo stamping plant, when I became a supervisor, the superintendent knew the crew was going to make it tough for me. He told me to always keep going no matter what. I got through it.

— Jesse Snyder



# Leading Women of Lear



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## LEADING WOMEN



SHIRAZ AHMED

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## JANET BARNARD

President | Manheim North America, a unit of Cox Automotive | Atlanta | Age: 56 | Education: B.S., business administration, accounting, University of Nebraska

● **What attracted you to the auto industry?** I was exposed to other divisions in [Cox Enterprises], and one of them was Manheim. I was drawn by the fast pace and high energy.

● **First automotive job:** COO for

Manheim in 2011

● **Big break:** I led a lot of change initiatives in my past life with Cox and its telecom side of the business. I believe the leaders saw that as a good fit for what was happening in the automotive industry.

● **What is the major challenge you've faced in your career?** We made seven moves over the course of my career, all different states. Most of the time, it was only the four of us. Having to create a support system — schools, doctors, friends — for my family

every time we made a move was really a much tougher challenge than things going on in my work life. Balance that with my spouse as an income earner. Every time we moved, he had to start over, financially and from a self-esteem perspective. Sometimes that was pretty tough on him.

● **Who has had the biggest influence on your career?** The CEO of Cox Communications, the company I worked for previously. He was Ivy League-educated, a rough-and-tumble former Navy guy. A significant, imposing figure, but when you met him once, he never forgot who you were. He was a huge, quiet supporter of women. He stuck by people like me and some of my peers who went on to do bigger things in the company. His name was Jim Robbins. He's a legend in our company.

● **What should be done to encourage women to enter the auto industry?** I think it's a well-kept secret. We — and I take part responsibility as a leader — need to do a better job of marketing the unlimited opportunity that I see ahead, especially for someone who is considering what their career is going to be.

● **Tell us about your family.** I have a husband and two grown daughters. They are both married, and now I have three baby grandsons. I'm proud to say that both of my daughters are the primary breadwinners in their households. I'd like to think they've picked up a thing or two along the way, growing up and watching how my husband and I have balanced, how we've thrived and succeeded as a family and in our professions. One runs a pharmacy, the other is in marketing.

Our kids live out of state, and we want our grandchildren to know who we are. We make a big point of making time to see each other frequently, even though that requires a plane flight every time.

● **Name one thing about yourself that most people don't know.** I used to be a hog farmer. My husband and I owned a hog farm for a period of time — we left the employer workplace, stayed home and raised pigs. My husband and I both grew up on the farm, so when we were first married, that's what we thought we were going to do. We bought our own place and had crops and livestock in partnership with his dad. That was the early '80s. Thirteen percent interest rates followed by the coldest winter, followed by the biggest drought we had seen in recent years. It just didn't work out. So we spent two years in that business and gave it up. It was because of that failure that I ended up with Cox.

● **What's your guilty pleasure?** Reality TV. A few of those shows are ridiculous, and I love watching every minute of it. It is a completely different therapeutic view of the world.

● **Name one talent you wish you had.** When I was a kid, I always dreamt of being an interpreter at the United Nations. Being really good at multiple languages and helping connect people and helping them communicate I think would be a really great skill to have.

— Arlena Sawyers



Faurecia recognizes that women are a driving force within our company and the automotive industry. We congratulate the women who have been honored as the "100 Leading Women in the North American Auto Industry," among them Faurecia's Elizabeth Griffith, Director of Product Development. On behalf of Faurecia, thank you for your hard work and dedication—and we look forward to your contributions to the future of automotive.





## LEADING WOMEN



## MARYANN WRIGHT

Group Vice President of Engineering and Product Development, Power Solutions | Johnson Controls | Milwaukee | Age: 53 | Education: B.A., economics and international business, and M.S., engineering, University of Michigan; MBA, Wayne State University

● **What attracted you to the auto industry?** I grew up in Dearborn, and my dad worked for Ford as an engineer. All my friends' parents worked there, too. I spent a lot of time there with my dad.

● **First automotive job:** Ford — in the finance department as a warranty analyst. After two weeks, I knew I wanted to go into engineering. I wanted to work on the product.

● **Big break:** I was the launch manager on the 2000 Taurus/Sable. We launched it with a 30 percent better quality rating than the outgoing car. It was a very solid launch. I was the plant manager for Atlanta and Chicago, and my success in the plant positioned me to become chief engineer.

● **What is the major challenge you've faced in your career?** I am very passionate, and sometimes that passion can be misinterpreted as impatience. I am working on this and have to be self-aware. I try to let the team come along at their pace in an engaged way and be part of the solution.

● **Who has had the biggest influence on your career?** Al Kammerer, who was head of product development at Ford. He was a tough boss and challenging. He positioned me to take on bigger challenges. He took chances on me, and I had to learn to get things done.

● **What should be done to encourage women to enter the auto industry?** Spark young girls in STEM and sustain it to retain their interest. We need more structured programs starting in middle school and through high school. Offer programs like engineering camp and robotics.

● **Tell us about your family.** My dad worked at Ford, and my mom was at home. I had two older brothers and a younger sister, a dog and a cat. My parents were college educated, and we were always told we would go to college. My parents taught us environmental responsibility and early recycling. This is also where I got my passion for animals.

● **Are you able to maintain friendships?** Absolutely. I have friends from when I was 3 years old and high school. I have lived several places and have maintained at least one friendship from each city.

● **What keeps you up at night?** Thinking about post-career. I have a lot to offer and want to figure that out. Also, Johnson Controls is on the path of huge growth, and the organization is young. I want a good succession plan, want to keep the team motivated and make sure we have discipline and process.

● **If you could have dinner with anyone, living or dead, who would it be?** Henry Ford. I grew up in his town and in his company. I think it would be amazing for him to see the changes — technology changes and how global it is.

● **What's your guilty pleasure?** Flying to my home in Florida every weekend.

— PJ Eichten



## DONEEN McDOWELL

Executive Director, Global-GMNA Vehicle Systems in Manufacturing Engineering | General Motors | Warren, Mich. | Age: 44 | Education: B.S., industrial and systems engineering, Youngstown State University; M.S., manufacturing management, Kettering University

● **What attracted you to the auto industry?** My first job interview out of school was at EDS at GM Lordstown Assembly. I had never been in a manufacturing facility. I interviewed and they said I had to tell them before I left if I wanted the job.

● **First automotive job:** The job was as an industrial engineer, contracted to GM, for the launch of the '95 Chevy Cavalier, working in the body shop. I liked the people aspect, working with team members on the floor. Trying to figure out how to process jobs so team members can build the product safely, meet the quality standards, in the cycle time, in a collaborative approach. I played sports my whole life. Manufacturing is like a sport to me — fast-paced, you have a common goal, you have to solve problems in a collaborative way.

● **Big break:** When I was material director at Parma [stamping plant in Ohio] in 2005. That was my first role at a senior management level. I had a leader, Al McLaughlin, who empowered me to make decisions. It really gave me the opportunity to develop confidence in my abilities to drive change. And also to look outside of the plant for other areas I am passionate about. So I took on the topic of women in manufacturing, and we partnered with local high schools to get women exposed to manufacturing, and worked with nonprofits to help kids. That to me was the turning point, that hey, I can operate at this level, but also how to use that platform to reach out to the community.

● **What is the major challenge you've faced in your career?** Navigating the challenge of moving when a new opportunity [at GM] comes up. It's not just a promotion for me because it impacts the people in our family. We've moved four times in the last 18 years. Luckily my husband has a master's degree and he's an electrical engineer, but every time we've moved he's had to find a new job. He's worked for some great companies but it is a strain on him. And we are raising

kids. So as opportunities come up to move for my job, those are the challenging times.

● **Who has had the biggest influence on your career?** I've had some very strong leaders, but it all starts with Al McLaughlin, the plant manager in Parma. He was my leader during that turning point for me, and since then I've grown immensely.

● **What should be done to encourage women to enter the auto industry?** You need to start early. You need to look at STEM programs and high schools. Get in there and talk to young women and get them exposed to the careers that are out there. Once they're in college, partner with universities to get them internships where they can see what's available within the auto industry.

“Women account for 65 percent of vehicle sales. So it's important that we have a diverse work force that reflects the consumers we're targeting.”

There's a ton of different jobs women can do in manufacturing. And then when you bring women in, you have to retain them, through mentorship, resource groups. Get them early, and then retain them and grow them. Women account for 65 percent of vehicle sales. So it's important that we have a diverse work force that reflects the consumers we're targeting.

● **Tell us about your family.** My husband and I have three daughters. My oldest is a sophomore. My middle daughter is in middle school and plays travel soccer. And the youngest is in first grade.

With three kids, you've got the logistics of where everybody has to be each day. The challenge is how you find time with each one so you're getting quality time and not just managing chaos. I pick a different thing to do each year. Last year I coached my middle daughter's basketball team. This year I'll be a catechist teacher for my younger daughter. I try to find things so they see me in a different light, not just the traffic controller getting people from A to B to C.

● **Name one thing about yourself that most people don't know.** I played college basketball from 1990-93. My dad was a high school basketball coach. I have two older brothers and all three of us got college scholarships.

● **Best advice you've ever gotten?** One guy early in my career told me, “You have time. It's how you choose to spend it.” It's about how you prioritize things, how you determine what you work on and what your people work on, and how you balance family and work. So it's really important to take ownership of your time.

— Neal E. Boudette





## LEADING WOMEN



## COREY HAIRE

Regional Vice President and General Manager | CarMax | Richmond, Va. | Age: 41 | Education: Attended University of Central Florida

● **What attracted you to the auto industry?** I was going to school to be a teacher. I ran afterschool programs for the YMCA and the Boys Club. CarMax, when it first started, had its own child care centers. You could shop for your car and drop your child off to play in the kids area. CarMax

advertised in the newspaper for a child care coordinator, which is what I was doing at the YMCA. When I found out what the job was, I told them I'm going to school to be a teacher, I don't really baby-sit. Then they told me about the company and said we have other great opportunities.

I really had no intention of being in the car business when I was in college. And when I started with CarMax, I had no intention of being there 19 years later. I just happily ended up here.

● **First automotive job:** In 1996, I started in business operations, which is titling, financing and all the back end of the business. The title was cash office administrator.

● **Big break:** I started in business operations and ultimately ran my own department. After I did that for a number of years, I was able to move to the director level in 2002. There were 17 different stores in the region, and each store had a business office. The senior managers in the business offices of each of those stores reported to me.

● **What is the major challenge you've faced in your career?** I'm

tasked with making sure that all my store managers execute the same way and provide the same customer experience the same way, every single time.

● **Who has had the biggest influence on your career?** Fred Wilson. He's the first person to really challenge me and give me some really direct criticism. He was executive vice president of store administration. He was the first real visionary that I worked for. He was great at saying, "This is where we need to go." I'd question, from a tactic standpoint, how are we going to do that? He'd look at me and say, "That's your job to figure that out."

● **What should be done to encourage women to enter the auto industry?** From afar, a lot of people see the auto industry as male dominated, and it has been for many, many years. For me, as a female, I connect more on an emotional level. I see lives get changed every day — a single mom who can't get her kids to school, and she gets financed to buy a car. There's a human element. When we hear words like "dealerships" and "auto industry," we don't think about the stories behind the cars, the first-time car buyers or the parents buying their child a car to go off to college. I don't think we talk about the auto industry like that, so it doesn't connect with women on that level.

● **Tell us about your family.** I've been married to my first and only husband for 15 years. We have three children, all boys, 14, 13 and 10. And we have three dogs. My husband is a stay-at-home dad for almost 14 years now. He was a stay-at-home dad when it wasn't the cool thing to do.

● **What's your favorite weekend activity?** We camp a lot. We go down to the river and the lakes, nearby, and hang out by the campfire and sometimes go out on the boat.

● **Name one thing about yourself that most people don't know.** My dad took me to get my driver's license on my 16th birthday, and he said, "We're going to get you a car." My car was a 1982 Pontiac Firebird. It had no hood, no rims on the front tires. It didn't run; we had to tow it. He said, "We're going to repair it." At the time, I wasn't too excited about it, but it was definitely fun. It took us about six months.

● **If you could have dinner with anyone, living or dead, who would it be?** Tony Dungy. I admire that he built a plan when he was the coach for the Tampa Bay Buccaneers, and he ran that plan even though it didn't pay off originally. But he knew it was the right plan, and he kept running it. It did pay off for the team, and they were able to win the Super Bowl. He's also somebody who has had a lot of personal adversity in his life, and he gives back a lot.

● **What's your guilty pleasure?** Sitting by a campfire drinking my chardonnay out of a plastic wine glass.

● **Name one talent you wish you had.** If I could play a guitar, that would be really cool.

— Arlena Sawyers

## A Remarkable Woman Shines



We congratulate Julie Martin, HELLA's Global Vice President of Sales, who has been named by Automotive News as one of 2015's 100 Leading Women in the North American Auto Industry.

HELLA is a family-owned company listed on the stock market with locations in more than 35 countries around the world. The company generated sales of 5.8 billion Euros in the last fiscal year. The HELLA Group develops and manufactures lighting and electronic components and systems for the automotive industry. With more than 6,000 people working in research and development, HELLA is one of the market's most important drivers of innovation.



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# The McCombs Family Tree Is Rooted In the Automotive Industry.



## Congratulations Marsha McCombs Shields

### One of the 100 Leading Women in the North American Auto Industry

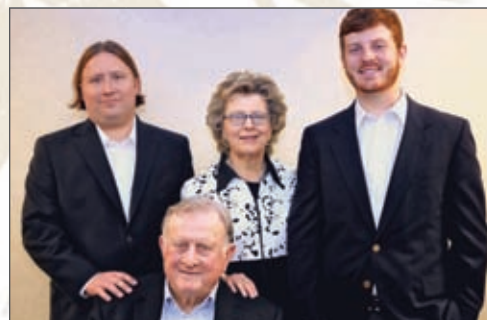
As Dealer Principal of all the McCombs Automotive dealerships, Marsha McCombs Shields continues the impressive legacy of service and growth established by her father in 1953. Under her watchful eye, McCombs has become one of the top 40 dealer groups in the nation according to Wards Mega Dealer rankings for the United States. Closer to home, it has also been awarded one of the best places to work in San Antonio for five years running. Marsha's open-door management style is a huge reason why. "My role is to create a work environment that allows really good people to do what they do well," Marsha said in a recent interview. "My goal is to provide the best management practices and leadership possible." Being named one of the 100 leading women in the industry is proof that she has done exactly that, and we look forward to many more years of her outstanding leadership.



Willie N. McCombs - 1920



Red McCombs - began automotive career in 1953



Left to right: Carson Rubey, Red McCombs, Marsha McCombs Shields & Joseph Shields

The automotive industry is a family tradition for 4 generations with the McCombs. Currently, there are 3 generations of the family participating in the auto business, but it all began in 1920 with a Ford shop mechanic, Willie N. McCombs of Spur, Texas.

**Red McCombs**  
www.RedMcombs.com







## LEADING WOMEN



## BARBARA PILARSKI

Vice President – Business Development | FCA US | Auburn Hills, Mich. | Age: 52 | Education: B.A., business administration, Wayne State University; MBA, University of Michigan

● **What attracted you to the auto industry?** When I was in high school, I watched Lee Iacocca on TV in the Chrysler commercials. I found him to be a really interesting, dynamic person. My dad worked for the industry — he was a tool-and-die maker — so I was connected to Detroit. I knew coming out of high school that I'd want to be involved in the auto industry.

● **First automotive job:** I came into Chrysler in 1985 at Warren Truck Assembly in the budget department. Here I was coming out of Wayne State. I'm in a suit and I'm sitting in the middle of a plant. I think I was the only one with a suit on. I was there for just a year before I took a leave of absence to go to Ann Arbor [and get my MBA]. Then I came back on a leadership program and rotated through the finance organization for about 10 years.

● **Big break:** As I was rotating through the finance organization, there was an opportunity in this very, very small group called Mergers & Acquisitions. There were four people, and I did some research. They weren't very active, but it was a promotion, so I took it. Within a couple weeks, I was driving to work and I heard that Daimler and Chrysler were merging. I'm thinking, "What the heck? I work in M&A and no one told me that?" Chrysler wasn't very active in the M&A world, but Daimler was quite active, and our group became responsible for all M&A activity in North and South America, not just for Chrysler, but for Mercedes, for the commercial vehicle business, for the financial services business. What really got us active in the M&A world was in about 2000. Chrysler was losing money so we started a process in business development of divesting noncore assets. We ended up, from probably 2000 to 2004, selling about \$2 billion worth of assets. I got really close during that time with the Germans.

● **What is the major challenge you've faced in your career?** Some of the most challenging and greatest stuff we've done in the last few years is the work we've done to localize Jeep [production] in China and

Brazil [and] trying to do it in Russia.

Every time you're given an opportunity to take on more responsibility, it seems so glamorous and great, but it's just a piece of you that's lost forever — like you've committed another piece of you. I have three kids, and it's hard; you're constantly having to make choices and decisions and hoping that you're doing the right thing. I have a great husband. I met him when I was 14. We've been together for my whole life, and he really, truly believes — and I let him believe this — that in terms of our family life he takes on 50 percent of the responsibility. But he doesn't.

I think women are always allocated a disproportional amount of that responsibility. It's just something that you live with.

● **What should be done to encourage women to enter the auto industry?** There's a complete misconception about the auto industry. To people who don't know it, it feels very blue collar, very manufacturing based. People think you're working in a plant. They don't think about the opportunities that are here, from PR, communications, marketing, finance, IT, purchasing — every facet of what you may be studying in school is available in a company like this. Part of it is just educating people, and part of it with women is helping them understand that women have come before you, and have had families and raised kids and done that all successfully within this culture, particularly the culture at Fiat Chrysler. When I was having kids, I took extended leaves of absences.

● **Tell us about your family.** My husband's name is David. My daughter, Abby, is 23. My son Jake is 21 and David is 15.

● **What do you do to relax?** I watch reality TV, like the Kardashians. This is why it won't be a good thing for me to retire, because I'm going to become a complete couch potato. When I go home, I like to just make my mind stop working. I like to garden. I like to vacuum.

● **If I had it to do all over again ...** I wouldn't do anything different. I love this company. I love these friendships that I have here. I love the cafeteria. I feel like I have had a career where, when I want to step back because I have to focus on family stuff, I've been able to do that. When I want to lean in because I have capacity to do that, I've been able to do that.

— Larry P. Vellequette

## DONNA PARLAPIANO

Senior Vice President of Franchise Operations and Corporate Real Estate | AutoNation | Fort Lauderdale, Fla. | Age: 51 | Education: B.B.A., business administration, University of Southern Colorado; MBA, University of Denver

● **What attracted you to the auto industry?** My dad. When I graduated, I got three offers: one from a pharmaceutical company, one from a toy company, one from Ford Motor Co. My dad said, "Absolutely, you should work for Ford because Henry Ford had such a positive influence on the common man by providing mass transportation." So I said, "OK, Dad."

● **First automotive job:** Customer service representative, Ford Motor Co., in 1986

● **Big break:** It was difficult. I was at Ford for 12 years. Making the decision to transition to AutoNation. I loved my experience at Ford and it provided an incredible foundation for my success. But coming to AutoNation, it was scary, and at the same time, I was so energized.

● **What is the major challenge you've faced in your career?** It's probably a personal challenge more than anything of always trying to be my best and maintain who I am and being feminine in the auto industry. Sometimes as women, we have a tendency that we can lose ourselves trying to fit in. And I worked the whole 29 years trying to be me. That's been the greatest challenge but also the greatest reward. Many times, through the years, I've always been the only woman in meetings.

Professionally, AutoNation being the first publicly traded [retailer], we were trying to work with the manufacturers to [have them] understand that we were a real partner to



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[autonews.com/parlapianovideo](http://autonews.com/parlapianovideo)

them. For a long time, it was so new [the OEMs] were concerned about what could happen if we were too big. Through the years by working with them and through our performance, we've garnered the respect of the OEMs as a true partner.

● **Who has had the biggest influence on your career?** At AutoNation, there are two. One is (CEO) Mike Jackson, who's been so supportive through the years. He trusts us, and he has very high expectations for us. It's just a wonderful feeling to know your opinion and expertise are valued.

The other is Michael Larson (chief investment officer for AutoNation shareholder and Microsoft founder Bill

Gates), who serves on our board. He's always been a great adviser to me.

● **What should be done to encourage women to enter the auto industry?** There is a misperception that the automobile business isn't for women. The career opportunity in the automotive business needs to be highlighted on campuses so women understand it. It's something I should spend more time myself doing. That's something that all of us that you're speaking with should be doing more.

● **Tell us about your family.** I have my immediate family with my parents, who had an incredible influence on all my sisters' and my life. I also feel my work is like a family. We go through so much together, challenges like the recession. Surviving that feels like a family connection. Then I have my girlfriends, which I'm so grateful for, who are like family. So I've been very blessed in my life to have wonderful parents and colleagues and friends.

● **What's your favorite weekend activity?** Right now, my favorite weekend activity is dancing (because of participating in the charitable Boca Ballroom Battle). In the last month, I've learned the samba, the salsa, the hustle, foxtrot, waltz, bolero. I play golf and tennis and go on dates, spend time with friends, family, travel.

● **Name one thing about yourself that most people don't know.** I have a very sensitive heart. You can't really cry in meetings, but I would always cry at the Hallmark commercials. Here at AutoNation, we did a lot with Special Olympics. And I was a hugger. Oh, my gosh, crying tears coming down your face.

● **If you could have dinner with anyone, living or dead, who would it be?** Eleanor Roosevelt. She was true to herself and very influential in her own way. She was a strong force as first lady.

— Amy Wilson





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## LEADING WOMEN

## KAREN FOLGER

Vice President, Original Equipment Services Sales, North America | Bosch Automotive Service Solutions | Warren, Mich. | Age: 52 | Education: B.S., technical writing, Eastern Michigan University

● **What attracted you to the auto industry?** I wanted to write for a living, so what attracted me was the opportunity to use that degree and write.

● **First automotive job:** Writing a service program for service technicians on climate-control systems in 1986 at DeVilbiss Corp. in Toledo, Ohio

● **Big break:** There was so much change happening in the industry. The OEMs needed to go outside to supplier partners for help. I worked for a really small firm, and that gave us the opportunity to do something that we never would have gotten to do. I was our only full-time staff writer, and we ended up building a \$10 million company.

● **What is the major challenge you've faced in your career?** It's really hard to balance your professional ambition and objectives along with trying to build a family. I started working with no children, and now my kids are all 20 and up, so their entire childhood was my working life.

Professionally, it has been how do we stay relevant in an industry that is changing this fast?

● **Who has had the biggest influence on your career?** Honestly, it's my customers. I have the chance to work with every major automotive manufacturer with some really prominent people, whether they're at

the head of the service division or the head of warranty or the head of sales and marketing. These are the people who make decisions that impact the whole industry.

We have a unique vantage point to see how each of them is solving similar problems and being a part of helping solve them. That influences and inspires me regularly.

● **What should be done to encourage women to enter the auto industry?** I support the

concept and initiatives around STEM. That's a huge component. But what I think is missing is the cool factor. When you look at the technology that we're working on at Bosch — and we're certainly not alone — the automotive industry is going to change dramatically in the next 10 to 20 years with autonomous driving, remarkable advancements in safety and changes in technology. This is a really cool place to be, and this is going to change the way we move.

● **Tell us about your family.** I got the luck of the lottery when I was born. I was born to two hardworking people. It didn't occur to them there were things you couldn't do.

My mom was a nurse for 40-plus years, and my dad did a million things: He sold cars, he had his own service station, he was a service manger, and toward the end of his life, he drove a cab. What he never did was be out of work. He was a very hardworking guy.

I had an older sister who died at a relatively young age, 41, and I have a brother. We grew up in Toledo, Ohio. That was my family at birth. My other family, my husband and I, have three adult sons, 20, 22 and 25.

● **What's your favorite weekend activity?** I like to hike. We have a dog, a Chinook, and we hike with him every weekend 4 or 5 miles, twice a day. And hanging out with the family, whenever we can.

● **Are you able to maintain friendships?** I married young, had children in my late 20s, was a single mom for a while. For me, finding time to spend with my family, my kids, my mom after my dad died, my sister died, that was enough. We certainly do have friends, but that's not our primary focus.

At some point, you realize your kids grow up and move on and you're not working anymore. Then I suppose you have to start over at the friend making. But the priority has always been about family.

● **If you could have dinner with anyone, living or dead, who would it be?** That would be my sister. I lost her at 41. She was four years older than me. She's missed a lot.

● **What's your guilty pleasure?** Hunkered down under the covers with a glass of Scotch and a good book; that's me time.

● **Name one talent you wish you had.** I would like to be more athletic, because I think with athleticism comes longevity. I tend to be a fairly clumsy person.

— Arlena Sawyers



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## TANIA PRATNICKI YOUNG

Plant Manager, Dundee Engine Plant | FCA US | Dundee, Mich. | Age: 60 | Education: B.A., history, University of Detroit; master's, management supervision arts – business, Central Michigan University

● **What attracted you to the auto industry?**

My father. He was a trainer for a time at the old Chrysler Institute, but he always loved Chrysler. I graduated from the University of Detroit, and I wanted to be a history professor, but in the 1970s, there were no jobs. I was working the night shift at Burger King, and one day my dad showed up and said, "Come on, you're going to buy a suit, and you're going to go get a job as a foreman tomorrow." I said, "Dad, what the hell is a foreman?" He said, "It doesn't matter. It pays a lot of money."

● **First automotive job:** I worked as a foreman on the trim line at Dodge Truck (Warren Truck Assembly). They couldn't hire women fast enough. The average woman they hired lasted about a week and went out of there screaming. My dad's only advice was, "Whatever you do, don't cry." And I didn't. I would cry all the way home.

● **Big break:** Probably getting laid off and getting picked up at Mopar the next day. I survived two years at Dodge Truck and held my own. But I got laid off in 1979, and I thought that I would go back to grad school, but literally that afternoon, I got a call for three interviews at Mopar. I was an anomaly: I was a woman with supervisory experience, and I had a degree. Back then, a lot of plant managers didn't have a degree. That Monday, I had interviews for three jobs at Mopar; I was offered all three, and I picked one. It was a break in that I got experience in doing something beyond assembly line foreman. Mopar was different. It was a better world.

● **What is the major challenge you've faced in your career?** The hardest thing was to grow and understand my own personality and style and be comfortable with that, and not try and emulate the men. To learn to be a good leader because of me, and not trying to be like the men or somebody else.

● **Who has had the biggest influence on your career?** My father. I think one of the keys to my success is being able to work in a man's world with men, and I attribute that to my father. I'm the oldest of his four daughters, and he kind of raised me as his son. He instilled in me that I could do whatever I wanted to do. And I also learned from hanging around with my dad that men are a little different. They think differently, and that's OK. I'm very comfortable with the differences between men and women. I don't begrudge any of it. I work with it. And I attribute that to my dad.

● **What should be done to encourage women to enter the auto industry?** We're doing it now. We have internship programs, summer replacement programs. In manufacturing, we're doing a pretty good job. I tell women that it's not for everybody. You make choices in life. Leadership is very satisfying, but it's not for everyone. There are easier paths to take as women.

● **Tell us about your family.** I'm married to Andy, my best friend of 27 years. We have three wonderful daughters: Kathryn is 25; Elizabeth is 24; and Christina is 21. We're very close. My eldest daughter works for Chrysler in finance leadership development. They all went to Catholic schools their whole lives.

● **What's your favorite weekend activity?** Being with my family, gardening and reading. That's all I do. And cleaning the house. I like cleaning the house. I iron sheets. I like work. I don't know how to relax. The most relaxing thing I can do is read.

● **When and where was your last vacation?** Last summer, I took two of my three daughters to Rome for a week. It was a great trip. The third one had just started a new job and couldn't get off work. I love to travel in Europe.

● **What advice would you give your child?** To believe in yourself, have strong faith and strong family and know who your support group is so that you have confidence. And always work hard.

— Larry P. Vellequette





Cars.com congratulates **Barbara Mousigian**  
**Vice President, Product** on being one of  
**Automotive News' 100 Leading Women**

Barbara, we salute your leadership. Thank you for expecting great things, pushing us to be better and driving Cars.com forward every day.







## LEADING WOMEN

## LISA FRARY

Vice President of Quality | Autoliv North America Division | Auburn Hills, Mich. | Age: 53 | Education: B.S., mechanical engineering, University of Wyoming

● **What attracted you to the auto industry?** I started my career in the aerospace industry. It was really exciting because it was highly technical and very challenging. But after about seven years, we went through the downturn. I had an opportunity to design and build airbags for the automotive industry. And that was really exciting to be able to save lives.

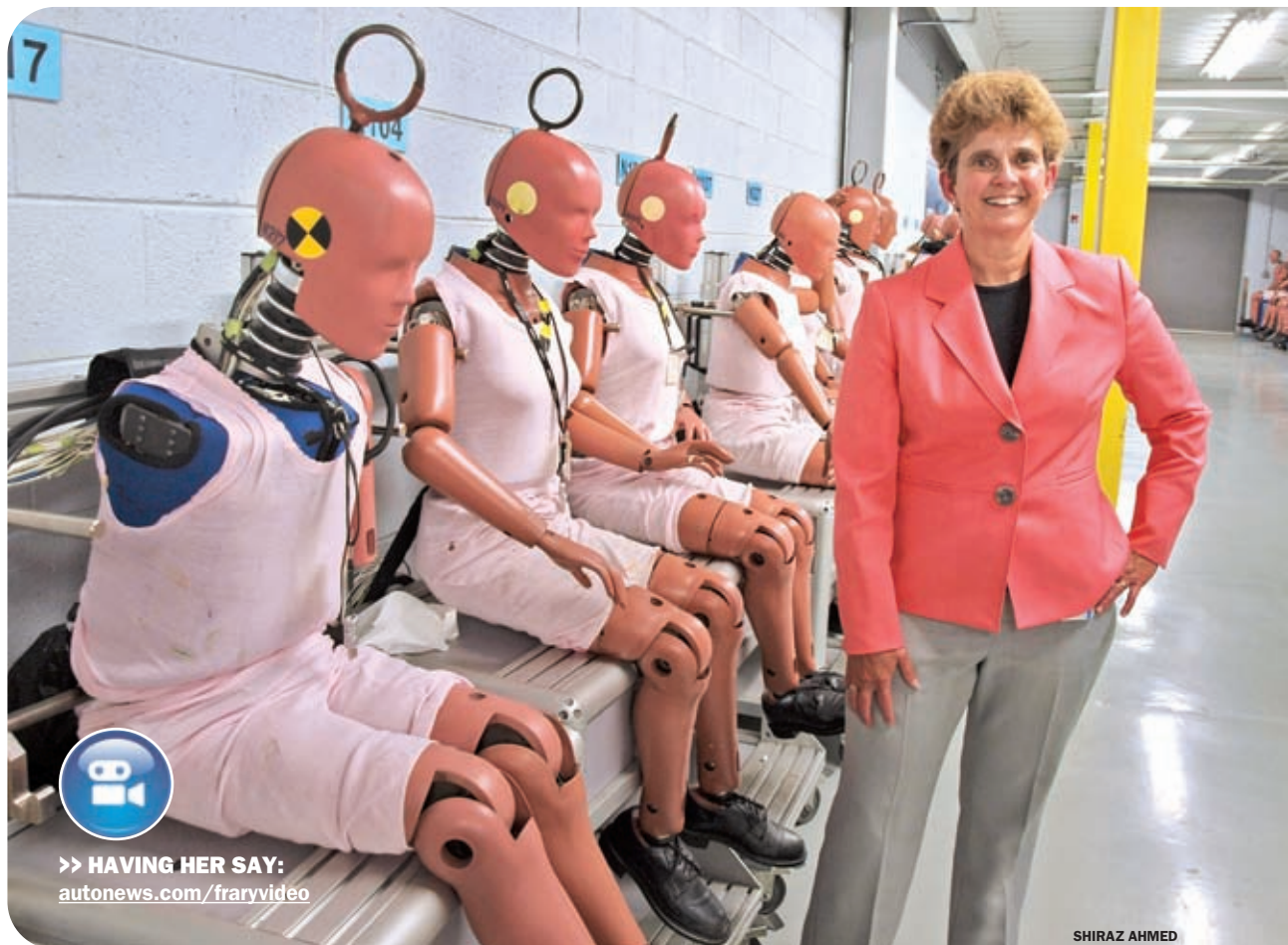
● **First automotive job:** Product design engineer for modular airbags at Morton International, which is now Autoliv

● **Big break:** When I was plant manager for the Autoliv-Morton auto facility [in 1999], we had decided to implement lean manufacturing. We called it the AutoLiv production system, and it was based on the Toyota Production System. We had help from a customer, but as a management staff, we had to figure out, what is lean manufacturing, and how do we apply it? It was challenging. We made a lot of mistakes along the way, but the sense of accomplishment as an entire team, as an entire staff, is one of the most rewarding things I've had in my career.

We won the Shingo Prize, which recognizes excellence in manufacturing. What we accomplished was amazing — 90 percent reduction in quality issues, 50, 60, 70 percent improvement in efficiency. It was probably the most cohesive and most functional team that I've been a part of.

● **What is the major challenge you've faced in your career?** Our company's commitment to quality balanced with the extreme pressure in the automotive industry to cut cost and weight. Sometimes it means we have to make decisions where we don't get business, and that's tough. But you have to stick up for what you think is right personally and then as a company. One thing that's good in Autoliv is I've never had that conflict of what I thought was right and what the company thought was right, but it is a conflict in the industry.

● **Who has had the biggest influence on your career?** Mike Ward, former president of Autoliv Americas. He was my boss about four or five different times, and he was the first one to get me into operations. In my initial career, I always thought of myself as an engineer,



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SHIRAZ AHMED

technical, doing the analyses. He convinced me to take a position in the plant, and I loved it.

● **What should be done to encourage women to enter the auto industry?** It starts with high school. How do we get young women interested in math and science? How do we get them to pursue degrees such as that in college, and then, how do we convince them that this is really a friendly environment for women? It's a tough environment, but it's a tough environment for everyone, not just women. But it's a rewarding business.

● **Tell us about your family.** I have a husband. I've been married to him for a lot of years. I have one son. He's 21. My husband was also a mechanical engineer. He actually put in a large number of the facilities at our Promontory, Utah, location, which is where we produce

propellant. As our son started to get a little older, I was a plant manager. My husband was working, and it was just too much. So he decided to be a stay-at-home dad and take care of our son. That's allowed me to move in my career. My son is following in his mom and dad's footsteps as a mechanical engineer. He goes to Kettering University.

● **What's your favorite weekend activity?** Fishing, boating, ATV riding, snow skiing.

● **When and where was your last vacation?** France. It was September of last year. My husband and I went to Normandy and Paris.

● **What advice would you give your child?** Always be honest and upfront in all your dealings.

— Hannah Lutz

## SANDRA BOUCKLEY

Vice President of Manufacturing Engineering | GKN Driveline Americas | Auburn Hills, Mich. | Age: 56 | Education: B.S., mechanical engineering, and M.S., manufacturing management, General Motors Institute; MBA, Michigan State University's executive program

● **What attracted you to the auto industry?** I was born and raised in Oshawa, Ontario, where the primary industry was GM. I was debating between med school and GMI, but I liked GMI because it was a co-op program. I was the master of my own destiny. I could work and go to school at the same time.

● **First automotive job:** I went to GMI, sponsored by GM of Canada. First, we worked on the shop floor. In 1977, I was in the body shop of a car plant running a welder, formerly called a jungle line.

● **Big break:** I left GM to work at Chrysler. The late Dick Dauch, then head of manufacturing, understood he needed to do something about diversity. So Chrysler was actively recruiting women product and manufacturing engineers. It was my big break to go to Chrysler in a manufacturing engineering role, and it was a big change and exciting. My mentors were Dick and Dennis Pawley, former executive vice president of manufacturing at Chrysler. Dennis and I are still friends.

I was with Chrysler for 19 years and left in 2007, when bankruptcy was looming. I got out of automotive and worked for Tyco Electric and Metal Products until 2010. I came back to the auto industry working for Eaton in 2011. I recently took the GKN position.



● **What is the major challenge you've faced in your career?** Somewhere in the 1990s, someone decided to eliminate manufacturing engineering as a function because you can cut a lot of people that way. At Eaton, I was tasked with re-creating the function. That was big challenge.

Working at Chrysler in the union environment was a big challenge. I had to work on building productive relationships, getting everyone to understand who I was in this overall vision that we had for the group.

● **Who has had the biggest influence on your career?** Dennis Pawley after Dick. Dennis was always willing to talk to me and give me a chance because I wanted to move into nontraditional roles. He created networking

bridges that I wouldn't normally have had access to, which broadened my perspective.

● **What should be done to encourage women to enter the auto industry?** I sit on boards, and we're concerned about not having enough Americans enrolling in technical fields. Some of the biggest issues are around middle school kids making decisions that are opting them out of technical careers. They aren't taking base science and math classes. They won't be able to take a lot of the high-paying and critical jobs in the auto industry. It's important for educators to make science and math interesting and fun. Manufacturing is not dark, dirty and dangerous. It can be an exciting place.

● **Tell us about your family.** I'm married to the most awesome domestic god ever. My husband of 22 years retired from Chrysler, so I can travel as much as 60 to 70 percent of the time. We have three grown children, three cats and two dogs.

● **What's your favorite weekend activity?** We live on a small inland lake near Oxford, and in the summer my husband and I like to be out on the pontoon boat. We look at birds and turtles and have the dogs out with us.

● **Are you able to maintain friendships?** Yes. I have been very lucky to have lots of long-standing friendships from my hometown and close friends from undergrad, who are my closest confidantes. I also have new friends I've met while raising my girls.

● **If you could have dinner with anyone, living or dead, who would it be?** Gloria Steinem

● **What's your guilty pleasure?** I love to watch "Jeopardy!" and play along and shout out answers to the TV. I also love to read detective and spy novels. Linda Fairstein is a favorite author.

— Marti Benedetti



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LEADING WOMEN

## COLLEEN HALEY



Global Head of Ford Business Unit in North America and Chairman of Yazaki Mercosur | Yazaki North America | Canton, Mich. | Age: 48 | Education: B.S., psychology, and master's degree, human resources and labor relations, Michigan State University

● **What attracted you to the auto industry?** My first move to automotive was for a promotion

with my last company. I was working for Alcoa Fujikura in Pittsburgh and they asked me to come to Detroit to work for an automotive business unit that was making an acquisition. It was a big challenge, a step up and the side benefit was I got to come home to Michigan. Automotive, to me, was neutral at the time.

● **First automotive job:** That [Alcoa] job. I was regional human resources manager helping to integrate this acquired company in Dearborn. This was in 1995.

● **Big break:** I worked for a gentleman who was running the business in Dearborn and he gave

me the chance to do a lot of things. I think the break was I did a good job for him in HR and he saw potential in me, but he also wanted to keep me in his business unit and a good way to do that is to give me development experience, challenges and other things to do. He moved me, eventually, to a general management job and I've been on the general management side most of the 20 years since then.

● **What is the major challenge you've faced in your career?** There are a few, but probably many of us would say the 2008-09 downturn was a huge challenge. I was in a

customer-facing job at the time heading a business unit and was asked by Yazaki to take three business units and consolidate them into one. At the same time I was navigating through those years with GM, Ford and Chrysler because those were the customers. Also, helping our headquarters in Japan understand what was happening in this market, what the risks were and what the reasonable steps were that we should be taking to support the customer and make sure we survive intact and were in the right position after those dark days. And we did. Our business grew immediately after the bankruptcies.

● **Who has had the biggest influence on your career?** Our retired CEO George Perry. George was critical to bringing me to Yazaki in 2000. He was behind a lot of my movement within the company.

● **What should be done to encourage women to enter the auto industry?** We have to keep demonstrating that the auto industry is a technology industry. It's a consumer products industry. There's an excitement and an opportunity in the business. It can be many different paths. The auto industry is really about results and relationships. If you can be trusted and you know how to get things done in the right way, then opportunities will come. There are more and more groups that reach out to women. There are initiatives through Inforum and other groups to show young women that there are opportunities here.

● **Tell us about your family.** In 2005, the first time I was part of the Leading Women group, the reporter asked me what am I most proud of and I said my family. Our oldest son was 9 and our youngest son was 7. We made the choice that my husband would be a full-time dad. At that point, you're in the thick of it. They're not little babies anymore and there's some challenge there. I was traveling a lot. At that time, I thought we're doing that well and I'm doing a good job at work and being rewarded for it. If I had the work piece and things weren't going well at home, it'd be a whole different story. I would say the same thing today now that they're 19 and 17. My husband is still home full-time and I'm still traveling and working a lot of hours, so we have our days, but that [family] part of our life is very critical and important [if a person is] to do a good job. So we're really lucky to have that.

● **What's your favorite weekend activity?** Running with my dog.

● **Name one thing about yourself that most people don't know.** I'm a Prince fan.

● **If you could have dinner with anyone, living or dead, who would it be?** My dad. He was an automotive guy and he died 10 years ago, so he saw me sort of halfway through. That would be a good conversation and he probably has some words of wisdom.

— Jamie LaReau

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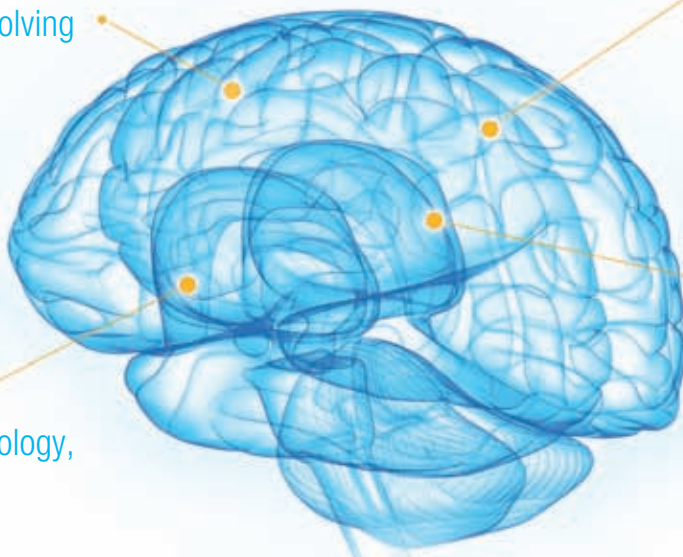
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## WENDI GENTRY-STUENKEL

Director, Supply Chain Management Commercial Operations | FCA US | Auburn Hills, Mich. | Age: 44 | Education: B.S., management systems, Kettering University; MBA, Michigan State University

● **What attracted you to the auto industry?** The challenge of it. When I went to Kettering, it was 100 percent co-op. I was in high school and you had to have a sponsor to go to the school. I got an interview at General Motors, and at the time, it seemed as good as anything else. I was 18. I left the industry and worked for a consulting firm that served a lot of different industries, but I found that they significantly lacked the challenge of the automotive industry, so I came back because the business models just seemed so simplistic.

● **First automotive job:** In 1989, I started my career at General Motors' Fort Wayne Assembly Plant as a co-op student.

● **Big break:** I got to work on some projects that had some great leaders, and I got some visibility with those leaders. One in particular: I was working in our product development group on the Grand Cherokee, and Dan Knott was the head of Jeep. I had opportunities to face some challenges head on.

● **What is the major challenge you've faced in your career?** Leading teams as we went through bankruptcy and keeping a sense of optimism. Just keeping that hope alive and keeping people's spirits engaged, even when you're having your own doubts, and doing that with real authenticity. I worked at that time at a call center, where suppliers could call, and that was a great growth experience because you were really talking to people who were concerned about their futures, particularly when they were at small companies. It was quite a growth experience.

● **Who has had the biggest influence on your career?** I'll go back to the example of Dan Knott because the focus was very much: What is our value system, and what do we really believe in? Sometimes you have a process focus, where you just lay out this process and two plus two equals four. When you have a team focused on the sense of values, you still can get consistent

"What other industry can you go into that, if you have a sense of curiosity, you can learn so much every day?"

decision making, but it provides for more of the flexibility that you need in this business, and you actually get a better outcome. Sometimes, when you get a little too programmatic, you can end up with an undesired outcome because people missed the underlying intent. And that's what has the tendency to sometimes break down relationships. But if you keep the values true and people know why they're doing what they're doing, they can move much more quickly and more consistently. That's something that I've taken to other jobs.

● **What should be done to encourage women to enter the auto industry?** We have to focus on more than just the product. I came back to the industry because of the challenge, and if you're somebody who likes really complex problems to solve, this is an amazing industry. It's a consumer product that has heavy government regulation, changing dynamics; it's very global; it's a complicated product. I think that there are some women who would be attracted based on that who maybe aren't into cars.

What other industry can you go into that, if you have a sense of curiosity, you can learn so much every day? I've been here over 25 years, and my rate of learning hasn't changed since the first day I walked onto the plant floor and was just overwhelmed with all the parts and the vehicles heading down the line. I haven't

lost any of that, but I don't go to car shows on weekends.

● **Tell us about your family.** I am married, and I have two sons, aged 12 and 14. We call ourselves the upside-down family because my husband gave up his career to stay with the kids. In our community, that's not typical. Even though you think things have evolved, it's not very typical. My husband has been home with the boys for a few years and was at the schools so often that the schools hired him. He runs a preschool in Clarkston called the Great Start Readiness Program.

● **What's your favorite weekend activity?** On the weekends, we live on a lake, so we're either out on a boat with the kids, or we're at soccer games with other families. It's a whole other social network.

● **What's your guilty pleasure?** I have a group of friends who work here, and periodically, we have our girls' night out. So it's away from work and away from my family. Anything that's away from my family is a little bit of a



guilty pleasure. About once a month, we get together and have our night, with girl time of what we're struggling with at work or family or with the kids or whatever it is. It might be a form of group therapy. We just go to a local restaurant around here. There are four of us.

— Larry P. Vellequette

## DIANE ALLEN

Senior Design Manager | Nissan Design America | San Diego | Age: 55 | Education: B.S., transportation design, Center for Creative Studies

● **What attracted you to the auto industry?** I went to an auto design show and I just knew flat out this is what I wanted to do. It just blew me away. It just sort of connected. And I knew I didn't want to design toasters or computers, that it was going to be cars. I'm not a motorhead. I don't have oil in my blood. I'm all about the form. I'm all about the expression.

● **First automotive job:** I did an internship at Ford for two months in summer 1983. I'd switched schools without telling family and made the jump to CCS. I already had four years at Wayne State and I had another semester to do to finish. So I told CCS I can do this at CCS if you give me just two years for a transportation design degree. Ford was that first summer after that. And suddenly I was making more money than my dad at the time, and that's when my mom came on board.

● **Big break:** It was that first semester. I had to take out a student loan and pay for it. [CCS] gave me a modest scholarship. But they stacked me up, I think I had to do 21 credits hours. And then we had a show that first semester and my stuff was just screaming off the wall. And I ended up getting a full ride the rest of the way.

● **What is the major challenge you've faced in your career?** The challenge is to not take it home with you. Because sometimes the work gets so heavy, you find yourself taking it home and working on Saturday or Sunday. And sometimes that is a bit much, but it's not



always that flow. It's an incidental flow. Plus during the truck program, it was such a complicated logistical process. We had to do all these bed/cabin relationships and configurations to make them work throughout the lineup, so that made it a really heavy load.

● **Who has had the biggest influence on your career?** I don't know if I could say a single person. I would have to say the [Nissan Design America] culture. The culture of this design facility is very supportive. It's not like anything else; the guys are not cutthroat, they're very supportive of each other's work, but they all strive to win the design. So the fact that the culture is very embracing and supportive. And I would have to say friendly-competitive, not in-your-face. Not edgy. We have a lot of fun here.

● **What should be done to encourage women to enter the auto industry?** So few people know about car design, and then the guys who know about it have always dreamt about doing it. So early on, like in high school, no one

knows about it. I went to college for four years before I found out about it. So more could be done in the primary school years to raise awareness.

● **Tell us about your family.** I don't have family out here; I just have my two kids, who are twins, a boy and a girl. I moved here from Michigan. But my family does come to visit, and I make sure to take my kids back to Michigan for summer vacation and for winter. They love the snow. My brother lives up near the Crystal Lake [Mich.] area and every winter as soon as we unload the car, mom makes the luge. It's 180 feet down this steep slope and I make it go flying. We set up lights so we do it at night. It's a different experience there. Here they have the beach all the time.

But they're a handful. They just went to Florida to compete in Muay Thai kickboxing and they both won a belt bigger than their head. So they keep me busy. My daughter, ever since she was 4, she said, "I'm going to be a cop." And as she's gotten older, she's changed that to an FBI agent. So she's got the Muay Thai, and she's a fantastic shooter.

● **What's your favorite weekend activity?** It depends on what my kids and I have planned. Usually it's a day at the beach, sometimes it's just to have friends over and I feed them and feed them and feed them. They're monsters about eating. And also my son is really interested in cooking so we like to cook together.

● **Name one thing about yourself that most people don't know.** I'm a really good seamstress. I come from a long line of — my aunts are all upholsters and sewers and stuff. To put myself through school, I was a men's tailor at a tailor shop in northern Michigan.

● **What's your guilty pleasure?** Lounging by the pool with a cool glass of lemonade — spiked.

— David Undercoffler





LEADING WOMEN

## DIANA TREMBLAY

Vice President of Global Business Services | General Motors | Detroit |

Age: 56 | Education: B.S., industrial administration, Kettering University; M.S., management, Massachusetts Institute of Technology

● **What attracted you to the auto industry?** My father worked for GM for 20 years at the Janesville [Wis.] and Lordstown [Ohio] assembly plants. I loved the cars he exposed

me to, and I loved the stories he would tell about factory life.

● **First automotive job:** While I was studying at Kettering, I worked as a co-op student in Defiance [Ohio] in our iron casting operations. I was a fill-in production supervisor.

● **Big break:** It came when I was working with skilled trade unions as superintendent of advanced manufacturing engineering in Saginaw [Mich.]. We decided we were going to work as a team, and we made enough business improvements that I came to the

attention of the top management of the division. They selected me to go to MIT on a fellowship.

● **What is the major challenge you've faced in your career?** There have been several, but one of the assignments I had in Luton [England] was to shut down an assembly plant that had been in operation for almost 100 years. We worked together as a team — union and management — and did the best we could through the run-out of the plant. But it was personally challenging. You hate to do anything like that.

● **Who has had the biggest influence on your career?** My

parents. Every night when I was growing up we had coffee time. I got to listen to my dad's counsel on how he handled things at work and my mom's counsel on how he should have handled them. He had expert knowledge, but she had her own thoughts on how to lead people. And they both felt I should go out and do whatever it was I wanted to do.

● **What should be done to encourage women to enter the auto industry?** It needs to start at a really early age, and it has a lot to do with encouraging girls to stay interested in math and science.

● **Tell us about your family.** I've moved 13 times and I've had 19 or 20 different jobs at GM, and my husband, Daniel, has been by my side the whole way. He's also a Kettering grad with a master's from Purdue. GM has been excellent about supporting him. Without his support, I probably wouldn't have moved so many times. And some of the moves were for the challenging jobs that taught me the most. Had I not been able to take them, I probably wouldn't have risen up to the level that I have in the company.

● **What's your favorite weekend activity?** My husband and I have a place on a lake. During the summer we spend time playing on the water on our Jet Ski. Also, we like to play computer games like World of Warcraft. One of my sisters is really into it, so she drags me around and I do what she tells me.

● **Are you able to maintain friendships?** I still have my best friend from high school. Just last summer we went on safari in South Africa. I've found that sometimes when you move around, you actually do better at maintaining friendships. The Internet helps a lot.

● **If you could have dinner with anyone, living or dead, who would it be?** President Obama. Just look at how much he has aged on the job. I'd love to hear his honest thoughts on the direction of the country and the experience of being president — not as a politician, but as a person.

● **What's your guilty pleasure?** Raspberry vodka.

● **Name one talent you wish you had.** I wish I could sing. My mother can sing, but none of us inherited her talent. So I will only sing in front of my close friends and family.

● **Best advice you've ever gotten?** Some people put value on working a ton of hours because they think that's the only way to be successful. I was discussing that with a former boss one day, and he looked at me and said: "Working hard is fine, but what really counts is the quality of the work you do, and the quality of your thinking, and your strategy." That made me pause and think: How am I spending my time? Am I spending my time on things that are going to make a difference for the company's success?

— Gabe Nelson



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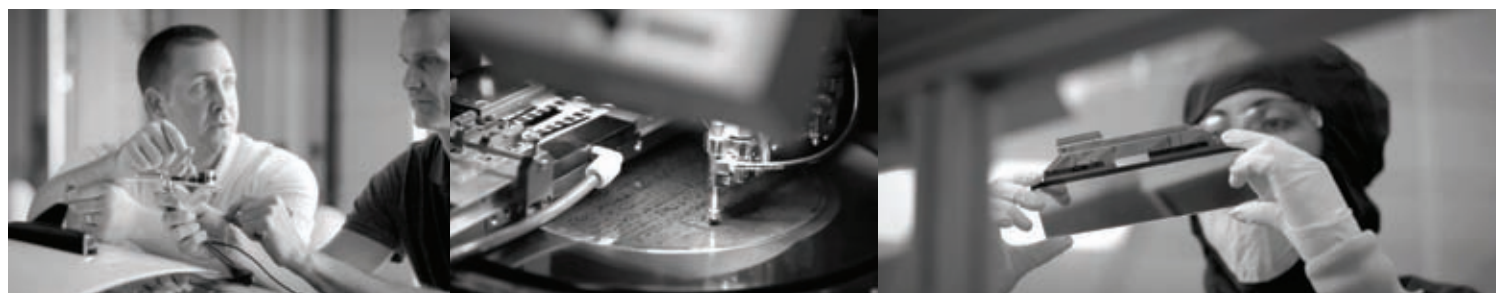
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## LEADING WOMEN

LINDA **HASENFRATZ**

CEO | Linamar Corp. | Guelph, Ontario | Age: 49 | Education: B.S., chemistry, University of Western Ontario; Executive MBA, Ivey Business School, University of Western Ontario

● **What attracted you to the auto industry?** I was always interested in technical things. Linamar was founded by my father, and I always had a close relationship with manufacturing and engineering. I've had coolant running through

my veins. But I didn't assume I would work for this company. I set out after college to work in the pharmaceutical field to prove to myself that I could succeed without being handed a job by my dad. But in time, I realized that turning my back on the company my father had started would be missing out on a great opportunity. There was still so much growth waiting for us here.

● **First automotive job:** I was a machine operator on the shop floor here in 1990.

● **Big break:** Running my first plant. I moved around in a lot of different roles over the years. I worked in a few different plants. I was a materials manager at one time and had a job in the accounting department. In 1994, I was given the opportunity to be the operations manager for a new plant we were starting here in Guelph. It was good experience to create my own team and start from scratch and get a plant running.

● **What is the major challenge you've faced in your career?** Getting through the recession of 2008 and 2009. It was an incredibly difficult time. When the industry bottomed out in 2009, it was just hard to get through that and come up with the plan to move forward and keep people motivated. It was hard to strike that balance between communicating the urgency to change things and not causing a panic that the ship was going down. We used a saying around here in those days: Tough times don't last, but tough teams do. That helped keep us focused. We had to cut costs to adapt to our whole new level of sales. We had to ratchet back on spending to conserve cash. And we had to move aggressively to grow, including buying other businesses.

● **Who has had the biggest influence on your career?** There have really been three people who influenced me. The first was my father, Frank Hasenfratz, who taught me every part of the business and was a wonderful teacher. The second would be Jim Jarrell, our president and COO. We've worked together for 25 years. I've worked for him and he's worked for me, and he has always been a visionary leader. Then finally, my husband. He's not in the business — he has his own business. But he has always kept me grounded and didn't let me get carried away as we grew and expanded the business. He's been a great sounding board.

● **What should be done to encourage women to enter the auto industry?** There are a lot more women in the business today than ever — in engineering, in purchasing, in the supply base. It must be 10 or 15 times what it was 20 years ago. So they're already here, and there are more coming. I think we need to talk more about the success of those who are here already.

● **Tell us about your family.** I'm married and we have four children, aged 15 to 19. As of this fall, two of them are in university.

● **Name one talent you wish you had.** I wish I could speak other languages fluently. I can speak a little German and a little French. But it would be great to speak Chinese, French, German, Spanish and Italian fluently because we're growing so much globally.

— Lindsay Chappell

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## LEADING WOMEN

## MAXIMILIANE STRAUB

CFO and Executive Vice President, Finance, Controlling and Administration | Robert Bosch | Farmington Hills, Mich. | Age: 51 | Education: Industriekauffrau IHK, advanced business administration degree with thesis, Diplom-Kaufmann, University of Munich

● **What attracted you to the auto industry?** I chose Bosch for its values and the people, but also it has the technology I was interested in. The auto industry and supplier industry are highly technical, more than people think. I could not work for a shampoo company.

"I have been encouraging girls in the middle schools to stay in science, and I am an advocate for women in auto and technology."

● **First automotive job:** In 1993, I was in a brakes plant in Blaichach, Germany, doing a trainee program through the Bosch Chassis Systems Management Development Program. You spend two years at different stations, and it is for future managers at Bosch.

● **Big break:** There was not one single one. I have a tendency to say yes first to a new challenge and think after what it might entail, and this gave me a lot of opportunities.

● **What is the major challenge you've faced in your career?** I've been working a lot with restructuring, and I think I am good at it. It is always a challenge because, in our company values, we want to be fair, open and honest with people. So regardless of how fair you do it, it is always a challenge. I like it now because I can be creative.

● **Who has had the biggest influence on your career?** My mother because she always told me I have to be independent. The sky is the limit. Within Bosch, my biggest influences are my sponsor and former boss. They are still the ones I talk to when I make decisions.

● **What should be done to encourage women to enter the auto industry?** The last 100 Leading Women in the North American Auto Industry in *Automotive News* changed my life because I had never realized I am something special for other people. With that and my promotion to be CFO, I suddenly had feedback from women in the company and outside. I started seeing it as



my obligation to do something with it. So being a role model, being out and visible and to show you can have a career in automotive, became important to me. I have been encouraging girls in the middle schools to stay in science, and I am an advocate for women in auto and technology.

● **Tell us about your family.** I'm in a patchwork family. I have a partner, and together we have four boys — 12, 13, 14, 15. I have a family in Germany and make it a point to bring my sons there twice a year.

● **What's your favorite weekend activity?** My sons and I travel a lot and go boating, camping and hiking. We are an outdoor family.

● **Are you able to maintain friendships?** Yes, but I am very selective about them. The kind of friends I have — you can get together and it is like no time has passed. They are few and not acquaintances. I'm not an acquaintance person.

● **If you could have dinner with anyone, living or dead, who would it be?** Winston Churchill. I'm a big fan of his because he was a very uncomfortable person, very outspoken and a great leader in a difficult time. He stuck to his personality no matter what. He was not likable.

● **What's your guilty pleasure?** Shoes.

— Marti Benedetti

## CINDY ESTRADA

Vice President | UAW | Detroit | Age: 47 | Education: B.A., education, University of Michigan

● **What attracted you to the auto industry?** It's really what attracted me to [union] organizing. I got out of school. I went to work with the farm workers. I loved the organizing. I loved watching people stand up for their rights. Then when I went to Mexican Industries, I knew this was the kind of work I wanted to do.

● **First automotive job:** Machine operator at Mexican Industries in Detroit in 1995.

● **Big break:** The Mexican Industries campaign. I was leaning toward organizing when I was with the farm workers. But I still thought I wanted to help by teaching kids. It was that campaign that cemented for me what my mother always asked: "What's your purpose in serving?" Find your purpose that serves others. It was that campaign that taught me that.

● **You lost that first campaign at interior trim supplier Mexican Industries in 1995 but won the second one in 1999. What did you learn from that first loss?** We lost the first campaign by 2 to 1. It was awful. In the first campaign we really coddled organizers. A lot of them were undocumented workers, and we didn't want to put them in harm's way. I learned my job is not to coddle organizers but help teach them to stand up and fight for their rights. These workers were strong. A lot of them crossed the border from Mexico and took incredible risks

to get here. It was disrespectful of me to think I needed to protect them. They called me to help them organize. The second time they won because they did it. We just provided the tools and training.

● **What is the major challenge you've faced in your career?** Striking a balance. During my career, I've had two parents die. I've had twins. A husband. And a job that's very demanding that could be 24/7. It's been that work-life balance.

● **Who has had the biggest influence on your career?** My mom and dad. They always reminded me that in a big position like this, that is elected and high profile, that I need to stay grounded and humble. They taught me that. And my kids do, too. I remember the first time I was elected, I was on the stage and everybody was shaking my hand. And I got home and I was lying exhausted on the couch, and my son asked, "Could you get my cereal?"

● **What should be done to encourage women to enter the auto industry?** Provide flexibility. Some women might not think it a welcoming place. It can be. The ability to have paid medical leave would be incredibly important to that work-life balance.

● **Tell us about your family.** My



husband is Frank White. He retired from the UAW as an organizer. And I have twins, Jason and Jesse, who are 12 and in seventh grade. It's a full-time job raising kids. I want to support them in finding their purpose in how they serve. I'm lucky my husband is retired. He doesn't do all the heavy lifting, but he lifts.

● **What's your favorite weekend activity?** Being with my kids and doing what they want to do — which is usually not what I want to do.

● **What keeps you up at night?** How we're going to create a country where everybody can take care of their families. Where people don't have to worry where they are going to get their next meal. If their kids are going to get a good education. What will the world look like for our kids.

● **If you could have dinner with anyone, living or dead, who would it be?** Mother Jones. She said: "Pray for the dead and fight like hell for the living. And when in a fight, don't be ladylike." I want to meet someone who said both those things. And she fought on behalf of kids. That's probably the most important thing.

● **When and where was your last vacation?** On spring break, we went to the Smoky Mountains in Gatlinburg, Tenn. We didn't camp. We have a camper, but we stayed in a hotel.

— David Barkholz

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## Here's to the brightest minds in the industry.

Continental is proud to salute *Automotive News*' 100 Leading Women and our very own Seval Oz, CEO of Continental's Intelligent Transportation Systems (ITS). As an expert in vehicle networking and automation, Seval is spearheading Continental's ITS team as they make the car an integral part of the "Internet of Everything." Continental is committed to creating a dynamic and diverse culture where innovation thrives.

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## LEADING WOMEN

## SONIA RIEF

Director of Vehicle Program Management | Nissan Technical Center North America | Farmington Hills, Mich. | Age: 39 | Education: B.S., mechanical engineering, North Carolina State University; MBA, University of Michigan

● **What attracted you to the auto industry?** I came in through car racing. I'm from Raleigh, N.C., and I got involved with Legends racing during college. Then I got into autocross track racing. General Motors came to interview at N.C. State and I ended up getting hired in 1998.

● **First automotive job:** Working at General Motors' Proving Ground in Michigan in 1999.

● **Big break:** The big moment was moving into a chief engineer job at Nissan, on the Frontier and Titan pickups.

● **Who has had the biggest influence on your career?** There was a vice president of R&D here at Nissan who always had great insight and good advice for me when I was trying to make choices. He helped me move into my first chief engineer job. He just retired a couple of years ago.

● **What should be done to encourage women to enter the auto industry?** It's a perception problem. The industry needs to do a better PR

job. We need to let people see that it's not an old-fashioned conservative culture. We need to make sure young women see that creativity and innovation are fostered here. We women need to advertise ourselves better. We need to make ourselves more visible to show the world that there already are a lot of us in critical roles in the industry.

● **Tell us about your family.** My husband and I are both from North Carolina. We moved up here without any family. He works for an automotive supplier now. We have a daughter who is 7 and our son is 9. We're a team of four. None of this works if your family isn't happy.

● **What's your favorite weekend activity?** My first preference is always something the family can do together, preferably outdoors — camping, biking, skiing. A great weekend is taking the kids and riding our bikes to Dairy Queen.

● **If you could have dinner with anyone, living or dead, who would it be?** Ayn Rand.

● **If I had it to do all over again, I'd ...** Do it the same way. I like what I've got going.

● **What advice would you give your child?** Don't decide you can't — make someone else tell you. I give that advice to women here. I see them sometimes self-censor. They say, "I'm not ready," while their male counterpart will just jump in and say, "I can do it."

— Lindsay Chappell



## LARA HARRINGTON

Chief Engineer, Automotive Development | Honda R&D Americas | Raymond, Ohio | Age: 51 | Education: B.S., aeronautical engineering, Ohio State University

● **What attracted you to the auto industry?** My dad isn't a professional mechanic, but he always loved to work around cars. So I spent a lot of time around vehicles; I loved fixing cars, loved working on them, loved working with my dad. I loved the smell.

● **First automotive job:** Design engineer, body engineering, in charge of outer body structure of the 1994 Accord station wagon

● **Big break:** Being the design leader for the 2003 Honda Pilot. That's a role where you're in charge of the body, interior, exterior, chassis, electrics systems, etc. You're responsible for the entire team of people and insuring the vehicle meets all the performance, safety, cost, design and

quality targets. Basically you're in charge of everything on the design side of the development of the vehicle.

● **Who has had the biggest influence on your career?** Probably my father.

● **What should be done to encourage women to enter the auto industry?** When you look at the data, you can see most women engineers are drawn to areas like medicine and biomedical engineering, and I think that's because there's more of a feeling of helping people; it's ingrained in those positions.

Why I got into the auto industry is because I've always been fascinated with cars and also the relationship people have with their cars; that emotional connection has always been interesting.

I think we can do a better job as an industry of highlighting that we can make a product that people love and connect with. If women understood this then they could relate to that aspect of that industry. It's not just hard and dry mechanics, we are

making a product that we want to inspire joy in our customers.

● **Tell us about your family.** I'm married. I have one daughter, who's in college and very career-oriented, very proud of the work I've done in this industry. My husband is a police officer.

● **What's your favorite weekend activity?** I do a lot of biking and spend a lot of time with my family. I'm an avid road cyclist. So on Saturday and Sunday mornings I'm out riding early; that way you still have the whole day when you're done. I do about 80 to 100 miles a week.

● **Are you able to maintain friendships?** Maintaining friendships is important to me, and I am fortunate that my closest friends share my love of travel. Last summer, my best friend from elementary school and I journeyed through the mountains of southern France on bicycles. The summer before that, I spent two weeks in Ireland, hopping between bed-and-breakfasts with my roommate from college.

● **What's your guilty pleasure?** Chubby Hubby Ben & Jerry's ice cream.

— David Undercoffler



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## LORI WITTMAN

Vice President and General Manager | VinSolutions  
| Overland Park, Kan. | Age: 48 | Education: B.S.,  
accounting and business administration,  
University of Kansas

● **What attracted you to the auto industry?** I saw how much technology was changing in the industry and that dealers were really adopting it.

● **First automotive job:** Vice president of operations at VinSolutions in 2013

● **Big break:** When the people at Cox Automotive hired me at VinSolutions, taking a chance on somebody from outside the auto industry

● **What is the major challenge you've faced in your career?** Prioritizing. We have so many great things to work on we have to stop and figure out what is the most impactful work to put our energy to.

● **Who has had the biggest influence on your career?** My dad. He's a farmer. He was the youngest of 12 children and started out with nothing. Through determination and smarts, he built a small business, raised a family and instilled in us the right values.

● **What should be done to encourage women to enter the auto industry?** Recruit outside the auto industry, too. There are lots of talented women in the technology and retail industries who could succeed here.

● **Tell us about your family.** My husband, David, runs his own business. We have two sons, now 20 and 22. My family is very important to me, which is why I left a consulting job after 13 years. It was too hard on my family. I left for a position that allowed me to travel less and spend more time with David and the boys.

● **What's your favorite weekend activity?**

I'm a huge sports fan. KU sports. The Kansas City Royals. I'll go to KU football games to tailgate with my son.

● **When and where was your last vacation?** In late May, we took our sons and their friends to Sanibel Island to celebrate my oldest son's graduation from college.

● **Best advice you've ever gotten?** Think of everything as a choice. After my first son, I loved my career, but felt I was not a great mom. That was the advice I was given. I decided to change jobs.

● **Name one talent you wish you had.** I wish I was fluent in a foreign language. Where I came from in Kansas there was a large group of people of French descent.

— David Barkholz



## KAREN McKEMIE

Divisional Vice President | Sonic Automotive  
| Charlotte, N.C. | Age: 56 | Education: B.A.,  
economics and psychology, Albion College

● **What attracted you to the auto industry?** I was recruited by AutoNation. It was an opportunity for industry transformation as they were trying to roll out the mega stores and change the whole customer experience.

● **First automotive job:** Chief information officer for AutoNation in 1997

● **Big break:** There are two. One was when I was in information technology. I had done that at Anderson Consulting for many years. That's why I was hired at AutoNation. But I really wanted to get into operations, so I had been talking to Mike Maroone, who was president of AutoNation, about that, and he gave me that opportunity to migrate into

operations. I oversaw the training group and the group that rolled out one price and all the processes that we were trying to standardize.

A couple years later, I wanted to run a store, and I was given the opportunity to run a Mercedes-Benz store in Houston.

● **What is the major challenge you've faced**

"It's one of the few industries still left that you can chart your own path and through your performance accelerate your success."

**in your career?** The challenge I faced initially was that I was not from the industry and worked with people who owned dealerships, and it was difficult to establish credibility with them. I wanted to learn it, but at that time, it was an industry that was not very progressive, and if you weren't a car guy, then you didn't have a lot of credibility.

● **Who has had the biggest influence on your career?** Jeff Dyke (Sonic executive vice president of operations). He never focused on the things I didn't know; he always focused on the energy, enthusiasm and hard work I was willing to put in.

● **What should be done to encourage women to enter the auto industry?** One is to help them understand that it isn't a good old boys club. There is plenty of opportunity and much more flexibility than they think. Another great thing about this industry is you're not time-boxed. You don't have to spend X many years in this role or X many years in that role. It's one of the few industries still left that you can chart your own path and through your performance accelerate your success. It's an incredible industry where the sky's the limit, and I don't think women know that.

● **Tell us about your family.** I was born and raised in Michigan. My dad was on the fringes of the auto



AL TORRES PHOTOGRAPHY

industry, and I never thought I would go into the automobile industry.

I have been married for 31 years to the same person. He has been a tremendous support to me. I couldn't do what I've done, I couldn't be where I am professionally, without Andy's support. We've moved multiple times to places that I know weren't on his list.

We don't have children. We have adopted cats, Tiger and Misha, who are great to have because they don't require a lot of attention.

● **What's your favorite weekend activity?** We like to golf and mountain bike. We like to visit with family and friends and have people over and grill out. And we like to go to movies and read, but mostly we like to be active.

● **Best advice you've ever gotten?** It was from Jeff Dyke. I'm very analytical, and I like to think things through and make sure I understand the cause and the effect. And Jeff would tell me: "Karen, just break some eggs."

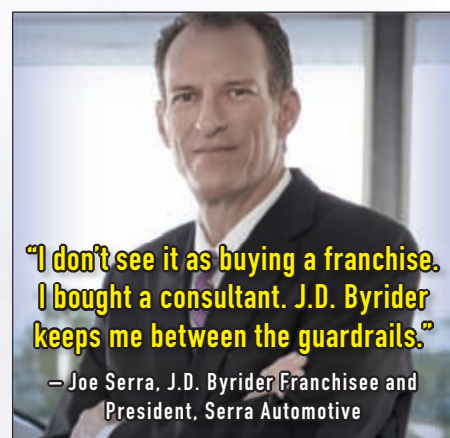
There are times when any action is better than no action, and don't be afraid to break some eggs and get outside of your analysis paralysis.

— Jamie LaReau

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## LEADING WOMEN



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## MARCY FISHER CLIFFORD

Vehicle Line Director, Global CD Programs | Ford Motor Co. | Dearborn, Mich. | Age: 52 | Education: B.S., mechanical engineering, and MBA, University of Michigan

● **What attracted you to the auto industry?** I grew up in Detroit and if you grow up in Detroit there are people around you everywhere who are into cars and in the auto industry and it becomes part of your DNA.

● **First automotive job:** In 1986 I started as a process engineer in our vehicle operations.

● **Big break:** I was eight and a half months pregnant and I interviewed for my first supervisor job. There were several other good candidates and I got the job. I couldn't believe it. It really said something to me about the management team — that they were willing to select the person that they thought was the best person to do the job and they were willing to put up with the fact that I

was going to be gone on maternity in a week or two for like three months. That was 1993.

● **What is the major challenge you've faced in your career?** The all-new Mustang was probably the biggest single thing I felt like I had done in the company. Every day was a challenge to ensure that you got the product right for the customer. They have lots of expectations. Making sure the product was right was the biggest challenge, and in a lot of ways the biggest responsibility I had. You don't want to go down in

history as the person who came out with a mediocre 50-year anniversary Mustang.

● **Who has had the biggest influence on your career?** First is actually family. Starting with my mom, who encouraged me when I was in high school to consider engineering as a potential career. Second, I think it's those people who have an idea. That somehow I can help bring that idea to life and help support it, help nurture it, help make it grow — I think people who have been on my team have been the biggest influence on me.

● **What should be done to encourage women to enter the auto industry?** Having people going into STEM-based programs in the university is the first important piece — it's getting people into the degrees that feed into the auto industry. That takes all of us encouraging young people. Just giving them exposure to things they can do and opportunities along the way. In terms of getting them to come into the auto industry, some of that lies frankly with us and our reputation as an industry and as a company — our ethics, our technology and what we're doing.

● **Tell us about your family.** I have a husband who is a supplier to the auto industry. I have a son. He's 21, and he's going into engineering, I guess. And then I have stepchildren ages 23 and 28, boy and girl. The 28-year old is back in school, and he's going to Wayne State to study computer science. Our daughter just moved to Scottsdale, Ariz., and she's working for Yelp. And then I have a stepdaughter from a previous marriage and she's older and has seven children, so I'm Grandma Marcy, too.

● **Best advice you've ever gotten?** Be yourself and be true to who you are. When I first came into the auto industry 29 years ago, there was a little bit of a tendency to be generic. I didn't talk about my kids. I didn't talk about what was going on with child care and things like that. I didn't do that because it was mostly men. Where there were common interests, that's what we talked about — like I love sports ... and I kept the "woman side" out of the discussions early on in my career.

That's so ridiculous, I realized it was sort of my job to talk about those things so that other people could, too. Now every day I talk about what I did last night, what was going on — because everyone has stuff going on in their lives, everyone has child care issues, everyone has challenges with something that's going on, like managing in-laws coming in. Everyone also has exciting things going on, like building a house or getting ready for a wedding — theirs or their child's. It's great to talk about that stuff, because when you know what's going on with people, your connection improves and your working relationship improves and you also kind of get what's going on with them, so if they're stressed out and having a bad day you kind of get why. So I think it's really better for everyone to be more themselves at work.

— Nora Naughton

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## LEADING WOMEN

## MARY BARRA

CEO | General Motors | Detroit | Age: 53 |  
Education: B.S., electrical engineering, Kettering University; MBA, Stanford University

● **What attracted you to the auto industry?** My father was a die maker, so the industry is in my blood. My brother and I used to love when he would bring a new car home and we could explore it inside and out.

● **Big break:** One of the most impactful assignments was managing our Detroit-Hamtramck plant over a decade ago. To me, an assembly plant is a community with thousands of people working in concert to build very complicated, highly technical and beautifully designed vehicles.

At that time, sales of the large sedans we were building at "D-Ham," as the plant is known, were declining, and

"There's been a lot of progress, but we need to continue to dispel the myth that this is a male-centric industry."

we had to make a very painful but necessary decision to temporarily reduce production and our work force. We didn't have enough time to properly plan, and the reduction in production caused many issues.

We struggled daily to produce quality vehicles at the required rate. After

about a month or so, my leadership team and I met to talk about what changes we could drive to meet our commitments in quality, productivity, workplace safety and other measures. The minute we were aligned on our goals, we began to see improvements.

● **What is the major challenge you've faced in your career?** The ignition switch recall was one of the most significant challenges in my career. But we aligned as a team, and the men and women of General Motors have never been more committed to putting the customer at the center of everything we do. We will never forget what happened, and we'll continue to learn from it as we go forward.

● **Who has had the biggest influence on your career?** My parents had the biggest influence on my career. My brother and I were the first in our family to go to college.



My mom taught us that if you work hard you could achieve anything.

● **What should be done to encourage women to enter the auto industry?** The auto industry will change more in the next five years than it has in the past 50 years. At GM, we're redefining personal mobility, whether it's connectivity, autonomous, electrification or car-sharing. There's been a lot of progress, but we need to continue to dispel the myth that this is a male-centric industry. Diversity of thought — including gender, age, experience, etc. — is vital for us to win.

● **Tell us about your family.** My family is No. 1. My husband, son and daughter are the most important people in my life. We are each other's biggest supporters. I love my dogs, Marcy and Hunter, too.

● **What's your favorite weekend activity?** Watching my children's sporting events and spending time with family and friends.

● **Name one thing about yourself that most people don't know.** One of my favorite childhood activities was to sit with my dad at his workbench. Whether we were taking things apart, fixing things or making things, I enjoyed every minute.

● **If you could have dinner with anyone, living or dead, who would it be?** My parents.

● **What's your guilty pleasure?** Watching the Red Wings. I love the sport, and the team represents what you can achieve if you work hard.

— Mike Colias

## JULIE KURCZ

Executive Director of Product Quality | Kia Motors America | Irvine, Calif. | Age: 53 |  
Education: B.S., mechanical engineering, Lehigh University; MBA, University of Detroit

● **What attracted you to the auto industry?** I grew up fascinated by the automobile. I can recall spending time with my dad — an engineer — or playing with Matchbox cars and always having a passion and interest in cars.

● **First automotive job:** Manufacturing process engineer at Ford in 1984

● **Big break:** All the opportunities at Kia have been tremendous, but one of the programs that stands out was the 2011 Sorento at the all-new Kia Motors assembly plant in West Point, Ga. It was one of the proudest moments of my career because it was just very inspiring and collaborative, and we were working with a large number of folks, and it was exciting with the launch of both a vehicle and an assembly plant at the same time. That was quite a high point in my career.

● **What is the major challenge you've faced in your career?** One of the challenges I've had has been to develop and grow exceptional talent. I'm a strong believer in collaboration and building excellent teams and that's been a tremendous focus in my career but also a challenge.

Acquiring talent, being a strong mentor; it's important to cultivate and to build our young technical people to want to be passionate about the auto industry and to want to grow and excel within the auto industry.

● **Who has had the biggest influence on your career?** My current boss, John Crowe (vice president of service and aftersale operations). He's given me the opportunity to join Kia and grow my organization and to build a



strong team and he has the confidence and trust in me to develop it into something I'm proud of. He's been very instrumental in giving me the opportunity to really push my organization to the limits and deliver the best quality products that I can.

● **What should be done to encourage women to enter the auto industry?** As female leaders, we certainly have a great opportunity to mentor young women engineers. It's important to lead by example and be advocates for women in the industry.

I look at myself to some extent as an ambassador to raise awareness of the cool opportunities in this line of work, in terms of attracting and maintaining great levels of talent. I find it rewarding to be in a position where I can be an advocate for women engineers and to encourage women to join the industry by communicating

my life lessons.

● **Tell us about your family.** I have a fabulous husband who has been an enabler and has really allowed me to have the career I've been fortunate enough to achieve. He's been my No. 1 fan. One of the great challenges that I have had is managing the work-life balance and with his support we've been able to strike a medium that works for us. That has been a challenge but hats off to my husband to really help me to turn into what I want to be personally.

I also have a 9-year-old son who's the light of my life. He keeps me young and keeps me active, with soccer games and swimming and he's quite the gymnast. With my husband working full time, we've learned to appreciate and balance our time well.

● **What's your favorite weekend activity?** My favorite weekend thing to do is spend time with my family, whether it's going to early-morning Saturday soccer games — I love to grab coffee and watch him play — or long walks with the dog. Sometimes we'll go to the beach, swim in our pool, just generally spend time together.

If I have time, I like to cook and bake. I don't do it nearly enough but I like to do a little baking in the kitchen with my son. We come up with some interesting results.

● **What keeps you up at night?** Professionally, I'm up at night thinking about how best to listen and consider the voice of the customer in everything I do and execute that with the best quality possible. I'm also thinking how to attract the best talent, how to train my team and lead by example and be a better listener and the strongest communicator as possible.

And I'm up a lot from a personal perspective, thinking about how I best manage my time and be the best wife and mother. I also have an aging mom so I'm a daughter that needs to spend extra time with a parent.

— David Undercoffler





## LEADING WOMEN

## ANDREA RILEY

Chief Marketing Officer | Ally Financial | Detroit | Age: 50 | Education: B.A., advertising, communications, Michigan State University

● **What attracted you to the auto industry?** I've always wanted to work in the auto industry. I've loved the car culture growing up in Detroit. I like working on big brands. The auto industry is a big brand kind of an industry. So it was a natural marriage of my love of

cars and my love of working on a big, iconic, well-known brand.

● **First automotive job:** In 1987, I worked at Campbell Ewald advertising. It was the only place I applied when I got out of college. I started in the traffic department, making \$15,000 a year and having to call my dad every second week of the pay period to pay my bills.

● **Big break:** My first big break was when Campbell Ewald pulled me up into what was considered the big leagues, which was the national advertising account group for

Chevy. But my biggest break was transitioning from the agency to the client side and coming to Ally.

Having the opportunity to come here and help create the Ally brand and move the company from its captive roots to becoming a true marketplace competitor; to launching and helping build out Ally Bank; launching the brand, the brand standards, the guidelines, all the ways that we were going to create this brand from the ground up.

● **What is the major challenge you've faced in your career?** Trying to balance a schedule at work that's extremely rigorous with being at the things that were meaningful to my children and to me and my family. I've always had the kind of job where I had to travel extensively. So trying to figure out what would become "normal" in our household with me being gone at least a couple of days a week.

● **Who has had the biggest influence on your career?** A few people, and they've all been Ally people. One is Tim Russi, president of auto finance for Ally Financial. He took me under his wing, taught me a lot about the auto finance part of the business, but he also taught me a lot about business — the art of making a deal, the rigor that's necessary to balance between spend and ROI.

The second is my boss Di Morais, who is CEO of Ally Bank. She's always been a sounding board for me. She's just been somebody that I've been able to watch, and I admire her ability to have such an amazing command over her business while balancing having three kids and a husband and being a very involved mom.

The third is Jeff Brown, who is CEO of Ally Financial. He has placed an amazing amount of trust in me and given me significant opportunity to create value in the short time he's been CEO at this company. He's also been great in terms of refocusing me on the importance of working hard but playing hard.

● **What should be done to encourage women to enter the auto industry?** We need more awareness in general, not just among women but among millennials as well, of all the opportunities in the auto industry. In general, the media tends to focus on the same people in the automotive industry for all their sources of information, whether it's interviews or speaker roles at conventions or just reaching out to for a point of view, and it typically tends to be men. There needs to be a broader swath of subject-matter experts who are highlighted and who we're reaching out to as an industry that is much more inclusive of women and diversity so we can overcome the perception that the automotive industry is just an industry for men. Every convention you go to, it's the same seven speakers. Every time you pick up the newspaper, it's the same seven to 10 people that everyone is going to for a point of

view. People think, "It's an industry for *those* people. It's not an industry for me."

● **Tell us about your family.** I have two boys. One is 18. He's going to Western Michigan to get a degree in business and marketing. He played hockey his whole life. He has become a car zealot, thanks to his mom. We have a lot in common.

And then I have a 15-year-old son who's polar opposite. He wants to be a veterinarian. He's a sophomore in high school. He couldn't care less about cars. He couldn't care less about sports. He is exceptionally intelligent and creative.

I have my parents and one sister. I lost a brother a couple of years ago.

I'm Greek, very close with my family. I have a big extended family. We're very loud and like to eat a lot of good food.

● **What's your favorite weekend activity?** Taking the boat out. There's a calming effect of being on the water. It's always a bonus when I get off the water and get to drive my Porsche home really fast. It's a way to completely forget about everything, put your phone away and not think about work or anything else.

● **Are you able to maintain friendships?** I try to spend as much time as possible. You get to a certain time in your life and in your career, and you have to do serious time allocation. Your primary allocation is probably to work. My next allocation is to spend as much time

as I can with my kids and being at their events. But I think it's very important to spend time with friends. I have a close group of girlfriends, many of whom are in the automotive industry. We all have high-pressure jobs, and it's just nice to get together and share war stories and laugh and feel like there are other people in it with you.

● **Name one thing about yourself that most people don't know.** I'm a worrier. I come across confident and direct in my point of view, and I am capable of dealing with conflict. But at the core of it, I really don't like drama and conflict. I worry about the way things are affecting people or the way things will affect my family or the way decisions that I've made will affect our company or our business. I don't sleep through the night ever.

● **If I had it to do all over again, I'd ...** have moved to New York and spent a couple of years working in a big town, doing the same thing but getting a different point of view. I got married right when I got out of college to my high school sweetheart. We never got out of Michigan. We lived in the town we grew up in. Fortunately, I've gotten to travel, so I've gotten to see a lot of the world. But I wish I had taken the opportunity to go away to a big city and just been on my own for a little while and really experience a different way of living and thinking and different points of view.

— Hannah Lutz



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## LEADING WOMEN

## ALISON SPITZER.

President | Spitzer Automotive | Cleveland | Age: 35 | Education: B.A., political science and international relations, Elon University; M.A., international communications, American University

● **What attracted you to the auto industry?** I am fourth generation in the auto industry, and I never thought I would get involved in the auto industry. I was working in New York City in investments, and one day I woke up and decided I could make a bigger impact if I worked in the auto industry. I wanted to find a way to make a difference.

● **First automotive job:** In July 2007, I was the assistant to the general manager at Spitzer Chrysler-Dodge-Jeep-Ram in Florida. I did not call my dad for the job; instead I called the GM and got the job. Central business development was located there, but no one was working online/e-commerce, so after nine to 10 months, I took over that area.

“We are retail, but we don’t operate like traditional retail outlets that often attract a lot of women employees. We need to find a way to attract women by offering benefits that are attractive to them.”

● **Big break:** My big break was the timing of when I got into the business. If I had started at any other time, it wouldn’t have been the same. In 2007, we had the recession and our company was cut in half overnight. I had to learn by baptism by fire. We were cutting expenses and I was very involved with lobbying efforts

to change the law on dealer ownership. I worked with my dad day and night. Without this experience, I wouldn’t have made the same impression on our employees and other key relationships. Hopefully, I learned enough to never go through this again. I feel I can withstand any challenge in the future.

● **What is the major challenge you’ve faced in your career?** A major challenge I have faced is just being myself and being comfortable with that. I had to recognize that leading my way is OK.

● **Who has had the biggest influence on your career?** It takes a village. I didn’t have a traditional dealership career so I need people around me to help me. This includes the GMs, COO and my father — there is a lot of



back-and-forth and collaboration.

● **What should be done to encourage women to enter the auto industry?** We need to look in the mirror. We are retail, but we don’t operate like traditional retail outlets that often attract a lot of women employees. We need to find a way to attract women by offering benefits that are attractive to them. This might include offering flexible schedules or part-time work. We need to offer training and mentors.

● **Tell us about your family.** I am the eldest of six children. I had a wonderful childhood, and our parents encouraged us to find our individual interests and passions. I was never pushed into the auto industry. My journey led me back to this point — this is my choice. Currently, I am married to my best friend, who I knew in high school but didn’t start dating until we were in our 20s. My husband is also in the dealership business. I didn’t want this but he is tremendously successful. He is currently responsible for all of our sales operations. We have three children: Vera, 6; Archer, 4; and Gus, 1.

● **What’s your favorite weekend activity?** Hiking with the kids or trying out a new restaurant.

● **Are you able to maintain friendships?** Yes. My three best friends from college and I get together once a year, and we text almost daily.

● **If you could have dinner with anyone, living or dead, who would it be?** Warren Buffett. I would love to pick his brain and hear his vision on this industry for the future. He just made a huge investment in this industry.

● **What’s your guilty pleasure?** A very nice meal, alone with my husband.

● **When and where was your last vacation?** Ocean Reef in the Florida Keys in June with my college friends.

● **Best advice you’ve ever gotten?** At a company retreat, in a state park, a 93-year-old bartender told me his secret: “I just don’t worry about anything. What is going to happen is going to happen.”

— PJ Eichten

## CHERLYN FOSTER

Manufacturing Manager, Finishing and Automotive | Alcoa | Davenport, Iowa | Age: 40 | Education: B.S., metallurgical engineering, Colorado School of Mines; MBA, St. Ambrose University

● **What attracted you to the auto industry?** I started as a metallurgical engineer and what attracted me to that engineering field was the ability to understand how things are made and to be a part of creating things that people use in their everyday life.

Coming out of college I was looking for a strong metals based company. I found Alcoa. What attracted me to this company was the technical team here felt like a really strong community.

● **First automotive job:** I was a metallurgical engineer in our hot rolling area in about 1998. We were processing automotive so I had some projects as a metallurgical engineer in our hot rolling department.

● **Big break:** When I was given the opportunity to move into production leadership. I became a general supervisor in 2004 and that put me on the path of being able to really grow my career.

● **What is the major challenge you’ve faced in your career?** The biggest challenge I’ve encountered is pulling off our automotive growth project here at Davenport. Big investment, short timelines. So to come in here and be successful was really a challenge. We

had a lot of headwinds in terms of the schedule and some of the new product applications we were going after and then just the scope of the project and what it meant for the plant.

Ford was betting their highest production vehicle on making this huge change [to an aluminum body] and then us playing such a big part of that, there was just basically no room to fail. We knew we had to succeed, we had to be on time and we had to deliver them the metal that they needed.

● **What should be done to encourage women to enter the auto industry?** A lot of what’s going on right now with STEM education, I think that industries need to support that. The key is getting young ladies interested when they’re seeing that maybe they’re a little bit good at math or science, helping them understand how that’s going to connect into a career that’s interesting. That’s what happened to me. Somebody came in and talked to my eighth grade science class about being an engineer and it connected.

● **Tell us about your family.** My husband stays home full time, so that allows me to have greater opportunities for my career and also takes some stress off of our home life. My two kids are Rocky and Katie.

● **Name one thing about yourself that most people don’t know.** I think people see me as pretty straight-laced in the work environment so they’re surprised that I enjoy getting out and having a good time, having an adventure, that sort of thing.



I did take some time this year to spend with some friends. Earlier this year my girlfriend and I went to Phoenix to see a U2 concert. That surprised some folks that I would travel and go to a concert like that.

● **If you could have dinner with anyone, living or dead, who would it be?** Madeleine Albright. I saw her speak when I was in college and she just impressed me as a really incredible lady.

— Ryan Beene



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## LEADING WOMEN

## FELICIA FIELDS

Group Vice President, Human Resources and Corporate Services | Ford Motor Co. | Dearborn, Mich. | Age: 50 | Education: B.A., psychology, University of Michigan; M.S., administration, Central Michigan University

● **What attracted you to the auto industry?** I was first a summer intern back in 1985. I thought the company was really interesting. My father had worked here, so I'm third generation. Both my grandfathers had.

● **First automotive job:** Summer intern, age 20. I was actually hired in information technology, but I was pursuing a degree in psychology. So they let me work in things like training and needs assessment. At the time the only people who had computers were the people in the computing center. They had just made a decision with IBM to purchase computers for the engineers. So they were looking for someone who wasn't technical but could help them think about how they get engineers to use computers.

● **Big break:** The person I replaced was Joe Laymon. The first time I worked for him, in about 2000 when he joined the company, he gave me the opportunity to interview for a position that was a couple of grades higher than I was at the time. Just to be a candidate to be interviewed was huge. Back then we were more inclined to pick people by their seniority and whose turn it was versus who we thought had the capability to do the work. I did compete for the job [as head of HR for product development], and I got it. That is really what opened up my career path.

● **What is the major challenge you've faced in your career?** My appointment to the head of HR back in 2008, right ahead of the recession. We had been laying off employees by the thousands for a few years, which was challenging enough. Assuming that leadership role right before GM and Chrysler went into bankruptcy was probably the most challenging period of my career. We were doing some unpopular things and working some

"We need to be out telling our story more about what's here. This industry is incredibly interesting."

extraordinary hours.

● **Who has had the biggest influence on your career?** Alan [Mulally]. The leadership shift that we went through, setting up the One Ford plan, our expected behaviors, really monitoring the culture, how we work, being very included as a business leader versus just an HR professional. Being on the senior team and him including everyone in that transformation was really impactful.

● **What should be done to encourage women to enter the auto industry?** We need to be out telling our story more about what's here. This industry is incredibly interesting. It's full of a lot of diversity, a lot of technology, a lot of things that are fueled by insight and relationships and working together. It's a place where women's skill sets can be used and valued in enormous ways.

● **Tell us about your family.** My husband was with Ford and he is now with Visteon, which spun off from Ford. We have two children. My daughter's 24; she has her bachelor of fine arts in graphic design, and my son is studying hospitality business at Michigan State University. He's a junior. My daughter works for Aquent, which is a creative services company, and her assignment is actually at Ford. She works with our electrified powertrain group.

● **What's your favorite weekend activity?** I like shopping. I like gourmet foods and kitchen stuff. I love to cook. I can spend three hours in a really good market debating between what types of apples or what new thing or new spice.

● **What keeps you up at night?** I've just learned that the world is as it is. Every day there's going to be something incoming, but you just put a plan together and you work on it. I don't know if I'm losing sleep over it, but I'm concerned that there's not enough STEM talent — science, technology, engineering and math — for all the work and to fuel the dreams and the business plans that not only we have in this industry but in our nation, in our world. I just think there's more we have to do to get more women, more under-represented minorities and people in general sticking with STEM fields.

● **Name one thing about yourself that most people don't know.** The fact that I'm introverted because I do so much public speaking and I facilitate a lot of meetings.



My function, in HR, you're welcoming people, but my preference is really to be alone and read stuff and go deep and, like I say, lose myself for a few hours in a market, just me and the fruit, not me and my 20 closest friends.

● **If I had it to do all over again, I'd ...** I might have paused a few more times just to reflect on how wonderful it was along the way. When you're quite young, I think people and society focus you on what's next instead of what's exciting about what you're doing right now.

I'm one of those few people who's come all the way up through one company, from intern to corporate officer — that's kind of rare. I've never lived more than 50 miles from where I was born, which is also kind of rare. I don't think there will be too many people who will grow up inside of Ford the way I did, in that same mold, because the world has changed so much. But it's been an incredible company, an incredible journey, and hopefully there's a lot more excitement ahead.

— Nick Bunkley

## PAM HEMINGER

Division Manager, Business Division | Honda of America Manufacturing | Marysville, Ohio | Age: 48 | Education: B.S., business administration, Bowling Green State University; MBA, Capital University

● **What attracted you to the auto industry?** My main interest was to be an accountant. I had an internship in Toledo in purchasing, and someone recommended Bowling Green's purchasing program. It had a lot of accounting-based requirements in purchasing but also a lot of interface and negotiations with suppliers, so I looked into it, transferred there and got my degree in purchasing production.

I got a job at Lennox Industries, but I always had aspirations to work at Honda. Honda was known to have the best purchasing organization in manufacturing.

● **First automotive job:** Business administrative coordinator at Honda in 1996

● **Big break:** I took on a whole lot of projects and was actively involved in many pioneering efforts and was never shy about trying new concepts. So it's just been a compilation of multiple areas that have provided me with a great opportunity here.

● **What is the major challenge you've faced in your career?** My job is very project-based. I was given a unique opportunity to lead the effort to fix a global supply-chain problem in 2005, which lasted most of the year. This supplier impacted most automakers in the industry; it was a serious situation, and I was afforded the opportunity to lead the project. It was a great opportunity to represent Honda globally and to work with the chain and ensure supply.

● **Who has had the biggest influence on your career?** Personally, it would be my father. He was an individual



that was in his career for 40 years for the same company. He had an incredible ability to work with people and understand the value of people's contributions.

In my career, there are two people at Honda that really helped me. The first was Larry Jutte, the former senior vice president. He gave me the opportunity to demonstrate my skills, and he put me in a position and gave me projects that allowed me to represent myself completely here at Honda and globally. The second influencer on the career side was Tom Lake (Honda

North America's purchasing chief). He's always been candid about which career opportunities I should pursue.

● **What should be done to encourage women to enter the auto industry?** We have a different level of technology now than we did when I was coming up. And that affords a lot of flexibility, which is the key that we need to embrace as an industry. I would have loved to have that when I was raising a family. I was pleased with a situation recently where we had a really smart, very capable female engineer, and while she was on maternity leave, we worked out a solution that made sure we retained her. We put her in a really strategic position that allowed her a lot of flexibility. It was great for her, and it was great for us. That's the kind of thing we need to do for women.

● **Tell us about your family.** I'll tell you more about my father. He is not degreed; he entered the glass-making industry as an operator on the line. I come from a family of five kids, so it was challenging, but he was successful at his company and ended up working in multiple global markets and is considered a master craftsman and trained others in the trade.

Personally, I have two great kids. My son is a senior in high school, and my daughter is a sophomore.

● **What's your favorite weekend activity?** I'm rarely home on weekends. Both my kids play ice hockey, so since Columbus is new to the world of ice hockey, we travel to most games. I spend a lot of time driving around the U.S. and Canada taking my kids to hockey events. I love it because I spend time with my kids.

● **Name one thing about yourself that most people don't know.** I'm very involved in developing women's hockey in Columbus. I do everything involved with developing a team; it's almost like it's a company and my product is the girls. My daughter already has a college scholarship to play hockey, so now I'm focused on other girls that are smart and talented that deserve a similar opportunity.

— David Undercoffler



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LEADING WOMEN

## VICTORIA RUSNAK

CEO | Rusnak Auto Group | Pasadena, Calif. | Age: 47 | Education: B.S., business administration, University of Southern California.; J.D., Gonzaga University; L.L.M., environmental law, George Washington University

- **What attracted you to the auto industry?** I was attracted to the auto industry while working on legal matters for our family's organization and saw the opportunity to be part of the bigger operation and succession plan for our family's business.
- **First automotive job:** Selling cars when I was 18. I'll never forget the first time I got a commission for selling a used car. I was hooked.
- **Big break:** I can't recall a big break. However, there have been many hurdles overcome that have propelled me in my career.
- **What is the major challenge you've faced in your career?** To find a balance between my personal and work life. That's my hurdle. Between juggling my career, my children and my private time, I've come to see they're all so connected that it's essential to make time for each one in order to be successful in all.
- **Who has had the biggest influence on your career?** My father has had the biggest influence because he supported me through all of my education and the various paths I've taken throughout my career.
- **What should be done to encourage women to enter the auto industry?** *Automotive News* is doing a good job. I wish more publications would do that. The most important way to encourage women to get into the car business is to talk about the many opportunities in every given setting publicly. It's important to break the stereotypes of the car business only being for men. It is a sophisticated and professional career that affords advancement and financial reward.
- **Tell us about your family.** I'm very privileged to be a first-generation American and owe my parents a great deal of appreciation and respect for paving the way for me to find success in my life. I hope to instill in my own children the importance of education and hard work to open doors for their future.
- **What's your favorite weekend activity?** My favorite thing to do is travel. There's nothing I like more than being out in the world, meeting people, experiencing different cultures. I love going to sporting events. On the weekends, what I love to do is walk my dog on the beach and play Scrabble. I do travel a lot. I enjoy traveling to countries that live differently than we do in the United States. I've spent a lot of time in Asia, Europe. I'm just about to go to Sri Lanka. I love to go to places like that because when I come back, I realize what's important and what's not important and how to inspire others to see the bigger picture.
- **Are you able to maintain friendships?** Absolutely. Without those friends and relationships, I don't feel my career would have gotten as far as it has. I know it wouldn't have. Not without lack of effort, but all friends take effort.
- **Name one thing about yourself that most people don't know.** I've always wanted to be an ambassador to a foreign country. I made a go at politics with my candidacy for California State Assembly in 2012. While at this point I've turned my back on political office, I'm still raising my hand for ambassadorship.

— Amy Wilson



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## CHRIS BARMAN

Vice President – Engineering | FCA US | Auburn Hills, Mich. | Age: 44 | Education: B.S., mechanical engineering, Purdue University; M.S., mechanical engineering, Oakland University; MBA, University of Michigan

- **What attracted you to the auto industry?** I had an internship with General Motors and was fascinated by the complexity of the auto industry. I hadn't been exposed previously. I thought I was on a track to go to med school and be a pediatrician when I started at Purdue.
- **First automotive job:** The internship with General Motors in Anderson, Ind., in 1991 at Inland Fisher Guide. They produced headlamps, taillamps and bumpers, and I worked in the materials lab.
- **Big break:** The recipe for me was in the culture of FCA/Chrysler, what we've been through the years, and the ability to be entrepreneurial, and if you saw opportunities to help the company grow or improve the bottom line, you could bring those forward and people would accept that as an opportunity for improvement and would give you ownership of it. It's exciting because you've been given the ability to have somewhat unlimited bounds, to go and make an impact within the company and change things. But the expectation is that you're going to deliver results on the proposal that you've put forward.

- **What is the major challenge you've faced in your career?** Pre-bankruptcy, I had spent a lot of time on the technical side, doing the development of stability control and doing the development of driver assistance systems, blind spot, adaptive cruise, etc. When we came out, and I was put into the VLE (Vehicle Launch Executive) role, I had never had responsibility for a whole vehicle system program and responsibility to interface with quality and manufacturing and purchasing. Understanding all of that, I would say that was the most challenging and the most rewarding, to be given the opportunity to grow like that. But very much the responsibility is yours, and the demands were high because everybody was coming out of bankruptcy and it was all hands on deck and everybody had a lot to do.
- **Who has had the biggest influence on your**

**career?** My grandfather was salt-of-the-earth, as honest as you get, had a hard life. Being on a farm, you don't have a lot of neighbors, and we spent a lot of time together, and I learned a lot about right and wrong, how to do things, how to have a good work ethic.

I also learned how to do things mechanically — I learned how to shingle roofs, I learned how to plant gardens — that very hands-on work ethic definitely rubbed off.

And my parents also. My dad worked in the steel mills and we had the farm, so he had two jobs until he finally retired and we only had the farm. Mom was a girl who had grown up in the city of Chicago, met my dad, got married and became a farmer's wife and totally transitioned into that. She ran the house and drove the tractors, and you name it, she did it.

And now, most recently, my husband is my greatest influence. He keeps me balanced. He makes sure I have the right priorities in mind. He helps me relax when I get a little wound up about things. It's a godsend that he's here and available for me.

- **What should be done to encourage women to enter the auto industry?** We need to talk more about how high-tech the auto industry is. There is still the perception that the industry is very industrial and low-tech and very manual, and I don't think people understand how much technology goes into the industry. I also think they don't understand the diversity of careers.

I think it's also helpful to visit classrooms and serve as a role model and show — both to young women and young men — that women serve in leadership roles in these highly technical STEM areas.

- **Tell us about your family.** My husband also works at Fiat Chrysler, on the manufacturing side. We have a daughter, 16, and a son, 14. They are active in basketball. Growing up in Indiana, I played my fair share of basketball, and my husband's a bit of a basketball junkie as well. It works for us.

- **What's your favorite weekend activity?** They're usually loaded with kids' travel basketball games. We've gotten to know the parents of the kids on the other teams, so it's kind of social as well, but it's very demanding. If we're not doing that, it's doing home improvements.

- **What's your guilty pleasure?** A good glass of red wine. I like Italian reds.

— Larry P. Vellequette

“We need to talk more about how high-tech the auto industry is. There is still the perception that the industry is very industrial and low-tech and very manual.”





## KRISTEN TABAR.

Vice President, Toyota Technical Center | Toyota Motor North America | Canton, Mich. | Age: 45 | Education: B.S., electrical engineering, University of Michigan

● **What attracted you to the auto industry?** The industry represents a unique opportunity to think of an idea and actually see it made and used every day, with a really short turnaround time. It is a very satisfying cycle.

● **First automotive job:** It was here at Toyota in 1992. I worked on the audio system, the speaker, antenna and radios.

● **Big break:** Early in my career, I moved over from audio to telematics, and that was when telematics was still emerging on the vehicle. Mostly only high-end luxury brands were getting into it and Toyota wanted to make telematics more accessible to the mass market. We created this big working team between engineering, sales and marketing. We developed the concept that is still in use today. We sourced all new partners and got out in front of the technology and stretched what the vehicle could accomplish. For me, that project was the first opportunity to work outside of the tech center across affiliates and internal divisions.

● **What is the major challenge you've faced in your career?** Our recall crisis was a huge challenge for us as a company and for me personally. I took a big role as our U.S. technical window. It was quite chaotic. We had to grow a lot as a company and understand and reflect a lot on the basic premises of Toyota. And really understand how to look at what we had done and look at it from a customer's perspective. My challenge was in thinking how we approached our work differently and how consumers approached our products differently. It was important to have that mindset realignment. It was difficult to break through some of the normal processes and practices we had.

● **Who has had the biggest influence on your career?** Maasaki Murata, my first supervisor at Toyota. He was a strong mentor and a good teacher. I find myself quoting him even today. He had a lot of philosophy about work that I think still is really true. He always emphasized that work is hard and that is why it is called work and not vacation. However, when it is not fun, it is time to be done. He was always trying to see the positive part of work and trying to focus on the interesting problem-



solving: How can we create something unique and that solves a problem customers didn't even know that they had. That way of thinking influenced me and continues to. It is how I operate and how I encourage my teams to operate.

● **What should be done to encourage women to enter the auto industry?** First, we need to do a better job encouraging *everyone* to join the auto industry. We have a lot of competition for engineering talent. In the United States there are a lot of industries trying to get a lot of strong technology-based people for a variety of reasons. Automotive, in general, doesn't hold quite the prestige as when I graduated. I think we need to do a lot of work explaining to people the benefits of the auto industry. Second, women have a different perspective compared with their male counterparts. And that's what the industry needs.

● **Tell us about your family.** My family worked in the chemical and service industries. I have been married for 20 years. My husband also works in the industry, for a supplier. I have three daughters, 16, 13 and 10 — so I

am doing my part to increase the number of women engineers. I am trying to encourage them to get into the field. I think I am succeeding.

● **What's your favorite weekend activity?** I am a tiny bit of a college football fanatic. I went to the University of Michigan, and we have had season tickets ever since I graduated. It's a whole family affair — parents, siblings, kids. We have a group of about 50 that we tailgate with early morning to late night every Saturday, home or away. It's a really nice way to kind of have some downtime with the kids. We call it day camping.

● **Are you able to maintain friendships?** Yes. I am really lucky. I do have quite a good network of friends. But it is challenging. The demands of automotive are high pace, high urgency, but it is important to have that time.

● **What's your guilty pleasure?** Travel. I really enjoy traveling with my family. We love to go places, even short trips as a family. Probably our biggest guilty pleasure is Disney World. We try to make it there two or three times a year.

— Richard Truett



## MARY GUSTANSKI.

Vice President of Engineering and Program Management | Delphi Automotive | Troy, Mich. | Age: 53 | Education: B.S., mechanical engineering, and M.S., manufacturing management, General Motors Institute

● **What attracted you to the auto industry?** I like vehicles. I like to drive. One minute past 16, I wanted my driver's license.

● **First automotive job:** Associate project engineer at General Motors' AC Spark Plug plant in Flint, Mich., in 1985

● **What is the major challenge you've faced in your career?** That first step from a middle-manager role to an executive role.

● **Who has had the biggest influence on your career?** My mother. She never finished her college education, but she ended up with motherhood and having kids at home. My dad traveled; he made automation equipment. Sometimes he was gone months at a time. My mother [thought], "Well, OK, I can handle this. I can handle the house. If something breaks, we're going to deal with it." I was the oldest, so she would say, "Mary, you're good at this stuff. You can do this; you can fix it." I can tell you stories from the time I was probably 8 of taking the toilet bowl apart.

● **Tell us about your family.** I have two brothers, both younger. Both of my brothers went to General Motors Institute. I have six nieces and nephews who have me on speed dial.

● **What's your favorite weekend activity?** Doing my lawn and gardening.

● **Name one thing about yourself that most people don't know.** I like to do all of my home stuff myself. There are very few things where I'll hire out.

● **If you could have dinner with anyone, living or dead, who would it be?** Hillary Clinton

● **Name one talent you wish you had.** Being multilingual.

— Vince Bond Jr.





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LEADING WOMEN

## DIANNE CRAIG

President and CEO | Ford Motor Co. of Canada | Oakville, Ontario | Age: 51 | Education: B.S., mathematics, State University of New York at Fredonia; MBA, Ohio State University

● **What attracted you to the auto industry?** I am a second-generation Ford employee, but I can't say I really wanted to go work for Ford. I needed a job, and Ford was hiring and because I had a math degree, they decided they would give me a shot. I'm really glad they did.

● **First automotive job:** I was in what they called the Ford College Graduate Program back then, and I started in an entry-level position calling on dealerships in sales in 1986.

● **Big break:** I was placed in the role of managing our dealer relations nationally in 2005, and I had that role for four years. At the time I didn't feel like it was a big break because there were other folks getting promoted, and I felt like I had gotten passed over. But it turned out to be one of the most rewarding and enriching jobs I ever had. Those were the years when we were going through the restructuring, and it put me in a position to learn a lot about leadership.

● **What is the major challenge you've faced in your career?**

When we were going through the restructuring years, we went through a massive downsizing, and that involved me having to let some people go. We all had to work together to make some tough choices and make significant trade-offs. It was very difficult.

● **Who has had the biggest influence on your career?** I've had so many terrific mentors at Ford, but I would say my mother has been a role model and inspiration to me, personally and professionally. She instilled in me early on that I should always dream big and never underestimate what I could accomplish. She's 82, and she continues to influence me.

● **Tell us about your family.** I have been married for 20 years, and my husband has been a tremendous support, especially as we've moved around a lot for my career. We have a 16-year old daughter. I'm grateful that in my career, and especially in the job I have now, I have been able to be a role model for her.

● **What's your favorite weekend activity?** Spending time with my family. We love to ski, and my daughter loves to shop.

● **What's your guilty pleasure?** I love hot sauce. I pretty much put hot sauce on everything I eat.

● **Name one thing about yourself that most people don't know.** I am a huge John Denver fan. Yes, I know it sounds totally corny.

— Neal E. Boudette



"I am a huge John Denver fan. Yes, I know it sounds totally corny."



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## LEADING WOMEN

## KATHY WINTER

Vice President of Software & Services,  
Automated Driving | Delphi Automotive |  
Palatine, Ill. | Age: 52 | Education: B.S.,  
industrial engineering, University of Illinois;  
MBA, University of Chicago

● **What attracted you to the auto industry?** I had been at Motorola for 26 years and had worked in four divisions within the company when I came to Delphi in 2011. Delphi happened to be looking to increase its focus in advanced engineering around the connectivity of the car. It seemed like a natural next step in my career and a great opportunity to help our division speed the rate of innovation in automotive to match that of consumer electronics, where I had been for a long time.

● **First automotive job:** In 2001, I became senior director of software development in Motorola's automotive division. My team worked on the telematics hardware and software solutions for stuff like GM's OnStar and BMW Assist.

● **Big break:** In 2002, I was named VP and general manager of the Americas and Asia telematics group at Motorola. It was the first time they had a software person move into a general manager role as opposed to someone out of hardware engineering. There was growing recognition that the software content in all products, whether consumer electronics or automotive, was a bigger piece of the puzzle.

● **What is the major challenge you've faced in your career?** Keeping up with the rapid pace of technology coming into cars these days.

● **Who has had the biggest influence on your career?** My father. He's 79, and he's a techno genius. He worked as an engineer until he was 70, and he's still three steps ahead of everyone when it comes to laptops and phones.

He encouraged me to go into engineering when I wasn't sure what I was going to do with my career. At the time, the field was probably one woman out of 100 people, but he said: "You'll like this. This is where the future is going. Be confident."

When I was in high school, they told me: "You're good at math. You should be a math teacher." That's a great career and all, but my father encouraged me to go into the high-tech space, and I've found it really exciting.

"Companies like us and Tesla and Google are creating a completely different view of the auto industry that's making the work more attractive to younger generations."

● **What should be done to encourage women to enter the auto industry?** I think that how fast-paced the auto industry has become in the last five years is helping. We at Delphi just did a cross-country drive in an automated vehicle, and when we went to college campuses, guys and girls alike had heard about it.

Companies like us and Tesla and Google are creating a completely different view of the auto industry that's making the work more attractive to younger generations. Being active on university campuses, and having high-profile events beyond just car shows, will attract more women to the industry because it's more about high tech and not quite as traditional as it looked 10 years ago.

● **Tell us about your family.** I have four boys. They're 17, 19, 21 and 23. Three of them are in engineering, and one of them is in high school, so he hasn't decided what he's doing yet. All of them are drivers, though I'm not sure how good they are.

I work in active safety, and that's especially near and dear to my heart because I have teenage boys, and I have aging parents.

● **What's your favorite weekend activity?** Golf. My sons all golf. My husband golfs. I've learned to golf so I don't get left out. Now I'm good enough that I can keep up. And I also like to run.

● **Are you able to maintain friendships?**

I try even harder to stay connected to my friends because it's important to have a good balance. I spend a lot of time walking and running and golfing with my girlfriends, in addition to my sons.

● **Name one thing about yourself that most people don't know.** I swam distance freestyle and breaststroke at NCAAs my freshman year at the University of Illinois. I had been swimming since I was 7. But balancing that with social life — because I'd joined a sorority — and with engineering being so time-consuming, I gave it up.

● **When and where was your last vacation?** This year, I did spring break in Mexico with friends, but my favorite annual vacation is skiing in January in Winter Park, Colo., with extended family. We've done that every year since I got married in the '80s.

● **Name one talent you wish you had.** I wish I was a little bit more artistic. I tend to be so math-focused, such an engineer. There are people who are outside-the-box creative, and I wish I could do that. And I have a huge appreciation for people who can do both: be an engineer and be creative.

— Gabe Nelson



## BARBARA MOUSIGIAN

Vice President of Product | Cars.com | Chicago | Age: 53 |  
Education: B.A., liberal arts, Princeton University; MBA, University of Chicago

● **What attracted you to the auto industry?** The auto industry was familiar to me. I felt the time was right for the next wave of change.

● **First automotive job:** Started at Cars.com in April 2013

● **Big break:** Making the move into digital media early in my career. And Cars.com gave me the kind of opportunity that doesn't come up every day.

● **What is the major challenge you've faced in your career?** How as a corporation we have adapted to changing consumer behavior. It's not just about strategy. It's about how we get things done and how we motivate for change.

● **Who has had the biggest influence on your career?** My parents have always shown me how to achieve as did an aunt who was a breadwinner.

● **What should be done to encourage women to enter the auto industry?** More mentoring of women. It's something I wish I had had more of personally in my career. In my area, I've wanted to get more women in product leadership.

● **Tell us about your family.** I grew up in New York as an only child. I have moved my dad to Chicago. I have two crazy cats.

● **What's your favorite weekend activity?** In the summer, it's gardening. Other times, it's doing art or enjoying Chicago's wonderful art and theater scene.

● **What's your guilty pleasure?** I love to cook. Lately, I've gotten into baking.

— David Barkholz







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LEADING WOMEN

## LISA COPELAND

Managing Partner | Fiat-Alfa Romeo of Austin | Austin, Texas | Age: 50 | Education: Associate degree, fashion merchandising, Art Institute (Dallas)

● **What attracted you to the auto industry?** Funny story. I was in college and I was a fashion major and I wrecked my car. I had not paid my car insurance because my parents had paid it [previously] and I was buying all my clothes and everything to be fabulous. When I wrecked my car, there was no public transportation and all of a sudden I don't have a car. The guy I was dating and who now I've been married to for 28 years, he had just graduated from college and was a football player and had gotten hurt and was selling cars and he said, "You should sell cars."

I said, "Well, I sell skirts now." The only reason I should sell cars was because if you were a salesperson,



you got a free car to drive. That's really my story, and it's a mortifying story but it's the truth. I'm a fashion designer. I'm a true fashionista. So the thought of selling cars had never entered my mind — it was a necessity. And I'm so grateful I wrecked that damn car now.

● **First automotive job:** In 1987 I sold cars at Jim Johnson Chevrolet in Dallas.

● **Big break:** I'm the managing partner of Fiat-Alfa Romeo of Austin. I met my mentor, Nyle Maxwell, who is also my business partner today, in 1988. Going to work for him was the toughest, most miserable job I've ever had, and that can be said in *Automotive News* because we are still partners today. He taught me how to do everything right and never compromise.

● **What is the major challenge you've faced in your career?** It's been 28 years in and out of this business, but back in the old days, it was being a young female in a very male-dominated business — I'm talking late '80s and early '90s — and just being taken seriously. Especially in Texas. It was kind of the wild, wild west.

● **Who has had the biggest influence on your career?** Nyle Maxwell because he has believed in me at times when I didn't believe in myself. Probably the best example was the launch of Fiat in the U.S. I was his platform general sales manager when I came back to work for him, and we got this call to come to Detroit and see this new brand they were launching. I just remember being in Detroit, and of course I'm the queen of Fiat and the whole world thinks I am the one who pushed this thing, and I did, I did the work, but he really believed. I remember him telling me when we were leaving Detroit, "I think we can make history with this brand." I said, "You do?" He said, "I do. It's going to be hard, it's going to be tough, but, boy, if we can do it, I think it's going to change the whole face of the automotive industry." There have been so many times that he's believed when I've doubted.

● **What should be done to encourage women to enter the auto industry?** The No. 1 thing is flexibility. As women, we are wives, we are mothers, we are caretakers

and we're businesswomen. That's usually three more hats than our male counterparts have to wear and there has to be some flexibility with that or she, the female employee, can't stay.

I stayed with Nyle Maxwell almost 10 years the first time, and I left because I had to. My kids were young and I was not willing to not raise my children. I started a mortgage company and was probably more successful at the mortgage and securities business than I was in the auto business. I did that for 12 years.

I came back because I wanted to. My kids were both in college and I had always kept a relationship with Nyle, and so I came back. We as dealers are missing out on a lot of amazing women in the prime of their careers because of the lack of flexibility. I was able to build a \$100 million a year mortgage company in the 12 years I was gone. And I could do it and still raise my kids and have a fantastic life. There's no way I could do what I've done with launching this brand in America over the last five years if I had young children. The sacrifice would've been too great.

● **Tell us about your family.** I've been married for 28 years and I've got two amazing kids. My daughter is 26 and my son is 24, and I've got a grandson who's 3 and who I'm absolutely obsessed with.

● **Are you able to maintain friendships?** I try to go to dinner at least once a week in groups. I've been lucky because I'm at a point in life where most of my friends are in their late 40s and it's not like they have to run home and take care of their kids. That would be hard. When I was 30, there was no way I could maintain as many friendships as I can now.

● **What's your favorite weekend activity?** Going to Lake Travis with my family.

● **Name one thing about yourself that most people don't know.** I'm an avid reader. I try to read a book a week.

● **If you could have dinner with anyone, living or dead, who would it be?** My dad. He passed away seven years ago. We would have steak, salad and Bacardi and Diet Coke, our favorite dinner.

● **Do you have a guilty pleasure?** Shopping. Christian Louboutin shoes.

— Ryan Beene



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## LEADING WOMEN

ALEXI  
VENNERI

CEO | Digital Air Strike | Scottsdale, Ariz. |  
Age: 44 | Education: B.A., business and  
marketing, University of Calgary

● **What attracted you to the auto industry?** The auto industry does a ton of marketing. It's very receptive to new solutions.

● **First automotive job:** I was in high school in 1985 and we spent weekends at Orchard Ford in Kelowna, British Columbia, cutting cakes and serving free food. We'd write down the names of people who came in as leads.

● **Big break:** I was recruited to Dealertrack Technologies by CEO Mark O'Neil to run their investor relations and all communications five months after the company went public.

● **What is the major challenge you've faced in your career?** Starting Digital Air Strike at a kitchen table in October 2009. We didn't pay ourselves for months so the employees could be paid.

● **Who has had the biggest influence on your career?** Most recently Steven Dietz (a venture capitalist who has served on the boards of Dealertrack and TrueCar) and Adam Simms (co-

founder of Digital Air Strike and partner in the Price Simms Automotive Group). Vince Passione (former president of Dealertrack) and Mark O'Neil (current CEO) were both instrumental earlier in my career and supportive of my evolution from member of the leadership team to business partner and CEO.

"With the number of women car buyers, we ought to be encouraging more women to pursue careers at dealerships in sales and management."

● **What should be done**

**to encourage women to enter the auto industry?**

With the number of women car buyers, we ought to be encouraging more women to pursue careers at dealerships in sales and management. A lot of people in the general population don't realize the opportunities available in a dealership.

● **Tell us about your family.** I've been married to my husband, Dave, who recently joined Digital Air Strike as chief revenue officer, for 13 years. We have a 4-year-old son, Griffin, and three rescued beagles.

● **What keeps you up at night?** Actually, I sleep pretty well. But I always want to make sure we're providing value to clients. We have 150 employees that we feel responsible for.

● **Name one thing about yourself that most people don't know.** I've written a best-selling business book, *Balls! 6 Rules for Winning Today's Business Game*. And I have been in some national commercials and movies. I was in the 1994 movie *Little Women* and played a doctor in the 2000-2001 television series "The Fugitive."

— David Barkholz



## KIM McCULLOUGH

Vice President of Marketing | Jaguar Land Rover North America | Mahwah, N.J. | Age: 55 | Education: B.B.A., marketing, Florida International University

● **What attracted you to the auto industry?** I was inspired by my father who worked at DDB in the 1960s leading the Volkswagen account, as well as introducing Porsche and Audi to the U.S. He brought home the latest models, which was exciting. Back then, I spent all of my allowance collecting Matchbox cars.

● **First automotive job:** My first chance was at Bozell, Jacobs, Kenyon & Eckhardt in 1984 in Los Angeles on the Chrysler import business selling the rebadged Mitsubishi products.

● **Big break:** My first client-side job. I had always set my sights on working on the client side. Jan Thompson gave me my first break in 1988. It was a period of tremendous growth for Mazda and launching the original Miata. I started there as a media manager, and I was with the company for six years. I had a lot of experience working events and then working advertising. It created a great foundation for the rest of my career. It was where I met my husband, Mitch, who worked in public relations.

● **What is the major challenge you've faced in your career?** Here right now, because of the level of change and the complexity of the business. It is an extremely challenging environment. For JLR, we are launching all of these products: Land Rover Discovery Sport, Jaguar XF sedan, XJ sedan, the new XE sedan and the upcoming F-Pace performance crossover. As a company and as a team we have to have a focus to get all of these launches established in the market while building brand desire for both Jaguar and Land Rover.

● **Who has had the biggest influence on your career?** Two people. Jan Thompson gave me my break at Mazda when she was VP of marketing. We ended up working together at Nissan where she was again my VP of marketing later. She was the first very successful woman that I had a chance to learn from

directly working at a company. I was always inspired by her attitude and the confidence that she displayed in how she approached work.

The second is Lois Miller. When I met her, she was working at Hearst. Throughout my career, she has been my adviser, confidant and sounding board. She is very entrepreneurial and started several companies. I never felt I had any limitations in my career because of knowing someone like her.

● **What should be done to encourage women to enter the auto industry?** Mentoring other women and sharing the passion that I feel and I am sure many of the other honorees feel for this business. I am sure this is what connects people.

● **Tell us about your family.** My husband, Mitch, is an automotive journalist. We have two English Mastiffs. We have Chapman; he is 190 pounds. He is named after (Lotus founder) Colin Chapman. We have a female, Hazel, named after Colin Chapman's wife. She is a svelte 170 pounds.

We have our extended family — a chicken farm that we started on the property. We have 100 chicks of different ages, and we sell chicks and eggs. It has been two years now. It is quite relaxing to leave work and go home and collect eggs. Mitch cleans the coops.

● **What's your favorite weekend activity?** Playing with vintage cars. This year Mitch and I ran the Mille Miglia in Italy in our 1954 Jaguar XK120.

On the other extreme is the 1956 Land Rover Series 1 because you don't want to drive much over 40 mph. We drive that on the property and into town.

● **What keeps you up at night?** So many things. At this moment the thing keeping me up most is the Jaguar brand and all of the launches we have coming up. We need to make sure they are not only successful launches but set us up for a significant increase in volume and reinvigorate the Jaguar brand.

● **Name one thing about yourself that most people don't know.** Most people don't know about the chickens; that is not something that comes up every day.

— Diana T. Kurylko





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## LEADING WOMEN

## MILLIE MARSHALL

President, Toyota Manufacturing – West Virginia  
 | Toyota Motor North America | Buffalo, W.Va. |  
 Age: 56 | Education: B.A., organizational  
 management, Midway College

● **What attracted you to the auto industry?** When Toyota announced the plant in Georgetown, that was a big buzz, but even though I was asked, I was not a part of the first group that went. What changed my mind three years later was that Toyota really believes in the community partnership and philanthropy. Living close to that facility and having friends and neighbors work there, they would tell me: "This is a different company to work for. They really respect the individuals. They really want to contribute to the community." That's basically why I started at Toyota, and now I've been here for almost 25 years. I think my morals and values are the same as the company's.

● **First automotive job:** In 1991 at the Georgetown facility, Toyota Motor Manufacturing, Kentucky. It was in information technology as a database administrator.

"When it comes to automotive, we need to be more work-life balance friendly. I think companies are trying to do that."

● **Big break:** I'm a lifelong learner both professionally and personally, so one of the things that's kept me at Toyota is I like a challenge. For instance, getting the opportunity to rotate to HR. In the beginning I thought that was maybe not a good career choice, but I learned a lot. Each of the moves that I've taken throughout

my career have given me the opportunity to learn new things and adapt to whatever the new business environment was.

● **What is the major challenge you've faced in your career?** I was the vice president of HR at the manufacturing headquarters in 2008 and 2009 when we suffered through Lehman Shock. In addition, you'll remember we had the tsunami, which had a huge impact for us globally, and then the recalls. I'm not afraid to say that that was a very devastating event. They all happened one after another.

My role in HR was to ensure that we kept those 30,000 team members employed. I'm proud to work for a company that can say that we kept all 30,000 of those people employed. We took a shared approach, shared the burden from the executives all the way down to the team members.

● **Who has had the biggest influence on your career?** My parents. I don't remember my parents saying "You can do what you want to do," but I don't ever remember them saying "You can't."

● **What should be done to encourage women to enter**

**the auto industry?** Manufacturing still has a stigma of your grandfather's company 60 years ago when it was dirty and unsafe. We've got to get the message out that manufacturing as a whole and certainly automotive manufacturing is more about technology and robotics, and that it's very clean and very safe.

When it comes to automotive, we need to be more work-life balance friendly. I think companies are trying to do that. But the key thing is starting at an early age and encouraging young women to pursue mathematics, engineering, science or technology.

● **Tell us about your family.** We have two sons; one is married with two kids, and the other is getting married next summer. One husband — I always say that to the Japanese, and they laugh because they think it's a North American thing.

● **What's your favorite weekend activity?** Reading, and there are a lot of nice trails here in West Virginia. We

enjoy taking the dogs out and walking and enjoying the wildlife.

● **Name one thing about yourself that most people don't know.** I grew up showing horses competitively, and I was a nontraditional student. I did not go to college from high school. I actually started my manufacturing job to pay for the horses, a so-called hobby where I thought I would make my living. While I was working full time at the first manufacturing company I worked for, I actually went to school at night and on the weekends to get an associate's degree.

● **If you could have dinner with anyone, living or dead, who would it be?** Condoleezza Rice.

● **What's your guilty pleasure?** I love good food. I don't think there's a food that I've seen that I didn't like. That's probably the guilty part of it.

● **Name one talent you wish you had.** I wish I was more charismatic. I'm truly an introvert so I have to work hard every single day in the role that I'm in.

— Ryan Beene



## SUSAN MOLL

Vice President, Customer Services | Dominion  
 Dealer Solutions | Dayton, Ohio | Age: 59 |  
 Education: B.S., economics, Kent State  
 University

● **What attracted you to the auto industry?** I graduated college in Ohio, and Reynolds and Reynolds (in Dayton) was ramping up customer service. We trained dealers to use their DMS (dealer management system). I fell in love with the industry and never looked back.

● **First automotive job:** Customer training consultant at Reynolds and Reynolds in 1981.

● **Big break:** My first promotion to manager at Reynolds. I was a regional manager of customer education managing a team of customer training consultants that were responsible for the DMS implementations for Reynolds dealerships in the Pittsburgh region.

● **What is the major challenge you've faced in your career?** Always making sure there is a crisp handoff between sales and service of our products. No [DMS] sale to a dealer is cookie-cutter. Each dealer has a



slightly different emphasis on how they'll use the product.

● **Who has had the biggest influence on your career?** Terri Mulcahey, now executive vice president of marketing at Penske Automotive Group. I knew her at Reynolds. She had a sharp focus on customer service. She was a terrific mentor.

● **What should be done to encourage women to enter the auto industry?** We have to continue to look for talent whether male or female. More mentoring and coaching if you find women aren't cracking the ceiling.

● **Tell us about your family.** I've been married 29 years, and we were blessed 26 years ago with triplet sons. One just graduated from law school and is a candidate for the bar. Another is in medical school. And one is a recruiter. We still have one tuition.

● **What's your favorite weekend activity?** Hanging out with my husband and kids. I relax by shopping.

● **What keeps you up at night?** When I came here (Dominion) in 2013, I had to build a service organization from the ground up. The technology is changing so rapidly, and we have to [adopt] the processes and training to keep the customer in the center of it all.

● **When and where was your last vacation?** It was a stay-cation last year. I travel 75 to 80 percent of the time. I stayed home and stained the deck.

● **What's your guilty pleasure?** T.J. Maxx. I buy mostly for myself.

● **Best advice you've ever gotten?** Stay out of the mud. You build your reputation and you're well-respected; don't let someone drag your name into anything.

— David Barkholz





## LEADING WOMEN

## MARJORIE LOEB

Senior Vice President – General Counsel | FCA US | Auburn Hills, Mich. | Age: 51 | Education: B.S., math and economics, Wellesley College; J.D., Harvard University

● **What attracted you to the auto industry?** My husband is in academic medicine and dragged me from Boston to Michigan. When I got here, I joined another private law firm. I frankly was bored to tears with the level of practice, the complexity, the difficulty and everything else. Plus, if you're in Detroit, you're in the auto industry. So when I had the opportunity to take the position at Delphi Automotive, I jumped at it.

● **First automotive job:** Senior counsel at Delphi Automotive in 2002

● **Big break:** Any time an organization goes through a dramatic upheaval or change, which at Delphi was an accounting investigation and then going down into bankruptcy, if I'm given the opportunity, I tend to handle the crisis or change well. So my big break was working at Delphi through its change and taking it through bankruptcy. When I joined what is now FCA, I was able to fully apply my Delphi experience to the opportunity I was given here, managing through the changes that achieved the unity of ownership and now moving to fully integrate [Fiat and Chrysler], including a global legal staff.

● **What is the major challenge you've faced in your career?** Building a cohesive team that can operate without you was my biggest challenge. All the roles I had before Chrysler were roles where I knew I could do the work and do an excellent job. When I first came to this team, it was as a head of a group of the office of general counsel, not as head of the whole office of general counsel. It was the first time I had to manage a group of individuals, and it was after the office of general counsel had just emerged out of bankruptcy and was very fractious. Shifting to that role of not taking care of everything yourself, effectively delegating but providing the right level of guidance, and getting a group that was



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very bright, highly educated to cooperate with each other was a big challenge. It's the greatest gratification when you get the best out of people and get their best work.

● **Who has had the biggest influence on your career?** My parents gave me the tools for what I needed to succeed and gave me the support that I needed. They gave me the strength of moral character and the opportunity for an education. My dad was a corporate lawyer and headed a law firm. My mom was a social worker. She was one of the first women to go back for a graduate degree after raising children in the '70s. Most wives of upper-middle-class law firm partners didn't do that, but she went back and forged her own career.

● **What should be done to encourage women to enter**

**the auto industry?** Women still think about work-life balance and start making choices based on what they think is going to happen. And when they see more women up at the top of the table, they figure, "They must have figured it out, so I can, too."

I've seen younger women start worrying about their work-life balance when they're a senior in college and picking their career when they're not married, they don't have kids, they don't know what's going to be there. Women tend to do that more than men. We tend to plan ahead and plan ahead and plan ahead. That's exactly the wrong approach. Don't make choices and close off avenues until you have to. Women take themselves out of the running when they don't see role models. Now we have to try to retain the women we have. The fact that the auto industry keeps changing makes it the reason you should be here. I haven't been bored yet.

● **Tell us about your family.** I have two girls. They're twins but not identical. My husband and I are now completely empty nesters. They're seniors at Wellesley College and Bates College. My husband works also a very busy, busy job. We now spoil our two cats and our one dog because we don't have kids at home.

● **What's your favorite weekend activity?** If it's not traveling somewhere, it's just walking the dog with my husband, to the beach especially. We have an apartment in Chicago where my husband works, so we're right on the lakeshore. I like the city, so I usually commute back and forth on the weekends.

● **Are you able to maintain friendships?** Oh, yeah. We entertain a lot, too. I exercise because my husband is a gourmet cook, and I have to be able to eat. The first purchase in any new home is always a large dining room table so you can have company.

● **Best advice you've ever gotten?** Always do everything right and finish it and do it well, but do it your way. Don't change the core of who you are and what your principles, ethics and guidelines are for any reason. Stand your ground. Do it politely, do it tactfully, but stand your ground.

— Hannah Lutz

## ELIZABETH GRIFFITH

Director of Engineering, Product Development & Design, GM Global | Faurecia | Auburn Hills, Mich. | Age: 61 | Education: B.S., mechanical engineering, General Motors Institute

● **What attracted you to the auto industry?** It was an accident. I did not set out to be in automotive. I had a goal of going to the University of Michigan, majoring in music and taking a minor in library science. I had a full scholarship. My older brother was going to GMI. He came home one day in 1971 and told me GM is looking for "smart women" and gave them my name. The next day I was called in for an interview at GM's Fort Street plant. I was made an offer for a sponsorship right there. That was unheard of. I thought about it. I come from a very poor family. I grew up in inner city Detroit. So it became an issue of music or a career. I talked it over with my mother, and she said, "Do whatever you want to do."

● **First automotive job:** Industrial engineer doing time and delay studies on the factory floor at Fisher Body in 1977

● **Big break:** My big break was when Jack Smith was GM president. They had moved the component divisions and were setting up Delphi. J.T. Battenberg wanted to get into Eastern Europe. We were working with the Polish government to try and get business. There was a proposal to take on the vehicle made in Poland and have all the divisions of Delphi show what we could do in terms of innovation and retrofit a vehicle. I was selected to head that. We took the vehicle and showed what it would take to bring it in line with Western-made vehicles. We did an automatic liftgate and redid the interior. We had to present to GM executives, including Smith. That was truly a breakthrough.

● **What is the major challenge you've faced in your career?** Patience. I think even today a good thing for people coming up through the ranks is that you have to take the time to learn and be somewhere just long enough to understand it and gain that knowledge so you

can take it forward. It has to be embedded, not surface. Luckily in my career I moved jobs every 18 to 24 months.

● **Who has had the biggest influence on your career?** Bob Dieber, superintendent of process engineering at GM's Fort Street plant. When I went to work for him, I was scared to death. He was known in the plant as being the toughest, the meanest; he was a perfectionist. But I learned the most from that man. I did terrific things in that environment.

● **What should be done to encourage women to enter the auto industry?** They need role models. In order to be it, you have to see it. Women need strong role models that reach out and do mentoring and demonstrate what it is possible to do. We need to do this at a very early age. Girls turn off math and science in grade school and junior high. We need an outreach program that keeps their interest in that and shows them the possibilities.

● **Tell us about your family.** My family is terrific. I grew up with three brothers. My mother would have told you I was bossy. Because I pretty much had no girls around me, I was socialized with wolves. And I think that is part of my success; I have been told I am very direct, much like men. I don't have emotional responses like most women. My husband and I are complete opposites. He's one of the smartest men I know. He makes me laugh every single day. And he's incredibly supportive.

● **What's your favorite weekend activity?** Reading. I am a voracious reader, even with my workload. I try to read four to eight books a week. I love science fiction.

● **Are you able to maintain friendships?** Yes. I make sure that I do. I have people in my life that I have known for more than 50 years, and they are close. I don't have a lot of them, but you need a select couple to really keep you grounded.

● **If you could have dinner with anyone, living or dead, who would it be?** Albert Einstein. I'd like to find out how his mind works, how he came up with so many things. Not only the technical or scientific part, but he got into



quite a few metaphysical things, so that whole combination of the physical and the spiritual, that would intrigue me.

● **What's your guilty pleasure?** This is going to sound strange, but my guilty pleasure is sitting by myself at home with just the cat, not thinking about work. I spend so much time around people; I spend so much time on the phone. And working. When I can just spend time quietly at home doing nothing.

— Richard Truett





## LEADING WOMEN

CHRISTINE  
KRATHWOHL

Vice President of Global Supply Chain | Cooper Standard Holdings | Novi, Mich. | Age: 44 | Education: B.A., materials and logistics management, and Executive MBA, Michigan State University

● **What attracted you to the auto industry?** I love the state of Michigan. I love being close to my university. Automotive was one of the first industries that really embraced supply chain management. There was tons of opportunity with these companies.

● **First automotive job:** Warehouse supervisor at Ford in 1994

● **Big break:** Becoming an ex-pat and living in Germany with General Motors. It gave me the global experience. I had 10 plants from seven countries reporting to me, so I got to learn how you deal with different cultures [and] different motivations for people. It also gave me the opportunity to do direct material purchasing for electrical for an entire region. It set me up for my next big job when I came back to the United States for GM.

“Some of the best friendships I have are ones I’ve gained from my different job experiences. My best friend was a supplier to me years ago.”

● **What is the major challenge you’ve faced in your career?** That European assignment. While I was there, GM was going through bankruptcy in North America so my network evaporated. At the same time, GM was looking to sell their European operations to a supplier. A lot of uncertainty of do I have a job going forward, did I make the right decision. My husband gave up his career; we moved to Germany.

● **Who has had the biggest influence on your career?** My parents. I was raised in a middle-class, at best, family with two extremely hardworking parents who worked because that’s how they kept food on the table for us. My parents didn’t go to university, but all of their kids did. For me, [the] driving factor was how do I make my parents proud.



● **Tell us about your family.** I’m looking to expand my family with a second dog. I think I spend as much on my dog-walking services as people spend on their daycare.

My husband is passionate about the outdoors; he’s passionate about sports — we both are — we love to travel, and we love to enjoy good food and good wine. I’ve converted him to be a full-fledged Michigan State fan. He went to Ferris State. We got married late in life, and after one year, he gave up his career to support mine for us to go to Europe. That takes an unbelievable person to do that.

● **What’s your favorite weekend activity?** Playing golf, MSU sports, travel, cooking

● **Are you able to maintain friendships?** Absolutely.

Some of the best friendships I have are ones I’ve gained from my different job experiences. My best friend was a supplier to me years ago.

● **Name one thing about yourself that most people don’t know.** I’m a bit of an introvert, but everybody thinks the opposite of that. I have a hard time going into a room of 500 people and introducing myself to everyone. It’s something I work on every day.

● **If you could have dinner with anyone, living or dead, who would it be?** George W. Bush

● **Name one talent you wish you had.** I wish I was multilingual.

— Vince Bond Jr.

## TERRI MULCAHEY

Executive Vice President of Marketing | Penske Automotive Group | Bloomfield Hills, Mich. | Age: 50 | Education: B.A., computer science and business, Northwood University

● **What attracted you to the auto industry?** While I didn’t go to Northwood for the automotive program, I got involved in several marketing related programs around things like their auto shows and I was head of the computer lab. When I graduated, the Northwood staff introduced me to Reynolds and Reynolds.

I would work four to six weeks at a time at a dealership. I started in the parts and service department. Everything was manual, so being a computer major, it was fascinating to me that all these auto retailers used everything manual.

● **First automotive job:** Helping these parts managers take away those manual parts books and use electronic parts catalogs. This was in the late 1980s and early 1990s so talk about a challenge — asking a parts guy to get rid of his parts catalog.

● **Big break:** It was getting into Reynolds. I interviewed for a position in Detroit as a trainer. It went to a gal who had a lot of automotive background. I had none. I was really devastated. But about a week later I got a call and they said that candidate had fallen through and they were going to take a chance on me. Once I got in I had an opportunity to prove myself and moved pretty quickly.

● **What is the major challenge you’ve faced in your career?** My biggest challenge right now is that the world is moving so fast. Marketing and IT have become very close so you have to be really tied in with your IT

department. Everything’s online and with social media and digital marketing, every day you have to be aware of what is new. I have a 16-year-old, which is very helpful to me. My 16-year-old will keep me up to speed on what’s new and is usually well aware of the trends way before we are.

When I got to Penske in 2007, they didn’t have a corporate marketing department to speak of, the stores did all of their own things and we had tons of agencies. So to try and build a marketing department and have standardization in marketing, which is an area that dealers feel strongly about, that was a really big challenge for me.

● **Who has had the biggest influence on your career?** I’ve had so many great mentors who were C-level executives, but my father was by far the biggest influencer on my career. My dad always believed strongly in what he would call street smarts. You can get all the schooling you want, but if you don’t have good street smarts, you aren’t going to make it through big companies, particularly being a woman. He always instilled the



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confidence in me that it really didn’t matter at all that I was a woman. I was capable of doing any job that was out there. He helped me stretch myself and go for positions that perhaps I wouldn’t have on my own. He’s still the guy that I go to for work advice.

● **What should be done to encourage women to enter the auto industry?** Getting gals at a young age to realize the opportunity in automotive is a key. And helping them understand that there really isn’t a bias toward men that 30 years ago probably was true. Then flexibility is really key. You have to be a company that can demonstrate flexibility because not only women, but all young folks, are demanding flexibility in their workplace.

● **Tell us about your family.** All of my family is here in Michigan. My husband and I took one move to Dayton, Ohio, back in the mid-1990s when I was promoted in Reynolds. My son was in second or third grade, so we thought we could do it without hindering him. But we were thrilled when Roger [Penske] provided the opportunity to come back to Michigan in 2007.

● **When and where was your last vacation?** We went in April to Naples, Fla. We go to Naples every year. Outside of that we have my son pick a trip every year that he’d like to take. Our last adventure was New York City and we had a blast.

● **Best advice you’ve ever gotten?** My first time as a manager at Reynolds — I was very young — my grandfather said, “If you’re leading and no one’s following, you’re only taking a walk.” So much of my career has been around needing other people. The people on my team roll up their sleeves and get it done and make me look good. So taking care of your employees is always No. 1.

— Jamie LaReau





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## CHERYL MILLER

Executive Vice President and CFO | AutoNation | Fort Lauderdale, Fla. | Age: 43 | Education: B.B.A., finance, James Madison University

● **What attracted you to the auto industry?** The size of the industry, the relative opportunities and the pace of the industry. I started my career at Circuit City. CarMax was a wholly owned subsidiary, so it was one of the business lines I did work on. I would spend part of my day raising capital for Circuit City's credit card portfolio, and then I would spend the other part of my time helping set up CarMax's funding.

● **First automotive job:** My first full-time automotive job was in 1998 as a structured finance analyst for AutoNation Financial Services.

● **Big break:** Returning to AutoNation in 2009 as treasurer after being treasurer of JM Family Enterprises.

● **What is the major challenge you've faced in your career?** Keeping a corporate and board view and marrying that with the fact that we have 25,000 people. You have to be able to meet with board members and then you have to be able to go in and shake hands with people on the parts and service side of the business with credibility and understand the issues and the implications of decisions you make on the business and on the customer. It's balancing: You can sit in a building all day and never see a customer, so the biggest challenge is how do you put it all together to serve your customers and your owners.

● **Who has had the biggest influence on your career?** One would be (AutoNation CEO) Mike Jackson, who is a big supporter of women, of people. He expects great performance. He doesn't care what your gender or background is. It's been the ability to watch him take complex issues and boil them down into succinct, actionable items and strategies. Then tactically there was the former CFO of JM Family, Mark Walter, who is excellent at people development.

● **What should be done to encourage women to enter the auto industry?** Earlier recruiting, more college-based or first job recruiting to introduce people to the industry

"When people are supporting families, I do think women and millennials look at [commission-based plans] differently."

early on. You need to continue to look at pay plans relative to other retail pay structure. When people are supporting families, I do think women and millennials look at [commission-based plans] differently. In terms of stability, security, you can argue risk taking. But people look at that differently than they did in the past.

● **Tell us about your family.** I was born in Puerto Rico. My mom is Puerto Rican. I'm from a big Puerto Rican family and a big Irish family on my dad's side. My wedding is a good example: You put together the Irish and the Puerto Ricans, and you have a sudden dance party. My husband is very flexible and open-minded. We

met late in life and neither had been married before. He likes cars. He's been supportive about the obligations the job entails as well as benefits of the job. It's important to have a partner who understands, irrespective of which person and which gender is doing what.

● **What's your favorite weekend activity?** Scuba diving. I try to go every two or three weeks in the summer. I just finished my rescue diver course. I got certified around 2000. It's so different. It's nice to be off the grid. It's relaxing. It's not a natural place for people to be, so it's nice just to be able to zone out and see some

amazing things that you would never be able to see on land.

● **Are you able to maintain friendships?** Yes. My maid of honor has been my best friend since we were in kindergarten. She's a counterterrorism attorney, and her father was the officiant at my wedding (in May).

● **Name one thing about yourself that most people don't know.** I did track and field in high school, including the discus. I was decent at the discus and the hurdles for a while. Some people don't know I'm Puerto Rican. That's what hair color does for that.

● **When and where was your last vacation?** My honeymoon in May to Ireland and Scotland. In Ireland, we did go see the town where our family was from: Lombardstown. What surprised me was the people in Ireland like to meet and talk to people who are coming to see where they're from.

— Amy Wilson

## BIRGIT BEHRENDT

Vice President, Global Programs and Purchasing Operations | Ford Motor Co. | Dearborn, Mich. | Age: 56 | Education: Business degree, Administration and Business Academy, Cologne, Germany

● **What attracted you to the auto industry?** I always enjoyed playing with cars. I had Matchbox cars. I liked to open and close and to drive them. Ford's one of the larger employers in Cologne so we always were surrounded by a car factory. But we were also surrounded by Bayer — they do aspirin — and I wasn't attracted to that as a child. When I started to work at Ford I would have thought it to not be such a long career. It took me not long to find out that Ford was such a big, global company that you could do everything you would ever think of doing inside the company.

● **First automotive job:** In 1978, I was a commercial apprentice, which was a very common German way of starting in the business life, before you go to university. Basically, you get vocational training as well as training on the job. I ended up with being initially an administrative assistant — organizing office work and doing translation. Obviously speaking a second language was a key qualification that I needed at the time. My English teacher at the time said to me, "Oh, Birgit, you're going to go far. I see you on the 12th floor." I think he meant as a secretary. He never meant as a vice president.

● **Big break:** My first buying job. I was actually the second female buyer in Ford of Germany. Getting as far as that relatively early in my career and being basically,

if you will, a pioneer, it was a great testimonial that Ford was not letting gender get in the way, that they value diversity and nurture key talent.

● **Who has had the biggest influence on your career?** It was probably my first mentor. It wasn't a formal mentor. It was the person I worked for at the time when I was an admin, and I was thinking about going back to evening university and he really encouraged me because he saw something in me, just by the way that I was taking an interest in the business. It was that person that was the reason that I actually pulled through in evening university. It's nothing I recommend because it takes a lot of resilience and a lot of discipline. But I didn't want to disappoint that person who had encouraged me to go. Four years of evening school after a full-time job is something that has taught me a lot and prepared me for my future life.

● **What should be done to encourage women to enter the auto industry?** We need to start really, really early encouraging women to not just seek out the traditional careers. When I was starting my education, unfortunately, nobody encouraged me to seek out an engineering degree. A large degree of our resources and employees are in product development and manufacturing, so if you really want to benefit from the breadth of all the career possibilities that Ford can offer, then an engineering degree, plus an MBA, is probably the best way to allow that to happen and keep yourself flexible.

● **Tell us about your family.** I have great support in my husband, Norbert. I'm here for the second time on an international service assignment, and he's happily joined me every time.



The rest of my family is in Germany.

● **What's your favorite weekend activity?** I love boating. It's something that we adopted here in Michigan. I love the water. That's one way to relax over the weekend if we have the time. I love the outdoors. I used to ride a motorcycle, but not here. Your roads are not as nice as the roads in Germany. But your waterways are exceptionally nice. In the summer, I'm not so fond of your Michigan winters.

● **What's your guilty pleasure?** I do enjoy going out for dinner. I love exploring great restaurants.

— Nick Bunkley





## LEADING WOMEN



## JANICE MAIDEN

Senior Vice President and General Manager, Sealing and Gaskets and Systems Protection, Federal-Mogul Powertrain | Federal-Mogul | Exton, Pa. | Age: 56 | Education: B.S., engineering, Philadelphia University; M.S., engineering and business, Wharton School of Business, University of Pennsylvania

● **What attracted you to the auto industry?** I was at an aircraft company working in composite materials. I got a call from a headhunter. He said: "Just talk to these folks." When I walked into the location, it was very diverse with women and men having senior roles. What struck me was it was very dynamic. With aircraft, it's a longer design cycle. With automotive, there was push for shorter cycles and to be more efficient. That was intriguing.

● **First automotive job:** In 1993, I was a senior research and development engineer for Federal-Mogul. I worked in a lab developing new products for protection of tubing in wiring harness and cables.

● **Big break:** When I went from a regional manager to a global position. Being a global company, having that opportunity as a young engineer to work with a diverse group of people from different regions and work together on a product that would be compatible across regions was very dynamic and a lot of fun.

● **What is the major challenge you've faced in your career?**

The challenge for me is work-life balance. I've learned to seek out wisdom and try to find the perfect answer. But for me, it was finding the best thing to do for my family and for my career, in that order.

● **Who has had the biggest influence on your career?** My mom. My mother raised nine children, and my father passed away when she was 50. When my father passed away, she still had four of the nine at home, and she had to go back to work outside the home. She decided to become a travel agent. I didn't realize it at the time because I was young, 18 or 19 years old, but when she was in her 70s we talked about it a lot, and she said she wanted to pick something that she loved.

Seeing that, I wanted to be able to take care of my family in case I was a single provider. She always influenced me to continue with my career.

**What should be done to encourage women to enter the auto industry?**

Part of the reason that I appreciate this recognition is so that young women see the opportunities and diversity of careers in automotive. What I think should be done is to get to high schools and talk to young women and young men in math and science about the careers in automotive.

We need to get to them at the high school level and maybe at the end of grade school to get them thinking of careers in the auto industry.

● **Tell us about your family.** I have three boys. One is going to be 30. He just was engaged to a wonderful young woman so we have a wedding coming up. The middle one is off to London, where he is beginning his second year of his master's program at the London School of Economics. And my youngest is on the West Coast

working for Google. And of course my husband, Robert. I've been married for 32 years. I met him in high school, and he's been a big supporter of my career.

● **What's your favorite weekend activity?** Cooking with my family, drinking red wine and exercising.

● **Are you able to maintain friendships?** I'm very fortunate. I have a group of high school and grade

school buddies, and we get together once a month on the weekends. They're great and very supportive when somebody is going through something. My sister calls it my second family.

● **Name one thing about yourself that most people don't know.** I am a quiet competitor.

● **Name one talent you wish you had.** I have this desire to learn how to dance — I mean a real passion. It comes from always playing sports and always being active — that release. And I love the art form.

● **If you could have dinner with anyone, living or dead, who would it be?** The Dalai Lama. I'm not Buddhist, but I'm intrigued by his state of mind.

● **What's your guilty pleasure?** Potato chips. I could do without cake and ice cream, but a bag of potato chips is serious.

— Ryan Beene



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## LEADING WOMEN

SHARON  
KITZMAN

Vice President and General Manager, DMS | Dealertrack Technologies | Salt Lake City | Age: 46 | Education: B.S., engineering, Ohio State University

● **What attracted you to the auto industry?** My boyfriend's father was an executive at Reynolds and Reynolds, and there was real growth in the industry and opportunities. It also was in a location that worked for our family life.

● **First automotive job:** Client services representative at Reynolds and Reynolds in 1992

● **Big break:** Leading up to Y2K, Reynolds was retiring some of its noncompliant dealer management system platforms, and I was involved in the transition to the new ERA platform. I had worked my way up through service, sales and product to a director-level role to manage the ERA platform. We had approximately 10,000 clients on ERA at that time.

● **What is the major challenge you've faced in your career?** Leaving Reynolds for a new company in a new part of the country. UCS had bought Reynolds. I loved Reynolds and felt I would finish my career there. But I grew from taking on a new challenge (at Dealertrack).

“As shopping continues to evolve online, swing shifts and work hours might better align with women's schedules.”

● **Who has had the biggest influence on your career?** Allan Stejskal, who is now senior vice president of information technology at AutoNation. I reported to him for two years at Dealertrack. He was senior director of product and strategy and mentored me.

● **What should be done to encourage women to enter the auto industry?** I think there's a perception that auto retailing is a man's world. There are many roles for women in dealerships from sales, advertising, human resources and management. There are opportunities. As shopping continues to evolve online, swing shifts and work hours might better align with women's schedules.

● **Tell us about your family.** My husband and I have a 16-year-old son, Matthew. It's great skiing with him because we can spend one-on-one time on the lift up the mountain.

● **What's your favorite weekend activity?** In the summer, I run. Six of us recently did a 200-mile relay race. In the winter, I'm an avid skier.

● **When and where was your last vacation?** Over spring break, the whole family went to a golf resort in Southern California.

— David Barkholz



## KIM BRYCZ

Executive Director, Global Product Purchasing | General Motors | Detroit | Age: 54 | Education: B.A., business, Michigan State University

● **What attracted you to the auto industry?** My first car was a 1986 Camaro Berlinetta. I really enjoyed the sports car aspect of automobiles. I had an interest in that piece of the business. My parents always strived to own a Cadillac. I hired in to Cadillac and I thought that was the coolest thing on earth. Going to work for the luxury standard of the world at that time is what intrigued me.

● **First automotive job:** I hired into the indirect purchasing organization as an assistant buyer in 1983. I was supporting the sales and marketing organization. I was buying parties and dealer trips. It was a really, really fun job. I learned how we did business at that time at Cadillac.

● **Big break:** I got pushed to do a lot of roles that maybe I didn't think I was ready for. In the end I was. When I was promoted to executive director leading the interior purchasing group, I had just been an executive for a couple of years. I had been a late bloomer as far as leadership. I worked about 15 years in a buyer-type role and then I was promoted into the manager role. I was pushed to do more and more every time. Interior was my dream job. I wasn't sure I was ready for it. I told my boss at the time, Bo Andersson, that I didn't know if I was ready to do this big job. He said: "You're ready." So, I said, "OK, we're going to do this," and it really did open up a lot of opportunities.

● **What is the major challenge you've faced in your career?** The biggest challenge was getting to be a leader in the company. I tried for 15 years to prove myself and get to a manager-type position. The biggest challenge was getting noticed. I tell people today that is your biggest challenge. When you become a leader in the company, that's the biggest impact you make. Getting to that level is so important.

● **Who has had the biggest influence on your career?** My husband. I am a perfectionist, so I always think I am probably not ready for that next step because nothing is perfect yet. But he always pushes me; he is always in the background saying you can do this and reminding me what I have been able to accomplish.

● **What should be done to encourage women to enter the auto industry?** The key to recruiting is getting out to universities and sharing with women what the opportunities are. A lot of college students — especially as you leave the Midwest — are not aware how exciting the business can be. Mary Barra has spoken about many of the new technologies we'll be coming out with. I really do think the women in college today would find that fascinating and exciting.

● **Tell us about your family.** We're getting ready to be empty nesters. I have three boys, two in college and one is a senior in high school. My youngest son wants to go into computer science. My oldest son is in the honors program in economics at Michigan State, and then my middle son is a sophomore at MSU. My husband owns a home health care business.

● **What's your favorite weekend activity?** Bicycling. We love it. We'll go anywhere. We have a place up north, and we have a separate set of bikes there. We usually do trails and try to pick scenic places. We are heading out to Napa Valley for Thanksgiving and we'll do some biking there. And we ski in the wintertime. We have two snowboarders and a skier.

● **Are you able to maintain friendships?** Absolutely. Just as an example, I have three friends that I have had since I was 5. And we still do everything together.

● **If you could have dinner with anyone, living or dead, who would it be?** Ronald Reagan. He was a great leader who stood for many things. If you put the politics aside, so many things happened during his reign. It would be a really great discussion.

● **What's your guilty pleasure?** It's really simple for me. We love to travel, but we have a summer home in Harbor Springs (northern Michigan). It is the place I relax and it is heaven to me. I am still connected, but I don't feel like I am.

— Richard Truett





## LEADING WOMEN

## KIM WILLIAMS



Vice President – Modules Manufacturing and Quality | Calsonic Kansei North America | Shelbyville, Tenn. | Age: 43 | Education: B.S., industrial engineering and technology, Tennessee Technological University; M.S., manufacturing management, Kettering University

● **What attracted you to the auto industry?** We lived in Illinois when I was a kid, where my father worked for Caterpillar, and he got laid off. So he used to fix cars for people. I was always helping him in the

shop, getting him the right wrench and watching. I always wanted to be around cars.

● **First automotive job:** I went to work on the second shift for SW Manufacturing in Smithville, Tenn., in 1994, about six weeks before I graduated from college. We made seat tracks and window regulators for Mitsubishi and Toyota, and I was a quality engineer.

● **Big break:** I was hired by the Saturn plant in Spring Hill [Tenn.] as a quality engineer in powertrain. I received wonderful training from Saturn over the course of 14 years. I learned engine assembly, casting and machining and also service engineering in recalls. It was a great training ground.

● **What is the major challenge you've faced in your career?** There have been a couple. The first is the

challenge of finding skilled people who are interested in the automotive industry. It's an ongoing challenge to attract that top talent, in engineering, logistics, supply chain management, with the passion to do this work. The other challenge is growing in a work culture that is not always accustomed to seeing women in nontraditional roles. Some of this is still pretty new for my company. I was the first female vice president for my company globally. I'm passionate about what I'm doing, but sometimes I have to make sure I inspire confidence and set the right example and don't mess things up for all the others to come later.

● **Who has had the biggest influence on your career?** My dad and my uncles influenced me because they never treated me any differently as a girl. My uncle taught me how to double-clutch the tractor when I was 8 and we were bailing hay. That kind of training allowed me to grow up believing I could do anything.

As I worked in the auto industry, I had a lot of people who influenced me. Susan Brennan, who ran U.S. manufacturing for Nissan, gave me great advice and helped me see how to operate as the only female executive in the room.

● **What should be done to encourage women to enter the auto industry?** We've got to help them understand all the different functions that exist in the auto industry, that it's not just a heavy-lifting job on an assembly line. And on the engineering and manufacturing sides, we need to make sure they understand that this isn't a dark and dingy environment. It's not dirty and hot. We're talking about new technologies that are about robotics and programming, in clean environments that are climate controlled. I've challenged our sales and marketing people and our HR people to come up with some displays to get the message out.

● **Tell us about your family.** I'm married to my grammar school sweetheart. I met him when I moved to Tennessee 30 years ago and we've been married 21 years. I have three children — two daughters at Tennessee Tech, and my son is almost 10. We live on a farm far out in the country. We have cows. My parents live about a half-

mile down the road from us, and my in-laws live across the road from our farm.

I'm an only child and a career person, and my parents have always helped me with my children. I wouldn't have the career I have today without their help.

● **What's your favorite weekend activity?** I live simply. I like being at home. My husband loves to smoke meats, so he will smoke a ham or ribs or baloney, and we'll go visit my parents and in-laws and sit around with them. And then Sunday is church, and maybe a little bit of horse riding or riding our four-wheelers.

● **Name one thing about yourself that most people don't know.** I'm extremely tender-hearted. I don't think anyone around here would think that about me.

● **If I had to do it all over again, I'd ...** be a pharmacist. I love dealing with people and working with people, and there is still math and science involved. One of my daughters is now studying that at college, and I'm a little jealous.

● **What advice would you give your child?** Be who you are. Never be ashamed to be exactly who you are. It wasn't so normal for me to study engineering technology in college.

I was the only female in those classes. I learned how to pour metal, how to pack sand, how to weld, how to run a lathe, how to mill, how to build a vice. But I never thought it was weird.

I just wanted to do it. Be proud of who you are and don't let anybody sway you.

● **Best advice you've ever gotten?** My grandfather worked for Caterpillar as a technician all his career. When I graduated from college, he said, "Can I give you some advice now that you're going to be an engineer? When you go to work, the best thing you can do is listen to that operator. They will tell you every time what's going on and how to solve that problem, but you have no idea how many of those white collars never talk to them. You'll be successful if you listen to the people running the parts or running the line." I've carried that with me throughout my career. We had an issue just last week in Mississippi, and the first question I asked is "Have we talked to the operators yet?"

— Lindsay Chappell

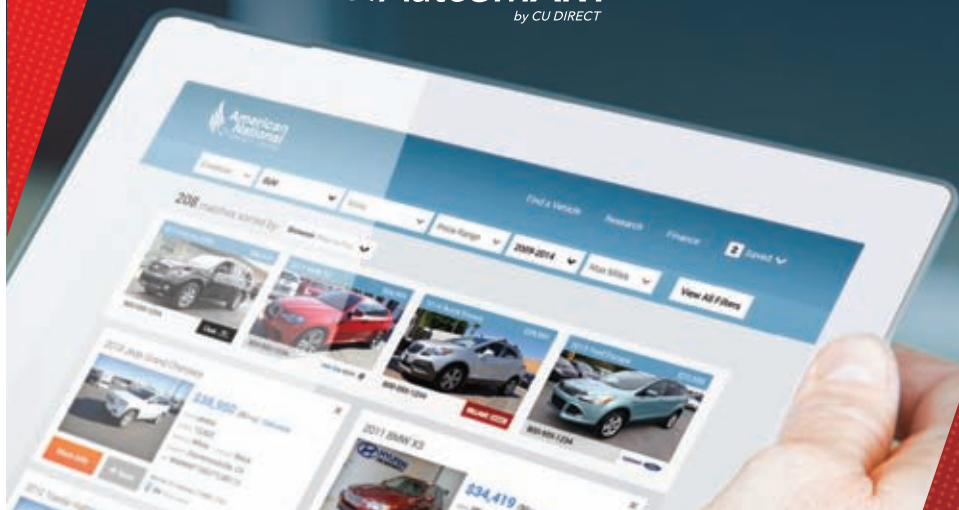
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## LEADING WOMEN

MARSHA  
WINEGARDEN

Global Executive Director, New Model Programs | Ford Motor Co. | Allen Park, Mich. | Age: 59 | Education: B.A., business, pre-law, University of Detroit; B.S., mechanical engineering, Lawrence Technological University; MBA, operations research, University of Detroit

- **What attracted you to the auto industry?** The location and variety of positions available
- **First automotive job:** Ford financial analyst, 1978
- **Big break:** I had many different opportunities while at Ford. The one that probably had the biggest impact on my career was a move into engineering. That opened many doors.

“The auto industry needs to be seen as an attractive place to work, with a flexible work environment.”

understanding individual who looked out for his team. He was extremely appreciative of your hard work. He looked out for my career even after I left the group. He was truly a great mentor and generated great loyalty. He got the most out of his team. I continue to seek input from him even though he has retired.

- **What should be done to encourage women to enter the auto industry?** The auto industry needs to be seen as an attractive place to work, with a flexible work environment. Management needs to endorse flexibility to support reasonable hours at work. Work hours tend to be long but not everything has to be done at the office. Many people must balance completing work outside the time for meetings with family needs, like picking up children, preparing and eating meals with family and time with children while everybody does homework. Emails, papers and schedules can be done in quiet hours at home. Some managers still look for face time and long hours on-site.

● **Tell us about your family.** I am married with two grown sons. My sons have grown up with Ford playing a strong role in our family. They have spent time in the office on weekends. They've visited me while I was on launch and living away from home. We've done our homework together at home as well. They've learned the value of hard work and commitment.

● **What's your guilty pleasure?** Fishing. With a global network to manage, I'm always “on,” even on vacation. But sometimes in Florida, we'll get up early and go fishing on our 28-foot Boston Whaler. Sometimes the fishing is better farther out ... out past cell reception range.

● **Where was your last vacation?** Our [second] home in Florida: We spent time boating, deep-sea fishing and swimming in the pool. It was hot and sunny. It was great.

— Jesse Snyder

## CHANTEL LENARD

Director of U.S. Marketing | Ford Motor Co. | Dearborn, Mich. | Age: 46 | Education: B.S., industrial engineering, Purdue University; MBA, Harvard University

● **What attracted you to the auto industry?** I grew up in Dayton, Ohio, a big GM town. I knew I wanted to be in engineering because I liked math and science. It was either automotive or military in Dayton. I always was attracted to automotive because it's a product everybody is passionate about.

● **Big break:** The move to Asia and leading the marketing organization for Asia Pacific and Africa. It was a very broad span of markets I covered — from New Zealand to South Africa. We were just starting to bring a significant number of vehicles to Asia Pacific and Africa. Integrating our launch process with different cultures in those markets and working with the local teams in each of the markets was quite a challenge.

● **What is the major challenge you've faced in your career?** The Asian opportunity — there were a couple of challenges. One was the diversity of the markets, from mature markets like Australia and New Zealand to very early developing markets Malaysia, Thailand, Vietnam. It was also development of the people during such a rapid growth mode. Especially in China, it's tough to keep talent, so it's training and retraining and finding the right individuals who can do business with a Western mindset. Another challenge was from a logistics perspective. I had to integrate into the global marketing team. That meant covering the 13 time zones and calling in to Dearborn. It was difficult to manage.

● **Who has had the biggest influence on your career?** Jim Farley (former global marketing chief and now Ford's president of Europe, the Middle East and Africa) has had a big influence on my career, certainly as a marketing professional. He brought a whole new level of marketing expertise to the company. I've learned a lot from Joe Hinrichs (president of the Americas) and (CEO) Mark Fields.

● **What should be done to encourage women to enter the auto industry?** There's such great



opportunity now that's just starting in the area of customer experience that women can play a big role in. I think many women are scared away from our industry because it's about product and manufacturing. It is, but it's also now about the customer experience and the connections we need to make with customers.

● **Tell us about your family.** My husband works at Ford, so we met at Ford. I have two daughters, 13 and 11.

● **What's your favorite weekend activity?** I like spending time with my husband and girls. We like to spend as much time outdoors as we can, whether it's at the pool or biking. And I like to work out. We have a home gym I like to use.

● **Are you able to maintain friendships?** That is probably the thing that gives first is friendships. I'm fortunate to work with a lot of talented, special women that I like a lot. So I have a lot of friendships at work, but outside work, it's tough to maintain those relationships. It's hard to understand the pace at which we work and the demands on our time if you're not in this industry.

● **Best advice you've ever gotten?** It's advice I got from Anne Stevens (Ford's former COO of the Americas). She said, “Outsource as much as you can.” At the time, I thought that was a very cold remark, meaning outsourcing as much of raising your children and other things. But that wasn't what she meant. She meant outsource everything you personally don't have to do, whether it could be with kids, taking care of the house, taking care of the yard. Whatever it is, if you don't personally have to do it, don't.

— Bradford Wernle

## MINJUAN ZHANG

General Manager, Toyota Research Institute, North America | Toyota Motor North America | Ann Arbor, Mich. | Age: 48 | Education: B.S., material science and engineering, Beihang University; M.S., electrical engineering, Shanghai Institute of Metallurgy, Academia Sinica; Ph.D., Tokyo Institute of Technology

● **What attracted you to the auto industry?** I emigrated to the United States in 2001 and we settled in Ann Arbor, and as Michigan is a hub of the auto industry, I wanted to be part of it.

● **First automotive job:** I joined Toyota in 2003 as a senior scientist working on materials.

● **Big break:** My lucky moment was in the last four years in having a really good boss. I really learned a lot from him, and also the division vice president recognized my career passion.

● **What is the major challenge you've faced in your career?** To accelerate Toyota's research in North America and bring more innovations into future vehicles.

● **Who has had the biggest influence on your career?** That would be the previous general manager I worked for, Takashi Kuzuya, and the division VP, Yasutoshi Jagawa. They are very

supportive of our work. With the color project, the research is done here but the engineering is done in Japan. So we have to transfer this to Japan and this has a lot of challenges. So they decided to send me to Japan for a year to do that. That one year was really precious for me and for the project.

● **Tell us about your family.** I have two sons. The older one is a college student, a junior at Princeton, studying economics. The younger one is 8 and is going into fourth grade. My husband is also a scientist. We were classmates, and he works in industry in Ann Arbor.

● **What's your favorite weekend activity?** Tennis. We are a tennis family.

● **Name one thing about yourself that most people don't know.** I play chess. When we emigrated to the United States, I taught myself to play. Then I taught my sons to play, and they each won the Michigan championship in grade school.

● **Name one talent you wish you had.** Singing. My oldest son really likes singing. At Princeton he is in the Tigertones. I wish I had that talent.

— Neal E. Boudette





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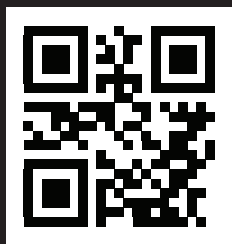
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## LEADING WOMEN

## MICHELLE PRIMM

Managing Partner | Cascade Auto Group |  
Cuyahoga Falls, Ohio | Age: 59 | Education: BBA,  
business administration, Kent State University

● **What attracted you to the auto industry?** Our family was in it. But making forays into a few other things, like working in the food industry, bartender in college, retail clerk, financial controller at a security firm, the car business was more exciting. In retail automotive, it doesn't matter if you're man or woman, gay, straight, purple, green, black, if you can perform, you're rewarded. It wasn't [ever expected that I would go into the business]. It was always going to be my brothers, and they were the ones when we were younger that were interested.

● **First automotive job:** I was 12, and my dad was angry at the service department because their files were a mess. He said, "My 12-year-old knows her alphabet better than you people." Several years later, I got promoted to scrubbing the bathrooms and showroom floor. Then, when I learned how to drive, I got to drive the parts trucks.

● **Big break:** When my dad said, "There's this thing called F&I. Why don't you come back to the store and try that?" That's what got me back to the dealership and really got me excited and engaged.

That was in the career. When you say my big break, where I felt needed and where I was really helping people was when I went on the NADA board. It was right when the world was crashing around our head (2008). We were tasked with meeting with Congress and taking dealers that had lost their stores and holding their hands when we took them into Congress.

● **What is the major challenge you've faced in your career?** Working together with my brothers as a team. I might have the title of managing partner, but we're a team. Getting to the point where the three of us can recognize each other's strengths and weaknesses and we can defer to those strengths and weaknesses. And then the three of us making the store our store and not my dad's store.

● **Who has had the biggest influence on your career?** My dad. He was a pioneer in owning an import store in northeast Ohio. Next to Detroit, the toughest place to own an import store was northern Ohio.

As a mentor, helping me go from a small store to where we are today, it's Tim Doran (president of the Ohio Automobile Dealers Association). He's somebody I could bounce things off of. I can call him and say, "What do you think, and what are other dealers doing, and is this a dumb idea?" And he'll be straightforward and honest

"You can succeed in retail automotive without a very expensive four-year degree, whether it's getting into sales, being a technician, whatever."

with me. We had an embezzlement, and it was really personally painful for us. It was the church lady. She had worked for us for 13 years. She made everybody cookies and never took a vacation. We took it really hard. It was a violation. And Tim said, "Get over it. She's not the first person that's stolen from you. She won't be the last. You're not the first dealer to get robbed. Just get over it." And he was right. Sometimes, you need somebody in your life to make some common sense and put you back on the right path.

● **What should be done to encourage women to enter the auto industry?** We need girls to be pushed for math and science, and we need to talk about what a great industry it is.

But I'm going to make it a bigger statement: We need to encourage students, boys and girls, to get into the car business. You can succeed in retail automotive without a very expensive four-year degree, whether it's getting into sales, being a technician, whatever. The education industry has to stop pushing every kid to college. College is not the right path for everybody. It's definitely not the right path if you end up with \$50,000 worth of debt or more. That's wrong. It's costing the industries where we will train you; it's costing us good people.

● **Tell us about your family.** We're pretty tightknit. Me and my brothers, we're always at the store. Until my parents were retired, they were here a lot. We eat lunch together almost every day. Sunday, that's our day apart from everybody.

[My partner] Eric worked here for a short while, and we decided if the relationship was going to last, we shouldn't work together. That was a good decision.

My dad still wants to know what's going on in the store. He cooks dinner, and anyone who wants to go over goes over. Not every family can do what we do. We have one vacation house up on Lake Erie and another in Florida, and a lot of times we all go. We travel in a pack. Sometimes, my brother or I will fight about something. You're going to have that. Usually when siblings fight, they might be fighting about something that happened 40 years ago, not what's on the table today. And you've got to recognize that. We always, at the end of the day, agree on the important stuff. That's made us a really strong family. It's helped us a through a couple of health crises with my parents.

Pat, Mike and I, none of us have children, but we've had exchange students. There's been a couple who have become like our own children. It's really gratifying, and it kind of gives you a global family.

Family isn't just about biology. Family is about those people you bring into your circle and really mean



something to you. Those meaningful relationships can stretch across generations and borders and continents, but that's still family.

● **What's your favorite weekend activity?** Being at home, having a weekend with no plan. Just being spontaneous. I love my house, I love my yard, I love my dogs, I love Eric. We live in the Cuyahoga Valley right on the edge of the national park. We enjoy the corner of the world where we live, being outdoors, building a bonfire, an old movie. I love TCM and the old classic movies. Calling up a friend I haven't talked to in a long time or meeting a neighbor for dinner.

● **What's your guilty pleasure?** I'm a chocoholic.

● **If I had it to do all over again, I'd ...** Probably take better care of myself. Exercise more and eat right more. I'm not unusual. I'm a yo-yo. My weight goes up and down. I smoked for about 15 years. I wish I would have never done that. I'm looking at longevity, so I've made some changes.

● **Best advice you've ever gotten?** I'm going to go back to that thing that Tim Doran told me: "Get over it." Sometimes as women, we have a tendency to lock on to something and not let it go.

— Amy Wilson

## VALERY VOYLES

Chairman and CEO | Ed Voyles Automotive Group |  
Marietta, Ga. | Age: 58

● **What attracted you to the auto industry?** I have always loved it. My father let me be a part of it. In my house, we talked about the car business, or we talked about golf. On many days, his assistant would pick me up from school, and I'd go to the dealership to do homework. I remember the smells of the shop. I was very much a daddy's girl, and I loved what he did.

● **First automotive job:** I stayed home with my children until they started a full day in school. And my dad called me and said, "It's about time you start working in the dealership and learning what you'll be a part of." I started at the Acura store mainly because it was the farthest away from him.

● **Big break:** Being exposed to business at an early age. Having the father I did. I have two older brothers, but he never made any differences with us. I had every opportunity they did. I always knew that if I applied myself, I would have a shot at running the stores. And that's exactly what happened.

● **What is the major challenge you've faced in your career?** When my father passed away very suddenly. It

was five weeks [after his diagnosis with cancer]. My mother had died six months before he died. I had [breast] cancer. I was just finishing chemotherapy myself. It was a challenging time, and there were days when I didn't feel strong enough to even get out of bed. They say that which doesn't kill us makes us stronger. Realizing I know what I don't know was probably the best thing. I knew there were things that needed to be changed. I put a lot of time and effort and money into hiring the right people. That team is still with me. We've had extraordinary success since my dad's passing.

● **Who has had the biggest influence on your career?** My dad. [During my dad's illness], we really talked more about personal things. He told me what he wanted my role to be. I was devastated and weak, and he reassured me that he had confidence in me. Those five weeks were the hardest weeks of my life, but they were the most blessed weeks in my life. We did get to talk and reminisce. He did impart not only things about the dealerships but also things about life. He said: "I know



you're going to mourn, but get over it. Life goes on, and I've had a wonderful life." It's true. Life does go on, and you need to enjoy the journey. That's what I try to do.

● **What should be done to encourage women to enter the auto industry?** Recently my daughter graduated from the NADA dealer candidate school. [At the graduation program], they had a dealer panel. There were many young ladies in the class. I thought it was a travesty not to have a woman dealer principal on the panel, so I went up to be on the panel. I told them I wanted young girls to see a woman can be successful in the car business.

● **Tell us about your family.** I was married when I was 17 to my first husband and the father of my children. We were married 25 years. Things happen, and we are now, after almost 20 years [apart], trying to work it out. We have two beautiful children: Jessica, who is 34; and Chase, who is 31. I'm proud of my children whatever they do. They seem to be leaning toward the car business, but whatever they do I just want them to be good citizens and improve the world we live in and apply themselves toward a worthy job and worthy causes.

● **What's your favorite weekend activity?** Golfing. I'm the youngest in a golfing family. When I was younger I played competitively.

— Amy Wilson

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## LEADING WOMEN



## TRACEY DOI

Group Vice President and CFO | Toyota Motor North America | Torrance, Calif. | Age: 54 | Education: B.S., economics, UCLA

- **First automotive job:** At Toyota as vice president, corporate controller in 2000
- **Big break:** I was really fortunate after I joined Toyota. I was here for three years, the CFO retired and they tapped me. It was a really large opportunity that I didn't expect.
- **What is the major challenge you've faced in your career?** The first eight years after I joined Toyota, the company was just on this trajectory and could do no wrong. (Then Toyota was hit with the unintended acceleration crisis in 2009 and several years of bad press as the company weathered the subsequent recalls of millions of vehicles, massive criminal fines, and Congressional hearings.) We obviously had the strength of our quality and our brand, but our reputation got shook. So we really had to draw on our internal strength and reset how we best approach supporting our customers. That was a good learning for all of us. We grew out of that. I think that really was the silver lining, to look at how we do business differently. But that was definitely a challenging time.
- **Who has had the biggest influence on your career?** I don't think it was just one person. I'm not a believer in just one mentor. I do believe in having a personal board of directors and having confidants from different aspects of my life that help. So professionally it could be people within Toyota, like [former Toyota and Lexus exec] Dave Illingworth was instrumental in helping me understand the automotive business, because I came from consumer products

"I'm not a believer in just one mentor. I do believe in having a personal board of directors and having confidants from different aspects of my life that help."

and services. To someone like Barbra Cooper who was our past CIO, a strong leader, strong developer of leadership. To people outside the company, be it someone from Pricewaterhouse, a partner, or individuals I volunteer with on boards of directors. And then also from being a working mom, other mothers that have kids similar age or older.

And I'm fortunate to have strong family. I have a great husband and a mom and dad who are close by. Even some real close girlfriends are wonderful to have right now as a sounding board.

- **What should be done to encourage women to enter the auto industry?** We should be reaching out to girls in their early

stages of school — so girls in middle school and on up — to help them see themselves in this environment, and be able to make a great contribution.

- **Tell us about your family.** I'm happily married. We have two children, one is in college and one is a junior in high school. We enjoy spending time with our extended family. We do quite a bit of volunteering in the community together. We're also heavily a basketball family.

- **What's your favorite weekend activity?** Barbecuing and baking for family and friends, and having everybody over.

- **What keeps you up at night?** Right now as we are going through this transition to Plano and integrating the teams across the supply chain, what keeps me up at night is how we integrate all of our team members. How do we help everybody have the best information available so they can make the right decision? As we draw everybody together, it's how do you make it make sense for everybody and their family?

- **What advice would you give your child?** Keep family first above all. And always do your best.

— David Undercoffler

## FRANCOISE COLPRON

Group President, North America | Valeo | Troy, Mich. | Age: 45 | Education: Human sciences diploma, College Edouard-Montpetit; law degree, University of Montreal

- **First automotive job:** I joined Valeo as the legal director of the climate control branch in 1998.
- **Big break:** Moving from the legal field to the general management field in 2008. I decided to move to the U.S. for personal reasons and did not anticipate that I would have the opportunity to grow within a few years first into the general counsel — Americas role and then into the role of president. I learned that life in general, and a career in particular, is not linear; sometimes you take a lateral move which in the end allows you to have a quicker progression.
- **What is the major challenge you've faced in your career?** We weathered the financial crisis. Then the challenge of the recovery was very steep. Right now our challenge is to transition from an automotive industrial company to more of a tech company to be a key player in the mobility world. The industry is reinventing itself.
- **What should be done to encourage women to enter the auto industry?** You need to work on both ends. You need to have more women visible at the top. But you also need to feed the pipe of candidates. There's very few women graduating from engineering. It's such a fantastic time to join

the automotive industry with all the challenges with mobility and connectivity.

- **Tell us about your family.** We have a daughter, and she's 9. It's always very interesting to keep a balance between work and family and oneself because you should not forget yourself in the mix. What I did very early on was to get help. Our daughter is quite well-adapted. She accepts the fact there is Valeo and there's mommy and daddy time.

- **What's your favorite weekend activity?** Spending time with my family. We like to cook as a family. I love to read. In the winter we go to concerts and the opera. In the summer a little golf, but I play very badly.

- **Name one thing about yourself that most people don't know.** That I'm half Peruvian. People usually think I'm French. Actually, I'm not French. I was born in Montreal. My mother was Peruvian, so I was brought up in Latin America.

- **When and where was your last vacation?** At Christmas we went to Brussels to see my brother and my new nephew.

- **I know you got exciting news recently.** I was nominated for the Legion of Honor for France. (Colpron received the award Sept. 30.) It's kind of a big honor. This is a big deal, especially for a company like Valeo. It's a presidential award that recognizes my role in promoting French companies. We bring French startups to the U.S.

— Bradford Wernle



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## CATHERINE CLEGG

GM North America Manufacturing and Labor Relations Vice President | General Motors | Detroit | Age: 55 | Education: B.S., manufacturing technology, Eastern Michigan University; MBA, University of Virginia; M.A., advanced leadership studies, Indiana Wesleyan University

● **What attracted you to the auto industry?** I grew up in Detroit. My father was a draftsman for General Motors, so I was always aware of the auto industry. And I enjoy making things.

● **First automotive job:** As a college student in the early 1980s, I had a job with GM drafting machine tool parts used to manufacture powertrains.

● **Big break:** I got a chance to be on a team charged with restructuring [GM's] manufacturing footprint.

● **What is the major challenge you've faced in your career?** As a manufacturing manager [after GM emerged from bankruptcy], leading a stamping consolidation project that saved the company \$175 million in structural costs. Also, having a strong family life, a strong marriage and raising two great kids.

● **Who has had the biggest influence on your career?** My father, the GM draftsman, who always encouraged and supported me.

● **What should be done to encourage women to enter the auto industry?** Expose girls to production, perhaps as early as upper elementary school. That way, you help girls get some exposure to figuring out the practical problems that are involved in building things.

● **Tell us about your family.** I've been married to my husband, Chris, for 32 years. We have two daughters, 27 and 24.

● **What's your favorite weekend activity?** I love team sports. In high school and college, I played hockey in a Dearborn [Mich.] travel league. I've gotten back into hockey and play in a recreational league now.

● **What's your guilty pleasure?** Chocolate. And pizza. I could eat pizza every day of the week.

● **Name one talent you wish you had.** I'd like to be able to play the piano.

— Jesse Snyder



## STACI KROON

Executive Vice President, Eaton Business System | Eaton | Cleveland | Age: 42 | Education: B.S., mechanical engineering, University of Pennsylvania; B.S., finance, Wharton School at University of Pennsylvania; postgraduate degree in manufacturing management from University of Cambridge

● **What attracted you to the auto industry?**

My dad was in the industry for his whole career, but I didn't seek out being in the auto industry. After college, I looked at different industries. But there was something about Eaton that allowed me to get cross-functional experiences. I had job opportunities coming out of college in multiple industries, but the development program here interested me.

● **First automotive job:** At Eaton in 1996, working in the development program in manufacturing and engineering, product engineering and marketing associated with our fuel emissions product line at our manufacturing plant in Ann Arbor.

● **Big break:** Every time you stretch into learning something new, you are forced to step up. I got an opportunity to move to Europe in 2001 and was responsible for deployment of Eaton Business System for Eaton's European operations. I learned a lot about influencing and getting things done in different cultures. This has stayed with me as a leader ever since. I was 27. The company took a big bet on a young woman to do this on another continent. Secondly, this job took me out of my comfort zone. I went from the passenger side to the commercial vehicle side leading the heavy-duty

product line. We did a reorg, and I picked up global responsibility for both heavy- and medium-duty product lines. I was in Europe through 2004.

● **What is the major challenge you've faced in your career?** During 2012 and 2013, as industry volumes were accelerating after the recession, we were [challenged] in the midst of large product launches of new high-tech products such as multiple advanced engine technologies.

● **What should be done to encourage women to enter the auto industry?** Our challenge is more about women staying in the auto industry than entering it. Work-life balance remains a challenge. There are still challenges in the technical fields with women being able to advance to levels they are capable of. They may go to other manufacturing industries such as consumer products or the tech industry.

Since Eaton is a global power management company, we encourage our people to get those experiences in other parts of this company.

● **Tell us about your family.** I'm married. My husband is Dutch; we met during my European assignment. He worked for the company but does not longer. We have two children: a son, 9, and a daughter, 7.

● **What is your favorite weekend activity?** Being outside — swimming and boating in the summer and skiing in the winter.

● **Are you able to maintain friendships?** I still have close relationships with my friends, mostly from Penn. Those are probably the strongest.

● **What's your guilty pleasure?** Gelato

— Marti Benedetti

“Our challenge is more about women staying in the auto industry than entering it. Work-life balance remains a challenge.”





## LEADING WOMEN

ALICIA  
BOLER-DAVIS.

Senior Vice President, Global Connected Customer Experience | General Motors | Detroit | Age: 46 | Education: B.S., chemical engineering, Northwestern University; M.S., engineering science, Rensselaer Polytechnic Institute

● **What attracted you to the auto industry?** I grew up in Detroit, and I always liked cars. When I had an opportunity to come back home and to work in an industry that had a huge impact on my career and on me starting in engineering, I decided to take it.

● **First automotive job:** I worked for Ford Motor Co. as a systems engineer while in college.

● **Big break:** It was becoming the chief engineer and vehicle line director on the Chevrolet Sonic while I was also managing the Orion plant. I really had to stretch and refine my leadership style and drive change. I had been the plant manager in Lansing only for about three months. Then I got the phone call telling me, "You need to be the chief engineer and the vehicle line director on the Sonic. And by the way, you'll need to run Orion and get it renovated and ready to go. And it's got to be profitable." It was the most rewarding assignment that I've had.

● **What is the major challenge you've faced in your career?** That Sonic-Orion assignment was challenging because I hadn't been in the pure engineering, product-development area for a long time. I had to come into a leadership role and guide the team in the technical and business aspects of the vehicle, while also working on culture in the manufacturing plant. Balancing the features and content of the vehicle to make sure it was profitable, and to do it under a tight timeline, was challenging.

Customer experience was another area that was totally new for me. And coming into [connected car] was the same. It's challenging to learn new areas of the business on the fly. But it's also what keeps me going.

● **Who has had the biggest influence on your career?** The first mentor that I had at General Motors, Bill Boggs. He joined GM when I was working in one of my first plant assignments. He was a great role model for me as a plant manager, but he also helped me along my career in identifying challenging roles for me. When I first met him,



"We have to do more of showing how women are holding significant positions across the industry."

he had joined GM from Ford and had become plant manager at Detroit-Hamtramck. He ended up taking me under his wing and encouraged me to be a plant manager and work in different areas to gain different experiences and skills.

● **What should be done to encourage women to enter the auto industry?** We have to do more of showing how women are holding significant positions across the industry.

If you look at GM, we have women in very, very key leadership roles, obviously. But we also have a number of women who we're bringing in at the entry level who are making a difference and have the ability to contribute. I think the more we highlight that this is an industry that welcomes women, where women can be successful and make a difference, it will become a more attractive option.

● **Tell us about your family.** My husband, Fitzgerald, and I have two boys, 10 and 13. I also have a stepdaughter who's 24. We're all here in Michigan. We spend a lot of our time together with our boys going to sporting events. We like to ski and travel together. I was born in Detroit, so I have a lot of extended family also here. Family is

central to our lives.

● **What's your favorite weekend activity?** If I'm not attending sporting events, it's shopping.

● **Are you able to maintain friendships?** Yes. It does take effort because of the time that you have available. Many of my friends also are career women. So it takes planning and coordinating of schedules. But texting and other technology helps.

● **Name one thing about yourself that most people don't know.** I grew up in a single-parent home. My mom took care of four of us from the time I was 5. She worked 11-hour days. That forces you to have a level of independence and to figure things out on your own. You can't use it as an excuse for not achieving your goals.

● **If you could have dinner with anyone, living or dead, who would it be?** Martin Luther King

● **Name one talent you wish you had.** Singing. I have family members who are amazing singers. My husband is a great singer. And I'm terrible. It sounds good in my head, but then when it comes out, it's like, "Nobody is going to like that."

— Mike Colias

## BECKY BLANCHARD

Director, Ram Truck Brand | FCA US | Auburn Hills, Mich. | Age: 40 | Education: B.S., mechanical engineering, and M.S., mechanical engineering, Oakland University; MBA, University of Michigan

● **What attracted you to the auto industry?** I grew up in Michigan, so I've always been around the automotive industry. I had a lot of family members who worked in the automotive industry, and I was always good at math and science. My dad encouraged me to study engineering, and that's what really attracted me to the industry. I like cars and, being from this area and having automotive everywhere around you, I really didn't think much about it.

● **First automotive job:** It was at Chrysler in 1997, in the Institute of Engineering program (a two-year rotation through vehicle engineering departments). They sent me back for my master's degree at the same time.

● **Big break:** I think it was many things, including the CIE program because that really is a jump-start; you got to see what you like, what you didn't like, you got to see so many areas of the company within a two-year period and really work with so many different people. I walk on that side of the building, and I still see so many people that I know.

● **What is the major challenge you've faced in your career?** The transition [from engineering to marketing]. Now I'm on the commercial side of the business. When I first started my MBA, I didn't really know what I wanted to do. I sort of thought maybe finance. I was an engineer,



and it sounded like a numbers thing, very black and white, like engineering. But I soon discovered that was not for me. Then I started taking strategy and marketing classes, and I thought it was great. I really liked being tied to the end customer. I liked being tied to the end product more than being focused on maybe one system from a technical standpoint. One of the biggest challenges was proving to myself that I could make that transition, going from the technical career to the

commercial side and convincing people in marketing that I could have that different mindset.

● **Who has had the biggest influence on your career?** My parents. My dad worked in the industry, at a supplier. He was in sales, but he was pretty technically savvy not being an engineer. He guided my career direction into engineering. Even if you don't want to be an engineer forever, it does give you a great foundation. And my mom really being a cheerleader. She's always supported me in everything that I wanted to do. They both instilled a strong work ethic in me.

● **What should be done to encourage women to enter the auto industry?** I think a lot of it is just being a good role model because I do mentor a lot of women and men, and it's all about leading by example. They see that I can have a family and I can have a successful career.

● **Tell us about your family.** I have two boys, 5-year-old Evan and Luke, 2, and my husband, J.P.

● **What's your favorite weekend activity?** We go to swim first thing on Saturday morning with the boys. Evan swims on his own now, but I get in the pool with Luke, and we do our little swim class together and then we go out for breakfast. We also love to go to the park and go on bike rides with the boys, and we like to go out for hot dogs in the summer. It's all about the kids on the weekends.

● **What's your guilty pleasure?** Ice cream. Anything with chocolate is good.

● **When and where was your last vacation?** It was to Miami with the kids. My husband's work had an event down there, and they tacked on some family days at the end, so we all went down there. But where we really like to go with the kids is Disney World.

— Larry P. Vellequette





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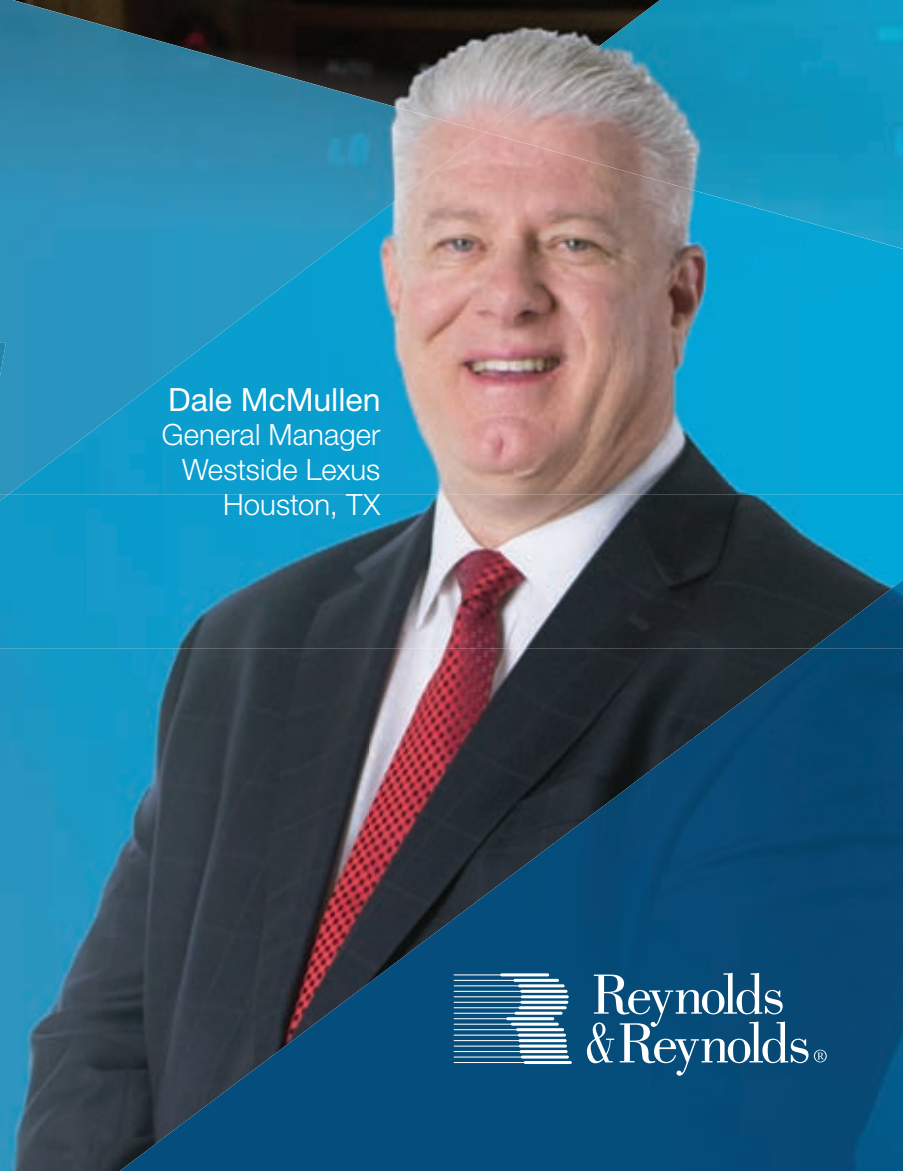
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## LEADING WOMEN

“One thing we need to do is to get more young women, and men as well, interested in engineering careers.”



## KATHLEEN DILWORTH

Executive Director, Global Powertrain Manufacturing Engineering | General Motors | Pontiac, Mich. | Age: 58 | Education: B.S., chemical engineering, University of Notre Dame; MBA, University of Michigan

- **What attracted you to the auto industry?** I grew up in the days of hot-rodding and cruising on Woodward Avenue. That was all part of the mystique, making things as cool as cars. So, growing up in Detroit, I was always interested in cars. The diversity of opportunity that I saw in a company the size of GM. There were all different jobs an engineer could have.
- **First automotive job:** I was first line supervisor in the paint shop at Pontiac in 1979. I had a group of 20 to 25 people and managed the work they did, which was painting bumpers of Grand Ams and Bonnevilles.
- **Big break:** I wanted to be plant manager. When I started in my career, I saw myself as hopefully being a plant manager. I had spent most of my career on the vehicle side of the business. The first opportunity I got was on the powertrain side of the business, and this leader was willing to take a chance on me. He felt you could translate the leadership skills over to a different type of manufacturing. And so I was able to be plant manager. That was in Windsor, Ontario, at the transmission plant. It was a good place to start in powertrain.
- **What is the major challenge you've faced in your career?** It's balancing the work-family issue and trying to make that right balance and not try to suboptimize one or the other. I think the tools have arrived as time has gone on to make it easier. But also having support of family has really helped.
- **Who has had the biggest influence on your career?** My dad, to start. And since then various mentors. They have given me advice on switching functions, switching jobs, learning and growing and teaching me areas where I need to improve.
- **What should be done to encourage women to enter the auto industry?** One thing we need to do is to get more young women, and men as well, interested in engineering careers. In the United States, we are not graduating enough engineers so we need to get to the kids when they are a lot younger. We've got a pretty active team here trying to get into schools to try and get them interested.
- **Tell us about your family.** With two engineers for parents, we ended up with daughters in arts and letters. One daughter is an actor and personal trainer in Los Angeles, and the other daughter works in the theater. My husband retired from GM a year ago; he was a product engineer on the vehicle side, a brake engineer.
- **What's your favorite weekend activity?** Golfing and bike riding
- **Are you able to maintain friendships?** Yeah. It has been a lot easier since the advent of social media. You can keep in touch a lot better than before. I still have several good friends from even junior high and college as well. It's a priority for me.
- **If you could have dinner with anyone, living or dead, who would it be?** Pope Francis because he has got a different viewpoint. And I would love to understand if what we are hearing that he says is actually how he feels.

— Richard Truett

## MARSHA SHIELDS

President | Red McCombs Automotive | San Antonio | Age: 61 | Education: B.A., Spanish and religion, Duke University

- **What attracted you to the auto industry?** I grew up in it. It was a family business.
- **Did you have another career?** I taught Spanish in public high schools.
- **Why did you leave that job?** I really wanted to be in the automotive industry.
- **First automotive job:** Answering phones at Red McCombs Ford when I was probably 8, followed by cleaning the parts department.
- **Big break:** I was born into a family that had the business. The big break was the day I asked my father if I could work for him and he said, “Yes, what have you been waiting for?”
- **What is the major challenge you've faced in your career?** The economic downturn of 2008 was the most challenging time. My goal was to not lose a single employee, yet achieve measurable expense reduction. With the help of everyone on our automotive team, we streamlined processes, improved our operations, increased profits, reduced expenses and became an even better company.
- **Who has had the biggest influence on your career?** My father, probably because he always expects to win. He's the first to give someone else credit for accomplishing something and he never stops pushing me to be better at what I do. I learn something new from him every day.

- **What has it been like growing up with a dad who's a legend?** It makes for an interesting day every day. I tell him the scariest words in the English language are when he calls me at 6 in the morning and says: “Marsha, I've been thinking ...” and I know my day and everyone else's will be different.
- **What should be done to encourage women to enter the auto industry?** We have to do a better job of explaining the opportunities in the industry. I don't think there are little kids falling asleep dreaming about working in the auto industry. That's my fault. It's the fault of the industry. We have to let people know what a great career it can be.
- **Tell us about your family.** I have two adult children. Both are interested in the overall framework of our family business and the automotive business is the flagship. My son, Joseph, is involved on a daily basis. He has worked at the dealership all his life. He's attending NADA Dealer Academy. I have a daughter, Anna Turner, who is currently full-time parent to one child and taking some time away from the family business.
- **What's your favorite weekend activity?** I enjoy going to church with my family at the First Baptist Church of San Antonio.
- **What keeps you up at night?** Finding the best, most qualified people. I find I have to be selling the idea of a career in the automotive industry all the time. It's not something people think about doing. But I'm only as good as the best people who work here make me. So I'm always hunting for talent and integrity and a willingness to work.
- **If you could have dinner with anyone, living or dead,**



**who would it be?** The Apostle Paul because he had a dramatic change in his life and then found himself in such difficult circumstances but kept his eye on the prize. There's a lot of life lessons to learn by not just reading what he wrote but looking at how he lived.

- **What's your guilty pleasure?** Crossword puzzles, word games, brain teasers, even jigsaw puzzles. I like doing them — a lot.
- **Share a funny story about yourself.** My first car was a 1967 pink Ford Mustang convertible. One night at dinner, my mother said, “I saw the most unusual thing today.” I took that bait and said, “What?” She said: “At one o'clock, the middle of the school day, I saw a pink Mustang convertible parked outside the cinema. How could that be?” The point of the story is sometimes your first car can get you in trouble.

— Bradford Wernle





## JULIE FREAM

CEO | Original Equipment Suppliers Association | Southfield, Mich. | Age: 52 | Education: B.S., chemical engineering, Michigan Technological University; MBA, Harvard University

● **What attracted you to the auto industry?** I grew up in Dearborn so I was familiar with the auto industry, and the opportunity that was presented to me upon graduation with my engineering degree was to work at General Motors. I was attracted to the manufacturing development work that was involved.

● **First automotive job:** In 1983 I was a manufacturing engineer for GM at the Warren Tech Center.

● **Big break:** In 1985, getting a General Motors fellowship to go to grad school.

“Whether you want a marketing role, a communication role, engineering, all of that is available to you and it’s changing rapidly as more and more technology comes into this space.”

Having grown up and gone to school in Michigan, my world was relatively insular. Experiencing the diversity of people and experiences that were available at Harvard opened my eyes to see the world from a broader perspective.

● **What is the major challenge you’ve faced in your career?** One of the challenges has been maintaining a healthy balance between the demands of work and the demands of a personal life such as a family and the other things also committed to. It takes a lot of conscious effort and work.

● **Who has had the biggest influence on your career?** My husband. He’s enabled me to do and be the different things I’ve done and been. Whether it’s my need to travel a tremendous amount in some of my roles or work really long hours, from a standpoint of who’s really supported and influenced the career that I’ve had, it’s been him.

● **What should be done to encourage women to enter the auto industry?** Make sure that everyone, not just women, understands the breadth of roles that exist within this industry and the different types of functions,



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education and experiences that are available. Whether you want a marketing role, a communication role, engineering, all of that is available to you and it’s changing rapidly as more and more technology comes into this space.

● **Tell us about your family.** My husband and I have been married 20 years, and I have two amazing kids. My daughter, Jillian, is 18 and she’s a high school senior so we’re in the college search process. I have a son, Ryan, who is 16. He’s a junior, so we’re headed toward an empty nest. We’ve traveled a tremendous amount together. We’ve been to China, Australia, Europe a

number of times and Mexico.

● **What’s your favorite weekend activity?** I like to read. I tend to try to spend some time being quiet. This job is very demanding in terms of being out there with the public. So on my own time, I just want a little quiet time.

● **Name one thing about yourself that most people don’t know.** I’ve been a musician all my life. It hasn’t been something I’ve been able to do as much of as I’d like during my working years, but I play piano; flute and saxophone when I was younger. I really do enjoy it.

— Jamie LaReau

## MARLO VITOUS

Director, Product Development Purchasing | FCA US | Auburn Hills, Mich. | Age: 39 | Education: B.A., business administration, Central Michigan University; MBA, Wayne State University

● **What attracted you to the auto industry?** I enjoyed what my dad did. He was a plant manager. I always enjoyed the stories he would tell, and I thought it was exciting, with all the high pressure. I grew up in Virginia, and he worked in Chesapeake for Volvo Bus.

● **First automotive job:** I was in manufacturing. I was a line supervisor in the plant in 1998. I was a materials supervisor, all shifts. I pretty much did any job in the plant that they would put me in, other than maintenance. We moved to Michigan and my dad went to work at Ford, but my first plant was Chrysler’s Sterling Heights Assembly Plant.

● **Big break:** I had the opportunity to work in an executive planner role, and it was for John Campi [then Chrysler purchasing chief]. It was during a very trying time in our industry — [heading into] bankruptcy. You had to deal a lot with a staff that was uncertain of our future. You had to deal with the politics of senior leadership, where the company was going. From that experience, I was able to land a senior manager job with a new leadership team.

● **What is the major challenge you’ve faced in your career?** We’ve had a lot of changes within our company. I’m a hard worker, and I’m very passionate, so when you have that revolution or that change in leadership a lot, you have to show yourself again. You can’t rely on, “Oh, they knew you back then, and you have that respect and

trust.” So you have to continuously earn it. With my old managers, I used to say that every day is an interview. That’s been the constant challenge. You have to prove yourself by your hard work, by your ethics, by your passion and your skill because you don’t know who your next leader will be or what the market will do.

● **Who has had the biggest influence on your career?** I truly think it’s taken a village to raise me as a leader. I almost think of what they did, instead of the who. I think about my boss in the past, Fred Solomon, and Dan Knott, that I learned how to run an organization with integrity, and thinking about what’s best for the organization when it may be not what’s best for you. And that may mean you may upset apple carts. I think of even Wendi [Gentry-Stuenkel]. She’s been a friend to me when I have challenging moments here.

And I think of my team out there, and my dad. He gave me this little card on my first day in the plant that says, “Don’t let those bastards get you down.” I was so young and I had a work force of 80 people.

Those people have influenced my leadership style, as well as some of my other previous bosses. Those people have influenced me by showing me what not to do.

● **What should be done to encourage women to enter the auto industry?** It starts with people like me in the position, so people see that there are role models. People have children, they have a life, and they enjoy

what they do. I do like working here. I think role models are important, but I also think that we need to get to the younger generation in the education system.

I really like what we’re doing with the robotics clubs versus not just a sports society; really showing kids that engineering’s cool. To really get them around our technology and our product is helpful. My daughter sees me in it, and she really thinks it’s cool that mom works there and mom does this.

● **Tell us about your family.** I have my husband, Lee, and my 5-year-old daughter, Reese, and my 9-year-old son, Jack.

● **What’s your favorite weekend activity?** I love going up north in Michigan. We go to Higgins Lake, to Traverse City, to the Upper Peninsula. I really love it up there. Coming from Virginia, I love our lakes and the activities we have here. I always feel safe because there’s nothing that could bite and kill me. We don’t have sharks; there’s no poisonous spiders that can get you or tigers or whatever. I feel safe.

● **What keeps you up at night?** It’s not work; it’s more of my children’s futures, to ensure that they’re hard workers. I want to instill in them a strong character and a good work ethic.

● **Name one thing about yourself that most people don’t know.** Most people don’t know that I’m a Sunday school teacher because it doesn’t really fit my persona that I have here at work.

— Larry P. Vellequette



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## LEADING WOMEN



SHIRAZ AHMED

## ANDRICA NUECHTERLEIN.

Vice President, Global Sales – Electrical | Lear Corp. | Southfield, Mich. | Age: 51 | Education: B.S., industrial engineering, Wayne State University; MBA, Oakland University

● **What attracted you to the auto industry?**

I always lived in the Detroit area. I got an internship at GM, tried them for a couple of summers and really loved it.

● **First automotive job:** Manufacturing engineer at General Motors Pontiac East assembly plant in 1986

● **Big break:** Lear's seat contract for the full-size GM SUVs and trucks. We were doing all the pickups and SUVs. It was huge. I had sales and program management.

● **What is the major challenge you've faced in your career?** The recession was a difficult time for everyone. We were all in it together. The pace at which we resolved issues was really quick. Issues that normally took months to resolve took days. I think we came out much stronger, with closer relations with our customers.

● **Who has had the biggest influence on your career?** I would have to say both Frank Orsini [president of the electrical division] and Ray Scott [president of the seating division], who I first worked for in the Lear seating division.

● **Tell us about your family.** I've been married 18 years to a wonderful husband. We have two stepchildren who are grown.

● **What's your favorite weekend activity?** I love any type of exercise. We also have a cottage up north.



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— David Sedgwick

## CINDY NIEKAMP

Senior Vice President, PPG Automotive OEM Coatings | PPG Industries | Troy, Mich. | Age: 56 | Education: B.S., industrial engineering, Purdue University; MBA, Harvard University

● **What attracted you to the auto industry?**

I was born and raised in Dayton, Ohio. It was a big GM town. That was the top job to get. I got a summer internship; they paid well. I ended up loving the manufacturing floor.

● **First automotive job:** GM internship, 1978

● **Big break:** Going to France and being an operations manager.

● **What is the major challenge you've faced in your career?** Work-life balance.

● **Tell us about your family.** I have two daughters. One is graduated with an MBA, while the other is a senior at Purdue University.

● **Name one thing about yourself that most people don't know.** I'm a ballroom dancer. I plan to compete next year.

● **If you could have dinner with anyone, living or dead, who would it be?** Steve Jobs

● **Name one talent you wish you had.** I wish I was more artistic.

— Vince Bond Jr.



## KIMBERLY PITTEL

Vice President, Sustainability, Environment & Safety Engineering | Ford Motor Co. | Dearborn, Mich. | Age: 56 | Education: B.S., chemistry, University of Michigan; MBA, organizational theory, Wayne State University

● **What attracted you to the auto industry?**

When I was 16, there was an intern program [at my high school], which is why I'm such a believer in STEM programs. In my senior year, I went to school half the day, and the other half day, I was at General Motors in Flint in their metallurgical laboratory. The metallurgical engineers I worked with were wonderful, and they hired me every summer as a college intern. That internship program changed my life.

● **First automotive job:** At Ford in 1985 in a manufacturing test lab doing the same darn work I did at GM for my internships

● **Big break:** Moving from the manufacturing/testing environment into actually manufacturing engineering proper and then going into full production management

● **What is the major challenge you've faced in your career?** Managing dual careers between my husband and me. I think every couple faces that challenge when you have two people who have significant careers. My husband is in finance at another Fortune 500 company, so I think that the biggest challenge we faced was managing both careers and having a family.

● **Who has had the biggest influence on your career?** I faced a big challenge when I made it to plant manager — we then joint-ventured our facility to another company, so I was without a job. My director at the time was Linda Miller, who was the first female plant manager for Ford Motor Co., and she recommended that I talk to this woman in product development who was looking for fresh perspective named Barb Samardzich. The two people who had the most significant influence on my career were Linda Miller and Barb Samardzich, and I love saying that in this industry — it was two women in completely different skill teams who helped me make what I consider the biggest move in my career. When women get together to help

women, it changes people's lives.

● **What should be done to encourage women to enter the auto industry?** I don't think we sell this industry very well. I don't think anyone understands that we're not the "dirty" industry. I don't think it's just attracting women into this industry, it's attracting young people. You could have a career in manufacturing or product development, but we also use engineers or technical people in purchasing. You could have a career in finance, and we also have good development programs that include marketing and sales. People don't understand that within this industry, there are multiple careers. Young people don't necessarily have a firm, fixed vision of their future, so the idea that you can go in at one thing and then realize, at least in this company, you can go anywhere. You could have 10 careers in one company.

● **Tell us about your family.** My family is my husband, who, ironically, works for a shredder, and they shred cars. Here I am, the vice president of sustainability. He's in finance, so he's not running the shredders, but they recycle the material from shredded vehicles and sell it back into the market. So we are a full-circle family. I make 'em, he shreds 'em and sells them back. We've been married 26 years.

We have a 22-year-old daughter who graduated from Michigan State University, and she's teaching chemistry and physics in Chicago. She will be a role model for young women going into the sciences.

● **What's your favorite weekend activity?** I read a lot. I also have a pool, so I read in my pool. I like to float and read. One of my favorite authors is Vince Flynn.

● **Best advice you've ever gotten?** In my young career, I was asked to do something really not good. Someone said to me, "Yes, this is not a fun assignment, but do you just want to be like everybody else, or do you want to be the person that takes it on?" I thought, "I do want to be that person." When somebody comes to you and tells you to step out of your comfort zone, don't step back. You have to be willing to take a chance in order to succeed.

— Nora Naughton





LEADING WOMEN

# BY THE NUMBERS

54

Companies represented

58

Are on the list for the first time

6

Are automaker or supplier CEOs

65

Age of the oldest

35

Age of the youngest

2

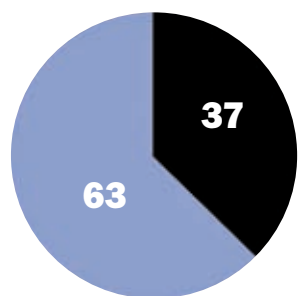
Were college roommates

5

Were college athletes

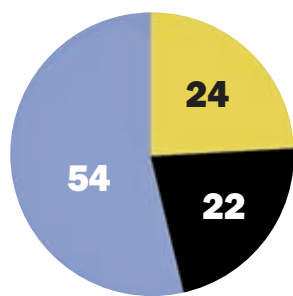
73

Have executive officer titles or are owners of their companies



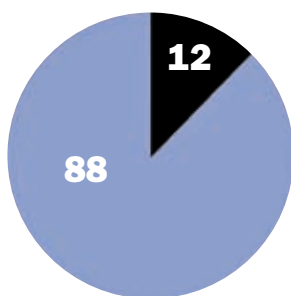
Q: Do you have at least 1 master's degree?

■ Yes ■ No



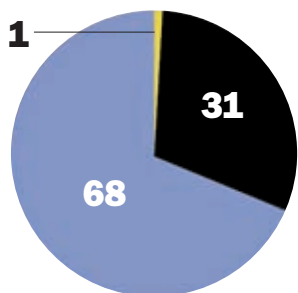
Q: How many automotive companies have you worked for?

■ 1 ■ 2 ■ 3 or more



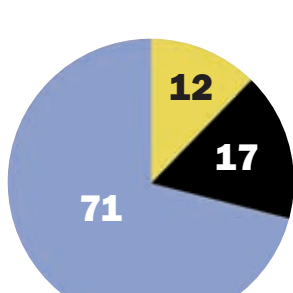
Q: Has your company created a workplace with sufficient flexibility for work-life balance?

■ Yes ■ No



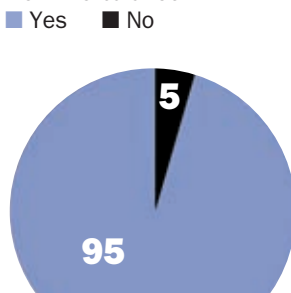
Q: Have you experienced gender discrimination in the auto industry?

■ No ■ Yes ■ No response



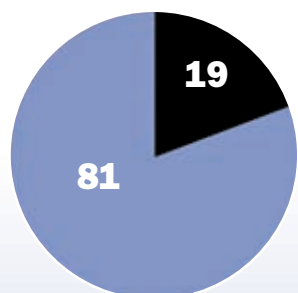
Q: Has your compensation been comparable to that of your male counterparts?

■ Yes ■ No ■ No response



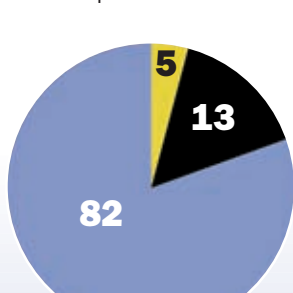
Q: Have you been given the same opportunities as your male counterparts?

■ Yes ■ No



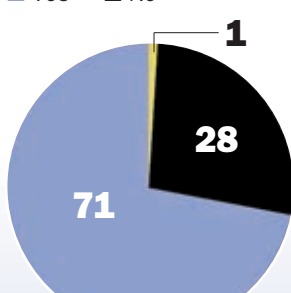
Q: Do you have children?

■ Yes ■ No



Q: What's your marital status?

■ Married/domestic partnership ■ Separated/divorced ■ Single



Q: Has your career contributed to a major sacrifice or disruption in your personal life?

■ No ■ Yes ■ No response



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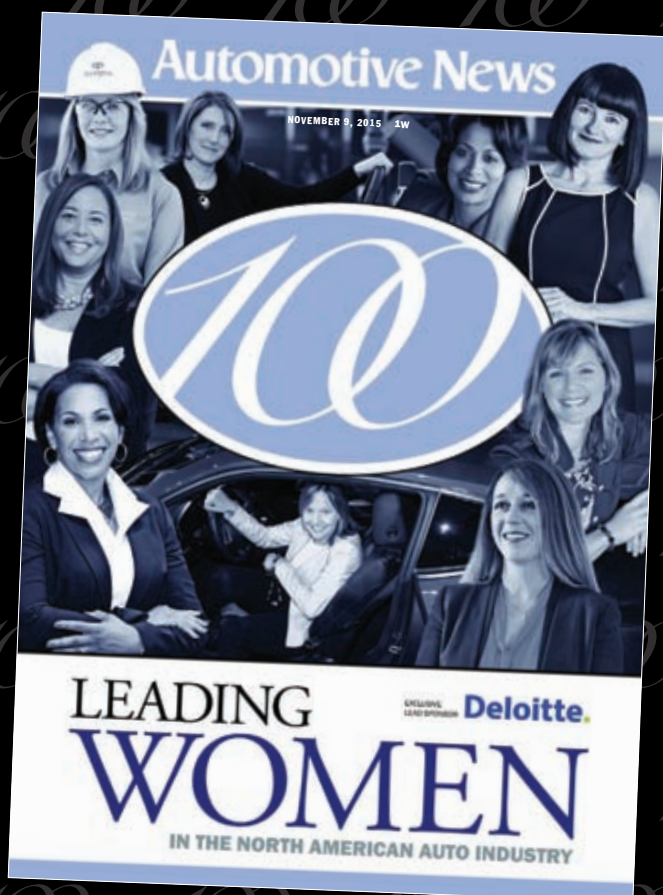




## LEADING WOMEN



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## Q&amp;A

What has been the biggest **sacrifice** you've made to achieve your career goals?

"Friends. With all the moves and changes in life I've rarely been in a place long enough to really develop close friendships."

**Janet Barnard**  
Manheim North America

"I don't go home and sleep in my own bed every night. I travel a lot, so I miss things. It's hard to have a little kid say, 'Dad was at my game, but you weren't.'"

**Sandra Bouckley**  
GKN Driveline Americas

"I've given up a family. I have a wonderful life, and I have wonderful friends. And I have a lot of great things, but that doesn't mean in the future I might not think about adopting a child. I want to give a young person a good life."

**Michele Lieber**  
Ally Financial

"It's all about time. I do forgo time with my family to be at work. The leadership responsibilities take a lot of time and commitment and travel. So I sacrifice time with family and friends to fulfill my job, but that's my choice. And, it's up to me to balance that."

**Joy Falotico**  
Ford Motor Credit Co.

"Just the lack of time with my children. There are some things, when I look back, that I wish that I had done differently. In those days, if the men worked 12 hours a day, I felt like I had to work 14."

**Tania Pratnicki Young**  
FCA US

"Leaving my country. I never thought I would leave England, even though I'd tease my mother and tell her I was leaving, because I was a rebel kid."

**Helen Emsley**  
General Motors

"When I went to Mexico, it was January of 2009, and it was my daughter's senior year in high school. And we had committed to her that we wouldn't move her when she was in high school. So I went to Mexico, and my daughter and husband stayed here until she finished school. So it was six months of living apart, which is never easy."

**Grace Lieblein**  
General Motors

"Family time. There's nothing else that matters to me — money doesn't matter, status doesn't matter. None of that stuff matters."

**Lisa Copeland**  
Fiat-Alfa Romeo of Austin

"I'm trying to fit enough hours in the day to make everything work and be the most nurturing, present parent I can possibly be and sometimes it gets pretty tough."

**Julie Kurcz**  
Kia Motors America

"Having children late in life."

**Lisa Lunsford**  
GS3 Global

"Spending less time with my family. And not having a concept of a work-life balance has hurt me, hurt my ability to exercise and be as healthy as I should be."

**Seval Oz**  
Continental AG

"I think that time off obviously is something that definitely has a lower priority in order to put family and career first. There are things I would like to study — languages, hobbies I'd like to pursue — that I don't because of the time aspect of it. My family was my priority. If I had any extra time, it was always spent with them."

**Janice Maiden**  
Federal-Mogul





## LEADING WOMEN

The

## NETWORK

Automotive News has compiled lists of 100 Leading Women in the North American Auto Industry four times. There have been 294 executives on these lists. Here they are, with the most recent title under which they were recognized and the years they have appeared on the list.

**Alavanou, Olga**

Executive VP, General Motors and Fiat Chrysler Business Units | Yazaki North America | 2010, 2015

**Allen, Diane**

Senior Design Manager | Nissan Design America | 2000, 2005, 2010, 2015

**Asensio, Anne**

Executive Director, Advanced Design | General Motors | 2000, 2005

**Bahash, Lisa**

Group VP and General Manager, Original Equipment, Powertrain Solutions | Johnson Controls | 2015

**Barclay, Katy**

VP, Global Human Resources | General Motors | 2000, 2005

**Barman, Chris**

VP, Product Development | FCA US | 2010, 2015

**Barnard Janet**

President | Manheim North America | 2015

**Barra, Mary**

CEO | General Motors | 2005, 2010, 2015

**Bay, Janine**

Director, Vehicle Personalization | Ford Motor Co. | 2000

**Beauchamp, Jan**

IBM General Manager, Global Automotive Industry | IBM Corp. | 2005

**Behrendt, Birgit**

VP, Global Programs and Purchasing Operations | Ford Motor Co. | 2010, 2015

**Belec, Anne**

President and CEO | Volvo Cars of North America | 2005

**Bertsch, Jan**

VP and Treasurer | BorgWarner | 2005, 2010

**Beseda, Jane**

Group VP and General Manager, North American Parts and Accessories | Toyota Motor Sales U.S.A. | 2000, 2005

**Blackwell, Jean**

Executive VP, CFO | Cummins | 2005

**Blanchard, Becky**

Director, Ram Truck Brand | FCA US | 2015

**Boehlke, Sue**

Senior VP, Manheim Products and Processes | Manheim | 2010

**Boler-Davis, Alicia**

Senior VP, Global Connected Customer Experience | General Motors | 2010, 2015

**Boone, Liz**

Director, Advertising Strategy | General Motors | 2010

**Bouckley, Sandra**

VP of Manufacturing Engineering | GKN Driveline Americas | 2005, 2015

**Brennan, Susan**

VP, Manufacturing – Smyrna/Decherd | Nissan North America | 2005, 2010

**Brooks, Linda Thomas**

Executive VP, Managing Director | General Motors Mediaworks/General Motors Cyberworks | 2000

**Brink, Kim**

COO | Team Detroit/Blue Hive | 2005, 2010

**Brooks, Martha**

VP and General Manager, Truck and Bus Engine Business | Cummins Engine Co. | 2000

**Brown, Adriane**

President and CEO | Honeywell Transportation Systems | 2005

**Brown, Barb**

Senior Partner, Executive Management Director, Ford Retail | JWT | 2005

**Brycz, Kim**

Executive Director, Global Product Purchasing | General Motors | 2010, 2015

**Buckingham, Lorie**

Senior VP and Chief Information Officer | Visteon Corp. | 2005

**Bucklin, Christine**

COO | CarsDirect.com | 2000, 2005

**Burau, Jolly**

Global Vehicle Chief Engineer, Full-Sized Trucks and Vans | General Motors | 2010

**Burgess, Shari**

VP, Treasurer | Lear Corp. | 2010

**Caballero, Faye**

President and CEO | Black River Plastics | 2005

**Carney, Kelli**

Senior VP, Purchasing | International Automotive Components Group | 2010

**Carpenter, Mary**

Executive VP and COO | GM Planworks | 2005

**Casasanta, Tedi**

Head of Powertrain Quality | Chrysler Group | 2005, 2010

**Case, Rita**

VP | Rick Case Automotive Group | 2010

**Cash, Linda**

Director, North America Vehicle Operations Manufacturing Engineering | Ford Motor Co. | 2010

**Cervantez, Michelle**

VP, Marketing | Hyundai Motor America | 2000, 2005

**Chamberlain, Linda**

Executive Director, New Product Development | Johnson Controls | 2000

**Chase, Robin**

Chairman | Veniam | 2015

**Chattin, Angie**

President | CarMax Auto Finance | 2010

**Cischke, Sue**

Group VP, Sustainability, Environment and Safety Engineering | Ford Motor Co. | 2000, 2005, 2010

**Claybrook, Joan**

President Emeritus | Public Citizen | 2000, 2010

**Clayton, Annette**

VP, GM North America Quality | General Motors | 2005

**Clegg, Catherine**

GM North America Manufacturing and Labor Relations VP | General Motors | 2005, 2010, 2015

**Cole, Joanne**

Director of Engineering, Soft Trim Systems Comfort and Advanced Development | Johnson Controls | 2000

**Coleman, Deborah**

VP, Global Quality | Ford Motor Co. | 2005

**Colpron, Francoise**

Group President, North America | Valeo | 2010, 2015

**Cooper, Barbra**

Group VP and Chief Information Officer | Toyota Motor Sales U.S.A. | 2000, 2005, 2010

**Cooper, Josephine**

President and CEO | Alliance of Automobile Manufacturers | 2000

**Copeland, Lisa**

Managing Partner | Fiat-Alfa Romeo of Austin | 2015

**Corrigan, Sharon**

VP, Marketing | Jaguar North America | 2010

**Cortez, Chris**

Senior VP, Global Service and Parts | Chrysler Group | 2000, 2005

**Craig, Dianne**

President and CEO | Ford Motor Co. of Canada | 2015

**Cummins, Lin**

Senior VP, Communications | ArvinMeritor | 2000

**Curran, Judy**

Director, Vehicle Evaluation and Verification and PD Factory | Ford Motor Co. | 2010

**Curry, Leah**

Vice President, Toyota Manufacturing – Indiana | Toyota Motor North America | 2015

**Curry, Shannon**

Treasurer | American Axle & Manufacturing Holdings | 2010

**Darkes, Maureen Kempston**

Group VP and President, GM Latin America, Africa and Middle East | General Motors | 2000, 2005

**Darvish, Tamara**

VP | DARCARS Automotive Group | 2010

**Dedo, Jacqui**

Chief Strategy and Procurement Officer | Dana Holding Corp. | 2005, 2010

**DeSandre, Susan**

Global Commodity Director, Purchasing, Body and Exterior | Ford Motor Co. | 2010

**De Veny, Flavia**

VP, Engineering | Martinrea International | 2010

**Dickerson, Deanna**

VP, Materials Management | Guide Corp. | 2000

**Dilworth, Kathleen**

Executive Director, Global Powertrain Manufacturing Engineering | General Motors | 2010, 2015

**Doi, Tracey**

Group Vice President and CFO | Toyota Motor North America | 2005, 2010, 2015

**Doyle, Anne**

Communications Director, North America Operations | Ford Motor Co. | 2000

**Duckett, Thasunda Brown**

CEO | Chase Auto Finance | 2015

**Elder, Irma** (deceased)

CEO | Elder Automotive Group | 2000

**Ellison, Pandora**

Director, Vehicle Attributes and Systems Engineering | Ford Motor Co. | 2005

**Emsley, Helen**

Executive Director, Global GMC Design and User Experience | General Motors | 2000, 2015

**Estrada, Cindy**

VP | UAW | 2010, 2015

**Eulberg, Marti**

VP, Global Sales, Marketing and Communications | Fisker Automotive | 2010

**Falotico, Joy**

Executive VP, Marketing and Sales,

Americas and Strategic Planning | Ford Motor Credit Co. | 2010, 2015

**Farenden, Rose Mary**

Director, Global Salaried Recruiting | Ford Motor Co. | 2000

**Farmer, Amy**

Plant Manager, Flint Assembly and the Flint Metal Center | General Motors | 2000, 2005, 2010

**Fein, Nancy**

VP, Customer Relations | Toyota Motor Sales U.S.A. | 2005, 2010

**Fey, Marianne**

Executive VP, Managing Director | McCann Erickson Midwest | 2005, 2010

**Fields, Felicia**

Group VP, Human Resources and Corporate Services | Ford Motor Co. | 2005, 2010, 2015

**Fisher Clifford, Marcy**

Vehicle Line Director, Global CD Programs | Ford Motor Co. | 2005, 2010, 2015

**Fletcher, Pamela**

Executive Chief Engineer for Electrified Vehicles | General Motors | 2015

**Floccuzio, Luana**

Executive VP and Managing Director, Detroit Office | N.W. Ayer & Partners | 2000

**Folger, Karen**

VP, Original Equipment Services Sales, North America | Bosch Automotive Service Solutions | 2015

**Ford, Elena**

VP, Global Dealer and Consumer Experience | Ford Motor Co. | 2005, 2010, 2015

**Foster, Cherlyn**

Manufacturing Manager, Finishing and Automotive | Alcoa | 2015

**Fox, Stacy**

Senior VP, General Counsel and Secretary | Visteon Corp. | 2000

**Frary, Lisa**

VP of Quality | Autoliv North America Division | 2000, 2005, 2015

**Fream, Julie**

CEO | Original Equipment Suppliers Association | 2015

**Gallucci-Davis, Sheila**

VP, General Counsel and Secretary | Subaru | 2000

**Gasper, Barbara**

VP, Investor Relations | Ford Motor Co. | 2005

**Gaunt, Bobbie**

President and CEO, Ford Motor Co. of Canada | Ford Motor Co. | 2000

**Gentry-Stuenkel, Wendi**

Director, Supply Chain Management Commercial Operations | FCA US | 2015

**Gillespie, Sandra**

Senior VP, Procurement and Supply | Mitsubishi Motors North America Manufacturing Division | 2000, 2005

**Gioia, Nancy**

Director, Global Electrification | Ford Motor Co. | 2005, 2010

**Gleberman, Ellen**

Senior VP, Legal, Government Relations and Public Affairs | Mitsubishi Motor Sales of America | 2000

**Goebel, Maryann**

Chief Information Officer, General Motors North America | General Motors | 2005

**Goeser, Louise**

VP; President and CEO, Ford of Mexico | Ford Motor Co. | 2000, 2005

**Goodspeed, Linda**

VP, Information Systems for U.S., Canada, Mexico and Brazil | Nissan North America | 2010





## LEADING WOMEN

**Gordon, Vanessa**

VP and General Manager, Ford and New Domestic Business Unit | ASC | 2005

**Greenway, Joy**

President, Product Group | Visteon | 2005, 2010

**Griffith, Elizabeth**

Director of Engineering, Product Development & Design, GM Global | Faurecia | 2005, 2015

**Griffiths, Jan**

VP of Supply Chain Management | Inteva Products | 2015

**Grissom, Janet Mullins**

VP, Washington Affairs | Ford Motor Co. | 2000

**Gustanski, Mary**

VP of Engineering and Program Management | Delphi Automotive | 2010, 2015

**Hackstedde, Margaret**

Director, Product Design, Color and Trim Design | Chrysler Group | 2005

**Haire, Corey**

Regional VP and General Manager | CarMax | 2015

**Haley, Colleen**

Global Head of Ford Business Unit in North America and Chairman of Yazaki Mercosur | Yazaki North America | 2005, 2010, 2015

**Hanley, Jeneanne**

VP, Global Trim and Craftsmanship | Lear Corp. | 2010, 2015

**Harrington, Lara**

Chief Engineer, Automotive Development | Honda R&D Americas | 2015

**Hasenfratz, Linda**

CEO | Linamar | 2000, 2005, 2010, 2015

**Healy, Karen**

VP, Corporate Affairs, Marketing Communications and Facilities | Delphi Corp. | 2000, 2005

**Heminger, Pam**

Division Manager, Business Division | Honda of America Manufacturing | 2015

**Henderson, Deborah deBoer**

VP, Quality, Engineering and Technology, Light Vehicle Systems | ArvinMeritor | 2005

**Hess, Cynthia**

Partner | Heartland Industrial Partners | 2000

**Heyde, Mary Ellen**

Vehicle Line Director, Lifestyle Vehicles | Ford Motor Co. | 2000

**Hickok, Sheri**

Chief Engineer, Next-Generation of Full-Size Trucks | General Motors | 2015

**Holman, Mindy**

President and CEO | Holman Automotive Group | 2010

**Hunter, Marissa**

Director, FCA US Brand Advertising and Head of Advertising Ram Truck Brand | FCA US | 2015

**Hyman, Sheryl Welsh**

Senior VP | Robert Bosch Corp. | 2005

**Iwasaki, Terry** (deceased)

VP, CFO and Treasurer | Metaldyne | 2010

**Iyengar, Jay**

Director and Chief Engineer, Head of Electrified Propulsion Systems | Chrysler Group | 2010

**Jefferson, Cindy**

Director, Vehicle Procurement Operations, Europe | Ford Motor Co. | 2000

**Jones, Cheryl**

Project General Manager, Baja California | Toyota Motor Manufacturing, Kentucky | 2005

**Jones, Kim Harris**

VP, Product Finance | Chrysler Group | 2005

**Josaitis, Eleanor** (deceased)

Executive Director | Focus: HOPE | 2000

**Judd, Linda**

President, Automotive Retail Group | EDS | 2000

**Jung, Trisha**

Director/Chief Marketing Manager, Electric Vehicle Marketing and Sales Strategy | Nissan North America | 2010

**Kampe, Susan**

VP and General Manager, Global Information Technology, Automotive Group | Johnson Controls | 2005

**Keller, Maryann**

President, Automotive Services | priceline.com | 2000

**Kelly-Ennis, Debra**

General Manager, Oldsmobile | General Motors | 2000

**Kirkpatrick, Beth**

Executive Director, Marketing and Service, EDS General Motors North America | EDS | 2000

**Kitzman, Sharon**

VP and General Manager, DMS | Dealertrack Technologies | 2015

**Klein, Lisa**

Executive Director, Global Vehicle Procurement Operations, Global Purchasing | Ford Motor Co. | 2000

**Klevorn, Marcy**

Chief Information Officer | Ford Motor Co. | 2010, 2015

**Kloos, Verena**

President | BMW Group DesignworksUSA | 2005

**Klug, Jan**

Marketing Communications Manager, Ford Division | Ford Motor Co. | 2000

**Knight, Darlene**

Group Vice President and General Manager, Complete Seat Americas | Johnson Controls | 2015

**Knorr, Carol**

VP, Marketing and Development, GMAC Financial Services | General Motors | 2000

**Krathwohl, Christine**

VP of Global Supply Chain | Cooper Standard Holdings | 2015

**Kremer, Maria**

Program Manager, Safety Electronics | Siemens Automotive | 2000

**Kretz, Anna**

Vehicle Line Executive, Front-Wheel-Drive Trucks | General Motors | 2000, 2005

**Kroon, Staci**

Executive VP, Easton Business System | Eaton | 2015

**Kurcz, Julie**

Executive Director of Product Quality | Kia Motors America | 2015

**LaFontaine, Maureen**

Co-owner | LaFontaine Automotive Group | 2010

**Lajdziak, Jill**

President | Smart USA | 2000, 2005, 2010

**Lee, Linda**

Manager, Women's Marketing and Product Office | Ford Motor Co. | 2000

**Leggio, Karen**

VP, Global Purchasing and Supply Chain for General Motors Latin America, Africa and Middle East | General Motors | 2005

**Lenard, Chantel**

Director of U.S. Marketing | Ford Motor Co. | 2015

**Lieber, Michele**

Chief Public Policy Officer | Ally Financial | 2015

**Lieblein, Grace**

VP, Global Quality | General Motors | 2005, 2010, 2015

**Ligocki, Kathleen**

President and CEO | Tower Automotive | 2000, 2005

**Lillard, Paula**

VP, Human Resources and Administration | Mercedes-Benz U.S. International | 2005

**Loeb, Marjorie**

Senior VP – General Counsel | FCA US | 2015

**Lowery, Beth**

VP, Environment and Energy | General Motors | 2005

**Lunsford, Lisa**

CEO | GS3 Global | 2015

**Maciag, Alexandria**

Director of Manufacturing, North America Automatic Transmission Operations | Ford Motor Co. | 2015

**MacKenzie, Christine**

VP, Retail Strategies | DaimlerChrysler | 2000

**Mader, Pamela**

Plant Manager, Moraine Assembly | General Motors | 2005

**Maguire, Marcy Hnath**

CEO | Maguire Automotive Group | 2005, 2010

**Mahone, Barbara**

Group Director of Human Resources, General Motors Truck Group | General Motors | 2000

**Maiden, Janice**

Senior VP and General Manager, Sealing and Gaskets and Systems Protection, Federal-Mogul Powertrain | Federal-Mogul | 2010, 2015

**Marshall, Millie**

President, Toyota Manufacturing – West Virginia | Toyota Motor North America | 2015

**Martin, Julie**

VP of Sales and Marketing | Hella Corporate Center USA | 2015

**Matura, Tracey**

General Manager, Strategic Retail Development | Mercedes-Benz USA | 2010

**Mayer, Jean** (deceased)

Executive Director, Asia-Pacific and Africa Purchasing and Global Systems | Ford Motor Co. | 2000, 2005

**McCullough, Kim**

VP of Marketing | Jaguar Land Rover North America | 2015

**McDowell, Doneen**

Executive Director, Global-GMNA Vehicle Systems in Manufacturing Engineering | General Motors | 2015

**McKemie, Karen**

Divisional VP | Sonic Automotive | 2015

**Meyer, Deborah Wahl**

VP, Marketing, Lexus Division | Toyota Motor Sales U.S.A. | 2000, 2005

**Midgley, Maureen**

Executive Director, Global Paint and Polymer Center | General Motors | 2005, 2010

**Miles, Alice**

Ford Lead, Covisint | Ford Motor Co. | 2000

**Miller, Cheryl**

Executive VP and CFO | AutoNation | 2015

**Miller, Linda**

Manufacturing Director, Powertrain Operations | Ford Motor Co. | 2000, 2005

**Moll, Susan**

VP, Customer Services | Dominion Dealer Solutions | 2015

**Moran, Pat**

Chairman | JM Family Enterprises and Southeast Toyota Distributors | 2000, 2005

**Morrissett, Deb**

VP, Regulatory Affairs | Chrysler Group | 2005

**Morter, Vicky**

Executive Director, Global Purchasing, Current Future Business | General Motors | 2005

**Mousigian, Barbara**

VP of Product | Cars.com | 2015

**Moylan, Peggy**

Senior VP, Executive Management Director | J. Walter Thompson | 2000

**Mulcahey, Terri**

Executive VP of Marketing | Penske Automotive Group | 2010, 2015

**Musser, Cherri**

Group VP and Chief Information Officer | General Motors Acceptance Corp. | 2005

**Myers, Lynn**

General Manager, Pontiac | General Motors | 2000

**Newton, Latondra**

VP, Strategic Planning and Research and Corporate Diversity | Toyota Motor North America | 2010

**Nicholson, Pam**

President and CEO | Enterprise Holdings | 2015

**Niekamp, Cindy**

Senior VP, PPG Automotive OEM Coatings | PPG Industries | 2005, 2010, 2015

**Nuechterlein, Andrica**

VP, Global Sales – Electrical | Lear Corp. | 2015

**Oda, Frances**

VP, Sales Operations | Mitsubishi | 2000

**Odeh, Kristin**

Director, Marketing, Sales and Service Systems | Ford Motor Co. | 2000

**Ogilvie, Dian**

Senior VP and Secretary | Toyota Motor North America | 2000, 2005, 2010

**Oswald, Kathy**

Senior VP and Chief Administrative Officer | DaimlerChrysler | 2000

**Oz, Seval**

CEO, Continental Intelligent Transportation Systems | Continental AG | 2015

**Palmieri, Jane**

VP, Body Engineered Systems | Dow Automotive | 2005

**Parker, Fran**

Executive Director | UAW Retiree Medical Benefits Trust | 2010

**Parlapiano, Donna**

Senior VP of Franchise Operations and Corporate Real Estate | AutoNation | 2010, 2015

**Parolini, Donna**

President and CEO | International Business Development | 2000

**Patrick, Danica**

Indy Racing League Driver | Rahal Letterman Racing | 2005

**Perez, Catherine**

VP Purchasing and Operating General Manager | Renault-Nissan Purchasing Organization | 2010

**Petach, Ann Marie**

VP, Treasurer | Ford Motor Co. | 2005

**Petrauskas, Helen** (deceased)

VP, Environmental and Safety Engineering | Ford Motor Co. | 2000

**Petrovich, Mary**

President, Driver Controls | Dura Automotive Systems | 2000

**Phelps, Berta**

VP, Best Practices | Manheim | 2005

**Philippart, Nancy**

Group Director of Planning, North American Car Group | General Motors | 2000

continued on next page





## LEADING WOMEN

**Pickrum, Lisa Warner**

Executive VP | RLJ-McLarty-Landers Automotive Holdings | 2010

**Pilarski, Barbara**

VP, Business Development | FCA US | 2010, 2015

**Pittel, Kimberly**

VP, Sustainability, Environment & Safety Engineering | Ford Motor Co. | 2010, 2015

**Poponi, Vicki**

Assistant VP, Product Planning | American Honda Motor Co. | 2010

**Pratnicki Young, Tania**

Plant Manager, Dundee Engine Plant | FCA US | 2015

**Price, Bonnie**

VP, Customer Service and Distribution | Federal-Mogul Corp. | 2000

**Primm, Michelle**

Managing Partner | Cascade Auto Group | 2015

**Queen, Lori**

Vehicle Line Executive, Small Cars | General Motors | 2005

**Quesnell, Mary Lou**

General Sales Manager, Ford Customer Service Division | Ford Motor Co. | 2010

**Quigley, Teri**

Plant Manager, Silao Complex | General Motors | 2010, 2015

**Rae, Nancy**

Senior VP, Human Resources | Chrysler Group | 2000, 2005, 2010

**Richards, Rachel**

VP, Retail Strategy | Sonic Automotive | 2010

**Rief, Sonia**

Director of Vehicle Program Management | Nissan Technical Center North America | 2015

**Riley, Andrea**

Chief Marketing Officer | Ally Financial | 2015

**Roehm, Julie**

Director, Chrysler/Jeep/Dodge Communications | Chrysler Group | 2005

**Rusnak, Victoria**

CEO | Rusnak Auto Group | 2015

**Ryntz, Rose**

VP, Advanced Development and Material Engineering | IAC Group | 2015

**Samardzich, Barb**

VP, Powertrain Engineering | Ford Motor Co. | 2005, 2010

**Sanchez Fair, Debra**

VP, Corporate Communications | Nissan North America | 2000

**Sanders, Barbara**

Director of Engineering, Advanced Development, Delphi Interior Systems | Delphi Automotive | 2000

**Scarola, Susan**

Vice Chairman | DCH Automotive Group | 2010

**Schafer, Mary**

Director, Delphi Global Production Control and Logistics | Delphi Automotive Systems Corp. | 2000

**Schomp, Lisa**

Owner, President | Ralph Schomp Automotive | 2010

**Schwarting, Beth**

General Director, Electronic Controls | Delphi Electronics and Safety | 2010

**Sepull, Jennifer**

Chief Information Officer | American Honda Motor Co. | 2010

**Serratore, Trish**

Senior Vice President | National Institute for Automotive Service Excellence | 2010

**Shields, Marsha**

President | Red McCombs Automotive | 2015



**Panelists from a Leading Women discussion in 2010, from left: Sandra Gillespie, Jan Thompson, Jay Iyengar, May Leng Yau-Patterson, Nancy Gioia, Amy Farmer, Linda Theisen, Françoise Colpron, Barb Samardzich, Linda Hasenfratz, Lynn Tilton and Jeneanne Hanley.**

**Sidoti, Cynthia Conn**

Director, Paint and Energy Management | Chrysler Group | 2000, 2005

**Sipes, Mary**

Executive Director, Portfolio Planning and Marketing Integration, GM North America | General Motors | 2010

**Sitek, Christine**

Executive Director, Global Quality Operations | General Motors | 2010, 2015

**Skerker, Susan**

Senior VP, Business Strategy and Corporate Relations | Visteon Corp. | 2000

**Skinner, Claire**

Chairman and CEO | Coachmen Industries | 2000

**Skogsmo, Ingrid**

Manager, Global Environmental and Safety Planning | Ford Motor Co. | 2000

**Spitzer, Alison**

President | Spitzer Automotive | 2015

**St. James, Lyn**

President | LSJ Enterprises | 2010

**Stevens, Anne**

Group Vice President, Canada, Mexico and South America | Ford Motor Co. | 2000, 2005

**Stevens, Roseann**

VP, Sales and Marketing | Metaldyne Corp. | 2000, 2005

**Stokel, Barbara**

Regional Vice President, Eastern Operations | General Motors Acceptance Corp. | 2005

**Straub, Maximiliane**

CFO and Executive VP, Finance, Controlling and Administration | Robert Bosch | 2010, 2015

**Sykora, Annette**

Partner | Smith South Plains Enterprises | 2010

**Tabar, Kristen**

VP, Toyota Technical Center | Toyota Motor North America | 2010, 2015

**Taggart, Linda**

Group VP and Chief Information Officer, GMAC Financial Services | General Motors | 2000

**Taylor, Kathleen**

Director, Materials and Processes Laboratory, General Motors Research and Development and Planning | General Motors | 2000

**Terrell, Karenann**

VP and Chief Information Officer, Chrysler Group and Mercedes-Benz NAFTA | DaimlerChrysler Corp. | 2000, 2005

**Theisen, Linda**

VP, Purchasing | Fisker Automotive | 2010

**Thompson, Jan**

Principal | JMT | 2005, 2010

**Tilton, Lynn**

CEO | Patriarch Partners | 2010

**Torres, Rosalinda**

Plant Operations Manager, Componentes Mecanicos de Matamoros Operations | Delphi Corp. | 2005

**Touma, Leslie**

VP, Corporate Relations | Lear Corp. | 2000

**Tremblay, Diana**

VP of Global Business Services | General Motors | 2010, 2015

**Trudell, Cynthia**

Chairman and President, Saturn Corp. | General Motors | 2000

**Uhl, Carrie**

VP of Procurement, Americas | Magna International | 2015

**Ujkashevic, Desi**

Global Director, Body Interior Engineering | Ford Motor Co. | 2010, 2015

**Unger, Sue**

Senior VP and Chief Information Officer | DaimlerChrysler | 2000, 2005

**Vaden-Williams, Sheila** (deceased)

President | National Association of Minority Automobile Dealers | 2000, 2005

**Van Bortel, Kitty**

President and General Manager | Van Bortel Subaru and Van Bortel Ford | 2005

**Van Cleve, Charlie**

Chairman | SEMA | 2000

**Van Etten, Bonnie**

VP – NAFTA/FCA US Chief Accounting Officer | FCA US | 2015

**Van Iten-Hurless, Cindy**

Plant Manager, Van Wert, Ohio, Sealing Systems Group | Federal-Mogul Corp. | 2000

**Vanzura, Liz**

Director, Marketing and Advertising | Volkswagen of America | 2000

**Venneri, Alexi**

CEO | Digital Air Strike | 2015

**Vest, Rebecca**

VP, Purchasing | Nissan North America | 2015

**Vidmar, Barbara**

Chairman | American International Automobile Dealers Association | 2000

**Vitous, Marlo**

Director, Product Development Purchasing | FCA US | 2015

**Vogt, Sylvia**

VP, Corporate Affairs Americas | Robert Bosch Corp. | 2005

**Voyles, Valery**

Chairman and CEO | Ed Voyles Automotive Group | 2015

**Vujovich, Christine**

VP, Environmental Policy and Product Strategy | Cummins Engine | 2000

**Wacker, Sharon McGann**

Executive VP and Managing Director, Ford U.S. Business | Team Detroit | 2010

**Walker, Bette**

VP, Chief Information Officer | Delphi Corp. | 2005

**Warner, Jane**

President | Plexus Systems | 2000, 2005

**Wassel, Donna**

Regional VP and General Manager, Atlanta Region | CarMax | 2005

**Watts, Carolynne**

President | CAMI Automotive | 2010

**Wenzl, Sharon**

VP, Corporate Relations | Freudenberg-NOK | 2000

**Wetzel, Liz**

Design Director, Global Design Brands | General Motors | 2000, 2005

**Williams, Kim**

VP – Modules Manufacturing and Quality | Calsonic Kansei North America | 2015

**Williams, Rita**

CEO | Gill Industries | 2000

**Wimbish, Stacey Gillman**

President | Gillman Cos. | 2010

**Windham, Crystal**

Director, North American Passenger Car Interior Design | General Motors | 2010

**Winegarden, Marsha**

Global Executive Director, New Model Programs | Ford Motor Co. | 2010, 2015

**Winkel, Carey**

VP, Sales, Marketing and Planning | Guide Corp. | 2000

**Winter, Kathy**

VP of Software & Services, Automated Driving | Delphi Automotive | 2015

**Wittman, Lori**

VP and General Manager | VinSolutions | 2015

**Woodard, Margaret**

VP, Marketing | ADP Dealer Services | 2005

**Woznicki, Carolyn**

VP and General Manager, Purchasing, North America | Johnson Controls | 2005

**Wright, MaryAnn**

Group VP of Engineering and Product Development, Power Solutions | Johnson Controls | 2005, 2010, 2015

**Yau-Patterson, May Leng**

Head of Manufacturing Planning and Control | Chrysler Group | 2010

**York, Sheila**

COO | March/Hodge Automotive Group | 2005

**Zekind, Diane**

Director, Technical Services | Hayes Lemmerz International | 2000

**Zhang, Minjuan**

General Manager, Toyota Research Institute, North America | Toyota Motor North America | 2015

**Zinser, Jamie**

Global Engineering Director – Structural Systems Division | Dura Automotive Systems | 2015

**Ziomek, Kimberley**

Global Sales Manager | BorgWarner Cooling Systems | 2000

**Zornosa, Anna**

Executive VP and General Manager | Dealix, a division of Cobalt | 2010





LEADING WOMEN

# OBJECTS

that inspire the Leading Women



"I've had this card for 15 years or more. It says, 'Her Wand Was Not Working Today.' It's this little wilted fairy lady. If I could tell you the number of days I walk to work and feel like this, it's like where's the magic? It's my job to inspire change or motivate people or make change in our world. There are a lot of days I feel like 'her wand was not working today.' But you square your shoulders and go about the day."

**Karen Folger,**  
**Bosch Automotive Service Solutions**

"I'm 100 percent Greek, and my whole family primarily originates from Sparta. That is the original Spartan gear the Spartans wore when they went to war. It has origins to my family and to my roots. And, I went to Michigan State and was a huge Spartan. It's just something that I look at every day, and it reminds me of the need to be a warrior and carry on and have that 'Spartans Will' type of spirit."

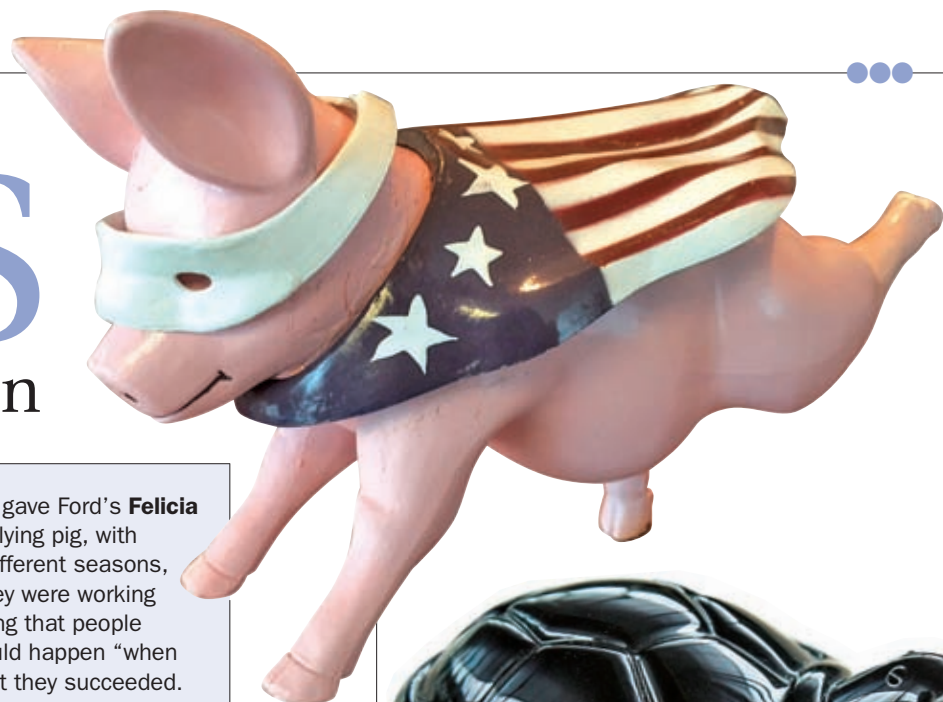
**Andrea Riley, Ally Financial**



"I have a cup from my son. When he was very young, he brought it home. I probably spend most of my time in the office, and it's a lot of sacrifice from the family, but they do love me. And this is very important to me. One time, my older son asked me, 'Is there any job that you spend time with your kids and you still earn money?'"

**Minjuan Zhang, Toyota Motor North America**

A colleague gave Ford's **Felicia Fields** this flying pig, with capes for different seasons, because they were working on something that people thought would happen "when pigs fly," but they succeeded.



"Years ago, a member of Congress pointed out the actual Capitol to me when we were having a meeting, and he said, 'If this ever doesn't seem enticing to you, go do something else.' I was given this crystal Capitol dome as a gift, and it sits prominently on my desk. Every time I look at it, I think about how much I really do love what our system of government stands for and what the Capitol actually symbolizes."

**Michele Lieber, Ally Financial**

"This is Tuffy. My friend who worked here ended up getting sick and dying of cancer. It's a reminder — because this was hers — that life is short, and it's not a dress rehearsal. This is it, so take every day and make it the best, because life can be very limited."

**Barbara Pilarski,**  
**FCA US**

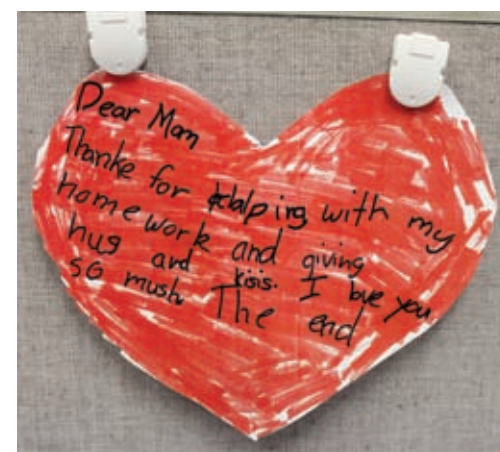


"I have a turtle; it's made of onyx. A woman who was my boss gave it to me. I'm from a small town in Michigan, and she's known me since I was a child. I was getting ready to go back to college, and she gave me this turtle with a slip of paper that said: 'Slow and steady wins the race.' I'm not a slow and steady person, and I think she knew that. But the idea behind it is, it's going to be OK, you don't have to do everything tomorrow."

**Colleen Haley, Yazaki North America**

"I have a Petoskey stone that my husband found in Lake Michigan. He polished it himself. It reminds me of family and the balance in my life, and I keep it as a reminder of my great family."

**Christine Sitek, GM**



"I have a heart from my daughter when she was in third grade. You can tell she cut it out with those little elementary-school scissors, and it's colored in red erratically and has a message with the words beautifully misspelled. It's absolutely perfect. It reminds me that that work-life balance is really, really important. My role in life is to ensure that I have very successful, capable, independent children, and I need to balance work and my responsibility at home. And just that she recognized that I spent time with her on her homework ... you can't replace that."

**Pam Heminger,**  
**Honda of America Manufacturing**



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## *Celebrating the leading women in automotive taking a step ahead*

Deloitte is honored to congratulate the 2015 100 leading women in the North American automotive industry

Deloitte, in collaboration with *Automotive News*, has spent most of 2015 interviewing and surveying the women nominated for this year's award. The results of those efforts have been published in "Women at the wheel: Recruitment, retention, and advancement of women in the automotive industry." The findings represent the views of hundreds of women working in the North American automotive industry.

To download the report, visit  
[www.deloitte.com/us/women-in-automotive](http://www.deloitte.com/us/women-in-automotive)

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