

wim

women in  
manufacturing®

IMPACT

WINTER ISSUE 2022

CHOOSE  
YOUR OWN ADVENTURE

NAVIGATING  
WHAT'S NEXT IN  
2022



## PRESIDENT'S MESSAGE

# Letter from Allison Grealis



As we begin 2022, I am hopeful that this year will welcome us warmly as we figure out what's next in our personal and professional lives. For me personally, this summer I crossed the dark side (hehe) as I aged up and neared closer to turning the big 5-0. I am shocked that I have arrived at this point and that this summer I will be celebrating the 25th anniversary of my college graduation with my Ohio University pals in Athens, OH. I know age is just a number, but for me, the last two years have put a lot into perspective about priorities, our mortality and the future. Last summer I experienced the first and unexpected death of one of our close friends who was our age and this was both unsettling and a huge wake-up call for me. Those things that I have always talked about wanting to do someday, I decided I needed to make them happen. Life is precious and short and I realized I need to begin planning for the future.

We have all persevered through a lot and I hope this year offers continued clarity about what is most important in our lives, and that we feel supported and courageous as we begin to choose our next adventure in the years to come.

Sending continued support and well wishes your way!

PS: I hope you enjoy the new design of IMPACT, which now will be coming to you each quarter with a goal of keeping you informed, inspired and feeling supported. If interested in submitting a guest article or to advertise, please contact Nicole Isenberg at [nisenberg@womeninmfg.org](mailto:nisenberg@womeninmfg.org).

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Diebold Nixdorf, 2020  
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L3Harris Technologies, 2018  
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**Gretchen Zierick**  
Zierick Manufacturing, 2014-2015

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# WELCOME NEW MEMBERS

\*New Members from October – December 2021

## CORPORATE

### October

ABB Motors & Mechanical Inc. • Daifuku America Corporation • Henkel Corporation  
Oregon Tool • Renewable Energy Group, Inc. • SEKISUI Aerospace



### November

Bucher Hydraulics • Cabot Corporation • Central Wire Industries  
Contemporary Leadership Advisors • Cummins Inc.  
MKS Instruments • SafeRack LLC • Turbocam International



### December

Avery Dennison • CBT Company • HelloFresh • IPEX Management Inc.  
InBank • Kwik Lok • Novanta, Inc. • PNC Financial Services  
The Bolder Company • Unum/Colonial Life • Wire Experts Group, Inc.



IMPACT 3

## Professional Plus

### October

David Chavez  
Stephanie Bennett  
Andrew Krzesinski  
Rebecca Murray  
Denise Dickerson

### November

Kathy LaMonica  
Simone Buntin

### December

Rachel Weber

## Individual Professional

### October

Andrea Schwenner  
Carey Brechting  
Maria Medina  
Gretchen Walter  
Joseph Debes  
Davette Gregory  
Kelly Clarke  
Kathleen Burley  
Carol Wisecarver  
Julia Goldstein  
Kelly Skiba  
Alex Fillo  
Katrina Weiss  
Shari Erdman  
Lorann Halverson  
Heidi Tieslau  
Ashley Belliveau  
Kim Jaquez  
Megan Antalek  
Melisa McDade  
Nicole Copeland  
Nicole Lewis

### November

Emily Mullen  
Alex Briggs-Hamilton  
Beatriz Gutierrez  
Ashley West  
Priscilla Gonzalez  
Mark Moulton  
Ronnie Lok  
Terrina Foxworth  
Ranya Verson  
Rebekah Bachnick  
Ruth Fowler  
Sara Charlton  
Jamie Morlock  
Alicia Chapman  
Chelsea Mularoni  
Allison Zhu  
Alexandra Rose  
Janet Polach

### December

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Jamie Vandenberg  
Katelyn Beck  
Layla Zare  
Emily Lutes  
Nancy O'Leary  
Taylor Hill-Rowlands  
Glen Bates  
Megan Neely  
Beatrice Pe Benito  
Julianne Brewer  
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Holly Plaga  
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Colby Finn  
Maureen Sorensen  
Barb Brinson  
Meghan Jupiter  
Rachel Cichra  
Rochelle Bennion

# Choose Your Own Adventure

## Navigating What's Next for Women in Manufacturing

by Gina M. Tabasso

In the words of Ralph Waldo Emerson, “Life is a journey, not a destination.” We all may be on different paths but often have shared experiences. For those who work in manufacturing, we’ve watched the landscape change during the past couple of years. There have been peaks and valleys, but we dug in and got it done. And, along the way, we learned some things that we can apply to the future. If you think about it, there were so many positive outcomes from the pandemic. What are you grateful for during the past two years? How did your life change for the better? What improvements did you make?

### What was it like for us during COVID?

Everyone’s experience differed. For me, things slowed down. I got more rest than I ever have before – eight hours of sleep per night and not running like a hamster in a wheel with a packed calendar. I realized how sleep deprived I was and how complicated my life had gotten. I worked remotely and saved time and money commuting, putting on makeup, fixing my hair, dressing for the office. That was a savings of about three hours of my life per day. I went back to the old days like when I was a kid and my mom cooked family meals every Sunday. I experimented with recipes. I meditated and did yoga more. And, I lost my job. Twice. The outcome? A better job with amazing people doing the three things I love: marketing, manufacturing, relationship building. Actually, the best job of my life.

In some ways we took a step forward, and in other ways we took a step back. Many of us had to work from home with our partner and our children and try to keep up with the household chores, cooking, our jobs, childcare, and homeschooling all in the same small space. We were able to have dual-income homes in the past because someone else was taking care of our children during the day. Well, not during COVID. As the childcare sector

collapsed, more women dropped out of the labor force than men due to already existing gender inequalities being ratcheted up. It was a juggling act to say the least. And during all this, as if that is not enough, we worried about job security and finances as the prices of everything rose. We got on each other’s nerves being together 24/7. This put stress on our relationships. We saw an increase in breakups and divorces during the past two years and an increase in demand for mental health counseling.

But we may also have gotten more quality family time, played board games, watched old movies, and learned to shift. Sometimes, we can’t see what is in store for us around the bends and corners. We just have to have faith in ourselves and do the work.

### What happened in our industry?

Our industry has gone through similar changes. Our jobs have changed. The way we do business has changed. For those who were able to work from home, we gained increased flexibility and more balance in our lives. Industry learned that workers can be just as productive from home, which helped to overcome the “butts-in-seats mentality.” Employers also saw that when workers are remote, there was a reduction in office expenses and supplies.

We were presented with more opportunities. Many people changed careers or had opportunities to learn new skills and take on new roles. We learned about supply chain and how we need to adjust our ideas about inventory. Due to ongoing tariffs and trade wars, we started reshoring/onshoring/nearshoring to have better flexibility and agility as well as ensure better quality components and products.

We implemented artificial intelligence, digital, and automation technologies as part of Industry 4.0, including machine learning, robotics, cloud computing, virtual reality, advanced

sensors, and computer vision to make up for worker shortages. With an increased technology infrastructure, we saw the need for enhanced cyber security to keep our systems safe.

We realized the importance of developing our workforce. When we could not deliver and had to keep passing on price increases, we saw the value of communication and outstanding customer service. We renewed our focus on diversity, equity, and inclusion in a workforce that is currently 83 percent white and 74 percent male, according to MAGNET: The Manufacturing and Advocacy Growth Network’s Blueprint for Manufacturing in Northeast Ohio (<https://www.manufacturingsuccess.org/blueprint>). We saw an increasing need for more women and minorities in this industry and must keep working on this initiative. We saw salaries go up in many cases and hiring bonuses offered to attract workers from other industries to the manufacturing industry. We also saw a reconsideration of work-life balance that is so necessary to families’ and individuals’ health and well-being.

### Where do we go from here?

So, what does the future look like for women in manufacturing? Well, that depends on what we choose to learn from the last two years and apply to the future. Familiarity is comfortable. People often go back to old habits or ways of doing business. But true innovation takes risk and is a process of evolution, not devolution. Many growth opportunities resulted from changes to the industry and what we learned during the past two years. There already has been a surge in research and development in order to adapt to and overcome raw material and component shortages. Many manufacturers started stockpiling materials or looking for local sources of materials they previously purchased from other regions or countries. And we have an opportunity to use technology blended with human operators to augment and streamline our processes.



ses. According to Sara Drake, business development manager, Alliance Industrial Solutions, “People are absolutely the most important part of the manufacturing process. One thing we have done is attempt to bring more women into the field. During Covid, female workers in retail or hospitality industries were most affected by job loss. It has been vital to our success and the success of our clients, to take the women from those industries, and their transferable skills, and get them in an industry that is more stable, and with much more upward mobility.”

### How do we get there?

According to MAGNET’s Blueprint, the keys are talent, transformation, innovation, and leadership. The Blueprint states, “Manufacturing doesn’t run on machines. It runs on people.” According to the report, manufacturing drives almost 50 percent of our economy, and one out of every two jobs is dependent on manufacturing. That means us and the important work that we do to make manufacturing sustainable and profitable, grow the

economy in Ohio, and help create and keep jobs.

Shannon Winans (Ketvertes), marketing director, PAC Machinery, says, “I have seen women in my company take ownership, problem solve, and create process improvements. They are the change makers in the organization. There has never been a better time for women not only to be in manufacturing but to make a positive difference in businesses, especially given the labor shortage.”

Career opportunities are knowledge-based and skills-based. Keep learning and growing. See your own value and believe in what you have to offer. Find a woman role model in your industry, someone who has or is where you want to be. Learn from her. Tap into her expertise. Continue with your professional development. “We need to get our young professional women properly trained and ready for all the new opportunities presented to us in this changing dynamic. And by training, I mean extensive training. Many women are choosing to become

solar installers, especially women of color,” says Lisa Turner, sales director, The Rubber Triangle Company.

In this past year, I used some of my time to earn my Sandler Sales Training Bronze Certification and my HubSpot Digital Marketing Certification. I also made a move from actually doing the tactical work to a more strategic consulting role. There are entrepreneurial opportunities out there, as well. With the aging workforce, openings present themselves at our existing companies, and we need to lean in to those opportunities and position ourselves as the most qualified candidates. There is a workforce shortage in skilled labor, and women constitute the largest untapped labor pool. Keep working on your leadership skills and on bridging the gap. We are agile. We are resilient. We are Women in Manufacturing.

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This article was written by Gina M. Tabasso, growth advisor - strategy, marketing & sales, at MAGNET, The Manufacturing Advocacy & Growth Network.

# WHAT'S NEXT NAVIGATING THE FUTURE

By Diya Khanna

**Hi, nice to meet you!** I was invited to be a keynote speaker at the Women in Manufacturing West Conference on March 7 and March 8, 2022. It's an exciting time to share with you everything we are looking forward to - a happier and healthier world we all belong in.

Let me take this opportunity to tell you about myself and navigating what's next.

## Personal and Professional Experience

I'll begin with who I am and why this work is important to me.

You'll learn that I always introduce myself using both my personal and professional experiences, though it wasn't always this way. I was born in Singapore, raised in Canada, and now live in the US, where I quickly learned that one of the first things people asked me was 'what do you do?'. I struggled with the question, not because I didn't know the answer but because I didn't define myself by my job and my job alone.

I didn't want to be asked, 'what do you do?' I wanted to be asked, 'what do you like to do?'. And so I practiced my pitch, over and over, to make sure I shared the most honest and most holistic version of myself and inspired others to do the same.

My name is Diya Khanna, I go by she/her pronouns, and I am a woman, an Indian Canadian, and a mother to a six year old boy. I work as a diversity, equity, inclusion strategist and founder of Global IDEA, a consulting practice designed to help tech and non-tech companies develop policies, strategies, practices for the purpose of creating healthier workplaces.

Some people ask me what led me on this journey. The answer is a combination of factors.

First, I lived in a number of countries including Singapore, Canada, Japan, Germany, and the US where I developed a curiosity for people and places different from myself. I found beauty in the extraordinary. My earliest memories were of eating in crowded hawker stalls, celebrating Thanksgiving in October, learning how to honor ancestors, experiencing history through the eyes of survivors, and living and working in a tech epicenter.

Second, I studied Journalism and Education, two major institutions that influence how we think. I learned that there is no one single truth, that we all have our own stories and strengths, and the connections we build with each other are not simply based on love or hate but a compleity of our communication styles, our childhood upbringings, and our competing priorities.

Third, I worked as a global diversity, equity, inclusion manager on the central team at one of the biggest companies in the world. My work reached 1.3 million people globally and I developed relationships with people from all different walks of life. I learned how to create solutions and approach leaders about possibilities that they had not even realized yet.

All of this happened in the context of the single most important thing in my life - my family. I am a mother, a wife, a daughter, a granddaughter, an aunt, and a friend and this keeps me grounded and focused.

## Diversity Equity Inclusion in 2022

It is an interesting time to be in DEI. In 2018, the industry was growing, there were a lot of questions about the business case for hiring people different from ourselves. In 2019-2021, we saw an explosion of this work

on topics we hadn't spoken about openly before including power and privilege, racial injustice, collective wellbeing and what gender, race, age, sexual orientation and so many other categories can do to create healthier workplaces and better products and services for all. Now as we embark on 2022, I see three things happening:

### 1. Inclusion Across the Talent Life Cycle

For some time now, we have focused on hiring for cultural fit, but recent times have challenged us to hire for cultural add. The 'great resignation' has shone an important light on the long term relationships between employers and employees. The companies of the future will be focused on not just getting employees to join but getting employees to stay and this will be done through measuring your sense of belonging on an ongoing basis.

### 2. Global DEI

It is no secret that the US has a lot to learn from other countries. In the midst of the global pandemic, we have seen what other parts of the world do differently, from putting 'we' before 'I' to national holidays and parental leave, and to the emergence of four day work weeks. The companies of the future will take a more 'glocal' (global and local) stance and foster a non-top down healthy exchange of ideas that aren't rooted in one single way of doing things.

### 3. Allyship

We are all eager to be part of a world where we actively support one another. There will be a commitment from dominant groups in providing access and opportunities to those from marginalized groups, not through words but through actions, showing up for them in authentic

ways including recognition, sponsorship, promotion and so many other ways that showcase our promise and potential.

We will see a focus on developing awareness, practicing accountability, driving action and shift from aspirational thoughts to tactical implementation. There will be a renewed focus on calling people in versus calling people out and a shift from individualism to collectivism to embark on solving some of our biggest global challenges including hate and racism, health inequities, and climate change led by people coming together from different generations, young and old to inspire others to make choices that support change for the better.

### The Future of Work

What will this look and feel like going forward?

We are experiencing a tipping point, a time in which a series of small changes become significant enough to cause a more important change.

Our workplaces are being defined in the context of a global pandemic and rapid burnout, both creating an appetite for healthier environments. We will be seeing a shift in power dynamics from one where the employer is in charge to one where employees are choosing opportunities where they not only survive, but actually thrive.

Our overlapping identities will be recognized and valued, not only as workers but as women, as mothers, and as people of color who have long been underrepresented in the workplace and also in positions of leadership.

Our mental health will matter as much as our physical health. More and more, companies will proactively prioritize our well-being or risk losing their most valuable resource - the people that show up every day to work for them.

You may be asking yourself, what role do I play in this new world? That's up

to you. You have the agency now more than ever, to make decisions that are in your best interest. I suggest doing some values mapping, some reflection on your challenges and opportunities, and then making the choices that reflect a lifestyle that best serves YOU.

I would love to guide you on this journey, as someone who has been through the ups and downs, figuring out who I am, and doing all in the context of the messy confusion and complexity of the past few years.

In my 20s, I explored the world with curiosity.

In my 30s, I applied those learnings with confidence.

In my 40s, I reconnected with my values with commitment.

I no longer find myself chasing money, but securing wealth - the freedom to be who I want to be on my terms. I've decided to lean out of my systems that disadvantage me and into a life that does advantage me and hope others can do the same.

I'm here with you as we navigate what's next and to remind you - that we are all in this together.



**Diya Khanna is a global Diversity, Equity, Inclusion consultant, keynote speaker, and workshop facilitator with 20 years' experience working in Canada, Singapore, Germany, India, and the US. She worked at Amazon where she led Conversations on Race and Ethnicity, an annual conference for 1.3 million employees, and is now the founder of Global IDEA, working with Fortune 500 companies. Diya was a DEI columnist for The Seattle Times, a board member of the Asians@Amazon global board and was appointed to the Seattle Women's Commission in 2018. Diya received her Bachelor of Journalism from Ryerson University and Masters of Education from the University of Toronto. She has published papers on Anti-Racism Curriculum and Multicultural Education.**

# CALENDAR 2022

## FEBRUARY

1	Beginning of Black History Month
4	 Rosa Parks Day
7	Management Development Program registration deadline
9	Virtual Learning Series Webinar: Inclusive & Emotionally Intelligent Leadership
14	Management Development Program session one begins
15	SUMMIT Registration Opens
	Presidents' Day
21	Coalition for Women in Industry February 21 - 22
23	Empowering Women in Production Program 2022 graduation

## MARCH

1	Beginning of Women's History Month
	Zero Discrimination Day
7	WiM West 2022 March 7 - 8
	Leadership Institute for Women in STEM and Manufacturing session one begins
	
8	International Women's Day
14	Management Development Program session two begins
18	Management Development Program 2022 graduation
23	Virtual Learning Series Webinar: Complex Problem Solving
31	Summer Leadership Conference Registration Opens

## SAVE THE DATE

<b>APRIL</b>	
6	Virtual Learning Series Webinar: Cashing in on Confidence
7	Human Resources Roundtable
<b>MAY</b>	
10	Virtual Career Fair
11	Virtual Learning Series Webinar: Leading Change That Sticks
<b>JUNE</b>	
6	WiM North June 6 - 7
22	Virtual Learning Series Webinar: The "Secret Ingredient" in Your Talent Plan
<b>JULY</b>	
13	Virtual Learning Series Webinar: Attracting, Retaining and Engaging Top Talent
18	Summer Leadership Conference (SLC) July 18 - 19
<b>AUGUST</b>	
4	Moms in MFG
10	Virtual Learning Series Webinar: Self-Care for You, and for Your Team
<b>SEPTEMBER</b>	
14	Virtual Learning Series Webinar: Emotional Intelligence & Your Success
<b>OCTOBER</b>	
10	SUMMIT 2022 October 10 - 12

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## THE IMPACT OF MENTORS AND COACHES

# How Relationships Foster Success

BY LAURA WEBER SMITH

**F**or Audrey Turley, Weatherhead Executive Education's Leadership Institute for Women in STEM and Manufacturing (LIW) reinforced a principle that she had always intuitively known: relationships are essential for development and flourishing.

Audrey is a senior biocompatibility expert at Nelson Labs.

"Because we work in a STEM industry, we tend to focus on the science, the intelligence; you know, those things which are critical for our job functions," she said. "But success really comes when you can build relationships."



**Audrey Turley**

Senior Biocompatibility Expert at  
Nelson Laboratories, LLC

As a leader, Audrey prioritizes creating a safe space for her team; an environment where all members are comfortable taking risks and sharing their ideas. Audrey knows that developing authentic relationships is cru-

cial to establishing trust among team members. Research shows that the presence of trust and an atmosphere of psychological safety result in higher performing, more innovative teams.

At first, Audrey had trouble envisioning herself as a leader, partly because she has worked in a technical, male-dominated field for essentially her whole career. That viewpoint started to change when she was nominated by her manager to attend LIW.

In this leadership development program, she was exposed to a range of different personalities and leadership styles, modeled by the three faculty presenters: Dr. Diana Bilimoria, Dr. Ellen Burts-Cooper and Dr. Ellen Van Oosten.

"Diana is this very soft-spoken female, and she didn't ever have to show her aggression to show her leadership ability, and that came out in her teaching," Audrey recalled. "It showed [our cohort] that there's room for your personality in these leadership roles."

One of the benefits of mentorship, especially for women, is that it enables the mentee to actually see herself in a leadership position.

An integral part of the program is a 360° assessment and one-on-one coaching with an executive coach. The connection with her coach became another relationship Audrey relied on heavily during the program. Her coach, Jessica Worny Janicki, was able to understand and relate to Audrey in a way that she found invaluable.

"I imagine this is common for the class; we're all perfectionists, we're all over achievers... and so that feedback

can be harsh," she said. Her coach helped Audrey process and make sense of the feedback, in a way that modulated the typical initial response – which was largely emotional – and allowed for deeper interpretation and insights to emerge.

Because Weatherhead's coaching model is holistic and focuses on developing the whole person, Jessica was able to offer Audrey strategies for integrating her role as a leader with that of her role as a mother to her twins. "I want to be the same authentic person in both places," Audrey said. "I'm never not a mom, and I'm never not an employee, right? It all goes with me, no matter where I am physically."

Jessica also helped Audrey with another of her goals of moving away from a task-oriented mindset to think more strategically.

"The coaching perspective is such a crucial part of making this [program] something that translates into transformation in your life," she said.

---

**Learn more about Weatherhead's Executive Education.** Interested in learning more about Weatherhead programs? Request more information or apply now, or register for one of over 70 open enrollment courses through Executive Education.



This article was written by **Laura Weber Smith**, director of coaching services and business development, Weatherhead Executive Education.

# Chapter Connection

**Quarterly happenings from across WiM's network of 30+ local chapters!**

Since the launch of WiM's local chapters in 2014, our member network has grown exponentially year-over-year. At present, WiM has thirty active chapters across the United States, which are supported by diversely structured teams of members who volunteer as Chapter Leaders. WiM Chapters provide members and their local manufacturing communities with opportunities to network, learn and connect. Chapters fulfill WiM's mission to support, promote and inspire women in manufacturing on the local level.

Since WiM membership is valid nationwide, members can attend events and participate in programs from any WiM Chapter. Chapter Leaders organize and host a variety of virtual and in-person networking, professional development and educational programs year-round. In 2021, WiM Chapters hosted 225 local events and virtual programs, which were attended by nearly 3,000 WiM members and manufacturing professionals.

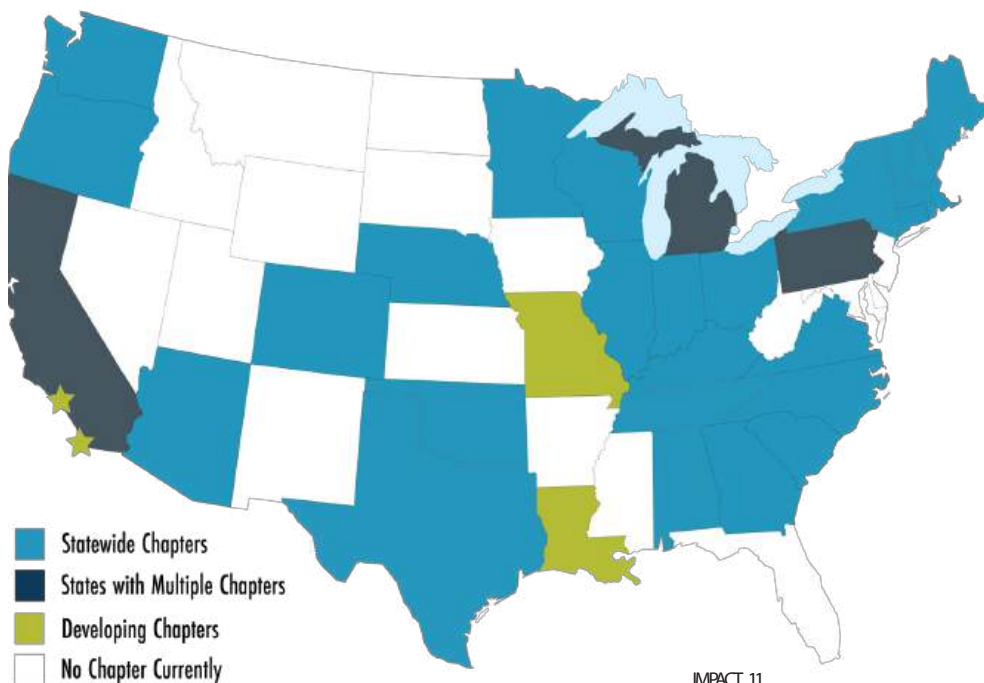
WiM Chapters across the country are actively recruiting volunteers to join our growing ranks of more than 150+ WiM Chapter Leaders! As a Chapter Leader, you'll make an impact on your local manufacturing community and bring together women in industry from your area. Have a hand in coordinating WiM events, take advantage of exclusive learning opportunities and gain the ability to connect with other local leaders year-round. By volunteering with your local group, you'll also be invited to participate in our annual Chapter Leader Workshop.



The WiM Washington Chapter hosts a tour and tasting at Theo Chocolate in Seattle, WA on December 7, 2021.



Members attend a WiM Connecticut tour at Wepco Plastics in Middlefield, CT on October 14, 2021.



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**Visit the WiM website to find the chapter nearest you and to learn about local leadership opportunities today!**

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