Building Women

Strategies and solutions for women in the building industry

2016 VOLUME 3

U.S. REP
MARTHA McSALLY
DON'T TELL ME I CAN'T!

ALSO

Tossing the Carrot and the Stick: Becoming a Transformational Leader

Elevating and Empowering Women From the Ground Up

Hard Hats and Prom Dresses Pearls of Wisdom
Kitchens are meant to be enjoyed. So enjoy. Experiment, sample, adventure and have a blast in the process. When you’re ready, your InSinkErator® disposer will be there to help clean things up. Quickly, quietly, efficiently.

Cleaning up after the magic since 1938.
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Join our discussion on Facebook and LinkedIn.com. Search for the group Official NAHB Professional Women in Building Network.
Igniting Greatness

“F”ocus. Energize. Spark. Lead.” is this year’s theme for the Association Leadership Institute Conference in San Antonio, where the NAHB Professional Women in Building Council has an incredible opportunity to share our approach on how we engage the young professional. We focus our sights on growing our council, in turn growing the entire federation with innovative ideas on our recruitment approach and the engagement of young professionals.

Our energized members take on challenges head first, ready to forge paths into the future by building a strong foundation of leaders to take our association to the next level. By instituting a newly revised awards and recognitions process, we light a spark under the local councils and individuals: the spark of fierce competition to bring home much-needed scholarship funds to their associations. The streamlined online submission process makes entering – and winning – easier than ever.

This brings us to lead. The challenge of any association is succession planning, specifically, finding individuals who not only want to lead, but excel at it. Over the last several years, we have been blessed with an incredible amount of talented individuals ready to step up and lead this highly motivated council. Our involvement with young professionals continues to grow as we now have two members of PWB serving on the Young Professionals’ Council. Our collaborative efforts this year to focus, energize, spark and lead will surely ignite some greatness.

Regards,

Cindy Cepko
2016 Chair, NAHB Professional Women in Building
granitehomes.cindy@gmail.com
Tuesday, Nov. 8, 2016, marks the 58th quadrennial U.S. presidential election. In addition to the 45th president, we will elect 34 senators and all 435 voting seats in the House of Representatives. Forty-four states will hold legislative elections, and many cities will select a new mayor. It’s a big year for elections. The world is watching with great interest.

One of the most important rights that Americans have is the right to vote. Unfortunately, only about half of the population exercises that right. Women, however, lead the way! By consistently casting our ballots more often than men, politicians are quickly learning how vital the women’s vote is in 2016. The following are some interesting statistics and facts about the election and the role women play in politics. (Editor’s note: Some numbers/stats may have changed since the article was written.)

- Women have turned out to vote in higher numbers than men in every election since 1980.
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- The 2014 elections gave the Republicans control of both houses of Congress. With 247 seats in the House of Representatives and 54 seats in the Senate, this is the largest Republican majority since 1929.
- The current 114th Congress is one of the most diverse in history: Nearly 20 percent are women (101 women, up from 99 previously). House: 80.6% male, 19.4% female. Senate: 80% male, 20% female.
- The trend is real; each election, Congress has increased its female representation.
- California has sent more women to Congress than any other state (39 to date).
- The Colorado state legislature is 42 percent female, the highest percentage in the country.
- Thirty-four senators are up for election in November, including four women who are seeking reelection (one is retiring). They are: Lisa Murkowski, Alaska-R; Barbara Boxer, California-D; Kelly Ayotte, New Hampshire-R; and Patty Murray, Washington-D.
So why aren’t there more females in politics? There are several reasons. First, it’s traditionally been harder for women than men to raise funds for a campaign. Also, incumbents win reelection at a very high rate, and the majority of incumbents are male. Not surprisingly, men also tend to dominate political culture, including within parties. And finally, women candidates who have children likely have primary responsibility for their care, which makes it difficult to juggle a career in politics.

In November, when we elect a new president, we are choosing a head of state and someone to represent our great country. Regardless of your political position, we took big steps towards equality in politics this year. For the first time in history a woman was nominated by one of the major political parties to run for President of the United States. Ensure you are registered to vote, become knowledgeable of the issues both locally and nationally, and most importantly, please vote! Our vote makes a difference; it’s a right that should always be exercised! 

Mary Steadman is a NAHB BUILD-PAC Champion, a member of the NAHB PWB legislative committee, and a member of the Greater Birmingham Association of Home Builders.

**Interesting Facts From the 2012 Election**

<table>
<thead>
<tr>
<th>2012 ELECTION</th>
<th>235,248,000 eligible voters</th>
<th>129,235,000 voted (approx. 59%)</th>
<th>47% of voters were men 60,740,450</th>
<th>53% of voters were women 68,494,550</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ALL VOTERS:</strong></td>
<td>51% voted for Obama, 47% for Romney</td>
<td>65,909,850 (Obama)</td>
<td>60,740,450 (Romney)</td>
<td></td>
</tr>
<tr>
<td>Male Voters:</td>
<td>45% voted for Obama, 52% for Romney</td>
<td>27,333,202 (Obama)</td>
<td>35,617,166 (Romney)</td>
<td></td>
</tr>
<tr>
<td>Female Voters:</td>
<td>55% voted for Obama, 44% for Romney</td>
<td>37,672,002 (Obama)</td>
<td>30,137,602 (Romney)</td>
<td></td>
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**Source:** Pew Research Center

“PWB members are an amazing source of inspiration! PWB taught me that discovering, acknowledging and promoting another’s capabilities are great gifts to give and to receive. The best part is that our successes in life, (individually) or as a council, can be greatly enhanced by positively motivating, supporting or encouraging others to bring their own unique talents forward, and put them to good use by sharing with others. I believe women build relationships because we know we have as much to gain as we have to contribute. That’s just one more reason to keep building our council into the future!”

—2000 NAHB PWB President Lynne Pratt, Auburn Hills, Michigan
New Council Chartered

Welcome to our newest council, the HBA of Berks County (Pa.) PWB Council, which chartered with six new members. Shown here from left are NAHB PWB Region A Trustee Maria Coutts, HBA of Berks County PWB Chair Cathy Sloan of Hartman’s Home Improvement, NAHB PWB Chair Cindy Cepko, and NAHB PWB Area 1 & 2 Trustee Xiaobei Sullivan.

Supporting BUILD-PAC

Professional Women in Building members raised $5,000 for the NAHB BUILD-PAC through the sales of giant BUILD-PAC cookies during NAHB’s midyear meeting.

Panel Discusses Navigating the Permit Process at Midyear Legislative Brunch

PWB members enthusiastically welcomed a panel of distinguished speakers at the Midyear Legislative Brunch. They discussed navigating the permit process and the importance of building relationships with government agencies and key players before, during and after a project is built. Our esteemed panelists were:

- Truly Burton, executive vice president of the Builders Association of South Florida
- Lourdes Gomez, deputy director of regulatory resources, Miami-Dade County Department of Regulatory and Economic Resources
- Carolina Herrera, senior land acquisition manager for the Southeast Florida Division of Lennar Homes, and
- Zully Ruiz, president of Zully Ruiz Enterprises

They also shared highlights from their careers. Truly Burton worked with Builders Association of South Florida’s board of directors to restore BASF to financial stability. Through her business introductions with another builders’ association, they formed a new association, creating the largest building association in South Florida affiliated with the Florida Home Builders Association and the National Association of Home Builders.

With more than 30 years of government affairs experience, Burton organized a highly effective get out the vote campaign in 2010 to oppose a state constitutional amendment that would have required local votes before changes to local comprehensive growth plans. She established the association’s Building Industry Political Action committee, and successfully negotiated with county staff and elected officials on proposed legislation affecting new construction.

Lourdes Gomez was appointed deputy director of Miami-Dade County’s Department of Regulatory and Economic Resources (RER) in March 2014. The RER Department was created in 2012 through the consolidation of the planning, land development and construction permitting processes previously housed in eight county departments and offices. Gomez oversees more than 800 employees who deliver a wide range of services affecting businesses and property owners in the Miami-Dade community.

Carolina Herrera covers a territory from the Florida Keys to Vero Beach, and has acquired and entitled more than 16 sites for Lennar in the last four years. Herrera also has great involvement in division legal matters and contract negotiations. She started as a temporary employee in the construction department, and ambitiously worked her way up through positions such as assistant project management, property manager and vice president of property management.

Zully Ruiz has been involved in the building industry since the early 70s in a variety of roles, including Realtor, mortgage broker, appraiser and builder. For four consecutive years, she served as the vice chair for the Miami Realtor Association Governmental Affairs Committee. As vice chair, she succeeded in getting brokers and builders to work together on local and state issues. She started her company by offering brokerage services as a consultant. Purchasing small land parcels and taking them through the entitlement process proved very profitable. As a solo broker, she then opened her own company, which in 1989 became Zully Ruiz Enterprises Inc.
Midway through Day One of the 27th Annual Design/Build Competition, the members of the all-girl team from Katella High School exchanged their work boots and tool belts for high heels and gowns and left the competition to attend senior prom. With their hardhats at their sides, this ambitious team was determined to tackle their scheduling conflict head-on — and do it all in style.

The girls returned to the competition at 5 a.m. on Day Two, running on only three hours of sleep, but morale was high, and it was time to bring their design to fruition. After structures were completed and judged, the winners were announced: Katella’s all-girl team had placed fourth in the competition.

Katella High School instructor and Design/Build team coach Jon Puckett was thrilled with the outcome. “This team had half the amount of people working half the time,” he says. “Don’t tell me women aren’t capable of doing anything.”

Approximately 160 high school students from Southern California were entered in this year’s Design/Build Competition, a two-day event in which student teams of 15 draft and construct their own 6-by-8-foot structure. Hosted by the Home Builders Committee and the Building Industry Association of Orange County, Design/Build produces a high-pressure environment with strict deadlines, inspection and safety requirements, and a level of detailed craftsmanship that one would experience on an actual job site, all while promoting career awareness of the construction industry.

The success of the top four winning Design/Build teams was a resounding victory for the students, their schools and the program that gave them the skills to accomplish this feat — the Building Industry Technology Academy (BITA), a four-year high school trades curriculum active in 17 schools throughout California, including six new schools adopting the program this fall.

“The students learn how to apply core classes, such as math and physics, to the work they’re doing with their own two hands,” says Jill Herman, BITA program director for the California Homebuilding Foundation. “BITA students regularly tour active construction sites and learn everything from electrical and framing to insulating walls, ceilings and attics pursuant to new code amendments. The program is continuously evolving to meet the industry’s needs.”

One of the industry’s greatest needs is more women in the building trades. According to the Bureau of Labor Statistics, only about 12 percent of the nation’s total construction workforce is female. Similarly, of the 850 students enrolled in California high school BITA programs in 2014, only 93 students (or about 11 percent total) were female. The following year, 167 girls entered the program, increasing female enrollment to 14 percent, a minor, but positive, improvement.

Leading this improvement in BITA student demographics is Katella High School, which has more females enrolled in the program than any other school in the state. “Female participation started early,” says Puckett, a longtime BITA
instructor for Katella High. “We’ve had almost 40 young women in the program at one time.”

BITA is training the next generation of women who will make an impact on our industry — an effort that is essential to strengthening and diversifying the building workforce. Friends and older siblings have referred many of Katella’s female students to the program, and while some are drawn to BITA for career aspirations, others have turned to the program as an escape from familial and social hardships.

Leny, a Katella BITA graduate, was born into a family of 10 children. As a teenager, she was devastated by her older brother’s deportation and her parents’ separation. Her future was uncertain — until she enrolled in the BITA program.

“If I could go back and do everything again, I would select BITA over any other subject because BITA taught me to build, not just furniture, but confidence, and that is not taught in any other course,” says Leny, who received a job offer out of high school to work for Mammoth Electric Inc. in Orange County.

Leny returns each year to Katella High School to volunteer in the BITA workshop and serve as an annual supervisor for the all-girl Design/Build team. Her plan is to go to college and study business management.

Susana inadvertently enrolled in Katella’s BITA program when she transferred schools, but what began as a random choice of an open elective course turned into a full-fledged passion and later, a successful career. Susana’s leadership skills and talent demonstrated in the Design/Build Competition landed her a full-time job in the pre-fabrications department at Mammoth Electric. She plans to enroll in community college this fall to study construction management and eventually obtain her general contractor’s license.

“My goal is to run my own construction company,” she says. “BITA had a big influence in my life.”

BITA instills work-ready skills and provides students the opportunities to utilize their training in summer internships, apprenticeships and full-time jobs, but expanding the BITA program comes with its own set of obstacles. Creating a link between the schools and the industry is vital to enhance the program and create more post-graduation job opportunities, but it has been an arduous task to recruit industry leaders willing to mentor, lecture in BITA classrooms, allow construction site visits, or even donate materials to the workshops.

Sending a clear message to the parents and counselors that the construction industry has a multitude of viable career options in addition to higher education opportunities is another challenge.

“The biggest hurdle or misconception [about BITA] is that we’re trying to dissuade kids from attending college, but we’re actually trying to encourage a college education,” Puckett says. “More kids, like Susana and Leny, have decided to go to college because of BITA. They’ve found their purpose.”

The greatest benefit of a BITA education is that the students are inspired to pursue their passion, whether that means taking the path of experience, education or both. Through the skills and confidence they’ve acquired in BITA, the girls on Katella’s Design/Build team have proven to themselves and the industry that they do not need to choose between wearing hard hats and prom dresses to achieve success.

The California Homebuilding Foundation has put BITA at the forefront of its industry efforts by raising funds and awareness at annual events, such as the golf tournament, BIG Day of Giving, and the Little Black Dress social hour, co-hosted by the California Building Industry Association’s Professional Women in Building council.

To find out how you can be a part of BITA in your area, contact BITA Program Director Jill Herman at (916) 340-3309 or visit mychf.org.

Allison Paul is the lead research analyst and media specialist for the Construction Industry Research Board Report, a statistical service provided by the California Homebuilding Foundation. She can be reached by email at apaul@mychf.org.
To give credit to this story, I am sitting in a hotel room with my oldest daughter writing this article before she wakes up. We are traveling for one of her auditions and I’m doing what I do best, looking for time to work in between being Mom of the Year. Side note: I lose Mom of the Year somewhere around noon on January 1 of each year! This doesn’t mean that I’m not a good mom or that I’m not a good business owner; I have learned the realities of doing my jobs, and that perfection is not a job requirement.

There has never been a time in my adult life that I haven’t worked. I was working in sales when my first child was born, then opened my own business when she was 5 months old because I wanted to be my own boss. Ha! What a joke! I went from one boss as an employee to dozens of bosses as a business owner. It has been a tough 14 years in business, but I wouldn’t trade one day of it. I have learned over time that it isn’t the quantity of time I spend with family or at work that matters, but the quality. The only way to achieve quality is to be diligent while doing each job aaaaannnnnnnndd to be organized!

The key to work-life balance is to understand there is no balance, and to keep your sanity, you need to learn to manage your time. I learned the hard way that if you are constantly handling the urgent items, you will never handle the important ones and the important ones are the key to success.

So, how do you handle your time? Get to know yourself and what works for you. The first thing I did was to journal my tasks for a couple of days and how long it took me to complete each one. I did this to see what was taking up my time and how long certain tasks actually take versus how long I think they take.

One of the things people do is to underestimate the time a task takes when it’s something they want to do and overestimate the time needed for tasks they are not interested in. Being honest with yourself is key to understanding how to manage your time and where to allocate items.

Another component to managing your time is to know what type of calendar or planner works best for you. I was trained with a Franklin Covey planner at the age of 13 and it changed my life. As I got older, I was introduced to different methods of time management, but none made as much sense to me as my paper planner. To this day, I carry a color-coded paper planner. It helps keep my time and my life in order. I have been told it’s antiquated and that a digital planner would be more efficient; it just doesn’t work for me the way it does for others. The point is to find what works for you, so that you will actually use it.

Another way to help manage your time is to identify your peak times of the day. For example, I am a morning person. I know that when I have important projects due or something important that needs to be handled, I need to schedule these items between 6 and 10 a.m. After 3 p.m., my ability to sit quietly and focus is at a low. This is when I schedule items that are more physical than mental, such as errands. The key here again is to know yourself and what works for you. My kids know that if they want me to say “yes,” ask me around 8 p.m. when my brain is almost useless!

Time management, along with self-discipline and perseverance, has made me the mom and the business owner I am today. None of it is easy, but knowing myself, managing my time and having the discipline to stay the course makes it all a little bit easier.

Amanda LeBlanc is a professional organizer and designer with more than 12 years of experience. She is an active member of the National Association of Professional Organizers. She has been featured on the Today Show and HGTV, and in Better Homes and Gardens, along with several other regional and national publications. Reach her at info@theamandas.com.
“When I was in the seventh grade, my assignment was to memorize a quote from Calvin Coolidge, the 30th president of the United States. It begins, ‘Nothing in the world can take the place of persistence.’ Throughout my life, this quote has been my mantra both personally and professionally.”

—2015 Chair Carole Jones, Bloomfield Hills, Michigan

“My advice to future leaders of PWB or to women in general who are moving up in companies and their careers would be to listen, really listen. Listen to your PWB council leaders, and coworkers. Don’t answer out of turn and take time to think about the contributions that have made these individuals successful.

“When you respond, speak up for yourself and your ideas. Share your thoughts and solutions. If you agree with them, share that. Congratulate them on a great idea. Implement them if possible. Give credit where it’s due. If you don’t agree, tell them. Don’t just ignore it and hope it goes away. Tell them why you don’t agree. Show that you really listened to their thoughts and why it won’t work.

“Back up your convictions. You didn’t get where you are for no reason. Active listening will help when in meetings, discussions, implementing procedures and more. Discussions will go much smoother if all involved feel that they have really been heard.”

—1999 President Roberta Colmer, Calabasas, California

“Set goals and write them down. You will achieve more with a concrete roadmap for your future. Include both long- and short-term goals and don’t sell yourself short.”

—2014 Chair Carol Morgan, MIRM, CAPS, CSP, Cartersville, Georgia

“When I think about the PWB, the first thing that comes to mind is empowerment. Depending on which generation you were raised in — boomer, millennial, Gen X — all women have faced a mirror that asks questions like ‘Am I good enough?, ‘How can I make a difference?,’ ‘Does my voice matter?’ When you become a member of the PWB, the answer to these questions become a resounding YES and from that powerful little word, a world opens up to you.

“To empower someone is to give them authority, permission to lead, to enable and permit an individual to do something great. Everything about the word evokes forward movement, positive energy, creating opportunity and believing in oneself. I have seen changes in PWB that I was told initially may never happen, and yet the leaders before me still empowered me to make them. Tell a PWB member she can’t and she will. Tell her, ‘I don’t think so’ and she’ll say, ‘Watch me.’ Show her how and she does it. Be her friend and she will be yours forever. I will forever be grateful to the PWB for so many reasons, but mostly because one PWB member said to me one fateful day, ‘Come with me and check it out!’”

—2009 Chair Karen Dry, Westlake Village, California

“Set your sights high and be willing to work your hardest to succeed. Learn as much as you can. The more well-rounded you are, the more confident and effective you’ll be, and the more respect you’ll earn from colleagues. Joining and becoming actively engaged in groups like PWB offers opportunities to surround yourself with like-minded and successful individuals who care about the things that are important to you. If working in a traditional ‘man’s world’ career, stay strong, always know your facts, put on your ‘big girl pants’ and never resort to playing the ‘girl’ card.”

—2004 Chair Joanne H. Chappell-Theunissen, Mt. Pleasant, Michigan
America’s first female fighter pilot, Martha McSally, continues to fight for gender equality as a member of Congress.
Congresswoman Martha McSally, R-Arizona, grew up in a family in which she truly believed she had no limitations on her because of her gender. The youngest of five children, she had great role models in her parents.

“It wasn’t until I got to the military when I had people tell me I couldn’t do things because I was a woman,” she said. “It was a shocking awakening about the biases out there.”

A stellar student, she earned an appointment in 1984 to the United States Air Force Academy, with plans to become a doctor. That was where she learned it was against the law for women to be fighter pilots.

“I went through the same training as the men,” she said. “It pissed me off. I wanted to prove them wrong.”

While she waited for the opportunity to show what she could do in the air, she continued to push herself and push the limits. After graduation from the Air Force Academy, she earned a master’s degree from Harvard’s John F. Kennedy School of Government (she later earned a second master’s degree in strategic studies from the U.S. Air War College, where she graduated first in her class out of 260 senior military leaders). She proceeded to pilot training, earned her wings and was assigned as a First Assignment Instructor Pilot in the T-37 jet trainer.

By Pat Curry
Breaking down barriers

In 1991, the military lifted the ban on female combat pilots and McSally got the call she had been waiting for — fighter pilot training. Four years later, she became the first woman in U.S. history to fly a combat aircraft into enemy territory when she flew into Iraq in support of the United Nations' no-fly zone enforcement. Later, she would repeat history as the first American woman to command a fighter squadron in combat.

In 2001, McSally found herself in the national spotlight when she filed a lawsuit against the Department of Defense. She filed the suit only after being threatened with court martial for refusing to comply with the military’s policy that required female members of the military stationed in Saudi Arabia to wear the Muslim abaya when traveling off base in the country.

The Saudi government did not require it of non-Muslim women and U.S. female diplomats were encouraged not to wear it while on official business. The lawsuit said the regulation required her to “send the message that she believes women are subservient to men.”

The military changed its policy following the lawsuit and Congress eventually passed a law that prohibited anyone in the military from requiring or encouraging servicewomen to wear abayas in Saudi Arabia or to use taxpayer money to buy them.

As a retired Air Force colonel who has fought hard against gender bias in the military, McSally is thrilled by the recent decision to open all military occupational specialties — including infantry — to women.

“I’ve been advocating for this for so long,” she said. “It’s so overdue. We finally realize we’re the best military when we recruit from 100 percent of our citizens and don’t restrict 50 percent of people because they have ovaries. The women in the military have set a tremendous example — they have proved that courage, patriotism and the warrior ethos have nothing to do with your gender. I’m extremely encouraged to see this last barrier coming down.”

Another call to duty

After a long and decorated military career, McSally could have retired into a cushy civilian job. Instead, she chose to continue to serve our country in 2012 by running for Congress in a special election for Arizona’s 8th congressional district, following the resignation of Rep. Gabrielle Giffords.

“To me, it was a call to duty,” she said. “It comes from the culture of serving. We don’t complain about something without being willing to do something about it; in the military, you don’t walk by a problem. I was frustrated by people who wanted to serve because it was good for them, not good for the country. I looked at myself in the mirror and said, ‘What are you going to do about it?’”

She lost the race for the Republican nomination, but then ran again for the regular election for the district; she was endorsed by the National Association of Home Builders and Associated Builders and Contractors, among others.

The race was one of the closest in the nation, so close that she thought she had won on election night and even was included in the photo of freshmen members of Congress — and then had to go home and concede to her opponent.

The convictions that led her to run in 2012 didn’t go away, and in 2014, she ran again. If she had any concerns about rejection, she didn’t let them get in her way.

“I got over being rejected a long time ago!” she said. “My experience in the military helped me have some thick skin, not take it personally and focus on what I needed to do. … Those experiences helped me be prepared for the combat zone politics can be today.”

She draws on her experience as a combat pilot to deal with the personal attacks that often occur during a campaign.

“If you get focused on them, you’ll get distracted from your mission,” she said. “Certainly it upsets you to turn on the TV and see people lying about you and your positions. But if you’re upset about it, you need to be able to channel that to be committed to prevail.”

“I compare it to flying,” she explained. “The last section going into the target, lots of times you’re getting shot at from below. You have to be able to discern. Some stuff can’t reach you, so ignore it. Some things you have to avoid, and then get back on the target. With some things, you need to divert and shoot it down, and get back on the target. If all you do is get distracted, you’ll never get to the target.”
Full representation
McSally is among those who strongly urge women to run for elected office, but she rejects the notion that they should do so because women have inherently different characteristics and qualities to offer from men.

“Part of my life’s purpose is to challenge stereotypes that women are like ‘this’ and men are like ‘this,’” she said. “I will say we need our society to be fully represented. If we only have a small number of women, we are not fully representing the issues, the challenges. It’s really important our elected bodies reflect the diversity of our country. We still have a long way to go; we have 247 Republicans in the House, 22 of them are women. This reminds me a fighter squadron, for crying out loud!

“There are things [the women representatives in Congress] don’t agree on; we bring our own perspectives to the table,” she said. “We need more women to be in this position so it’s not just the male perspective.”

Every vote counts
McSally has a special message for people who say their vote doesn’t matter and are considering staying home from the polls on election day. Her second congressional race was declared too close to call on election night and went on to be the final federal election to be decided. With a victory margin of less than 1 percent, an automatic recount was called. The official recount declared her the winner by 167 votes out of 220,254 ballots cast — and swung her district from Democratic to Republican.

“Your vote counts; it matters,” she said. “We have men and women who have gone before us and right now are putting their lives on the line to protect our ability to elect our leaders. It is a privilege, a right, it is so important. It literally can change the outcome of who is representing you. I know firsthand.”

In Congress, McSally said she is leading a working group on women in the 21st century workforce.

“We are really listening to women’s experiences and the barriers they still have and trying to identify solutions for women to achieve their full potential,” she said. “We still are not being paid the same as men overall. Some of it is because of discrimination, in and out of the workforce, and needing flexibility at times. Because of the system we have, women are getting behind. That ends up with more women in poverty as seniors. These are real challenges for women – they feel they’re flying in a headwind.”

“PART OF MY LIFE’S PURPOSE IS TO CHALLENGE STEREOTYPES THAT WOMEN ARE LIKE ‘THIS’ AND MEN ARE LIKE ‘THIS’.”
Paving the way

Like so many successful people, McSally can point to others whose courage and determination inspired her. For her, that group included women who served during World War II in the Women Airforce Service Pilots.

“These women were amazing,” McSally said. “When the country needed them, these feisty women stepped up and said, ‘Send me.’ They opened the door and paved the way for women like me. They showed that an airplane doesn’t care if you are male or female. When I came to start my fighter training, a number of them came alongside me and befriended me. Not many people who could understand what I was going through. At some of my most discouraging seasons as a fighter pilot, I’d go visit them, they’d tell stories, laughing, and encourage me to get back in there. I just love those women. They were wonderful examples.”

She also is deeply inspired by women such as Rosa Parks “who take a stand regardless of the consequences,” she said. “We all have to come to decisions — should I do the right thing or the easy thing?”

The sacrifices those — and countless other — women made to help pave the way for her achievements have made McSally a vocal advocate for removing barriers for the next generation of women.

“I’m just really passionate to speak to young women and girls,” she said. “You have to talk to them as early as possible before they’re influenced by someone telling them what they can’t do or shouldn’t do.

As a candidate in two extraordinarily close congressional races, McSally makes a point to tell everyone how much their vote matters.

Her message to young women is twofold: Don’t let other people put limits on your dreams, and excel at whatever you are doing right now.

“I entered the Air Force Academy in 1984; I took off in an A-10 attack plane in 1994,” she said. “I didn’t sit around and complain; I expanded my skills. I got a master’s degree. I encourage young women to excel at whatever you do because you never know when a door could open for you. . . . I was at the right place at the right time with the right dream in my heart. Others in my same year thought, ‘It’s against the law, I’m going to let that dream go. . . . Find your gift, your talents, your calling. Don’t take no for an answer. Don’t let anyone tell you you can’t do something.”

Pat Curry is managing editor of Building Women.
NAHB Professional Women in Building Week is Coming!
Sept. 12 – 16

NAHB Professional Women in Building Week celebrates the contributions of women as a visible component of the residential construction industry and provides an occasion for all members across the NAHB federation to collectively raise awareness of the impact made by women through activities that promote, enhance and support housing and women in the industry.

We encourage all HBA’s to participate fittingly in the observance of NAHB Professional Women in Building Week.

Learn tips for celebrating the week and more at nahb.org/pwbweek.
Today’s employees, especially the millennials/Gen Y and even Gen X, desire a different job environment and experience. They aren’t satisfied with punching in at 8 a.m., performing the same tasks day after day, punching out routinely at 5 p.m., then going home only to rinse and repeat the next day. Employees want to find meaning and fulfillment in their work. They’re seeking a deeper sense of purpose in what they do. And as the lines between their work and personal lives continue to blur due to flexible work schedules, telecommuting and an ever-expanding use of technology, they feel more emotionally connected to their work than ever before. Therefore, they’re not content with working for great companies. They want to work for great leaders!
Leadership vs. Management

What is the difference between leadership and management? Here is my answer for you: Managers have subordinates, but leaders have followers. “Managers tell and leaders sell.”

Managers are often more task-oriented than people-oriented. Managers have goals to achieve and rely on systems to get them there. Leaders inspire people and believe that motivated employees are the key to organizational growth.

Traditional Transactional Management Model

Historically, managers have stuck with the transactional leadership model. Better known as the “carrots-and-sticks” approach, this system focuses on promoting employee compliance through a series of rewards and punishments.

Transactional leaders favor a clear chain of command. They prefer that employees surrender all authority to their managers and believe that the prime purpose of employees is to do what their manager tells them to do.

Transactional leaders also tend to utilize the “manage by exception” rule that says employees who are performing to expectations require little to no attention. It’s only when an employee performs outside of expectations that a manager focuses on that person. Rewards are given for exceptional performance and consequences applied for unfavorable performance.

In his book, Drive: The Surprising Truth Behind What Motivates Us, Daniel Pink directly challenges this antiquated (and largely ineffective) approach. Pink, supported by 50 years of scientific research, argues that the transactional management model is only even marginally effective when a workforce is engaged in basic processes that are clearly defined by a series of unchangeable steps that lead to a simple, repeatable answer.

Pink’s frustration comes from organizations that continue to use transactional leadership despite its proven ineffectiveness. Instead of saying, “Man, those carrot-and-stick motivators failed again. Let’s try something new,” they typically say, “Man, those carrot-and-stick motivators failed again. Looks like we need more carrots. Looks like we need sharper sticks.”

Transformational Leadership

“The goal of transformational leadership is to ‘transform’ people and organizations in a literal sense — to change them in mind and heart; enlarge vision, insight and understanding; clarify purposes; make behavior congruent with beliefs, principle, or values; and bring about changes that are permanent, self-perpetuating and momentum-building.” — Stephen Covey

In the early 70s, when the transactional leadership model began to exhibit tangible limitations, sociologist James Downton introduced an alternative approach he called transformational leadership. Five years later, leadership expert James Burns expanded upon and popularized Downton’s concept.

Compared to the transactional leadership model, transformational leadership focuses on employee engagement versus employee compliance; on forward thinking, future-oriented organizational growth versus maintaining the status quo; and motivating employees by encouraging creativity and providing meaningful rewards versus doling out external rewards and punishments.

Transformational leaders create a clear vision for the future and instill that vision in their employees. They are at the forefront of the movement and lead by personal example.

Kathi James, chief marketing officer and chief experience officer for Beazer Homes, explains: “Transformational leadership, by its very definition, is about change and innovation. To effect the change and/or inspire innovation means you [leaders] need to understand where the opportunities lie and effectively communicate a vision to capitalize on those opportunities. You [leaders] need to build the right team to drive the transformation, ensure they understand and embrace the vision and have the tools to successfully achieve the desired transformation.”

Applying the Four Components of Transformational Leadership

**COMPONENT #1: Individualized Influence.** Transformational leaders walk the walk and talk the talk. They serve as roles models for the movement while being admired for it. Being a genuine,
authentic and positive role model achieves influence over followers.

Liesel Cooper, executive vice president of Century Communities Inc., explains that transformational leaders know they “have to be valuable every day, and that they are only as valuable as the last thing they achieved.”

Transformational leaders say what they mean and mean what they say. They are hyper-focused on making sure their individual actions match the stated values of the organization.

**COMPONENT #2: Inspirational Motivation.**
Transformational leaders inspire and motivate their followers. Their charisma is part of their appeal.

“Transformational leadership is inspiring others to perform at exceptionally high levels that tend to create discomfort in an effort to refine and grow them,” says Jeanna Roach, vice president of sales and marketing for Betenbough Homes. “This is lived out by operating in kindness through encouragement and support, welcoming others’ opinions and empowering them to define solutions, and embracing diversity. Ultimately, transformational leadership helps others recognize their gifts, genius and gut so that they can grow in their own leadership and move the organization toward its vision.”

Motivating your followers is not a passive activity. True motivation is strategic and intentional. It is the result of effective, two-way communication — clearly communicating the organization’s vision and goals, encouraging and valuing employee input, and enthusiastically celebrating group successes.

**COMPONENT #3: Individualized Consideration.** Individuals within organizations have different needs, wants, desires, goals and abilities. Transformational leaders recognize individuality and work to create personalized growth plans that will maximize each follower’s potential, thereby maximizing the performance of the organization as a whole.

Taking time to connect with each individual is not easy. It requires focus, time and attention. It means creating open, two-way conversation where both leader and follower openly and freely discuss the future. It is also critical for the leader to provide a workplace environment that genuinely encourages followers to achieve their goals.

**COMPONENT #4: Intellectual Stimulation.** Pink’s research tells us that human beings seek mastery. We like to get better at what we do because it is inherently gratifying.

Transformational leaders recognize that they must challenge their followers while also allowing the opportunity for creativity. When you encourage innovation, followers push performance to new heights.

“Transformational leadership is born from a solid foundation of self-awareness, authenticity and trust,” says Melyssa Cornell, director of learning for NVR Inc. “It is the continual raising of the bar on performance through collaboration and commitment; the success of which is predicated on the intentionality with which we approach our interactions.”

Providing intellectual stimulation means the leader must relinquish a little control and allow the follower some autonomy. The leader must give the followers space to solve their own problems in their own ways, even if it means they occasionally fail. Research shows that groups with transformational leaders perform better and report higher levels of satisfaction with their individual position in the organization and with the organization as a whole.

Even with all the evidence supporting transformational leadership, becoming a transformational leader is a challenge. Nanette Overly, vice president of sales and marketing for Epcon Communities, says you must believe that transformation starts with the person in the mirror and ask yourself, “Am I invested in my team? Do they know it? Perhaps most importantly, do they feel it? Have I worked hard enough on myself to be a leader worth following?”

Amy O’Connor is an SCI Certified sales trainer with Shore Consulting.
After more than 20 years in the field, Amy Neel made the decision to transition from tradeswoman to mentor after noticing how rare it was to see new female faces in the ranks. With many home builders facing labor shortages and record levels of tradespeople preparing to retire, opportunities for women should be rising. Instead, women continue to face obstacles in achieving equal access to careers and advancement.

“The problem with women’s marginalization in the construction industry is a complex system of cultural training, occupational segregation, gender stereotypes/gendered work, and gendered implications for workreadiness in the industry,” Neel says.

To combat these barriers, Neel — a carpenter with experience as a lead, foreman and owner of a construction firm with an all-female crew — now teaches full-time at Oregon Tradeswomen Inc., (OTI) a nonprofit that prepares young women and girls for careers in the construction trades.

OTI plays a critical role in encouraging and empowering women to pursue home building careers. The first step: breaking down societal norms.
Impact of Traditional Gender Roles

The lack of opportunities for women in construction stems primarily from cultural ideals about the type of work women are “fit” to do, Neel says. In America, societal norms teach young girls that a jobsite is not an appropriate place for them. “Boys are encouraged to build, to destroy, to be independent, to voice their opinions, to take risks, to use tools, to be physical and curious, to compete and grow,” Neel says. “Girls are taught to be small, to value other people’s opinions of them above all, that being pretty is far more important than being skilled, not to brag or express opinions, that they are unattractive if they are too strong and that they are responsible for everyone’s feelings, so tread lightly.”

These deeply entrenched societal gender roles play out so much in daily life that it becomes a difficult cycle to break, Neel says. “You have to see it to be it, and our culture does not allow women to see themselves doing this kind of work,” Neel says. “There are no images of tradewomen flooding the media. The not-so-subtle message to women is that ‘you do not belong here.’”

Carol Eisenlohr, a founding member of the Portland Professional Women in Building Council and general manager of the Portland division of Legend Homes, agrees with Neel. “I don’t think a lot of girls think about the construction industry as a path for a career because they think of physically strenuous things as opposed to some of the parts that are creative that don’t require brute strength,” she says.

Adding to this problem: There aren’t many career counselors guiding mechanically inclined women toward science and trades careers, nor are there construction companies reaching out to young women to do summer construction labor jobs, Neel says.

The few women who do overcome the hurdles to entry, she adds, then face difficulties gaining access to training, a lack of mentorship and advancement opportunities, jobsite hostility, isolation, non-enforcement of discrimination policies, and even harassment and assault.

The regrettable downside of this is two-fold: continued labor shortages, and missed opportunities for women who could really benefit from a living-wage career that often comes with health and retirement benefits, in which a college degree is usually not needed to be successful. For women who are looking to climb out of poverty, these types of jobs can be especially life-changing.

Challenges With Achieving Equality

Although the world has changed since the first boomers found work in construction decades ago, many residential construction firms continue with hiring practices that — whether intentional or not — are discriminatory.

“Back then, it was quite literally an old-boys club,” Neel says. “Sadly, that method of recruitment and exposure to trades careers has been slow to change and the deficit of workers has much to do with those recruitment pathways not reaching target-rich populations of potential workers, including women and people of color.”

Another common barrier, Eisenlohr says, is that men and consumers rarely see women as being knowledgeable about construction. Luckily, television shows on cable networks such as HGTV and A&E often feature women builders, remodelers and designers. This helps dispel the notion that women do not belong in the field or that they aren’t capable of getting the construction job done, she said.

Preparing for Long-Term Success

To prepare young women for a career in trades, Neel offers a few suggestions. For one, parents should encourage their daughters to take career and technical education classes and push them to try their hand at skills-based work.

Eisenlohr agrees. “My dad was a mechanical engineer and fixed everything in the house. He encouraged all of us — my three brothers and me — to tear things apart when they broke down and figure out how they worked,” she says. “In the building industry, that’s kind of how your mind has to work. You have to understand how everything gets put together and works together.”

As part of its Pathways to Success program, OTI has sponsored a long-running summer building camp for girls 8-16 to encourage that type of exploration. For the last two years, volunteers from the newly formed Portland PWB helped out at the camp, which introduces young girls to different parts of construction trade, Eisenlohr says. “Some of the activities they’ve done this year include building a playhouse, framing it up and putting siding on it,” she says. “They also have done take-home projects like wiring up a lamp, which introduces them to electrical.”

Almost everyone at the camp — the teachers and the volunteers — are women home builders. The camp lets the young girls and women see the professionals at work and talk to them about their experiences. “It’s important for young girls and young professionals to see women who are already pursuing the trades as a career,” Eisenlohr says. “It helps them imagine themselves doing that type of thing.”

Plus, it’s an opportunity for young adults who are on the fence about college, or who cannot afford to go, to learn more about

Tradeswomen are raising our kids to know that women are builders, thinkers, independent problem-solvers, runners of machinery and tools.

We are leaders and we are strong.

– Amy Neel
careers in which they can earn an income that is often far above some of the more traditional paths they might follow when they graduate from high school.

Steps the Industry Can Take to Improve Access

Neel encourages contractors to intentionally hire women. Why? Because diversity adds a larger set of skills, solutions, ingenuity and perspective, she says.

“Women are exceptional leads, exemplify a certain collaborative genius, are extraordinarily skilled communicators and offer impeccable customer service,” she says. “Clients love having women in their homes. They prefer it.”

Like communicating to any niche group of individuals, reaching out to women must be a targeted effort. Advertising and marketing materials that feature gender-neutral language and ethnically diverse images of women and men, avoid gender stereotypes, and promote socially empowering messaging are likely to prove effective. The Tradeswomen Image Library provides complimentary images of women at work.

After you recruit women, it’s important to train them, mentor them, and put strict non-discrimination policies in place to help protect them from harassment, Neel says. Giving women menial tasks that male employees don’t perform isolates them and degrades their ability and expertise.

Neel also recommends that contractors support pre-apprenticeship programs, such as OTI’s Pathways to Success Trades and Apprenticeship Career Class (TACC). The free, seven-week, pre-apprenticeship training class teaches such topics as basic trades math and measurement, introduction to green building, jobsite safety and construction culture. Students learn to use hand and power tools, gain 30 hours of hands-on experience working alongside skilled female instructors on job sites, go on field trips to apprenticeship training centers and active construction sites, and improve physical fitness via strength training taught by a certified fitness trainer.

Upon graduation, OTI career counselors assist students with their job search and applications to apprenticeship programs. They also provide individualized employment counseling throughout the entire course of the graduate’s career in the trades. The next TACC session will run Oct. 4-Nov. 17.

Bringing It Home

The national average of women in construction hovers around 2.9 percent. However, in Oregon, it’s roughly 7 percent, more than double that figure. Neel attributes this difference to the training and advocacy programs OTI offers.

“When you expose women to the opportunities in the trades, train and support them,” Neel says, “they are successful.”

Erica Boyce is manager, industry communications for the National Association of Home Builders.
Being A Strong Leader Means Leading a Balanced Life

By Irene Hall

We hear it all the time. Life balance is the key to a successful, meaningful and happy life. But so many times, we find ourselves tapped out, out of whack, unable to meet the next challenge — even if it’s as simple as preparing the evening meal. Part of it becomes the measurement of ourselves; we are our own worst critics. The key is to step back and evaluate each area of your life that requires attention and rate it on a score of 1 to 10: 1 equals “way out of balance” and 10 equals “Zen-like harmony.” Successful leaders measure on seven key elements: health, family, social, financial, business, civic and spiritual. If you can strive to get at least half of these in harmony, the rest will come more easily.

Health
You have only one body that carries you to the end. If you don’t take care of it now, you won’t be able to do the things that excite you or make you happy. This doesn’t mean you have to train like an Olympian, but it is important to take care of yourself. Eating healthy overall (not to say you can’t indulge in the occasional cheeseburger), moderate exercise (walking or taking the stairs counts) and adequate sleep (at least six to seven hours is recommended) will make a long-term difference in your quality of life.

Family
These are your tightest, most important relationships, especially when you are at your lowest point in life. Whether it is your spouse, parents, kids or extended family, it is critical to stay connected and engaged with your family at some level. In our digital age, we have become more disconnected than ever and if we don’t make the effort to spend quality time with the people we love, we can’t give the energy needed to lead others.

Family fills your tank back up when you’re empty. They are what give you the strength to face challenges, as well as share in the joys in your life. Don’t underestimate this very important piece of your balance sheet.

Social
So much research has been done on this important piece of a balanced life. Whether you have a small circle of friends or a broad social network, it helps you recharge. Again, the effort doesn’t have to be overwhelming. A quick phone call, drinks with friends or a group to network with to build new relationships all count toward refilling your social cup.

Financial
Is your financial future comfortable? Do you feel confident that you’ll have a good nest egg for retirement or are you working harder, not smarter? Nothing can diminish your balance more than struggling financially because, despite the bonuses and raises, you are working more hours to get the job done. Get your financial house in order; then you’ll feel more at ease about your future and where you want to be long term.

Business
Are you engaged in your work? Do you feel like you are making a difference to the overall team? Are you excited about going to work every day or do you just think of it as a day-to-day job? If your work doesn’t energize you, then reevaluate. Most of your life is spent working — make sure you enjoy it.

Civic
An attitude of gratitude leads to a happy and a balanced life. Giving back (not just stroking a check for a favorite cause) is one of the most fulfilling things you can do. Find something that inspires you and do it! Volunteer at an animal shelter, visit a shut-in, help a child in need — it will make your heart sing.

Spiritual
The last, but certainly not least, aspect of leading a balanced life is your spiritual side. This could be spending 30 minutes in quiet meditation, taking a walk in a peaceful place or attending worship regularly. The important thing is to find renewal, especially when you’re down and out. It is the easiest thing to neglect but probably the most critical. Take time to rethink your connection with God, nature or spirituality. You’ll be refreshed and ready to tackle whatever you encounter.

It isn’t easy to balance a busy life, but it is so important. Leaders who don’t lead a balanced life will find that family and friends no longer want to be around them, employees don’t respect them, their health is at risk and their spiritual cup has run dry. When you lead an unbalanced life, no one ever wins.

Irene Hall is marketing director at FrontDoor Communities and vice chairman of the Professional Women in Building Council of the Greater Atlanta Home Builders Association.

“..."When I was first asked to join the Ladies Auxiliary, I said “No!” I didn’t realize what they were about, but they persisted. Joining the council was the best thing! It took me to places I would never have been able to go. I grew as a woman and as a leader! As chair of PWB, I learned to stand tall for what I held as sacred. I learned that there are a lot of different people in this world but that my opinions were just as important. My pearls of wisdom are stick to your convictions. You are important. You have a lot to contribute. You are unique!"

—2008 NAHB PWB Chair Pamela Weaver, Carencro, Louisiana
CALL for ENTRIES!

Enter to receive national recognition, scholarships and travel grants available exclusively for Local PWB Councils and PWB Council Members!

Submissions are due September 30, 2016.

The NAHB Professional Women in Building awards program recognizes:

• Local PWB chapters for innovative council programming, legislative and political advocacy, and community outreach
• Individual council members that demonstrate excellence in the building industry and a commitment to their local and national council
• Outstanding membership recruitment and retention efforts

Additionally, the awards program offers PWB Council Members:

• Education grants to support professional development in the home building industry
• Member travel grants to the 2017 International Builders’ Show to attend NAHB PWB meetings and events

For complete details and to apply, visit nahb.org/pwbawards
Local PWB councils are known for their enthusiasm, energy, creativity and support for their communities. Here are just a few of the successful events held this year.

WASHINGTON
MBA of King & Snohomish Counties PWB
President/Chair: Janine Vaughan
On Oct. 13, the council will host its 11th annual Professional Women in Building Conference. The council is expecting almost 100 attendees for this year’s conference.

The keynote speaker will be Jessica Butts, a renowned therapist and life coach, who will share how to take control of one’s life and career.

Workshop speaker Kris Beason, vice president/general manager of Adolfson & Peterson Construction, will discuss the pivotal decisions that can change the direction of one’s career.

CALIFORNIA
California Building Industry Association PWB
President/Chair: Terri Everhart
The council recently hosted a “Boots, Bubbles and Bette the Builder” brunch. The event, which sold out with 150 attendees, was intended to create opportunities to network, promote PWB awareness and celebrate the successes of the council.

Scholarships were presented and the PWB sponsor, InSinkErator, was recognized throughout the event. The event also included a panel of professionals and a legislative forum.

IOWA
HBA of Greater Siouxland Iowa PWB
President/Chair: Sue Wolcott
In May, the council hosted its annual couples event at a member’s home. Significant others and potential members were invited. Teams took part in a scavenger hunt of local landmarks around Sioux City. A gift exchange was held and members were encouraged to network as they circulated gifts.

LOUISIANA
Acadian HBA PWB
President/Chair: Sherry Gregg Hernandez
Over Mother’s Day weekend, the council volunteered for Habitat for Humanity during the annual National Women Build Week. The council had an excellent turnout. Volunteering for Habitat for Humanity was a great experience and served as a bonding and networking experience for the council.
**NEW YORK**

Capital Region Builders & Remodelers Association PWB
President/Chair: Susan Davis

The council hosted a kayak and pizza event for members to have fun outdoors while networking. The event offered a relaxed and informal opportunity for members to get to know each other better and to make connections.

**GEORGIA**

Greater Atlanta HBA PWB
President/Chair: Meg Thompson

The council organized Stock the House, a six-week donation drive to collect household essentials for eight homeless families at the Home Aid Atlanta’s Phoenix Pass community. Almost 200 items were donated through a gift registry set up at Target, and funds for additional items were raised at the June 8 meeting. The Kennesaw State University student chapter also donated more than 30 items, for a grand total of $3,000 in essentials for each of the eight families. Not only did the event benefit local families in need, but it also helped to bring the chapter members together for a common cause.

**MARYLAND**

Maryland BIA PWB
President/Chair: Maggie Witherup

The Student Awareness Committee of the council earlier this year led a group of seventh graders on a walking tour of downtown Bethesda to show them how communities are designed and planned to make them livable and sustainable. The tour also was intended to raise questions about what needs to change to make sustainability happen and the impact of those changes.

**RHODE ISLAND**

Rhode Island Builders Association PWB
President/Chair: Joella Sylvia

From February to June, the council hosted a series of three events, all aimed at boosting self-confidence and communication skills. Each event drew more and more attendees and attracted new PWB Council members.

**PENNSYLVANIA**

Central Susquehanna BA PWB
President/Chair: Donna Kreischer

The council teamed up with seniors from a local vocational school food preparation program to make food for its annual stand at the CSBA Home Show this year. The council raised more than $2,000 for scholarships to students entering the home building industry.

**NORTH CAROLINA**

HBA of Winston–Salem PWB
President/Chair: Debbie Fletcher

The council hosted a “Pints, Pizza and Pastries” networking event open to all HBA members. A food truck was at the event and pizza, pastries and drinks were made available. The event also had a philanthropic aspect. The Stokes County Humane Society brought foster dogs waiting to be adopted. A total of $340 was raised through a raffle of various pet-themed items, as well as a puppy kissing booth. For a small donation, attendees could have their picture taken with a puppy.
INVESTING IN THE FUTURE

Thanks to all members who contributed to the Building Hope Scholarship Fund since our last issue. All contributions are welcome and help support the education of students in the building industry.

- Bob and Carole Jones, in memory of Andy Anderson
- Cindy Cepko, in memory of Marcia Baumgardner
- Maria Coutts, in memory of Marcia Baumgardner
- Darylene Dennon
- Judy Dinelle, in memory of Tom Dinelle
- Maria Esser, in honor of the PWB of St. Louis
- Nicole Goolsby, in memory of Andy Anderson, longtime friend and active NAHB member from South Carolina
- Janice Johnson, in memory of Herschel Johnson
- Annemarie Mitchell
- Betsy Sheppard, in recognition of Ashley Arthur
- Pennsylvania Builders Association PWB, in memory of Marcia Baumgardner
- Xiaobei Sullivan

power of PWB

EO Corner

Building Women asks executive officers about their experience with their Professional Women in Building Council. This issue features Alicia Vincent, executive vice president of the Greater Birmingham Association of Home Builders in Birmingham, Alabama.

1. What is the value of the PWB on the local level?
   - The networking opportunities that lead to friendships and additional business for our members seems to be the most important aspect for the majority of our members. In addition, there are many who may not get the opportunity to utilize and/or enhance their leadership skills in their day-to-day work responsibilities. PWB is extremely supportive in this aspect. They truly want to see their fellow members grow professionally and find opportunities to allow them to do so.

2. How does the PWB Council support the overall work of your local HBA? For example, how does the local PWB recruit new members or support pro-housing candidates?
   - PWB is always supportive of our association’s events and help us take each event to the next level. For example, they created and continue to host our annual chili cook-off that has grown to be one of our favorite events for our members. Not only did it bring in thousands of dollars for ABPAc, it was a great opportunity for our members and various councils to come together and have a friendly competition among one another. Many of the candidates in the upcoming election were asked to judge. They had a great time and are looking forward to our next event.
   - Each and every member within PWB seems to live by the “Glass Half Full” motto. Their positive aura is contagious and appreciated by members and staff.

3. What’s the most successful event your PWB council has sponsored or hosted?
   - There are actually three events that I would consider successful in their own capacity. PWB hosts monthly luncheons or meetings where members can network and learn about a topic that can grow their business. The two most successful PWB monthly meetings were “Chalk Painting” and “DIY Lucy’s Lockets.” At both of these events, members completed a small take-home craft (a chalk-painted frame and a leather cuff bracelet), but learned about each other and their businesses through networking time before, during and after the events.
   - PWB co-created the Fast Pitch event, which is speed-selling to builders and remodelers, to help cover travel costs for emerging leaders to attend state and national conventions. Fast Pitch sells out of spaces every year and incurs a waiting list for associate members. The maximum amount of funds has been raised for the past three years.
Welcome to these new PWB members! Be sure to take advantage of all that NAHB Professional Women in Building offers.

- Georgia Abbott, Industrial Arts Institute/Greater MI Construction, Onaway, Michigan
- Clare Abraham, KB Home – Colorado Springs, Centennial, Colorado
- Wesley Aguilar, Aguilar Pavers LLC, Bellevue, Washington
- Karolina Alvarez, DR Mon Group Inc., Shrewsbury, New Jersey
- Stephanie Anderson, O’Malley Miles Nylen & Gilmore, Beltsville, Maryland
- Nhi Aronheim, Citywide Home Loans, Greenwood Village, Colorado
- Vickie Autry, Thrive Home Builders/NT Builders LLC, Denver, Colorado
- Robbin Baird, AAA Kartak Glass & Closet Inc., Everett, Washington
- Stacey Baldzicki, Boral Roofing, Morgan Hill, California
- Karen Barholomew, Summit Funding, Livermore, California
- Caren Becker, All Western Mortgage, Las Vegas, Nevada
- Christa Bilbrey, KB Home, Las Vegas, Nevada
- Jamie Bishop, Lifescape Builders LLC, Vestavia, Alabama
- Renee Boulet, Waterstone Mortgage, Greenwood Village, Colorado
- Thomas Bovino, LMB Development Corp., Brick, New Jersey
- Britney Bradford, Set To Sell LLC, Indian Springs, Alabama
- Lesley Branish, Strategus, Englewood, Colorado
- Cindi Brewer, JWilliams Staffing of Colorado, Denver, Colorado
- Cassie Brooks, Greater Birmingham Habitat for Humanity, Fairfield, Alabama
- Myra Bruggman, Yadkin Bank, Winston-Salem, North Carolina
- Michelle Brum, Image Homes Inc., Fresno, California
- Lesli Bryan, E-Box LLC, Collierville, Tennessee
- Janna Busch, Century 21 Beutler & Associates, Rathdrum, Idaho
- Meredith Byer, Dbewberry, Lanham, Maryland
- Millou Callahan, Liberty Park Joint Venture LLP, Vestavia, Alabama
- Laura Canale, Carpets N More, Las Vegas, Nevada
- Laura Carbonaro, Century 21 Beutler & Associates, Coeur d’Alene, Idaho
- Carrie Castillian, Lennar, Englewood, Colorado
- Lori Causey, Triton Stone Group of Birmingham, Birmingham, Alabama
- Shelby Chapman, Deluxe Door Systems, Columbus, Ohio
- Cindy Chavez, New Directions Sign Service, Morgan Hill, California
- Colleen Ciliberto, Traditions of America at Liberty Hill, Boalsburg, Pennsylvania
- Jessica Cipolla, TRI Pointe Homes, Denver, Colorado
- Crystal Clark, Clark Construction & Seamless Gutters LLC, Traverse City, Michigan
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It’s a Millennial’s World and We Just Network in It

By Cassy Mathis

At 75.4 million people, millennials are now the largest generation and the first generation to come of age in the new millennium. We’re widely publicized as being hugely different from other generations. We think differently, and we communicate differently. So it makes sense that we network differently, too.

How do we stand out and make connections in a crowd full of people who have years of experiences and loyalties to one another? I’m here to tell you to hold your head high, and shout from the rooftops, “I’m a millennial!”

Okay, maybe don’t do that at a networking event, but I’m here to share with you some helpful tips that could help you make those lasting connections and help you get more involved.

It’s okay to be a one-woman show
Networking events, and even events geared toward young professionals, are a breeding ground of people flying solo. Never feel intimidated to attend an event alone, or the pressure to walk in with an entourage. Events are always less “clique-y” than you envision. Millennials are all in the same boat — we’re all looking to make new and genuine connections. I promise you will feel more rewarded by attending an event alone — and building new relationships — than if you attended with a group of people that you are already know. Having someone familiar by your side might prevent you from branching out and introducing yourself to new people. So, be bold and throw yourself into a conversation with someone new!

Less small talk, more passion
Millenials are placing greater importance on establishing a career first, and a family later. It’s okay to start conversations by talking about what you do. We no longer have to operate by the old-school mentality of greasing the wheels with small talk when opening a new conversation. Passion and excitement are contagious. Other attendees will be drawn to someone sharing a similar zest for their company and industry.

The reward is in the connection
It’s much easier to connect with someone who is more concerned with making a friend than a deal. Millennials are less “quid pro quo,” and have no problem doing something for the betterment of the big picture. Establishing genuine relationships within the industry makes us feel a part of something and allows the payback to come from the community, rather than the individual.

By establishing rapport with people in the industry, you are creating value for yourself and your company that might be of use down the line. Connections never have an expiration date, so find enjoyment in making new friends and building your own strong network of contacts.

Connect in person and online
When millennials connect, we are really connected. When you exchange business cards with someone new, find them on social media. Add them as a friend on Facebook, follow them on Instagram or connect with them on Linked-In. It’s always good to send a follow-up email after meeting someone for the first time, but engaging with them online allows you to interact in ways that you wouldn’t be able to do in your everyday business environment. By connecting socially, we are building stronger bonds with people we meet.

Raise your hand
Networking events can put you in front of the right people, but they can’t magically open doors for you. If you’re looking to take your networking to the next level, get involved in your group or association. Joining a committee or seeking out leadership roles is the quickest route to establishing meaningful connections with people in all stages of their careers.

Use your time with fellow committee members, who might be further along in their careers, to seek out advice and guidance. Becoming more involved in your organization will not only build your network, but it will also bring you more friends.

Networking can — and should — be fun! Use it as an opportunity to meet new friends, seek out mentors and get more involved. In an age of instant gratification, don’t delay on making those connections!

Cassy Mathis works at Haven Design Works and is co-chair of the scholarships/outreach committee of the Professional Women in Building Council of the Greater Atlanta Home Builders Association.
Knowing the latest color trends and how color can affect a homebuyer’s experience is beneficial in helping to ensure as many prospects as possible are interested in your homes. The latest color trends from colormix 2017: the Sherwin-Williams Color Forecast provides a great resource to inspire homebuyers and ultimately, to close deals.

**colormix 2017: the Sherwin-Williams Color Forecast**

This year’s color forecast projects a sense of restlessness that will translate to color in new ways next year for all types of buildings, from hotels to homes. The projection also translates to color trends and palettes for new residential interiors and exteriors.

With the backdrop of an ever-changing societal and cultural landscape, the four color palettes that make up the year’s forecast — Noir, Holistic, Intrepid and Unbounded — share a vision of renewed spirituality, body and soul nourishment and a determination to define a sense of self.

Paint color and quality can be key tools in appealing to homebuyers. By drawing from these trends for your next project, you can create a space that appeals to prospects of all ages. Discover more about colormix 2017 and other color selection resources at swcolormix.com.

**Noir**

Driven by baroque and romanticism trends, a renewed interest in faith and spirit and celebration of the night, the Noir palette is rich with colors that evoke vine-ripe fruits, Nordic blues, moody neutrals and golden yellow. Colors from this palette create a stark style that looks completely modern in a home.
HOLISTIC

Sustainable design and transparency are the new standards. “Doing good” is the new “looking good,” and it’s taking the form of healing retreats and eco-travel. The colors of the Holistic palette include arctic neutrals, blush rose, wild browns and forest floor green. Colors from this palette are especially impactful in restful spaces, such as bedrooms and bathrooms.

INTREPID

The virtual and the real are blurring in the form of a seamless commerce. Impatient for social and political change, individuals are continually reinventing themselves. Youth culture and global collaboration lead to a feisty energy, which influenced this retro palette, including fiery oranges, vibrant kimono colors and the simplicity of black, white and gray. Bold, bright, clean and modern — this palette is versatile and can come to life using a white backdrop with bold accent colors or by combining the colors to create a 1970s vibe.

UNBOUNDED

Global immigration is redefining national identities. Brands are becoming more purpose-driven, and communities more connected. Design is adapting to more diverse populations. Homeowners are more likely to invest in the best they can afford — crafted and customized — and then keep it forever. Global consciousness is captured in this palette’s earthy mustards and browns, as well as ocean blues and corals. This palette pairs perfectly with the up-and-coming trend to use exotic textiles and colors in spaces such as a kitchen or bath.
TED Talks to Break Down Barriers

In this edition, two PWB members reviewed a favorite TED Talk, chosen to highlight the importance — and the power — of accepting others and ourselves exactly as we are.

Susan Cain: The Power of Introverts
By Sara Williams
Rating: ★★★★★

With more than 14 million views, Susan Cain’s “The Power of Introverts” is one of the most-watched TED Talks of all time, and is ranked by Bill Gates as one of his top 13 TED Talks. Filmed in February 2012, Cain’s lecture reveals the real meaning and power of introverts, explains how our world is geared more toward extroverts, and encourages us to place ourselves in the zone of stimulation that is right for us.

Cain, who is the author of Quiet: The Power Of Introverts in a World That Can’t Stop Talking, and Quiet Power: The Secret Strengths of Introverts, describes introverts as not those who are shy (fearing social judgment), but those who feel most alive in low-key environments. Cain’s definition of an extrovert is someone who craves stimulation in large amounts. She talks about how companies and schools encourage group work and constant interaction, which promotes an extrovert-focused environment.

Cain’s goal is to educate society that we are leaving introverts behind and missing out on their tremendous social contributions. If we acknowledge introverts and allow them more freedom, autonomy and privacy — without making them feel guilty about it — introverts will be able to create and bring their bright ideas to the table. Solitude, Cain says, allows for creativity and is the catalyst of innovation. For some people, it is absolutely necessary.

The challenge is that society has created an extrovert-centric environment (social media, smart phones, etc.). Extroverted behavior is often preferred for employees and students. Introverts have felt guilty for not being more like their counterparts and have not allowed themselves what they need to thrive, participate and create. Cain encourages us all to stay true to who we really are.

We can all take a piece of this TED Talk and apply it at work and in our personal lives. We all need to give space to the introverts in our lives and not make them feel guilty for needing alone time. Once we start doing this, introverts will feel safer to ask for what they need and be more comfortable to share their ideas.

Watch this TED Talk at ted.com/talks/susan_cain_the_power_of_introverts.

Sara Williams is sales director at Lasso CRM.

Brene Brown: The Power of Vulnerability
By Meg Thompson
Rating: ★★★★

Brene Brown, the New York Times best-selling author of Rising Strong, Daring Greatly, and The Gifts of Imperfection, presented this TED Talk in June 2010 and launched a revolution of thought. The video has been watched more than 25 million times and is one of the top 5 TED Talks in the world. Brown began her research with the desire to understand and expand our perceptions and to prove that “connection” is why we are here. We are all hard-wired for it. What keeps us out of connection is the fear we’re not good enough.

Six years into her research, thousands of stories and hundreds of interviews later, Brown hypothesized there are two groups of people: those who possess a sense of worthiness and personify a strong sense of love and belonging, and those who struggle for it.

The differentiator, she discovered, is simple. The first group believes they are worthy of love and belonging.

We live in a vulnerable world and we all struggle with it. How is the struggle manifested in our daily lives?

• We numb – with spending, food, alcohol, medications.
• We make everything uncertain certain.
• We blame.
• We perfect — most dangerously with our children.
• We pretend that what we do doesn’t have an impact on others.

Through her own journey, Brown discerns that vulnerability is “the birthplace of creativity, joy, love and gratitude.”

I rate this TED Talk four stars for the clarity and new knowledge it provides about the basic human emotions that contribute to our decision-making. The simplicity in practicing gratitude on a daily basis and being kinder to ourselves is a message we all need to be reminded of.

Meg Thompson, CMP, CSP, GREEN, is associate broker with Meg & Co./Solid Source Realty in Roswell, Georgia. She is the 2016 chair of the Greater Atlanta HBA PWB.

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