

women at work / *By Alison Hall*

COVER STORY



Championing women:
Lauren Leader-Chivé
shares the unwritten
rules of the workplace

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Cracking the Career Code

You need more than excellent work to get ahead. At the senior-most levels, you need people with influence on your side.



AUREN LEADER-CHIVÉE grew up with an activist, feminist mother, during a time she remembers as encouraging women to come together and pool their influence to change the country. In 1974, President Gerald Ford established the National Commission on the

Observance of International Women's Year to look seriously at the opportunities and challenges facing women. This commission, Leader-Chivée recounts, "created one of the most democratic processes this country has ever seen." Between 1974 and November 1977, when the National Women's Conference was held in Houston, the commission organized meetings in each state—reaching 130,000 women "across the social, political, and racial spectrum" to select delegates to send to Houston.

In Leader-Chivée's mind, that work represents a level of women's engagement in the political sphere that she

Photographs of
Lauren Leader-Chivée
By **Frank Veronsky**

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Companies with three or more women on their boards saw a **36.4 percent greater return** on equity than other companies.

2014 study by market index provider MSCI

wants to recapture today, in service of the opportunities and challenges that women face now. “As enormously successful as women have been in fulfilling much of the promise our mothers were hoping for,” she says, “there is this pent-up energy and frustration about what we still have to do. We have not figured out how to channel that energy and passion in ways that can make the biggest impact.”

This is the thought process that drove the creation of All In Together, Leader-Chivée’s year-old, nonpartisan campaign, whose mission is “to give women voice and influence equal to their numbers.” Or, as she also puts it: “We want to change the country.”

Progress Has Stalled

By most measures, she says, women are doing well. More women than men attend college and earn college degrees. A growing number (38 percent) of women are the primary breadwinners for their families. In most companies, 50 percent of the entry-level and mid-level jobs are filled by women. Nine million American women own or lead businesses, and 34 percent of the pipeline in big companies is women.

However, full-time female workers still earn **78 cents for every dollar** earned by their

male counterparts, according to a Council of Economic Advisers report from 2014. (More nuanced accounting of the gap is in this **Fast Company article**.)

And only 4.4 percent of S&P 500 CEOs are women and 19 percent of board members at S&P 500 companies are women, **according to the nonprofit Catalyst**. These numbers, says Leader-Chivée, have barely risen in a decade.

How the U.S. ranks worldwide with regard to **women’s opportunities** is pretty shocking, too: 67th in wage equality and 54th in political empowerment.

All In Together’s mission is to give women tools to amplify their political voices, but Leader-Chivée has tools to share for their professional advancement, too. “Part of it is awareness,” she says. “I don’t think everyone needs to aspire to the executive suite, but for those of us who do, there are rules to the game. There are a lot of things that are obvious to men about getting ahead that are not obvious to women. It doesn’t mean you have to become someone you’re not. But when you understand how to play by the rules of the game, it makes it easier.” For example, “[women] don’t see relationship-building as part of our job. But it is so powerful. You need to build up relationship capital.”

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Here's what that means in practice:

1. Look for a sponsor.

A sponsor goes out on a limb to actively advocate for the next promotion or stretch assignment for his or her protégé, and then works to ensure the success of that protégé in the new role. "Women are twice as mentored and half as sponsored [as men]," Leader-Chivée says. What's the difference? Mentors guide. Sponsors act.

Note #1: Don't focus your energy on only one person, says Leader-Chivée, who knows of a firm where "you are explicitly told you need seven to eight people in your corner."

Note #2: Don't wait for a sponsor who is the perfect embodiment of what you strive to be. "There are not enough women to be sponsors and to be perfect. Don't rule out people who could be so helpful to you."

2. Earn the sponsorship.

You earn sponsorship when you demonstrate potential and a willingness to lead or take on responsibility, and when you've delivered outstanding results for the sponsor or organization. Stretch for assignments you're not sure you can do. A [recent report](#) by McKinsey states, "Men will apply for jobs if they think they meet just 60 percent of the job requirements, while women will apply only if they think they meet all of them." Go for it, and learn by doing.

3. Be a sponsor, too.

It makes you visible, it shows leadership, and if someone is working hard to make you look good—well, you look good!

4. Understand gender bias.

In a panel discussion at the 2015 [WomenInTravel Summit](#), Claudia Sender, CEO of TAM Airlines, made a plea for "overcoming the unconscious bias" against women. She has firsthand experience hearing a woman described as "bossy" and "hard to work with" while a man with the same style is credited as "a guy who really delivers." Challenge these clichés.

5. Work on your executive presence.

Women "overinvest in meritocracy," Leader-Chivée says. "We've been taught to believe that hard work and persistence get us promoted. But at the senior level, you're no longer judged only by the work you do. Relationships and other intangibles—your 'executive presence'—are what result in promotions at high levels. You have to do more to build buy-in. You need people to believe in you and to want to support you. It's way more complicated than a meritocracy."

Use Your Influence

Leader-Chivée grounds her career advice partly on research she oversaw at the Center for Talent Innovation, a New York-based think tank focused on diversity and talent management, where she served as president. She also cites work from the partnership between McKinsey & Co. and LeanIn.org, which released its [Women in the Workplace report](#) in 2015 as part of the partnership's effort to encourage female leadership and

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gender equality in corporate America.

Leader-Chivée marks a productive first year of All In Together this month—a year of speaking engagements and building aware-

change the fact that “millions of women are opting out of this part of our power. There is a 100 percent inverse relationship between what women want to see happen and what happens.

Men’s views always win. That’s crazy!”

She cites gun control as an example. “The majority of women—from both parties—are in favor of gun control. But it goes nowhere. We aren’t throwing our weight around.”

So how should women get engaged? Start by doing one thing, Leader-Chivée suggests, such as:

- Pick one female candidate of either party and make a contribution.
- Pick one issue that matters to you and learn about the bills Congress is considering related to it.
- Write a letter to one of your representatives about an issue that matters to you.

In the career sphere, you also can *#DisruptTheDefault!* This movement, created by nonprofit organization Catalyst, is a call to action for companies and individuals to say no to

ness. Her focus now is on “creating learning experiences for women,” teaching them how to get connected to the political process, hosting forums and visits to Capitol Hill, hoping to

the status quo of gender inequality, and to learn about and call out examples of unconscious bias. Learn more [about the movement](#) and [take the pledge](#).

Take Your Seat at the Table Without a Promotion

“**P**ROGRESSING TO A LEADERSHIP ROLE is the traditional way to earn a permanent seat at the table, but there are other ways to get—and stay—in the strategic mix,” says Sherri Lindenberg, senior vice president of marketing at Crump. She advises:

- Volunteering to work on high-profile or unpopular projects.
- Asking your boss to include you in certain key discussions so that you can hear the feedback first-hand.
- Being proactive and forward-thinking with regard to proposing new ideas and solutions.
- Driving the project-planning process so you are needed to keep things on track.

Once you’re in the discussions, Lindenberg says, “while I don’t recommend that women should try to act like men, I do recommend that we think like men when we are preparing and presenting.” That means:

- **Succinctly state the business case.**
- **Get to the point.** Studies show that women use more words than men do each day. This can backfire if you talk too long and lose the interest of listeners.
- **Ask for what you want.**
- **Actively jump in and participate in the conversation.** Women are often a bit too polite, waiting to be called on or for a conversation lull before speaking up. This can leave the impression you didn’t add much to the meeting and might mean you don’t get invited back next time.

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Inspiration Board

Women (and a few men, too!) in the meetings industry
share career advice, quotes, and anecdotes.

Best Career Advice I Ever Received

Work as if you already have the job you want. Don't wait for someone to tap you on the shoulder and give you that job. Take initiative; research, ask questions, take on more duties, and conduct yourself as if you already have the position you are shooting for. While it may be tricky to take on more and not slack on current responsibilities, the added effort will be noticed, and you'll be first in line when new opportunities open up.

ALISON JENKS, SVP, Marketing
FreemanXP

Care for your family. When leaders put family first, their spirit prospers and their community benefits. The most lasting legacy you can leave is the one you build at home. Success in life comes when those who know you best, love and respect you the most.

JANETTE CONNELL, Director,
Projects, Events, and Promotions
Insperity



Lateral moves only take you so far. Push yourself with career promotions by keeping one foot in an area you know well and stepping out with the other into something that forces you to stretch beyond your comfort zone.

KAREN DEKANTER,
Director, Business
Development
BCD Meetings & Events

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Someone once told me that moving to California would ruin my career. It sounds funny, but that bad piece of advice really inspired and motivated me to prove the person wrong. Since being here I've reinvented myself, launched a new organization, and have a successful consulting business. Hard work pays off—no matter where you live!

CARRIE ABERNATHY, CMP, CEM, CSEP, Founder and CEO
CAbernathy Consulting & VIP Events

Work hard and be humble.
Measure success by how you
impact and serve
others. It's not all about you!
Humor is a great equalizer;
always be willing to laugh at
yourself.

MARY MACGREGOR,
Corporate Vice President,
Event Solutions, **BI Worldwide**

Success is never final—there will always be new challenges to conquer, and you have to be ready for them whenever they choose to present themselves.

CLAIRE REPASS, CMP, Director, Events & Public Relations
Social Tables

Treat everyone with respect, as you never know when you may work for someone or they may work for you.

DAVID PECKINPAUGH,
CMP, President
Maritz Travel Co.

It isn't about you, it is about everyone.
Make others look good, protect others,
and help them be a success.

MICHAEL MASSARI, SVP
Caesars Entertainment



As a lifelong business owner, the best advice I ever received was to always give to your business and don't look for what you can take from it.

DAVE D'ELETTO, Managing Partner
Meeting Alliance

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Best Advice for Women Aiming for the C-Suite

Embrace servant leadership. A true servant leader will face each day trying to help others be successful. If you have reached the C-suite, try this exercise: Turn your org chart up-side-down. You are now at the bottom. If you are a servant leader, this is where you should be—not doing others' jobs, but helping each person within your line of responsibility to be successful. As a servant leader, you hold up the organization!

TINA G. WEEDE, CRP, President
USMotivation

Find a mentor who has gone down this path herself and use that learning to create your own unique path to the C-suite. Also, make sure that the C-suite is truly what you want and fulfills your life's passion.

DAVID PECKINPAUGH, CMP, President
Maritz Travel Co.

Be 100 percent yourself and compete with your intellect. That, along with steadfast integrity, will earn respect and your place at the table every time.

RUTH LEVINE, CEO
SpeakInc



Stay focused on the value you are providing to the organization, and show why your perspective will propel the business forward. Tenure, gender, or title aren't as important as advocating for client needs or driving the business.

ALISON JENKS
SVP, Marketing, **FreemanXP**

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You are only as good as the people around you.
Business is a team sport. If you can
recruit, keep, and grow smart, talented people,
the sky is the limit.

MICHAEL MASSARI, SVP
Caesars Entertainment

Consider obstacles as
opportunities. Share your
thoughts. Be curious and
committed.

DEBORAH SEXTON,
President & CEO
Professional Convention
Management Association

**Have confidence in your abilities but don't be over-confident.
Have a well-articulated point of view. Thrive on challenge
and change because both are a constant.**

Mary MacGregor, Corporate Vice President, Event Solutions
BI Worldwide

Stay humble. Realize that
even when you get there,
your work as a human being
and as a professional isn't
done. A thirst for knowledge
and willingness to learn
are vital to making it to the
C-Suite and succeeding once
you are there!

CARRIE ABERNATHY,
CMP, CEM, CSEP
Founder & CEO
CAbernathy Consulting & VIP
Events



TAKE CONTROL OF YOUR CAREER. Where you
want to be may be unclear, how you're going to get
there may be unclear, but if you listen and watch
other leaders and understand what you do and
don't want to exemplify as a leadership behavior, it
will help you to better shape and define your indi-
vidual style. You want to own your personal brand.

Meredith Smith, Executive Director,
Enterprise Shared Services
Merck & Co.

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Career Don'ts!

We live in a time where “over-sharing” is deemed appropriate. Everyone is constantly networked through LinkedIn, Facebook, SnapChat, and so forth. It is easy to blur the lines of our personal lives with our professional lives. Be careful. Colleagues and future employers may judge you based on how you portray yourself on social media.

CARRIE ABERNATHY, CMP, CEM, CSEP
Founder & CEO
CAbernathy Consulting & VIP Events



There is a tendency in our industry for young professionals to say what they think meeting planners and executives want to hear rather than delivering 100 percent accuracy. This is even more of a problem for professional women, since they often communicate with more emotion than men. If young professional women learn early on to deliver the facts as they are, they will quickly earn the respect of their partners, peers, and colleagues.

RUTH LEVINE, CEO, **SpeakInc**

Don't give up or get down on yourself! Any successful person has received many rejections, or has many "failures" under her belt. Use those experiences to move you forward, and go get it, girl!

Alison Jenks
SVP, Marketing
FreemanXP

Don't underestimate the power of verbal communication. So many young people communicate strictly through e-mail and text: Pick up the phone and have live conversations.

DAVE D'ELETTO, Managing Partner
Meeting Alliance

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Don't forget there really is such a thing as a "dignified distance." They are your clients, they are your suppliers, they are your co-workers. This is a business and you get one shot at your professional reputation.

JANET TRAPHAGEN, President
Creative Group Inc.

Don't consider it a success if it was because everyone else performed poorly. Hope everyone else brings their best performance and you perform better. That is success.

MICHAEL MASSARI, SVP
Caesars Entertainment

Don't push for a promotion too soon after starting in a new job. Volunteer to do elements of the job above you before officially getting the title: Your bosses will see that you are capable, and you will get the job in time because of your demonstrated capabilities.

GAVIN HOUSTON, CEO, Americas
Ashfield Meetings & Events

Nothing constructive (good) happens after 10 p.m. In other words, your reputation is critically important. If that goes, so goes your career.

Deborah Sexton
President & CEO
Professional Convention Management Association

Don't say/do/write anything that you wouldn't be comfortable seeing on the front page of the newspaper. Don't get fooled into thinking there is no organizational memory: Bad behavior lives on.

SHERRI LINDENBERG
SVP, Marketing
Crump

Don't be in such a rush to move up and on. Paying your dues sounds old-fashioned, but it creates learning and experiences that will serve you well in the long run.

DAVID PECKINPAUGH, CMP, President
Maritz Travel Co.

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Executive Women in Meetings and Hospitality

Tammy Routh has been with Marriott International for 33 years. Here she shares her career history and some thoughts about women rising up the ranks.

What was your first job?

My first job was babysitting, starting when I was around 13 years old.

What was your first job in hospitality?

I started working for Marriott one week from



TAMMY ROUTH Vice President, Global Sales
Marriott International

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The best leaders observe traits and behaviors of men and women, and adopt the best of both.
The most important point is to be authentic, and not try to be someone else.

my college graduation. My undergrad degree was not in hospitality, so it still amazes me that I landed in this industry that I so love. That first job was Front Desk Supervisor. I remember those days of wearing the lovely brown polyester uniforms. It was very humbling.

Share one lesson you learned from your early job experiences.

The front-line associates in any hotel will determine the success of that property, the brand, and the company overall. The hospitality business is a people business; we are dependent on hiring, training, and retaining people who are devoted to serving our customers.

Briefly outline your career path with the company.

While working at the front desk at a 1,000-room Marriott resort in Missouri called Tan-Tar-A, I had the chance to also cross-train in the sales department, which was such a great experience. From there, I moved to New York City where I held a “remote” sales position on the pre-opening team of our Casa Magna Cancun & Puerto Vallarta resorts. After several years, I then moved to our Global

Sales Organization where I have worked since. I can’t believe how lucky I am to have found my passion early—working with Marriott’s largest customers and managing sales teams.

What specific skills do you think were most important for you in earning promotions?

Hard work, team effort, and a positive attitude. Those are still skills I look for when I hire people to join my teams. Being the smartest person in the room or the one with most credentials means nothing if you can’t work well with others and if you are not willing to put in the sweat equity required in the business world today. I also recently heard a speaker who talked about being grateful and how that trait directly correlates to self-esteem: That’s so true.

Have you had the experience of being “the only woman in the room”?

Earlier in my career, this happened frequently. Not being as confident in my ability as I am today, I was more likely to agree with others than to state my opinion. That “people-pleasing” trait was difficult to overcome.

But I had to really think about this question as it relates to me now, because frankly I don’t even think about it anymore. In my

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company, it is rare to be in a meeting with all men. It happens in industry or customer meetings sometimes, but it is irrelevant to me at this point in my career.

I firmly believe men and women can have an equal seat at the table in business situations, and it is up to the individual to have the confidence to contribute and bring their unique voice to the table. We are far better off when there is a diverse audience, thoughts, and perspectives.

I prefer a work environment where both men and women are involved. With that said, I work for and with some unbelievable women who inspire me every day. The empathy, thought, and business acumen they bring to the table in decision-making situations makes me proud.

In your view what is the meeting and hospitality industry like for female executives?

This is a perfect industry for female executives for so many reasons. If you believe some of the studies that say women are excellent collaborators and leaders in organizations that require teamwork, then the future is very bright for any female who aspires to lead in this industry. At Marriott, we have so many engaging women leaders who serve as outstanding role models. I believe this industry also allows for flexibility in terms of alternate work environments, which helps retain talented women as they struggle with work/life balance issues.

Early in your career, were there women you could look to as role models or did you feel more like a trailblazer?

A little bit of both. While I always had strong women role models, I also served in roles where I was the first woman leader. I believe the best leaders observe the leadership traits and behavior of both men and women, and adopt those they believe are the best of both worlds. The most important point is to be authentic and not try to be someone else.

Finally, what advice do you have for young women looking to succeed in our industry today?

When Mary Barra became the first CEO at General Motors, there were many, many articles published about women in leadership. The one I will never forget mentioned a survey that showed men are promoted based on potential and women are promoted based on performance. What this boils down to is women traditionally will not go for a job if they do not have the perfect resume, while men will look at a job description and say, "I've got most of what they need and I'll learn the rest."

Frankly, men have it right. My advice is be very clear on what you love to do and what brings you joy, and then go for it!

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Katie Senkowski, CMP, has been with AIG for 13 years. She currently serves as a member of the board of directors and as co-chair of the Education Committee for Financial & Insurance Conference Planners.

Briefly share your career path.

I started my career as a marketing assistant at a local Merrill Lynch sales office. I then went to Prudential as an underwriter, which helped me understand the business and how it works from an insurance perspective. From there I began to write training curriculum and then worked as a copywriter in Prudential's Retirement Services marketing agency and division. In 2001 I took a position as a marketing account manager at AIG and have since held positions managing advertising, PR, communications and now meetings and events for our Group Benefits division. What quote guides you in your business life?

"You can only become truly accomplished at something you love. Don't make money your goal. Instead, pursue the things you love doing and then do them so well that people can't take their eyes off you."

This quote is from Maya Angelou, whose words have resonated with me ever since I heard her speak at my college graduation ceremony. Originally I started my studies as an economics major and quickly realized that I was more fulfilled attending market-



KATIE SENKOWSKI, CMP
Manager, Meetings and Events
AIG

ing classes. I graduated with a double major in economics and marketing and started my career in underwriting. I excelled, but something was missing. Again. So, I had an opportunity to hold positions in copywriting, advertising, public relations, and communications, and I loved the creativity that came along with it. However, it wasn't until I started in the meetings and events field that I finally found my true career passion, where I'm able to share all of the above with people on a daily basis and hopefully impact their lives and learning in some way.

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Something will always go wrong at an event:
It's how you work through and learn from these situations that will make you successful.

As a side note I also just recently started to chalkpaint furniture as a side business, taking my creative outlet and hobby into something more and loving every minute of it!

What homework did you do to understand your position at AIG as strategically important to the company's bottom line?

The key to understanding how my role fit in with AIG was to first understand what our value proposition is to the market and within our broader organization and also how we make money doing so. Since providing an exceptional customer service experience to our customers is at the forefront of our company's mission, meeting with our brokers and understanding their needs is an essential component and strategically invaluable to our company.

Have you had any experiences of being "the only woman in the room"?

From time to time, yes. I honestly tend to get more intimidated in a room full of women!

What advice do you have for women who want a 'seat at the table'?

Pretty simple: Make it a point to understand your organization's value proposition to the market and how they make money. Don't be afraid to think out of the box. And most important, be yourself.

In your view what is the meeting and hospitality industry like as a career choice for women?

If you are the type of person who can excel at wearing many hats at once with balance and confidence, and strive to create a positive impact for participants through motivating and educational experiences, then it can be a tremendously rewarding career. A marketing or business background may help with your credibility and confidence at contributing to conversations that go beyond logistics and into strategy and ROI. Something will always go wrong at your event: It's how you work through and learn from these situations that will make you successful. And never let them see you sweat!

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Career Help for Women in Meetings and Travel

**Why you
need to know
about WINiT,
a rapidly
growing
organization
for women
(and men)
in meetings,
events, and
travel.**

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ABOUT 400 WOMEN AND MEN (but mostly women) packed a ballroom at the Hyatt Regency Orlando last summer for the second annual Women

In Travel Summit, an event unique in the meetings and business travel world for both its mission and its price—free.

Women In Travel, or WINiT, was founded in 2013 by Mick Lee, the former global head of travel for Citi and now senior vice president for Freeman Exhibit Co. WINiT's mission to "drive change, provide support, and educate the public about the benefits of career development, visibility, and promotion of women in the travel, meeting, event, and exhibition industries," is undertaken in an "association agnostic" way. This means that WINiT seeks to complement rather than compete with its 1,800+ members' involvement in other associations. In fact, WINiT has cooperative relationships with organizations including the

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Global Business Travel Association, Meeting Professionals International, Association of Corporate Travel Executives, Professional Convention Management Association, International Association of Exhibitions

and Events, Society of Independent Show Organizers, and the Society for Incentive Travel Excellence. More are on the way.

With a focus on career issues and professional development, WINiT has created

a resource center, career board, and mentorship program. Find all of these at [the organization's Web site](#)—along with information on the 2016 Summit, which will bring together female leaders to share inspiration, experiences, and practical advice.

MeetingsNet also is announcing a partnership with WINiT, which will include featuring profiles of some members at [MeetingsNet.com](#) beginning this month.

4 Ways to Be Part of the Solution

ACCORDING TO THE 2015 “WOMEN IN THE WORKPLACE” report from McKinsey & Co. and LeanIn.org, women are less likely to be promoted at work than men. But while women clearly see this uneven playing field, men do not. “To create an environment for change, employees of both genders need to understand how gender bias plays out in the workplace and contributes to creating fewer opportunities for women,” states the report, which also includes steps to take:

- 1. Train employees to identify and counteract gender bias.** This is particularly critical for managers, who shape the day-to-day work experience of most employees.
- 2. Minimize gender bias in hiring and performance reviews.** Recruit women and men equally for open positions and establish consistent résumé review and interviewing processes.
- 3. Companies should put systems in place** so managers have the skills to support women and are rewarded when they do so. Managers should see themselves as proponents of the women who report to them.
- 4. Establish formal mentorship** and sponsorship programs and make it a badge of honor to support women in the organization. Through networking events, group lunches, or other gatherings, companies can create opportunities for informal interaction between women and men. These personal connections can lead to the professional relationships that propel careers.

More Resources for Women in Meetings

• The [Association for Women in Events](#) was founded in 2015 by Carrie Abernathy, CMP, CEM, CSEP, CEO, CAbernathy Consulting & VIP Events; Tamela Blalock, MTA, CMP, director of membership, National Association of Wholesaler-Distributors;

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Companies should teach managers the skills to support women and reward them when they do.

Women in the Workplace report by McKinsey & Co.

Mas Tadesse Harris; Mary Higham, CEM, manager, exhibits, at ASIS International; and Kiki Janssens, sales manager, Core-apps.

AWE, which will focus on professional development, personal brand development, professional road blocks and issues assistance, and help for young professionals to attain career goals, has signed two founding supporters and will launch its membership drive January 20 with a networking event in Washington, D.C. “The first year will be focused on growing our membership base and the women’s community as a whole,” Abernathy explains. “We have an amazing volunteer board of 25 individuals in the events and hospitality community. At this point the board and the committees are handling most of the startup work, and we expect to have an RFP out soon for an association management company to help us once we launch memberships.” AWE also intends to partner with meetings industry organizations.

- After a very successful session on the crowdsourced topic of women’s leadership at the 2015 Professional Convention Management Association Education Conference in Fort Lauderdale, PCMA decided to continue the conversation.

Through educational content and networking opportunities, **PCMA Women@Work** will focus on support and mentorship for women in the events and hospitality industry. A half-day workshop is planned at PCMA’s Convening Leaders annual meeting in Vancouver January 13, which has already reached capacity.

- The International Association of Exhibitions and Events has embraced the cause of women’s leadership in an industry long dominated by men. It will hold its annual **IAEE Women’s Leadership Forum**, always a sellout, on April 26 in Washington, D.C.

IAEE is calling for nominations for its IAEE Woman of Achievement Award, which recognizes a woman who has led the way in the advancement of women in the exhibitions and events industry, demonstrated outstanding leadership, and made significant contributions to the industry and her community. The IAEE Woman of Achievement Award will be presented during the IAEE Women’s Leadership Forum. 