

# THE SOURCE

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## SPECIAL POINTS OF INTEREST

- **ARE WE DOING A GOOD JOB FOR YOU?** If the answer is yes, consider introducing us to a customer or supplier. If they go with the Outsource team you win, too. Ask us about our residuals program.
- **DO YOU SHIP WITH US SOME OF THE TIME?** Become a Program Customer and we will guarantee savings of 10%.

## WOMEN IN LOGISTICS—LEADERSHIP

Globalization and rapid technological evolution over the last few decades have created dynamic changes in the logistics industry and have opened up incredible possibilities and opportunities, but women remain largely underrepresented in leadership positions in the industry. According to a revealing study by Morai Logistics, entitled *Women in the Workplace*, only 20.5% of logistics sector employees are women, and only 24% of them are in top management positions (that number is 21% in North America).

On the subject of pay inequality, a woman who is a business graduate with a logistics degree can expect to make 20% less than her male counterparts. If she were to obtain a master's degree, she would fare better, but not by much—she would still be making about 13.9% less than her male peers.

Even in terms of education the disparity is glaring. Despite the fact that women are just under 51% of the U.S. population, and despite the fact that they earn almost 60% of undergraduate degrees and 60% of all master's degrees, they graduate with only about 35% of the degrees in logistics. Only a little more than ¼ of logistics professionals think that schools and universities are supportive in promoting the industry to women, and even fewer feel that the industry as a whole is supportive in this respect.

This makes no business sense. According to the Harvard Business Review, firms with the best records for promoting women outperform industry medians with overall profits 34% higher. Catalyst research has found that companies with the highest representation of women leaders financially outperform, on average, companies with the lowest.

Logistics is critical for agriculture, manufacturing, retail, and the service sector. In most developed countries the logistics sector accounts for almost 9% of GDP—that's significant. So, given the profitability facts cited by these studies, why is the logistics industry as a whole, and all of its ancillary branches, so lagging when it comes to hiring, mentoring, and promoting women into leadership positions?

Unquestionably, the perception—or misconception—that the industry primarily involves moving and lifting and is generally considered to be masculine has been a deterrent to many women, discouraging them from contemplating employment opportunities found therein. And because much of the advancement to leadership within so many parts of the industry comes from ascending the ranks, women are largely precluded from top positions by virtue of their lesser numbers in relevant subordinate positions. Coupled with the lower number of women graduating with logistics degrees than men, this makes for a slender applicant pool for top spots.

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## WOMEN IN LOGISTICS—LEADERSHIP

Also working against women is the strong hold of the “Old Boy Network”. Many of the accelerated programs (like high potential programs and one-on-one mentorships) are secret or happen behind closed doors, so organizations are not held accountable for gender balance. This hinders women from climbing the ladder. Even those women who do achieve leadership positions find that there is a backlash when they go for the next step into the executive level, the C-suite.

Unfortunately, women can also get in their own way. Women typically do not engage in self-promotion. In fact, a Princeton University Press article states that women do not negotiate salaries or benefits as often as men, and a Proctor & Gamble study found that men typically oversell their abilities while women undersell theirs. Research by Hewlett Packard found that men will apply for a position when they feel they meet 60% of the requirements, while women wait to apply until they believe they meet 100%.

But things are changing. Women are learning to change their mindset and are increasingly determined to “lean in”. And as more women assume leadership roles at the mid-management and executive levels, they are providing role models and mentoring for other women in the industry. A survey of career patterns for women in logistics conducted by

Ohio State University showed that 73% of respondents have had a mentor at some point in their careers—70% having been male and 30% female, out of which 43% were immediate supervisors and 57% another individual. What is most telling, though, is that 84% of female logistics or supply chain management executives have been mentors to others. Given that, the exponential possibilities for the future of women in logistics is staggering.

There are some government-led initiatives to address the situation, but it is the logistics industry that must take the lead by changing the overall culture, beginning to focus more on removing barriers to upward mobility for women, and investing in increasing executive sponsorship and diversity. There are encouraging signs that this is beginning to happen.

Warren Buffet once said “The closer that America comes to fully employing the talents of all its citizens, the greater the output of goods and services will be.” A thriving economy relies on the value that every diverse voice brings to the corporate table.

*SOURCE: Morai Logistics—[Women in Logistics](#); Shalu Nigam—[Breaking the Barriers: Women in Logistics](#); [Women in Trucking website](#); Catalyst research website.*

## WOMEN IN THE SUPPLY CHAIN—FRONTIER

There is some confusion as to the distinction between Logistics and Supply Chain Management. Think of it this way: If Logistics is the main branch in the movement of goods, SCM is the tree. Planning, development, procurement and sourcing, movement of goods, manufacturing, distribution, inventory and forecasting, service after sales, strategic alliances—and more—all fall under the umbrella of SCM.

It should come as no surprise that the same issues that beset the status of women in Logistics plague SCM as well. An SCM World review found that only 5% of top-level SCM positions at Fortune 500 companies were filled by women, despite the fact that a related poll of SCM practitioners showed that 96% of women and 74% of men believed that the natural skills of women were advantageous for SCM.

Beth Ford, executive vice president and chief SCM and operations officer at Land O’Lakes, says, “Women make very strong leaders...a leader will know how to access resources

to get the tactical work done...What do women bring to that? Well, I’ve noted strength in the ability to collaborate, to integrate views, to mentor...the empathy and belief that it’s important to shepherd others’ careers and to be good business partners with a level of humility.” She noted that many men also possess these abilities, but concedes that perhaps stereotypical female proclivity for shared success lends itself to this kind of leadership behavior.

This is the predicament in which women in the supply chain find themselves: The inherent qualities they bring to the table in terms of their strength are also what may be keeping them from rising to the top. Ford believes that “the opportunities are there for women” in SCM, and advocates for women to aggressively push for the right experiences in their careers, encouraging them to “be an active steward” of their careers and make decisions accordingly.

*SOURCE: Fortune.com—8/20/14; IndustryWeek—2/10/14.*

## WOMEN IN TRUCKING—DRIVE

As of the last estimate by the Bureau of Labor Statistics, women comprised about 5.2% of the nation's truck drivers—a 50% increase since 2005. While the industry clearly remains male-dominated, it is attracting more and more women into its ranks, and many carriers are actively recruiting.

But even as women are gaining more of a presence in the industry, stereotypes persist. Women are perceived by many as lacking the physical strength or capability of controlling a big rig. Research has shown otherwise; in fact, according to statistics, female truck drivers are 3 times less likely to get into an accident and 5 times less likely to violate safety regulations than their male counterparts.

As one may expect, attitudes toward women truck drivers making inroads into an industry that has traditionally been all male often make life on the road difficult for female drivers. Sexual harassment, bullying, and intimidation, while not rampant, do exist, as demonstrated by anecdotal evidence. Sadly, many cases go unreported, as women are afraid that if they break their silence they may risk their jobs.

There are, however, plenty of stories these women have to tell that are largely positive and reveal the enjoyment these women have found in their chosen work. We would like to introduce some of them to you now.

**Meet Sandi Talbott.** Sandi has been working as a long distance tractor-trailer driver for over 34 years and loves her job. Part of the appeal for her has been the ability to travel the country and get to see much of it as nature had intended. Her career started as part of a driving team with her late husband, and has continued as a solo driver even now, into her 70's. Sandi is shown here in her Peterbilt 379.



Sandi has driven nearly 5 million miles over the course of her career—not all of them easy. As one of the industry's female pioneers, she has seen a great many changes over the years. Her own experiences, good and bad, motivated her to found the website *REAL Women in Trucking*, an organization whose mission is “to empower the women of trucking and those entering the industry through outreach programs, continuing education, advocacy, mentoring, networking, and

ongoing support to promote retention, encouragement, and unity between both new and seasoned female drivers.”

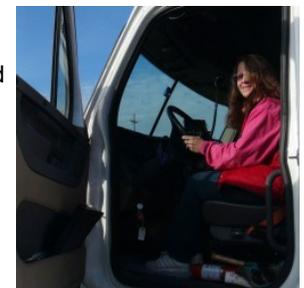


**Cleveland's Shannon “Sputter” Smith** is a force. She is the youngest child of a father who was a mechanic working on trucks for a living. When

she informed him she was going to become a truck driver, he told her she would have to learn how to work on a truck first. When she asked him to teach her, he said no. But Shannon was determined, and she joined the military-transportation unit to learn truck maintenance.

At 35, she now has more than a decade of long-haul behind her, enjoying every minute of it. She takes pride in her work, and her generous, outgoing personality has earned her smiles everywhere she goes—even a feature in Oprah's magazine.

**Tracy Livingston**, a driver for a decade, was one of the plaintiffs in a class action sexual harassment case against a large national carrier. She experienced firsthand the personal safety issues and highway safety issues that set up so many CDL (*commercial driver's license*) students for failure. Despite the obstacles she encountered, she stayed on to become a trainer, as well as hauling loads.



Today she still trains if she has a trainee, although at a different carrier. While her experiences have differed from Sandi or Shannon's, she has used them in a positive way, making it her mission to deliver valuable insights for new entrants to the industry, and to continue to put safe, qualified truck drivers on the road, one at a time. Like many other truckers concerned with road safety, she feels that, while the revised hours of service rules provide flexibility in terms of when drivers can rest and when they can strategically plan to drive, the potential for drivers to work as many as 82 hours over 8 days is a major cause of driver fatigue and contributes to crashes.

**LADIES, KEEP ON TRUCKIN'!**

SOURCE: WIT website; REAL Women in Trucking website; Overdriveonline.com; Documentingcultures.wordpress.com.

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## TRIVIA

1. Who is recognized as the founder of Mother's Day as we celebrate it today in the U.S?
2. GOOD MOTHER: What ethnically Albanian Roman Catholic nun spent the greatest part of her life living in India tending to the destitute and starving?
3. BAD MOTHER: What famous Hollywood mother's secretly abusive nature was revealed in *Mommie Dearest*, the autobiography written by her adoptive daughter, which was subsequently turned into an over-the-top melodramatic movie?
4. WEIRD DISTURBINGLY CLOSE MOTHER: What famous musical entertainer, perceived as a sex symbol by his thousands of swooning fans, was in fact a "mama's boy" who slept in a bed with his mother until puberty, was walked to and from school by her until he entered high school, and conversed with her in a strange baby talk that only the two of them could understand?

*[Click here for answers to Trivia questions.](#)*