

LODGING



SPOILER ALERT!

PREVENTING
OUTBREAKS OF
FOOD-BORNE
ILLNESS

TAKING CHARGE 20+

FEMALE LEADERS
SHAPING THE FUTURE
OF HOSPITALITY

ALLIE HOPE
HEAD OF DEVELOPMENT
& ACQUISITIONS
VIRGIN HOTELS

SCORING BIG

WITH SPORTS
PARTNERSHIPS



2016 WOMEN IN LODGING

Making THEIR MARK

INSIDE THE MINDS OF HOSPITALITY'S MOST SUCCESSFUL WOMEN

BY MEGAN SULLIVAN, CASEY GALE, AND OLIVIA RIZZO



THE CONVERSATION STARTS HERE. Fact: Women continue to be underrepresented in the workforce at all career levels. According to a new report from Mercer, women make up only 35 percent of the average company's workforce at the professional level and above. As career level rises, female representation declines. Globally, women make up 33 percent of managers, 26 percent of senior managers, and only 20 percent of executives, the report finds.

More than half of hospitality employees are women, but the industry is not immune to gender imbalances in senior leadership. While many hotel companies have taken the right steps to increase the representation of women within their organizations, too many others continue to fall short. The data speaks volumes in support of the fact that companies perform better when women make up a larger share of the workforce. Consider this from a 2016 study conducted by the Peterson Institute for International Economics and EY: Companies with at least 30 percent women in leadership roles have the potential to increase their net profit margins by 15 percent compared to those with no female leaders.

To amplify this message, *LODGING* turns the spotlight on successful women in senior management positions, at companies that are shaping diverse talent pipelines. These inspiring leaders share how they got their foot in the door and reached the top rungs of the corporate ladder.

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Best career advice you ever got:



"You will stand out if you always look for ways to do more than what is asked of you. If you want to progress in your career, it's so important that people see they can rely on you to not only get your work done and done well, but that you are also always looking for a way to take it to the next level and go beyond expectations."

—**JOLENE DISALVO**, SVP, Columbia Hospitality

"Garner advocates when desiring to initiate change. It's very lonely and ineffective to be a change agent by yourself. If you can bring others along in the organization that can be your team supporters, change happens more smoothly and rapidly."

—**LEA R. DOPSON**, Ed.D., Dean and James A. Collins Distinguished Chair, California State Polytechnic University, Pomona



"Look at every job and assignment as a building block for a career. Even those that may seem off the path you've chosen may turn out to be valuable. Treat others fairly, help others when you can, learn as much as you can and make a personal investment of time in learning, and work hard. The rest will come."

—**MARIAN GOODMAN**, SVP of Development, Channel Point Hospitality, a Division of Aimbridge Hospitality

"My dad, a hotelier himself, said that when faced with a career decision, ask yourself three questions: Will the move further my career? Will it improve my income? Will it improve my quality of life? Depending on what point you are at in your life and career, one of those questions may have more weight than the others, but if the answer is 'no' to all three of them, you should not make the move."

—**ALEXANDRA WALTERSPIEL**, CEO and Co-Founder, Imprint Hospitality



DID YOU KNOW?

Mentoring programs increase diversity in companies' managerial ranks. On average, they boost the representation of black, Hispanic, and Asian-American women, and Hispanic and Asian-American men, by **9 percent to 24 percent**, according to a recent *Harvard Business* article.