



# CFI INSIDER

*A publication from the International Association of Interviewers*  
**2017 SPECIAL ISSUE**



THE  
**POWER**  
OF  
Remarkable  
Women

**SPECIAL EDITION**

SPONSORED BY **GENERAL DYNAMICS**  
Information Technology



# RECOGNIZING REMARKABLE PROFESSIONALS

The International Association of Interviewers is honored to be continuing "*The Power of Remarkable Women*" in our industry. This year we have four women we would like you to know. They are all part of our Association and have been for years. Their determination, drive, thoughtfulness and attitudes made them easy selections for this recognition. I believe by reading my comments you will get a glimpse of how I feel about each of them, and if I had room I would be able to write a page (or more) about each of them and what they have meant to me personally and professionally.

Lisa Maddox, CFE, CFI is truly an amazing woman. In the years that I have known her she is compassionate, ethical and dedicated to her craft and her family. After you read her answers you will have a great feel for her continued drive to expand her education and thought process in everything she does.

We continued to look at our IAI partners for those that deserve to be recognized within our profession. This year is no different. Without the contributions of these women many of us would have more problems in our day to day work life. They exemplify the words "remarkable" and "partner" and we are pleased to recognize them in this issue.

Lauren Bridgeo is someone that inspires you to be successful, take on new challenges and a great view on leadership mistakes. After her 33 years in the industry it is a pleasure to see her commitment to the profession still so strong!

When I think of these next two, I cannot help but place them in a couple of categories. First, true partners and friends. Second, it is sometimes hard not to think of them without the other. They have been friends to each other and some might even consider them "sisters" from another mother.

Cita Doyle, LPQ shows her commitment to her part of the profession with the initials after her name, LPQ. She not only believes in the industry she is in, she lives it! She understands the daily issues women in the industry deal with by being a part of an organizations processes. Her views on work life balance are an inspiration and something I personally have learned from her over the years of friendship.

Our other partner being recognized is Kris Vece. Kris has the drive most people are unable to keep up with. Her ability to forge relationships, create ideas in so many areas, and her willingness to take chances is something I have enjoyed seeing over the years from Kris.

Please enjoy the insight these women share with us in IAI and appreciate their continued support of our profession. Send them a note and let them know what they mean to you as they are most definitely Remarkable Women! Thank you ladies for your valuable partnership in the past and into the future!

## **Wayne Hoover, CFI**

*Senior Partner*

Wicklander-Zulawski & Associates

International Association of Interviewers



## **Editors**

Joseph Nay, CFI, Heinen's Inc.  
[jnay@heinens.com](mailto:jnay@heinens.com)

Cary Jones, CFI, HVHC, INC.  
[cjones@hvhc.com](mailto:cjones@hvhc.com)

Stefanie Hoover, CFI, CONTROLTEK  
[stefaniehoover34@gmail.com](mailto:stefaniehoover34@gmail.com)

## **Journal Committee**

Benjamin Robeano, CFI, Big Lots  
[brobeano@biglots.com](mailto:brobeano@biglots.com)

Dominic Ferraro, CFI  
Charter Communications  
[dominic.ferraro@charter.com](mailto:dominic.ferraro@charter.com)

Kevin Larson, CFI, Kroger  
[kevin.larson@kroger.com](mailto:kevin.larson@kroger.com)

Jodie Murphy, CFI  
[jodie.murphy@rocketmail.com](mailto:jodie.murphy@rocketmail.com)

James McLemore, CFI  
Bealls Department Stores  
[jmclmores@beallsinc.com](mailto:jmclmores@beallsinc.com)

Shane Jennings, CFI, CFE  
Music & Arts Centers Inc.  
[sjennings@musicarts.com](mailto:sjennings@musicarts.com)

Paul Joeckel, CFI, Auto Zone  
[paul.joeckel@autozone.com](mailto:paul.joeckel@autozone.com)

Steve Welk, CFI  
Barnes & Noble College  
[swelk@bncollege.com](mailto:swelk@bncollege.com)

Wayne Hoover, CFI  
Wicklander-Zulawski, Inc.  
[whoover@w-z.com](mailto:whoover@w-z.com)

David Zulawski, CFI, CFE  
Wicklander-Zulawski & Associates, Inc.  
[dzulawski@w-z.com](mailto:dzulawski@w-z.com)

Mark Lukens, CFI, AC Moore  
[mlukens@acmoore.com](mailto:mlukens@acmoore.com)

Greg Sharp, CFI  
[sal39759@yahoo.com](mailto:sal39759@yahoo.com)

Sonja Upchurch, CFI, Emet Interviewing  
[emetinterviewing@gmail.com](mailto:emetinterviewing@gmail.com)

Mike Bowers, CFI, Northgate Markets  
[mike.bowers@northgatemarkets.com](mailto:mike.bowers@northgatemarkets.com)

JD Mauricio, CFI  
Luxottica North America  
[jmaurici@luxotticaretail.com](mailto:jmaurici@luxotticaretail.com)

# IAI's Remarkable Women Edition Recognizes...



1

**Lisa A. Maddox, CFE, CFI**

Area Security Manager East | Manheim

## **How do you make important decisions as a leader?**

The criteria used for my decision making is: how can my contribution reimburse the company for what it has given me? It is not about what I like or how the decision will benefit me. It is about how my colleagues/customers will reap the benefit. The keys to success of decision making are people, values, solid strategies, customers, and organizational synergy.

## **Can you name a person who has had a tremendous impact on you as a leader? Why and how did this person impact your life?**

Dianne Early was my Market Vice President for a year at my current job. She transferred from the sales department. Her subordinates at the time were all male and tenured and had very little intention of accepting any, "change management." She quickly impacted the department by assembling a support cabinet and challenging the "norm." She would not accept the response, "We have always done it like this." Although she irritated her team by challenging and moving the needle, it ultimately opened their eyes to not be so accepting of old behaviors. We ultimately became the top market in the company. She transitioned some of her leaders that were "stuck" in old ways, and some of them changed their behaviors. Dianne was soon promoted to a Senior VP. She continues to be a mentor for me in the organization.

## **What is the most important characteristic you believe every leader should possess?**

There are many qualities a leader needs to have in their repertoire, but the two that stand out to me are to be "visionary" and "influential." As a visionary, you must balance practicality with idealism. You see yourself in the future, but you must motivate others in the present? To be influential is not to be a "command and control" authority. The power to influence others comes from listening, earning respect, having gratitude, and being persuasive.

## **What is one mistake you witness leaders making more frequently than others?**

A mistake a leader can make is to rush their decision making. In today's competitive world most organizations are in a constant flurry of change in an attempt to keep up with the demands of their market. In this turmoil, employees may not fully understand their relevancy and roles. Sometimes, we just need to slow down in order to explain how they will fit into the new picture. People need to know the personal impact of the organizational change in order for them to fully commit to its success.

## **What advice would you give someone going into a leadership position for the first time?**

The advice I would give is to be a compassionate listener. There is nothing worse than not being heard or having your thoughts/opinions bypassed by a leader who has an already-established agenda.

## **What are you doing to ensure you continue to grow and develop as a leader?**

I am striving to be an agent of change while always adapting to my environment. I pride myself on being approachable and able to communicate at all levels of the organization, from executives to hourly employees. It is not always easy to be in a role where you are exposing "wrong-doing," but having an open door and communicating well have always helped me as a leader.

## **As you reflect upon your career, to what do you attribute your high level of success?**

I think I have achieved success by maintaining a high ethical standard in all that I do. I am always willing to adapt to my environment while surrounding myself with inspirational people who influence me. I am continuously looking in the mirror to identify which areas I most need to change and adjust.

## What woman inspires you the most and why?

Toni Morrison has had a great impact on my life. She is a novelist and the first African-American to win the Nobel Peace Prize for literature. Her books are so enthralling. She focuses on epic themes, vivid dialogue, and detailed characterizations, and she takes on the tough issues.

## Do you have a favorite quote?

“Every time you state what you want or believe, you’re the first to hear it. It is a message to both you and others about what you think is possible. Don’t put a ceiling on yourself.” -Oprah Winfrey

## What is one of the great books you have read?

One of the more recent books I have read is *The Upside of Your Dark Side: Why Being Your Whole Self— Not Just Your “Good” Self— Drives Success and Fulfillment* by Todd Kashdan and Robert Biswas-Diener. The book focuses on positive emotions and tells us that “anger makes us creative, selfishness makes us brave, and guilt is a powerful motivator.”



## 2 Lauren Bridgeo

Vice President of Operations | The Zellman Group

### As you reflect upon your career, to what do you attribute your high level of success?

First, I would have to say that my parents ingrained in me that I should never shy away from anything because someone thought I shouldn't or couldn't do it. From a very young age my parents challenged me to work hard, but to find something that interested and challenged me. Their encouragement is with me every day.

In relation to my career, I have had tremendous support and encouragement from a wide variety of people throughout my 33 years in Loss Prevention. I have had mentors from all aspects of business which ensured I never pigeon-holed myself in one particular position. I have been empowered by many people to learn cross-functionally and build relationships throughout organizations. Having strong relationships has provided me with the opportunity to seek advice and assistance on how to be a well-rounded businesswoman.

### What has been one of your greatest career achievements over the last two or three years?

About three years ago, I took on a new challenge at The Zellman Group, LLC. It was my first time to work for a private company and my first time to be on the vendor/service provider side of a business. Learning about how a business runs from the core is an amazing opportunity. In retail Loss Prevention, we know our stores are our “customers.” Well, that is tenfold more true in my current role. There is a whole world of medium-sized and small retailers, restaurants, stadiums and hotels that need Loss Prevention leadership. I hadn't considered this before I made the move. I love having a key role in an organization that provides Loss Prevention as a service to such a wide variety of “customers.”

### What are the most important characteristics you believe every leader should possess?

The cornerstones of leadership are integrity, honesty, accountability, and credibility. I also believe that being open-minded and having vision, energy, and courage are exceptionally important. The best leaders are open to new ideas, including risky ideas, as long as they are consistent with the vision. I believe if a leader lacks vision the team won't know where they are going. Without energy, there is no one to drive to the vision. Without courage, risks won't be taken. Without risk, there is no opportunity for improvement.

### What types of leaders do you think make mistakes more frequently than others?

I view most mistakes as learning experiences. A problem arises, however, when someone doesn't learn or change from the experience. Failure to learn from one's mistakes is usually worse than making the mistake itself. You have to own the mistake, but you must be able to move on from it. A good leader acknowledges this growth.

### What are you doing to continue to grow and develop as a leader?

I look for feedback from my team, my colleagues, my CEO, and my mentors. Honesty can be painful, but I look for opinions about what I say or do as critical feedback to help me work on change. I also have two documents on my desk that I use to keep me grounded, one addresses improving after a failure and the other is about leadership. Ultimately, they both are about taking responsibility.



### **When faced with two equally-qualified candidates, how do you determine whom to hire?**

One of my mentors taught me to never be afraid to hire people who may be smarter than I or who might challenge the norm. It was scary at first, but over time I found this to be great advice. As a result, I always lean towards hiring the person I think will spark the team to think in different ways. I have had great teams over the years and you can find many of them in leadership positions throughout the industry today.

### **What will be the biggest challenge for the next generation of women?**

I have an optimistic viewpoint for the next generation of women, though I do think there are hurdles the next generation will need to overcome. The face of Loss Prevention, as my generation knows it, is fading and the future will be vastly different as the industry continues to evolve. The next generation needs to ensure a thorough knowledge of technology. CCTV systems, merchandise protection systems, data analytics, and cybersecurity are changing at lightning speed. Theft is big business, but the internet has changed the game completely. I don't think anyone will be successful in the future if they don't have a keen understanding and vision about how technology will impact the security landscape.

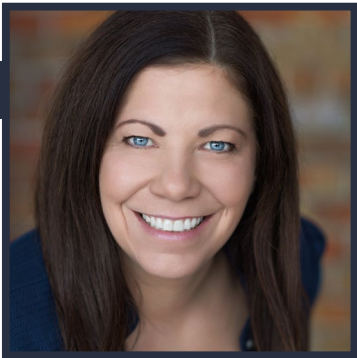
### **Can you name a person who has had tremendous impact on you as a leader?**

I have always been lucky enough to be surrounded by intelligent, hardworking, and opinionated people. Jim O'Connor took a chance with me when I was twenty-two and set me on the path of being more than a store detective in a department store in Bala Cynwyd, PA. The opportunity he gave me exposed me to a corporate environment and multi-store responsibilities. He taught me to think broadly and be a student of the business. Without Jim, I might have taken my newly-acquired college degree and gone in another direction. Stuart Levine took a chance with me several years ago. He continues to play a huge role in my current development. With his counsel, I am leading a business at a completely different level than I ever imagined I would.

It would be a disservice to my other mentors, colleagues, and teams not recognize what they did to mold my career. Some set examples for me regarding Loss Prevention, others educated me about cross-functional relationships and partnerships, general business, the power of networking, the importance of staying relevant, and others showed me how to be courageous and positive.

### **Do you have a favorite quote?**

"With the new day comes new strength and new thoughts." - Eleanor Roosevelt



3

**Cita Doyle, LPQ**

Director of Sales & Marketing | Instakey Security Systems

### **As you reflect upon your career, to what do you attribute your high level of success?**

My success has been a result of the relationships and partnerships that I have built over the years. I have been blessed to collaborate with and learn from many talented colleagues and leaders throughout my career.

### **What will be the biggest challenge for the generation of women behind you?**

With increasing leadership opportunities available to women, the next generation will likely be more data driven and have more options available to them than ever before. Women beginning their careers will be more accessible and have more information available in real time which could impact their work/life balance. They will have to make personal and professional decisions more quickly which could become increasingly difficult as technology grows and as they progress in their careers. The key for them will be devoting time to both personal and professional pursuits. Without a consistent work/life balance, any leader can get overwhelmed resulting in a focus on one area while neglecting the other.

### **What has been your greatest achievement over the last two to three years at work?**

A great achievement would be our company's ability to consistently grow market share and profitability amidst an ever-changing market. We have many incredible client partnerships that have helped me evolve our program to meet their needs.

### **What is the most important characteristic you believe every leader should possess?**

Leaders should have a clear vision of where they are going and openly share what they are trying to accomplish. They should display transparency to align their teams toward a collective goal while championing individual success.

### **What is one mistake you witness leaders making more frequently than others?**

A consistent leadership oversight is to overlook openly sharing the vision for the organization. Through clearly communicating the direction, and aligning partnerships, whether internal or external resources, teams better understand the common goal and where each individual can contribute. Leaders can overlook the importance of being transparent while focusing on vision and direction.

### **What advice would you give someone going into a leadership position for the first time?**

I'd recommend to new leaders that they set as their first goal to maintain a healthy work/life balance. This choice is even more critical as our lives and real time connectivity accelerate.

### **When faced with two equally-qualified candidates, how do you determine whom to hire?**

I evaluate new candidates by how they best match the role, but hiring ultimately comes down to how this person would mesh with our culture, management, and colleagues. I believe that the most important factors to consider when hiring are a successful track record, past history, references, and whether or not the candidate will fit the company culture.

### **How are you working to continue to grow and develop as a leader?**

I have recently had the opportunity to learn that because members of a team appear to be enthusiastic and happy in their roles, they may not be openly communicating their concerns. This humbling realization has inspired me to be more engaged with my team and continue my own leadership training as I feel we all must take the opportunity to improve ourselves. I also plan to fulfill my Loss Prevention Foundation's LPC Certification to further my knowledge and career pursuits.

### **Do you have a favorite quote?**

"Do the right thing regardless of opportunity or cost."



4

**Kris Vece**

Director of Client Relations | Protos Security

### **As you reflect upon your career, to what do you attribute your high level of success?**

When I was growing up my parents always taught me that there are no mistakes, only opportunity, and that everything is a learning experience. To be an effective leader I have always tried to reflect upon my successes and to continue to do the right things, but I try to also reflect upon situations that I know could

have gone better and take the steps necessary to grow from those experiences. My goal is to learn, evolve, and grow. I have a great family. My husband and kids are my support system. They challenge me to be the best I can be.

### **What will be the biggest challenge for the generation of women behind you?**

In the future, women leaders will face more competition. They will have to strive to not let anyone define their work/life balance ...having it all means different things to each of us. The rules can be rewritten. There are many options now for women with families to be more flexible and have rewarding careers.

### **What has been your greatest achievement over the last two to three years at work?**

As I look back at my greatest achievements over the past couple of years, I am most proud of my relationships and where I stand in the industry. I love working with people and collaborating to build relationships. It was a challenging decision to change jobs after 11 years. I was comfortable, but needed to get out of my comfort zone. Strong relationships and mentorships have helped me along the way. Also, the company that I work for understands and embraces the positivity of empowering their employees - it's a great place to work!

**What is the most important characteristic you believe every leader should possess?**

The most important characteristics for a leader are to lead by example with integrity, make ethical decisions, and empower others. When employees are empowered to take control and make decisions, they feel more confident, capable, determined, and more satisfied.

**What is one mistake you witness leaders making more frequently than others?**

I think that when people become leaders they sometimes forget how they got there and who helped them along the way. They need to have an appreciation for their team.

**What advice would you give someone going into a leadership position for the first time?**

To an aspiring leader, I would say to be confident, stay humble, and listen to your gut. Your team is your greatest asset, so taking the time to continually nurture that relationship is very important. When your team shines...you shine!

**When faced with two equally qualified candidates, how do you determine whom to hire?**

When it comes to hiring a candidate, I want to make sure the person is a good fit for our team. The more likely choice will be the one who fits in, wants to share in our organization's unique and friendly culture and core values, and brings some outside-the-box thinking with them as well.

**What are you doing to ensure you continue to grow and develop as a leader?**

Continuous education, training, and two-way communication with my team are very important to help me learn and grow as a leader. I attend webinars, seminars, and conferences, and I am constantly reading articles about the LP industry. I try to stay motivated and I never stop trying to better myself. I can't ask my team to be flexible and open to feedback if I am not willing to do that myself. I am fortunate to learn just as much from my team as they do from me.

**Do you have a favorite quote?**

"You've gotta dance like there's nobody watching, love like you'll never be hurt, sing like there's nobody listening, and live like it's heaven on earth." ~ William W. Purkey

**Meet these Remarkable Women at Elite Training Day 2017! Register [here](#).**



# Manage Your Human Capital Risks to Succeed in the Digital Era

Organizations today are challenged with addressing talent needs while balancing critical human capital risk exposures.

General Dynamics IT delivers next generation personnel risk measures to support customers in complying with EEOC guidance and legislative mandates, reducing cyber security threats, decreasing collusion with external threats, preventing accidents, and increasing ethics, service, and productivity.



For inquiries about workforce assessments from our Human Capital Risk Management team, or our consultative solutions that can help improve your bottom line, please contact Eric Hutchison at [eric.hutchison@gdit.com](mailto:eric.hutchison@gdit.com) or 312-242-4428.

**GENERAL DYNAMICS**  
Information Technology

[www.gdit.com/humancapital](http://www.gdit.com/humancapital) • [hcrm@gdit.com](mailto:hcrm@gdit.com)

Copyright© 2016 General Dynamics Information Technology. All rights reserved.





INTERNATIONAL ASSOCIATION  
*of* INTERVIEWERS

[www.certifiedinterviewer.com](http://www.certifiedinterviewer.com)