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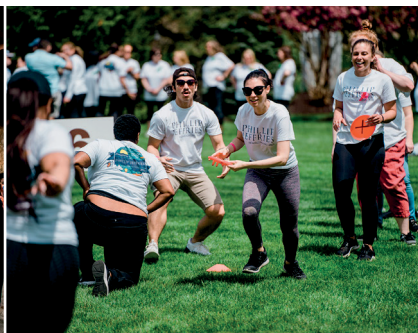


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Women Leaders Welcomed As New CIANJ Directors

By Anthony Russo
President, CIANJ

In our annual salute to women leaders, we are pleased to present a cover story on Karine Rougé, the CEO of Veolia North America's Municipal Water Services. This dynamic woman promises to bring the global expertise and innovation of Veolia to New Jersey as she works to expand and enhance water services here. She has worked around the world and holds advanced degrees in management from HEC Paris and economics from the Paris School of Economics. We are proud that she now calls New Jersey home and will be focusing her talents here.

This month CIANJ also welcomed three new women to its Board of Directors. Their inclusion is the first step in our new chairwoman Audrey Murphy's pledge to bring greater diversity to our board. Murphy, an executive vice president and co-chief legal officer at Hackensack Meridian Health, is the second woman to chair CIANJ since the business advocacy organization was founded in 1927.

Dax Strohmeyer, vice chairman of the CIANJ board, also brought to our attention

two rising stars within his company, Triangle Manufacturing. We decided to spotlight these two women, Ashley Hagedoorn, director of operations, and Liseets Taveras, director of human resources at Triangle Manufacturing, a maker of medical devices in Upper Saddle River. They are role models for young women considering career in the male-dominated world of manufacturing. Their story is one of the features inside this issue.

The new board members include Dr. Kelly Blundy, a chiropractic physician, Patricia Diaz, a partner at the accounting firm of Dorfman Abrams Music, LLC, and Jennifer Solewski, an executive at Bayshore Recycling. Each one is highly respected in their fields and bring years of experience and know-how. Here's a look at their backgrounds:

Dr. Kelly Blundy is a Chiropractic Physician and Co-Owner of The Spine and Health Center of New Jersey. Blundy has helped establish and curate a fully operational multi-disciplinary healthcare clinic which includes chiropractic, massage, acupuncture, and physical therapy. She has many years of board experience as she currently sits on the NJ State Board of Chiropractic Examiners, the Pascack Valley Board of Education, and the New Jersey Doctor Patient Alliance. Blundy also has postdoctoral training in functional medicine, Board certification in Integrative Medicine, Graston, Trigenetics, Active Release Technique, Manipulation Under Anesthesia, and Kinesio Taping.

Patricia Diaz is a partner at Dorfman Abrams Music, LLC, and will be replacing Andy Silverstein who will now assume an honorary position on the board. Diaz specializes in accounting and auditing as well as tax and consulting services exclusively for not-for-profit organizations. She has more than 20 years of experience in the accounting industry with CPA certifications in both New Jersey and New York. She is not only a member of the American Institute of Certified Public Accountants but is also an active participant in the New Jersey Society of Certified Public Accounts and the AICPA Not-for-Profit section.

Jennifer Solewski is the Vice President of Business and Technical Development at Bayshore Recycling and will be replacing Valerie Montecalvo on the board. Jennifer has 20 years of experience in a wide range of areas including program administration, management, environmental consulting, regulatory compliance and permitting, redevelopment, material recycling and solid waste, sales, and business development. Solewski has been responsible for supervising facility-wide environmental compliance and technical sales for the past 11 years. She has been considered an industry leader and has actively participated in CIANJ's Environmental Business Council steering committee as well as the Board for the Association of New Jersey Recyclers. ♣



Dr. Kelly Blundy



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Veolia Executive Captivated by Complexity of Water

By Diane C. Walsh
Editor, COMMERCE

When Karine Rougé's 9-year-old son was asked what he was grateful for last Thanksgiving, he told everyone at the dinner table it was "water."

It warmed his mother's heart, most especially because Rougé is the CEO of municipal water for Veolia North America – a global leader in managing water, wastewater and energy with a mission to help customers meet their environmental and sustainability challenges.

Water has been the focal point of Rougé's career. "It never stopped disappointing me because water is intellectually very interesting and it's very complex because of its very local nature" she said. Her work has centered on investment, technology, and infrastructure management and construction.

Surprisingly, her career began as an investment banker for Goldman Sachs, working in its London, Paris and Johannesburg offices. At age 27, she moved on, however, seeking a more fulfilling position. "I just wanted to say I was contributing to something."

For 11 years she worked for Suez, the French-based utilities company. She has extensive experience in the water industry both in North America and Europe, where she led various strategic transformations in the digital, municipal and industrial water sectors to build cutting-edge teams, solutions and services aimed at solving global water treatment challenges.

Rougé joined Suez in 2010 as Chief of Staff, working for the Group Senior Vice President of Finance in Paris where she managed several organizational and acquisitions projects. In 2013, Rougé moved into the role of Senior Vice President in charge of sales for the Smart Building division, achieving double digit growth in the smart monitoring of water and energy consumption in commercial and residential buildings.

Seven years ago, Rougé joined Suez in North America as President for Treatment Solutions which was integrated into Suez Water Technologies and Solutions ("Suez WTS") after the acquisition of GE Water by Suez in 2017. She was then CEO of the Global Services business, where she led a profound strategic and cultural transformation, achieving double digit growth globally as well as a significant expansion of offerings and market positioning. In 2020, she was also appointed Chief Transformation Officer of Suez WTS.

Rougé became CEO of Municipal Water at Veolia a year ago, after it merged with Suez. For



Karin Rougé was named CEO of Municipal Water a year ago.

many in Northern New Jersey, Veolia is a new name. But Rougé quickly noted it has operated treatment facilities in South and Central Jersey for more than 30 years. Veolia's leadership, paired with the 150 years of experience that Suez inherited as successor to the Hackensack Water Company, will be a "game changer" for the industry, Rougé said.

As the world's leading private player in the water industry, Rougé believes Veolia bears a huge responsibility to apply its resources and use the innovation it's developed to tackle environmental challenges.

Veolia is investing \$400 million in water and wastewater across the country this year. In New Jersey there is a \$159 million commitment and Rougé said it will continue to grow. The company employs 1,000 people in the water division in the state, and another 200 in other waste services, with increasing numbers assigned to energy issues too. Veolia is a member of the Commerce and Industry Association of New Jersey. Kevin O'Connor, a vice president of external affairs at Veolia, is a member of the CIANJ board of directors.

Even though the Garden State is highly developed, Rougé underscored that its water infrastructure can be old and fragile. Many of its systems date back more than a century, like the pipes in Hoboken city-owned system which are prone to breaks. Consequently, there is an enormous need for investment. "We doubled our annual investment across the United States in the

past five years and that trend will continue to grow," Rougé said.

The company provides water and wastewater services to more than 1.6 million customers in New Jersey. Veolia owns and operates systems – including four reservoirs and 2,500 miles of mains – that serve residents and businesses in 83 municipalities. In addition, it has contracts to manage and operate city-owned systems, such as Jersey City and Hoboken.

"The role of the global company is to funnel all its technological innovation to the hyper-local needs of the communities we serve," the CEO said. In its service area, Veolia has found towns can have dramatically different issues even though they are a few miles apart. "Our job is to understand the technologies we can put in, that were tested in other parts of the world, and deploy them where it is most needed."

"That's where you can understand the global-hyperlocal connection and it's absolutely essential," Rougé said.

Veolia tapped its sophisticated technology to identify the source of leaks along the Palisades. The company prides itself on losing only 19 percent of its volume – compared to up to 40 percent in systems owned and managed by other concerns. In achieving its standards, acoustics sensors are used to detect where leaks are occurring. That data coupled with satellite images enables Veolia to pinpoint the problem and make repairs.

Continued On Page 10

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Resourcing the world



Continued From Page 8

Two of the latest towns added to the Veolia coverage system are Allendale in Bergen County and North Brunswick in Middlesex County. Their additions illustrate the utility's flexibility in expanding its scope. Allendale was wholly acquired by Veolia, which assumed control of the entire system. North Brunswick sought to retain ownership, however, and negotiated a privatization agreement in which Veolia will run the day-to-day operation.

"We have had significant growth this year," Rougé said, adding "we are expecting more acquisitions of systems."

The utility's relationship can take different forms with the towns its serves. For instance, three towns which share borders in Hudson County – Bayonne, Hoboken and Jersey City – have distinct agreements with Veolia. The City of Bayonne is a peninsula on the southern tip of the county. Veolia is 10 years into a 40-year contract managing the city's water and sewer.

In Jersey City to the immediate north, Veolia has been under contract with the Municipal Utilities Authority for the past 10 years. Under that agreement, Veolia drafts the capital plans and assists in many innovative projects along the waterfront and elsewhere as the city grows.

In the 25 years Veolia has been working in Hoboken, the city has doubled in size from 30,000 to 55,000 residents. The utility is in the midst of a massive undertaking to upgrade water infrastructure throughout the mile-square city.

"We cooperate. We're flexible and we operate with the best interests of the community," Rougé said.

As Rougé looks to the future she sees Veolia making significant investments,



Photo: Veolia North America

Veolia maintenance crews work diligently to insure New Jersey residents can trust their water.

especially in the treatment of contamination from Polyfluorinated Substances (PFAS). These are a group of chemicals used to make fluoropolymer coatings and products that resist heat, oil, stains and grease. They do not break down in the environment and their effect on human health remains under study. State and federal authorities are now setting limits on PFAS. "The future of PFAS is front and center," Rougé said, adding that as a water treatment specialist Veolia will have a proactive role in developing the new practices.

The Veolia executive is also very excited by the new strides in energy production. For instance, she was fascinated by an operation in a nearby state that uses byproducts from a wastewater treatment plant to help run a biodiesel factory.

"We are constantly thinking, what is waste? And how can we use that? And will it become core to what we do?"

Rougé is also incredibly proud of Veolia. "We are lucky to be in a place where our goal is very big. It's always something that makes me humble and happy." She emphasized that many workers have been employed by the company for decades and it is not uncommon for several generations from the same family to work at a plant. "That's real social uplift through jobs that are stable and well-paying."

"You're giving skills to many citizens to understand how to treat resources, how to use innovation, how to be good citizens to your local community," Rougé said. "I think we can really be a force for good." 🍁



Photo: Veolia North America



Photo: Veolia North America

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Industry Warn of Overreach in “Dirty Dirt” Hauling License

Coalition awaiting clarity in regulation

By Larry Feld
Contributing Editor, COMMERCE

Dirty Dirt sounds like a joke, but for New Jersey’s environmental industry, New Jersey’s Dirty Dirt law could be a business killer. Contaminated soil, aka dirty dirt, became an issue in the aftermath of Hurricane Sandy. Across New Jersey, criminal haulers made millions in profits reselling dirty dirt to construction sites as clean fill to unsuspecting customers. As a result, dirty dirt—containing everything from building debris to oil and toxic chemicals – began fouling waterways, ruining pristine neighborhoods, and endangering the health of thousands.

In response, New Jersey initiated efforts to eradicate crime interests from participating in the state’s solid waste and recycling industry.

A report released in March 2017 by the New Jersey State Commission of Investigation entitled “Dirty Dirt: The Corrupt Recycling of Contaminated Soil and Debris” confirmed what many had suspected: Unsavory operators,

including convicted felons disguised as legitimate operators, found loopholes in the licensing process and profited substantially. They also created environmental harm by illegally dumping in what the SCI referred to as unregulated venues, causing serious environmental and public health threats.

In January 2020, Gov. Phil Murphy signed into law NJ Senate Bill S1683, known as “Dirty Dirt” legislation. The law requires companies currently engaged in, or otherwise providing soil and recycling services who do not currently hold a valid A901 license to obtain a Soil and Fill Recycling License. They must also register the company with the state.

According to the law, “soil and fill recycling services” means the services provided by persons engaging in the business of the collection, transportation, processing, brokering, storage, purchase, sale, or disposition, or any combination thereof, of soils and fill recyclable materials. For law-abiding businesses currently serving the industry, the problem with the legislation begins with the broad description

of who must be licensed. And, while everyone awaits regulations to be developed by the state Department of Environmental Protection, concerns mount.

“The leading issue is the lack of clarity regarding the words key employee,” notes Anthony Russo, president of Commerce and Industry Association of New Jersey, and organizer of an informal coalition of concerned business associations who will be negatively impacted by the licensing law. The coalition, comprised of The Utilities and Transportation Contractors Association, New Jersey Business and Industry Association, NJ Utilities Association, The NJ Builder’s Association, and the NJ Landscape Contractors Association, is hoping to limit the licensing to those who transport, recycle, and landfill soils.

“Our goal is to educate regulators and legislators on the flaws in the law to eliminate unintended negative consequences that harm legitimate enterprises and cost taxpayers,” Russo says.

Continued On Page 14



Licensing regulations are being enacted to prevent criminal haulers reselling dirty dirt.

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Continued From Page 12

"A901 licensing is essentially the solid waste equivalent of a gaming license," notes Tracy Straka, Executive Vice President of Creamer Environmental, Inc., an environmental remediation firm headquartered in Fairfield.

The A901 license is an arduously-earned license originally intended for haulers and processors of solid and hazardous waste. The effort can take up to two years to complete and cost a minimum of \$1,500 per licensed employee.

Straka explains "It involves in-depth background checks, including looking at your family's history; the State Police get involved. And the NJDEP's current definition takes this check down to the employee level, so even if you are a mid-level manager or a salesperson with no ownership or executive-level status, you have to go through this background check. It is a huge burden. There is also a lot of redundancy about who needs this license. As a contractor on a project, if I am hiring an A901-licensed subcontractor to perform trucking, I will also have to get a license just to hire that company," Straka says.

She notes that the strict rules may mean that a good employee with a family member that has a record could jeopardize the entire company's ability to comply. "What am I to do, fire a good employee because they have relatives with legal problems?"

Timing is also an issue. While S1683 became law in 2020, the clock began after the Governor

lifted the public health emergency in June of 2021. Soil registrations were then due by October 2021, with A901 licensing applications due April 2022. After voicing many concerns, in July 2022 the governor signed legislation changing the application deadline to 30 days after regulations are published. This action also gave the DEP time to complete regulations. While everyone waits, unintended consequences in the law have surfaced.

"...New Jersey initiated efforts to irradiate crime interests from participating in the state's solid waste and recycling industry."

"We have a member company that is an Employee Stock Ownership Plan, or ESOP-owned business operating as an LSRP and consultant, but not a hauler or recycler," Russo explains. "As it stands, the new law will require all of their employees subject to background checks in order for their firm to be licensed. The firm would be endlessly seeking compliance—even though many ESOP members only hold fractional, non-controlling ownership.

It makes it impossible for them to compete," Russo notes.

The coalition would also like to clarify if non-technical people, such as managers and salespeople, might (under the new law) need to be licensed. In addition, there is great concern as to whether consultants, engineers, and LSRPs (Licensed Site Remediation Professionals) might need to take samples of materials delivered and hauled to and from a customer's site. With as many as six different consulting experts on any given site, it would potentially create massive unneeded duplication and cost.

Creamer Environmental's Tracy Straka offers a practical alternative. "Our ask is twofold. First, since companies already had to register, we say, let this registration stand. This way, the DEP knows who is in the business. Exempt the folks that don't own the trucks and don't own the facilities from full A901 licensing. Instead, make us submit an annual report of the jobs we oversee requiring NJDEP review. This report can be matched to the reporting that the firms actually moving the dirt must submit," she offers.

Russo agrees. "The state should absolutely be focused on licensing haulers, landfill operators, and recyclers. But others, including consultants, LSRPs, and engineers, as well as your local landscaper, should be able to have a pass as long as they do the reporting and have paperwork from a licensed hauler," he concludes. 📌



Dirty Dirt Removal

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Models “Dress for Success” at Fashion

By *Diane C. Walsh*
Editor, COMMERCE

The models strutting down the runway for the fashion show organized by the Commerce and Industry Association of New Jersey at the American Dream this month have a special message.

They are graduates, supporters, and volunteers from Dress for Success of Northern New Jersey – a unique organization dedicated to empowering women to achieve economic independence by providing a network of support, professional attire, and development tools to help them thrive in work and in life.

Dress for Success opened its massive closet of donated apparel to beautifully outfit the models. Clothes may be the crux of the organization. But Executive Director Kimberly Iozzi stressed its mission goes much deeper than fashion. While Iozzi’s staff and volunteers make certain women are properly outfitted for an interview, they also provide coaching, training, and mentoring to land the job.

“We like to suit women with confidence from the inside out,” Iozzi said.

CIANJ was drawn to the organization’s admirable goals as the business group devised this year’s annual tribute to women leaders. For the 2023 celebration, CIANJ President Anthony Russo said the Women in Commerce committee decided on a fashion show as a fun way to bring everyone together. “When we learned about Dress for Success, we immediately wanted to partner with them,” he said. Russo hopes the show will generate donations and encourage volunteer support.

“Our entire DFSNNJ team is incredibly grateful to CIANJ and the event sponsors for putting together this fashion show,” said Iozzi. “Their support will help to raise awareness and funding for our wide-range of essential services for the unemployed and underemployed women we serve in Northern New Jersey.”

Headquartered in Madison, Dress for Success is celebrating its 25th anniversary. It is part of a global network of 143 affiliates dedicated to helping women. Since its inception the Northern New Jersey chapter has serviced 26,000 women and 2,300 last year alone.

Iozzi explained the organization was focused initially on women who had been abused or suffered a hardship and needed help rebuilding their lives. Over time, it grew to encompass women who are unemployed or underemployed for whatever reason. Their ages run the spectrum from high school graduates entering the job market without much of a business acumen to accomplished women in their 50s who might be facing their first job interview in 20 years because they were subjected to downsizing.

Through its many corporate partners, Dress for Success facilitates workshops where women can receive counseling and skills training. Iozzi said she can often bring in hiring managers. “You’re getting an inside track on what’s happening in real time in the job market, and you’re being given practical advice,” she said. The women participants are encouraged to connect with the facilitators on social media and network with them.

Ellen Seaver, the volunteer coordinator, said 150 volunteers work with the organization each month, providing more than 5,400 service hours each year. “They are all so incredibly talented, sharing their expertise in the boutiques as stylists or at the career centers, mentoring women and helping them with their resumes and interview skills,” she said.

Seaver said their programs focus on six pillars, providing a holistic approach to the growth and



Dress for Success teaches and empowers women to become financially independent and dress for the job.

Show Designed to Empower Women

development of the women served. The pillars are job readiness and retention, financial literacy, work-life balance, workplace etiquette, health and wellness and social/civic responsibility.

Through an alliance with ADP – a national leader in providing human resources software and services – Dress for Success offers a unique women's leadership academy known as Steps2Success each year. Loraimy Kendall, director of programming

and workforce development at Dress for Success, explained it helps women build their professional network and skillsets. The 10-week program uses webinars, mock and speed interviewing with corporate partners, accountability groups, career coaching and mentoring. As with all programs, it is free to the participants and staff proudly point out it has a 70 percent success rate in getting women employed.

Kendall said the staff is always pleased to hear of the success stories. For instance, one recent graduate of the Steps2Success had re-entered the workforce after her daughter went to college. She was able to land a job at a big corporation and through her networking skills and advice gleaned from peers, she advanced to a new position as a communications program manager for a global company.


Kendall also pointed to another young woman, Victoria Adams, who had been an intern at Dress for Success, while attending Drew University. Adams used the career center to prepare for interviews after her graduation and tapped into the service a second time while attending Villanova Law School to help secure an internship.

Some of the models participating in the CIANJ fashion show will be sharing their stories at the event. Iozzi said the clothes from the show are coming from the organization's huge closet of donated attire. She estimates she has more than 5,000 outfits. During the pandemic donations soared, so much so that the organization is looking for additional storage space.

The women participants receive their professional attire at the boutique located in the Madison headquarters or at the mobile pop-up dressing rooms that the organization creates with partner groups. In addition to the clothes, women also receive toiletries, feminine products, make-up, and other essentials to help them feel and look their best. Once they are hired, the organization also gifts them enough clothes for two weeks, so they do not have to use their first paychecks on apparel.

Stylists work with the women to find the perfect attire. "It's phenomenal to see the transformation," Iozzi said, adding, "There's nothing like when you see her dressed up and she realizes this is really me."

Anyone wishing to contribute to the organization can click the donate button on their website <https://northernnj.dressforsuccess.org/>

Scan code below for more information about the organization. 



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they want rather than the job they have.

3D Mammography Among Latest Innovations in Breast Cancer Care

Compiled by Diane C. Walsh
Editor, COMMERCE

The March issue of *COMMERCE* Magazine is a tribute to women as part of the national celebration of Women's History Month. Our feature stories highlight leading women entrepreneurs and executives. Our special issue would not be complete without an examination of the challenges women face, especially in their health. The state Department of Health reports that breast cancer is the second leading cause of death due to cancer among women in New Jersey. It claims more than 1,200 lives each year. We asked leading doctors and healthcare institutions to discuss the latest innovations in the detection and treatment of this dreaded disease.



Hackensack Meridian Jersey Shore University Medical Center
Roshani Patel, M.D., FACS
Medical Director, Breast Surgery

In the last decade there have been many advances in oncoplastic surgery, which entails the use of lumpectomy performed by the breast surgical oncologist and tissue rearrangement procedures performed by plastic surgeons, to either help maintain the contour of the breast or reshape it. For example, a patient may have a larger volume of cancer and a larger breast size. The surgeons work in

combination to remove the cancer and perform a breast reduction or tissue rearrangement. This allows for better aesthetic outcome, reduces side effects from treatment, such as lymphedema of the breast, and can help reduce skin changes from radiation.

The lumpectomy and tissue rearrangement may be approached as a one-stage procedure where the lumpectomy and reduction are done at the same time. The unaffected breast will undergo reduction as well. Careful collaboration between the breast radiologist, breast surgical oncologist, plastic surgeon and pathologist is needed to ensure that the cancer is removed with good margins and the specimens that are removed are marked carefully for analysis. In some cases, patients may have a staged procedure with a lumpectomy first. Once there is confirmation that margins are clear, the patient undergoes tissue rearrangement and then proceeds with additional treatment to reduce the risk of the cancer recurring. I have found in my own practice that patients have been very happy with the aesthetic outcome.



Hackensack Meridian John Theurer Cancer Center, Breast and GYN Divisions
Deena Mary Atieh Graham, MD

Breast cancer care is continually evolving with the development of new technology, medica-

tions, treatment protocols, and care-delivery models. Here are some examples of recent innovations in breast cancer care at Hackensack University Medical Center's John Theurer Cancer Center.

- Three-dimensional (3D) mammography, also called breast tomosynthesis, is the most up-to-date breast imaging technology available. This highly accurate type of mammogram combines multiple breast x-rays taken from different angles to create clear, detailed pictures of breast tissue.
- Women who have had breast tumors removed during a lumpectomy procedure typically need 3-4 weeks of radiation therapy following surgery. Now, thanks to an innovative, catheter-based procedure called partial breast radiotherapy, certain patients are eligible for a same-day radiation treatment using a catheter placed in the lumpectomy cavity to allow for a targeted radiotherapy treatment as a single dose on the day of lumpectomy surgery.
- Recent advances in immunotherapy – a type of treatment that stimulates the body's immune system to identify and fight cancer cells – are providing medical oncologists with new, life-saving treatment options, particularly for an

Continued On Page 20



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Photo: Getty Images/stockphoto/Anchiv

As with many cancers, early detection with self-examination and mammography provide a greater success rate in breast cancer.

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Continued From Page 18

aggressive, difficult-to-treat breast cancer called triple-negative breast cancer.

- Using sophisticated tumor testing, Hackensack University Medical Center's breast oncologists are now able to identify specific characteristics in breast tumors and deliver customized immunotherapy or biological treatments based on each patient's unique tumor profile.
- The Hackensack Meridian *Health* John Theurer Cancer Center is one of only 16 cancer center consortia in the U.S. that is approved by the National Cancer Institute (NCI), which provides patients with access to large national and international clinical trials.
- All patients also have access to a full range of supportive services during treatment, as well as comprehensive survivorship services such as support groups, physical therapy and nutritional counseling.



Holy Name Cancer Center

Yadyra Rivera, MD
Program Director, Breast
Oncology

Holy Name Cancer Care provides expert, innovative care, from screening and diagnosis to treatment and survivorship. The ability to accurately detect cancer inside a patient's body

is crucial for proper diagnosis and treatment. Holy Name's Breast Center was one of the first in the region to offer 3D mammography, which provides the fastest and most accurate imaging today. Holy Name is the only institution in northern New Jersey offering Contrast Enhanced Mammography (CEM) for women at higher risk of developing breast cancer.

Our highly specialized team of breast cancer experts, including our skilled surgeons, works together to develop individualized treatment plans for the best possible outcome and to ensure efficient, coordinated care. Our breast surgeons are skilled in breast-conservation surgery and oncoplastic surgery that provides a better aesthetic appearance. Because breast cancer acts differently in every patient, our medical oncologists are using personalized medicine based on each patient's unique cancer biomarkers. For example, we are making significant progress in treating metastatic HER2+ breast cancer and triple-negative breast cancer with new oral and infusion medications that prevent the cancer's progression and prolong patients' survival. These therapies, tailored to the individual, allow patients to have a better quality of life and often bring about long remissions without using chemotherapy.

Holy Name's oncology research team is testing the latest advances, offering patients with breast cancer promising new therapies for cancer prevention and treatment.



RWJBarnabas Health/ Rutgers Cancer Institute of New Jersey

M. Michele Blackwood,
MD, FACS
Medical Director and Northern
Regional Director of Breast
Services for RWJBarnabas

Health and Chief of Breast Surgery at Rutgers
Cancer Institute of New Jersey.

As New Jersey's only National Cancer Institute-designated Comprehensive Cancer Center, Rutgers Cancer Institute of New Jersey together with RWJBarnabas Health, our teams provide access to the most advanced, targeted treatments and medicines available for women with breast cancer including clinical trials, many not available elsewhere. One such clinical trial is called **I-SPY2.2**. This trial is evaluating a more personalized treatment approach for patients with stage 2 or 3 breast cancer who require treatment before undergoing surgery by offering a genomic profiling of the tumor prior to treatment, and then starting each participant on the treatment regimen ideal for the tumor. The participant undergoes a repeat scan to measure the level of disease left in the breast; if the clinical response is not evident, another medicine is used and assessed.

Our team is also championing and implementing new and clinically meaningful treat-

Continued On Page 22



Advanced treatments and technology reduces many of the side-effects of radiation therapy

Photo: Getty Images/Stockphoto/Anchry

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Learn more at rwjbh.org/beatcancer



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of New Jersey
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HEALTH

Let's beat cancer together.

Continued From Page 20

ment options, such as *lymphovenous anastomosis bypass* to prevent a complication from lymph node surgery known as lymphedema, a technique only a few surgeons across the U.S. are trained to perform, as well as *preoperative radiation boost therapy*, a treatment strategy allowing patients to begin radiation sessions pre-surgery, rather than completing all sessions post-surgery. Medicine is a constantly evolving field, and our goal is to ensure patients have access to the latest cutting-edge scientific advances.



Rutgers Cancer Institute of New Jersey
Stacy Goldstein
Breast Cancer Center
 Coral Omene, MD, PhD
Medical Oncologist and
Member of the Cancer Health
Equity Center of Excellence at
the institute

The topic of cancer disparities, which aims to understand why some groups of people may be more or less likely to develop cancer, experience cancer-related health problems, or have less frequent use of screening tests than other groups of people, is one of many research areas being explored at Rutgers Cancer Institute of New Jersey, the state's only National Cancer Institute-designated Comprehensive Cancer Center together

with RWJBarnabas Health. Clinical trials, which are a vital step in bringing new cancer therapies to patients, have strikingly low rates of Black female participants, which is a critical, unaddressed concern and an important target for intervention.

With the aid of a grant from the V Foundation for Cancer Research in partnership with ESPN, research teams led by me at Rutgers Cancer Institute are currently working to improve outcomes for Black women with breast cancer – including through increased participation in clinical trials. The efforts in this funded proposal includes tailored patient education; advocacy and outreach; patient navigation; and physician engagement and outreach. The project will serve as a guide for increasing clinical trial participation among Black patients with other cancers that disproportionately affect this population, including colorectal, lung and prostate cancers. Ensuring people from diverse backgrounds participate in clinical trials is key to advancing health equity and is critical to progress against cancer.



St. Joseph's Health
Nadra Moulays DO, FACOS
Director of Breast Surgery

At St. Joseph's Health, our highly trained physicians provide breast health care to a diverse patient population of various ethnic, religious and socioeconomic back-



grounds. Our level of care ranges from routine screenings to care for those with advanced cases of breast cancer in a personalized multidisciplinary approach.

As with most cancers, early detection is key. In recent years, new advances in digital imaging have enhanced the ability to detect cancers earlier and with more accuracy. While regular mammograms are still the standard diagnostic tool, MRIs are now used to further investigate any irregular finding that has been discovered during a routine exam.

All of our patients at St. Joseph's have access to advanced and innovative cancer treatment options, including surgery, radiation, and chemotherapy. If a patient is interested in reconstructive surgery, they have access to multiple reconstruction options, including a standard breast implant or using a patient's own tissue to reconstruct the breast. Many of the new techniques allow the patient to maintain a more natural appearance, which can lead to greater satisfaction and quality of life. ♡



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LESSONS IN LEADERSHIP

The Wellness-Leadership Connection

By Steve Adubato, PhD
Freelance Contributor



When it comes to the wellness-leadership connection, as leaders, we have a responsibility to create an organization and team culture that promotes the wellbeing of every team member. Some of the actions a great leader can take to promote a “culture of wellness” in the organization or team they are responsible for include the following:

- **Flextime.** While not possible in every organization, for many of us as leaders we need to be focused more on the impact of people’s work versus the activity of

making sure they are “working” a specific set of hours that is rigidly set in stone.

- **If possible...work remotely.** Allow team members to work remotely when they can “get their work done” effectively without having to commute or deal with traffic. Just requiring people to come into the office for the sake of coming in is counterproductive.
- **Reduce the number and length of your meetings.** As leaders, we need to stop calling so many meetings that go on forever. Look at every meeting you are calling and ask yourself is this meeting necessary and is there is a simpler way to achieve your objective?
- **Family first.** If team members need to deal with their own wellbeing or the wellbeing of family members, it is family first. Make sure that team member knows that as a leader you understand that the priority in their life must always be to their family.

- **Set time to exercise.** This clearly means different things to different people as physical abilities and limitation to exercise are highly personal. Whether it is a vigorous run, a bike ride, a stroll outside, stretching, or yoga, find what works best for you and puts you in the best frame of mind to deal with the challenges of the day. 🏃

Steve Adubato, PhD, is the author of five books including, “Lessons in Leadership.” His sixth book, “Lessons in Leadership 2.0: The Tough Stuff,” will be released in summer 2023. He is an Emmy® Award-winning anchor with programs airing on Thirteen/WNET (PBS) and NJ PBS. He has also appeared on CNN, NPR and NBC’s Today Show. Steve Adubato’s “Lessons in Leadership” video podcast with co-host Mary Gamba airs Sundays at 10:00 a.m. on News 12+. For more information visit www.Stand-Deliver.com

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Law Firms Adapt to Challenges Created by Post-Pandemic World

Compiled by *Diane C. Walsh*
Editor, COMMERCE

Every business conducts an annual assessment. It's an exercise in measuring strengths and successes, while also forecasting what issues are ahead and how to prepare for them. Law is no exception. *COMMERCE* Magazine asked the managing partners of New Jersey's leading law firms to discuss the biggest changes or trends that they see and explain how they are adjusting their practices to them. Here is what we found:



Chiesa Shahinian & Giantomasi PC
Patricia Costello,
Managing Partner

At CSG Law, we've never been content to rest on our laurels. As we've transitioned back into the office setting, the firm has sought to implement the lessons learned from the pandemic. Zoom, for instance, is not going anywhere, so we've updated our technology at our new headquarters in Roseland to provide a seamless and more user-friendly experience. We have also adopted a policy of three days in the office, at least one of which is with your respective team, and the ability to work remotely the other days, and we encourage our attorneys and staff to dress for your day – more formal for when you're meeting clients or business casual for when you're in the office doing document review.

While the ubiquity and accessibility of platforms such as Zoom have been transformational, there's no substitute for being able to meet with clients, attorneys, staff and vendors in person. To further facilitate collegiality and collaboration in our new space, we've encouraged our team to make all internal meetings in-person. Fortunately, our new headquarters allows us unique flexibility in that regard – our first floor has numerous private and upscale client-facing meeting spaces and conference rooms while the other floors of the building are reserved for CSG Law staff but also filled with significantly more conference space. As a result, we've found an increase in client usage of our new headquarters, along with more opportunities to engage and mentor the team more extensively. We're very much looking forward to what the future holds for CSG Law.



Cole Schotz
Warren A. Usatine,
Co-Managing Partner

By far, the most significant change in the practice over the last year has been navigating the continuation and normalization of hybrid work schedules. At a macro level, and generally speaking, firms have struggled with balancing the desire to offer flexible work schedules that are consistent with the market in conjunction with the equally important goals of maintaining the firm's culture and fostering comradery among its attorneys and other professionals. At a more granular level, department

and team leaders are challenged with how to ensure clients get the full benefit of the firm's collective knowledge and experience when the regular interactions among department professionals – interactions where colleagues' opinions and ideas about pending matters can be solicited organically – are decreased due to remote work schedules. Our practice groups are thoughtfully leveraging department and one-on-one meetings by calendaring these events on days that are consistent with our hybrid work policies. Practice leaders, in collaboration with marketing and business development professionals, craft intentional agendas that tackle the questions and issues most pertinent to attorneys within the group and allow for an open Q&A discussion at the end of the meeting for attorneys to dive deeper into the matters they are tackling and the client questions they have received. Our attorneys are also being encouraged to share updates on pending matters and soliciting views from colleagues across modes of communication, including during in-person conversations as well as leveraging technologies like messaging platforms, video conferencing and email.



Connell Foley
Timothy E. Corrison,
Managing Partner

Like other businesses, we experienced a very tight labor market in 2022. We turned what could have been a negative impact on business

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Photo: Getty Images/Stockphoto/rodenkoff



Photo: Getty Images/Stockphoto/Meeko Media

Law firms are adapting their technology to adapt to hybrid work schedules and client meetings.

Continued From Page 26

into an opportunity. Right now, we are actively recruiting and hiring attorneys as the need for talent is evident in our revenue growth. And in turn, we have focused on adding diverse and talented attorneys to our roster. Since I've been Managing Partner, our diversity metrics have continued to meet and exceed the goals we have implemented. In 2022, 50% of our new hires were women, and 25% were diverse. Also, in 2022, Connell Foley achieved 5.0 Mansfield Certification by Diversity. Mansfield measures whether law firms are affirmatively looking at 30% women, underrepresented groups, lawyers with disabilities, and LGBTQ+ lawyers for hiring and promotions. Connell Foley is committed to continuing to recruit, elevate and retain diverse talent which will enable us to respond to client needs with the broadest pool of knowledge, skills, and experience. I am proud of our commitment and progress.



Gibbons, P.C.
Peter J. Torricollo,
Managing Director

I don't think I'd be unique in saying that the biggest change (and trend) in the legal industry over the past year has been dealing with both the continuing adjustment to the post-COVID practice of law and the continuing impact the pandemic has had on all our lives. During the pandemic, our lawyers immediately were forced to adjust to almost exclusively remote opportunities to perform their jobs and meet with clients across all practices. Our litigators initially were confronted with a near complete closure of the courts, which evolved over time from telephonic and Zoom-based appearances – including entire trials that were conducted via video conferencing – to the current status where the courts have re-opened but a large number of proceedings continue to be remote. And our transactional attorneys were dealing with the same issues, developing remote protocols for conducting meetings and closing deals.

So for us – and pretty much all other practitioners – the changes have involved updating (and upgrading) technological capabilities to ensure that all systems are well situated to con-

tinue down the hybrid path, training attorneys and non-attorney staff to work with the new technologies while remaining on top of their game as practitioners, and finding new and different ways to stay connected to existing clients and connect with new client opportunities. We have been able to accomplish all of this, while staying true to our objective of providing the best legal services possible for our clients.



McCarter & English, LLP
Joseph Boccassini,
Managing Partner

As trusted advisors to our clients, we have the responsibility to stay ahead of trends and developments not only within our own industry, but theirs as well. With that in mind, our focus remains on our talent: professionals at all levels who share our spirit of innovation, commitment to client service, and dedication to the communities in which we live and work. As dynamic as this industry is, one thing never changes: our success depends entirely on the relationships we establish and cultivate with our clients, and those relationships depend upon the quality of the service we offer and the character and integrity with which we offer it.

Working collaboratively, our colleagues across the firm have identified and adopted groundbreaking technological tools that have allowed us to perform our work more effectively and efficiently. They have also emerged as champions and thought leaders on the issues that are most meaningful to our clients: the recruiting and development of diverse professionals and individuals from underrepresented backgrounds, the pursuit of social justice, and our collective work toward sustainability. As leaders, our greatest responsibility is to remain focused on a strategic plan that encompasses these objectives and maintain a platform that empowers our colleagues to work alongside us in achieving those goals.



Nachman Phulwani Zimovcak (NPZ) Law Group, P.C.
David H. Nachman,
Managing Partner

There have been many changes and trends in the legal profession, and one of the most salient is the need to deliver consistent and quality customer service in an increasingly competitive business. NPZ has managed to maintain its high standards in customer care while simultaneously providing a more flexible work schedule for our immigration specialist support staff who are working more efficiently as a result. Another adaption which is on trend now is greater acceptance of virtual teleconferencing platforms for consultations and paperless options for submitting immigration documents to the U.S.C.I.S.

NPZ immigration lawyers also continue to see greater interest in U.S. and Canadian immigration laws, particularly the law's impact on the ability to conduct or open an international business. Topsy-turvy world politics result in more interest in global initiatives in business with individuals and their families relocating to either the U.S. or Canada. To this end, NPZ Immigration Lawyers closely monitor world politics and continue to adjust our practice accordingly. We use cutting-edge technologies to be in direct and constant contact with our clients amidst new developments in US and Canada immigration law.

Overall, NPZ views these trends and adaptations as positive ones which lend a bright outlook for the year 2023.



Sills Cummis & Gross, P.C.
Max Crane,
Managing Partner

The rockier global economic climate is requiring in-house counsel to stretch their budgets even further, especially when it comes to spending on outside law firms. In addition, top in-house legal decision makers have more goals and priorities than ever before; their departments are stretched thinner than ever. This makes it even more important for law firms to be nimble enough to navigate individual client pressures. The management of Sills Cummis has been very strategic about the Firm's size, structure and flexibility over the years, allowing the Firm and our attorneys to pivot as needed to best meet the needs of our clients. This also includes our attorneys identifying, early on, how to be most successful with respect to each client's priorities. At Sills Cummis, we have doubled down on one of our guiding principles – we consider ourselves more than just a legal service provider, but rather true counselors and strategic collaborators with our clients. Separately, as a result of these actions, we have been finding that we are providing a good landing spot/platform for frustrated outside counsel who are in a billing environment where they are unable to provide the level of service and experience that their clients require at a billable rate those clients find acceptable. 📌



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Immigration law has become crucial, not only for new residents but also for global trade.

Are Conditions Right in 2023 To Sell Your Business?



Michael Richmond
Managing Director
The DAK Group

We are now in the early stages of 2023, coming off a challenging 2022 with still uncertain predictions for this year. We are in a period that many business owners are asking themselves

“should I sell my business this year, or wait for a better time?”

The answer will depend on multiple factors, including the motivation for selling and does the owner have a limited timeframe to monetize their business. Deciding if now is the right time will be dependent on certain elements of the business and personal factors that come into play as they make their decision.

Facts and Factors Impacting a Decision – What History Tells Us

After the 2008/2009 recession, valuations dropped significantly, and it took 5-7 years for valuations to fully recover to pre-recession levels. If that historical pattern repeats, are you as a business owner, willing to wait that long to sell your business?

The good news is that historically, middle market M&A has less pricing and activity gyrations than the market for the mega Wall Street deals. In 2022, the number of mega M&A transactions plummeted, yet the flow of deals in the middle market remained relatively strong. During the current business cycle, valuations for middle market businesses increased, but never reached the peaks of the larger deals and following the pattern of the last recession, are not predicted to dry up like the market for larger deals. The middle market M&A trends have been consistent, and so has the demand for good companies to invest in.

The Impact of Higher Interest Rates and the Challenging Economic Outlook

Higher interest rates and economic worries will result in lower leverage and a likely drop in business valuations. Fears of recession could have a larger impact on companies that typically perform poorly during a down economy such as housing, construction, and retail. However, offsetting these headwinds is the near record level of “Dry Powder” (cash) in the hands of private equity firms, as well as strategic or

corporate buyers, who have large reserves of cash ready to deploy to grow their businesses through acquisitions.

With a continued demand for solid middle market companies, it is very important for business owners to understand where the “true value” in their business lies and what buyers are looking for. Owners will need to create a vision for perspective buyers that goes beyond the numbers. This could include attributes such as a unique product or service offering, a solid customer base, valuable intellectual property or technology, a reliable and diverse supply chain and perhaps most importantly, sustainability of financial performance.

Impact Of Expanded and Extensive Due Diligence

Buyers are spending more than ever to ensure that they are appropriately evaluating all aspect of a business’s performance so as to avoid the mistake of buying the wrong company or significantly overpaying. The costs for this due diligence can easily range from \$250,000 to \$500,000, or more. Before buyers start spending this money, they want to be reasonably confident that the target company they are considering buying can stand up to this scrutiny.

We often advise owners selling their companies to perform a Sell Side Quality of Earnings Analysis on their own business. This is done by an outside accounting firm which analyzes the quality of a company’s earnings, adding back one-time expenses, deducting one-time gains and other modifications as necessary to provide a more accurate picture of a company’s ongoing financial performance.

This not only helps prepare a company for sale but provides a buyer with the comfort and

knowledge that an earnings analysis was already prepared and scrutinized. It also gives the business owner a “heads up” on situations that may require adjusting their operations and gives them time to make the necessary changes.

Impact of COVID-19 and Supply Chain Issues – Sustainability of Earnings

Supply chain and COVID disruptions negatively impacted many businesses. It appears likely that most of these businesses will return to historical performance levels. After they recover, they should be valued based on their historical performance. Until that occurs, valuations will remain lower or the purchase price will include a “structured” component or “earnout.” The company will have to achieve certain agreed upon performance targets in order to receive a full payout.

On the other hand, some businesses were uniquely positioned to benefit from the disruptions. Over time, they too will return to historical financial performance and a corresponding valuation. A third group of companies performed well despite all of the external disruptions. For this latter group of companies, in order to achieve the higher valuations they merit, they must prove that their current strong performance is sustainable in the long turn.

Conclusion

Selling your own company – is often the biggest financial decision of a lifetime – and not a task you want to take on without the assistance of experts who understand the steps and can navigate the process while maximizing the value to you. This team should include investment bankers, attorneys and accountants who can help guide you through the process – and bring optimal value to the most important decisions regarding your company’s future.

For many businesses, a divestiture represents a great opportunity for an owner in 2023. With sound advice, good planning, and a strategic approach, you can make the right decisions for you and your business. 📌



Photo: Getty Images/Stockphoto/courtneyk

Thorough due-diligence is the most important tool to reach the correct business solutions.

Michael Richmond is a Managing Director at The DAK Group, a leading investment bank specializing in middle market, privately-held companies. Mike works directly with middle market business owners as they explore the sale of their companies or consider an acquisition and assist entrepreneurs in determining the most advantageous method and most profitable time to exit their company. Email Mike directly at mrichmond@dakgroup.com



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Defying the Odds in Male Field Two Women Join Exec Team

By *Diane C. Walsh*
Editor, COMMERCE

Manufacturing can easily be classified as a non-traditional career path for women. Yet there is increasing evidence of women making significant inroads in this male-dominated arena.

Take Triangle Manufacturing in Upper Saddle River, for instance. When CEO Dax Strohmeyer started at the family business founded by his grandfather, he said “you could count on one hand” the women working in the plant.

Over the past two decades, however, as Strohmeyer succeeded his father, Neal, as president of the medical device manufacturer in 2010 and became CEO in 2020, the female ranks expanded. Now women account for at least 10 percent of the workforce and a significant number is in leadership roles. Among them most especially are Ashley Hagedoorn, director of operations, and Liseets Taveras, director of human resources, who both also sit on the executive management team.

Strohmeyer described them as “incredibly talented” women. He said Hagedoorn is not afraid to let the employees know she has high expectations. “But she is also very supportive – the kind of leader of people you want to have in an organization like mine.”

Hagedoorn, 32, started at Triangle seven years ago as a planner and rose to become a supervisor, manager and now director. She recently returned from maternity leave. “I didn’t realize how much I missed her until she came back,” Strohmeyer confessed.

While other companies were struggling to find talent in this post-pandemic era, he credited Taveras for recruiting and onboarding 50 new workers in the last year. Taveras is “very progressive in her approach to HR,” Strohmeyer said, adding that “she puts our associates first always. She is constantly trying to improve the overall employee experience at Triangle.”

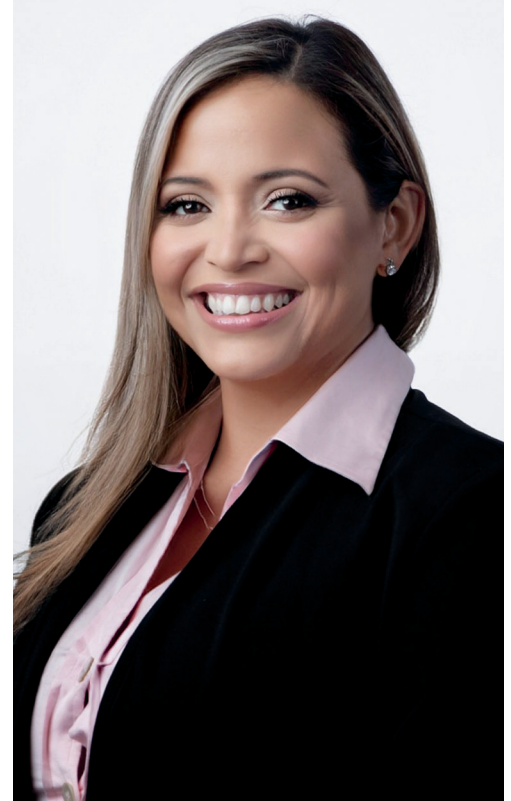
The new hires are key to the expansion Triangle is realizing. Strohmeyer is positioning the family business for growth and progress. Under his leadership, the company made the biggest capital equipment investment in its history.

“There are a lot of good things happening,” the CEO said as he proudly points to the great gender diversity at Triangle. “Women are in every role we have. They’re everywhere and that’s great,” said Strohmeyer.

The 42-year-old Taveras said when she joined the company seven years ago as a recruiter “I



Ashley Hagedoorn



Liseets Taveras

definitely saw myself entering a male-dominated world.” But she was excited as the prospect.

Personnel issues always captivated her. “I’m intrigued by the process, the idea of finding the right talent for the culture and the environment,” Taveras said. She concedes hiring 50 people last year as a challenge. To attract applicants, the HR director said she stressed the opportunities, like the wages and benefits and chance for advancement. For those changing fields, Taveras brought them on as trainees, who slowly got acquainted with the operation.


“Triangle is a great place to work. Year over year it is trying to innovative,” she said, adding that “we try to challenge the status quo to keep everyone engaged.”

For Hagedoorn, every day at Triangle is different and that’s what makes it appealing. “We work to overcome a challenge and support our customers and the end-users – the patients. It makes you feel good about the work you’re doing.”

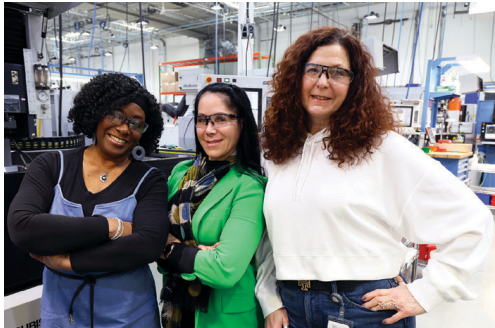
As members of the executive management team, the women meet regularly with five other high-ranking colleagues to brainstorm issues and develop policy.

Both women are graduates of Montclair University. Hagedoorn wanted a career in business management and worked at Enterprise Rent-A-Car and Worldwide Express before deciding to return to Ramapo College for more schooling in project management. A Triangle planner she met in class convinced her to take a job there. When she accepted it, she knew nothing about manufacturing.

Now she wants to encourage more women to take her path. Taveras agrees. She started a Women in Manufacturing Networking Group at Triangle. To spark interest in the industry, the HR director said it would be best to expose girls to manufacturing opportunities at an early age. That’s why she likes it when her co-workers bring their daughters to Triangle for its special one-day program designed to let youngsters experience their parents’ jobs.

Taveras’ 14-year-old daughter participated last year and is now considering attending a vocational high school with a strong focus on STEM (Science, Technology, Engineering and Mathematics) classes. Her mom is cheering her on. 

We Honor the Women of Triangle Manufacturing.



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Empowering Managers is Key To True Cultural Change



By Joseph P. Truncale, Ph.D.
Contributing Editor

Culture improvement plans are challenging and do not take effect overnight. However, by setting an expectation of “progress, not perfection” and with the active, sincere

support of senior leadership (and most importantly, the CEO), the effects of the culture change process will begin to be felt throughout the organization and very quickly. The key to sustainable culture change is to seize the early momentum and to commit to the long-term nature of the process.

While commitment to culture change begins at the highest levels of the organization it does not rest there. Leadership will set the tone by stressing their support for the effort, but the real impact will be made at the supervisory/managerial level.

“Who’s Got the Monkey?”, a classic **Harvard Business Review** article (authored by William Oncken and Donald L. Wass and reprinted regularly due to its popularity) uses the analogy of, “the monkey on your back,” to talk about the subject of time management, and how employees pass off responsibilities, aka “the monkey,” to leaders. The organizational challenge of upward delegation frustrates managers and senior executives while simultaneously limiting the growth and development of team members by allowing them to defer decision-making and even basic job responsibilities to the “higher ups”.

A common complaint among executive leaders is the manner in which members of their leadership team, senior executives in their own right, pass along their biggest challenges to the CEO. One way to measure the effectiveness of your team members is this: how often they take items off your desk, as opposed to putting items on it.

This phenomenon underscores the need for basic skills development for supervisors and managers and for leaders who must develop the ability (and the patience) to allow their reports to identify options and make, or at the very least, *recommend* effective decisions.

Further evidence of the need to strengthen the leadership skills of managers and supervisors was found during a recent senior

leadership planning retreat. Team members were asked to respond to the following question: “I could do my job better if I didn’t have to.....”. Here are some of the responses.

- “Baby-sit employees”
- “Get involved in the weeds”
- “Focus on lower-level issues”
- “Follow-up on others’ incomplete work”

At the conclusion of this exercise, the senior team came to the realization that *they* were enabling this behavior by capitulating and allowing “the monkey” to be put on their backs. Here’s the insight. While they express frustration with this situation, the truth is they enjoy it, at least in the moment. And why not?

Many executives rise in levels of authority and responsibility through experience and development of business acumen and decision-making skills. When faced with issues by those reporting to them, the temptation to jump in and instantly solve the problem is strong. And there is a rush of satisfaction in knowing their actions carried the day! But where does that leave their direct reports? They become conditioned to know that when there is an issue, all they need do is kick it “upstairs” where it will be addressed. Expedient to be sure, but the opportunity for next level managers to



Supervisors should resist the temptation to solve every problem themselves, and allow their employees to explore solutions.

learn problem solving skills is denied. A far better way is to hold managers accountable by empowering them to make decisions or at the very least, recommend potential solutions.

As managers/supervisors develop their leadership skills and abilities, decision-making, workflow, processes, practices, and procedures move seamlessly. Since more of the work (including real-time challenges, changes, and adjustments) is being done at this level, the senior team will be pulled into these issues less and less, freeing up time to focus on the strategic direction of the organization.

One of the best ways to begin developing these needed skills is to assign supervisors and managers with helping to improve the organization’s culture. This starts with measurement, identifying goals for improvement, establishing a plan and putting resources toward that plan.

For more information on ways to improve delegation and move your organization forward through leadership development and culture change, contact me at joe@ajstrategy.com. 📧

Joseph P. Truncale, Ph.D., CAE, is the Founder & Principal of Alexander Joseph Associates, a privately held consultancy specializing in executive business advisory services.

He is the former CEO of the Public Relations Society of America (PRSA), the world’s largest public relations organization. Prior to joining PRSA, Joe was President & CEO of NAPL, a business management association representing leading companies in the printing, graphic communications, mailing, fulfillment and marketing services industry.

Joe specializes in strategy, customer analysis and organizational effectiveness.

He is a graduate of Monmouth University and he holds a Masters’ Degree from Rutgers University. In 2011, he earned his Ph.D. in Media, Culture and Communications at New York University and was the recipient of the Prism Award for Academic Achievement. His dissertation was a ground-breaking study of the leadership styles of highly successful entrepreneurial business executives in the graphic communications industry.

Joe served as Co-Chair of the New York University Board of Advisors and is an adjunct faculty member at NYU teaching graduate courses in Executive Leadership, Financial Management and Analysis, Finance for Marketing Decisions, and Leadership: The C Suite Perspective. He resides in Colts Neck, NJ.

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