



Follow the Female Business Leader

As a director of tax and business services at Marcum LLP in New Haven, Ann (Martino) Arpino '84 helps clients successfully manage their businesses. As an accounting professional with 30-plus years of experience, Arpino enjoys helping women successfully manage their careers. She visited the Mount Carmel Campus in October to participate in a panel discussion on leadership tailored to female students and hosted by Quinnipiac's Center for Women & Business. (See story page 5).

By Kevin Sirois

Q What are the main challenges facing women in business?

A Our career paths are not always understood. Women may have the same goals and interests as their male counterparts; however, if a woman is getting married or raising a family, it may be assumed by others that she would like to change her career path or slow it down. I think that people think men are on the career path 100 percent of the time. So, one piece of advice that I would definitely give women: Communicate what you want your career to be. Don't assume people know—it's not always implied. You need to tell management what your intentions are and let your actions speak for you. Walk the walk, and talk the talk.

Q. What makes a good business leader?

A. Communication is important—keep an open line of communication with those you lead and those you serve. Always take the time to listen. Know who you are, and be yourself in your leadership role. To be successful, you have to believe in yourself before anyone else will believe in you.

Q. Do you have any advice or tips for women starting their careers?

A. Something I wish I had started developing earlier is a professional network of women. We keep so busy trying to juggle and balance various aspects of our lives, we don't necessarily make the time for networking. Men may do a better job of this earlier in their careers. We should begin to build our networks while we are still in school. That's where it starts. And it can be anybody. It may not be a fellow accounting or marketing

major, but some day, this other person may become your client or customer.

Q. What's a good way to network?

A. Networking is best done in person. A great way to build your network is through community service, which can provide added personal satisfaction when you can share your talents and give back to your community. I've met a lot of great people this way. I am fortunate that Marcum both encourages and supports community involvement. I currently serve on the board of directors for Marrakech, a nonprofit organization. A Thanksgiving feast is held for the Marrakech community each year. This year Marcum is offering our Connecticut employees a volunteer day of service to assist Marrakech with set-up and other preparations for the event. While daily business is rewarding, it is also bene-

ficial to have this other aspect of community involvement, which allows us to feel good about our efforts and those of our employer.

Q. Has the business landscape changed for the better for women over the years?

A. I think it's better in that there's a lot more flexibility. And the flexibility is getting extended to women and men. If you plan to maintain a career while you are tending to a family, it may not be just one person who needs to make accommodations. It's great that we have more employers providing family leave for mothers and fathers. However, there is an increased awareness that women face certain challenges in the workplace. We need to continue these discussions, share them throughout the entire business demographic, and determine additional ways to address the challenges.

Q. How has technology figured in?

A. As women, we wear a lot of different hats. We can wear them all, but not necessarily at the same time. We are provided with portable technology that allows us the opportunity to complete our day's work at a time that may be more compatible with the rest of our commitments.

Q. Were there any female business leaders you looked up to upon starting your career?

A. I did not encounter many females in leadership roles early on. My hope is that I have been and will continue to be that role model for the women I work with. At Marcum, we have a Women's Initiative, currently in its early stages. One of its goals is to identify and address the challenges of women to enable us to successfully progress with our careers on the paths that we choose.



Ann Arpino '84 has advice for women who want to further their careers.