



## Human Forces That Shape Leadership

- Slides and resources: [staffingworld.net/materials2018](http://staffingworld.net/materials2018)
- Hold an ASA credential? Scan your name badge before each workshop to earn CE
- Rate this session on the mobile app! Create your profile first—enter to win Staffing World 2019 registration!

ASA American Staffing Association

---

---

---

---

---

---

---

---

Bill Yoh  
Chairman  
Yoh




---

---

---

---

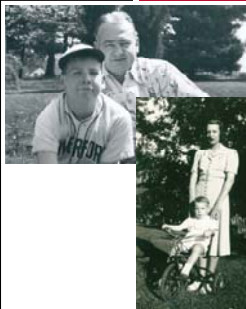
---

---

---

---

The Arc of Life




---

---

---

---

---

---

---

---

A Mile in His Shoes . . .

**Yoh**

- Company & Family Overview
- Early Days & Management
- Evolution & Leadership
- Business Family Journey
- Balance
- Q&A

---

---

---

---

---

---

---

---

**Day & Zimmermann**  
*We do what we say.*

- Founded in 1901
- \$2.5 billion; 42,000 employees
- 150 worldwide locations
- Core Services:

- Founded in 1940; D&Z 1961
- Top 25 US staffing firm
- 19 US and 3 global offices
- Staffing, project, MSP, RPO

---

---

---

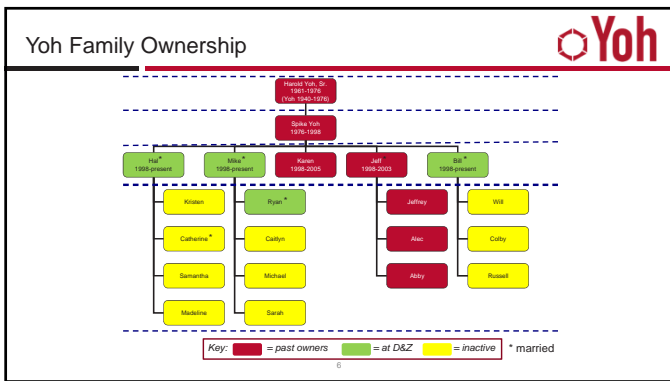
---

---

---

---

---




---

---

---

---

---

---

---

---

Early Days of Industry Mirror Today;  
 Management Principles through Intuition and Experience 

Mid-century Staffing Industry

- Relationships
- Resumes & Rates
- Right vs. wRong

Management Lessons

- Drafting & spousing
- Dual-prong
- Deputation




---

---

---


---

---

---

---

---

Values-driven Growth (*especially Integrity & Family*);  
 Engagement Leadership (*before it existed*) 

Business Growth

- 10% CAGR over 22 yrs; 16,000 employees
- Entrepreneurship, Growth, Diversification

Leadership Lessons

- Connecting
- Inspiring
- Doing (any job)




---

---

---


---

---

---

---

---

Family Business & *Busyness* Families;  
 Succession Progression 

Culture

- Values → Tenets → Diversity & Inclusion
- Individual passion vs. collective stewardship
- Wealth dynamics, spouse influence



Opportunities & Responsibilities

- 1,000s of families (double-edged)
- Business first *and* family first
- Succession snowflakes




---

---

---

---

---

---

---

---

Fullness of Life:  
Balancing Family, Work, Service, Friendship . . .



“Work/life balance” wrong lens

- One life; one set of values
- Time: schedule in family; division of labor  
*(clouded today?)*
- Be present when present

Chairmanteer

- Compelled to lead
- Chair vs. Executive
- Inclusion



10

---

---

---

---

---

---

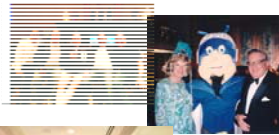
---

---

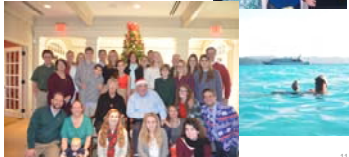
Three Take Aways to Spike Your Life



1. Childhood informing adulthood
2. Comfort in your skin
3. Relationships & love



*People will forget what you said,  
people will forget what you did,  
but people will never forget  
how you made them feel*  
– Maya Angelou



11

---

---

---

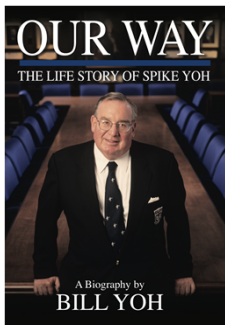
---

---

---

---

---



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

*A transgenerational saga . . . drama and loss alongside triumph and growth . . . an argument that it's possible to succeed at work and family, with all the stress.*  
– Philadelphia Inquirer

*The story of not just one man, but of a realization of the American dream*  
– Wharton Magazine

*Of the books you can find in the family business genre, Our Way is head and shoulders above pretty much all of them*  
– Mizi Perdue (widow of Frank Perdue);  
author of How to Make Your Family Business Last



---

---

---

---

---

---

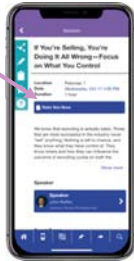
---

---

## Use the App to Rate This Workshop!

1. Log into your Profile.
2. Click Agenda on the app home screen.
3. Choose the workshop to rate.
4. Click "Rate This Now."

Create your profile first and enter to win **Staffing World 2019** registration with each rating!



---

---

---

---

---

---

---

---