

MANAGEMENT TODAY

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STAR Leader

Nestor Ibrahim won't compromise.



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STRIKE OUT



Forging New Paths

Strong role models and a will to succeed propelled a Lafarge North America executive to success and unique professional achievements.

BY JIM HARRIS

Carolyn Clark Loder's life is filled

with a number of firsts. She's been the youngest executive director of a California governmental agency as well as the first woman to hold the position, and she has been the first female president of two professional organizations.

For Loder, these achievements have all come with the territory of pursuing a lifelong interest. "I've never been in a female workplace; I've always primarily worked

with men," says Loder, senior land manager for Lafarge North America's Western U.S. aggregate and concrete division. "Being interested in geology, I didn't have any fears or anxiety about being a woman in a male-dominated field; I went into the field I enjoyed without anyone telling me I couldn't do it."

Before joining Lafarge, Loder served 10 years as president and vice president of Sonora Mining Corp.'s Jamestown Mine in California, the largest gold flotation faPROFILE

Lafarge North America, part of the Lafarge broug www.lafargenorthamerica.com 2009 worldwide revenues: 15.8 billion Euros Specialty: Cement, ready-mix concrete,

gypsum wallboard, aggregates and asphalt Worldwide employees: 78,000 in 78 countries

cility in North America. She previously worked as head of acquisitions for Vulcan Materials Co. and, at age 23, served as executive director of a California Council of Governments overseeing the regional transportation, land use, air quality, water and safety programs in Central California.

Loder holds a bachelor's degree in geol-

ogy and a master's in geography from California State University, Fresno and is pursuing a master's degree in Native American Law from Arizona State University, Sandra Day O'Connor School of Law. Loder also plans to take a dispute resolution course in Israel in March. "I've never stopped learning," she says of her continuing education. "There's always more I want to learn."

Execution and Accountability

All of Loder's roles have been managerial positions overseeing staff. One of the keys to her management philosophy is execution, she says. Loder empowers employees by giving them the skills they need to successfully execute their goals and objectives, she adds.

"I believe in not just saying you're going to do something, but delivering," she adds. "I believe we get credit for what we deliver, not just for what we do; I've always executed the goals and strategies of my company."

The other key to Loder's management style is accountability, which she says extends from her youth. "When I was 18, I said I was going to travel around the world, and I did it, traveling to all seven continents," she says. "I always execute what I say I'm going to do and hold myself and others accountable for their actions."

Her personal and professional inspiration comes in large part from her parents. "My father had not only a very strong work ethic, but a strong family ethic; he turned down promotions to make sure he was home every night with his kids," she says. "His work was his life, but he had that balanced with family."

Loder's mother raised four young children after her first husband died in World War II, and maintained a family while working full-time. "Having my mother as a role model instilled in me at a young age that there wasn't anything I couldn't do," Loder says.

Other inspirations include several of

Tetra Tech's integrated approach to providing consulting services results in cost-effective, sustainable solutions for clients. Since 2000, Tetra Tech has proudly provided consulting services to Lafarge for multiple sites in Colorado. Tetra Tech and Lafarge are leaders in Colorado for the design and reclamation of mine sites. Lafarge's use of compacted earth embankments eliminates evaporative losses from adjacent rivers and provides much needed water storage in Colorado. Many of Lafarge's reclaimed gravel lakes will become the centerpiece of public parks and open space.

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