

## The Manager Minute: Emily Maynard

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Emily Maynard grew up in New York City. She wanted to be a singer and dancer, but was also serious about her studies. In school, she participated in the debate club, and Maynard said she was eager to get into the workplace. To accelerate that, she took courses simultaneously in high school and community college -- receiving her degree about two years earlier.

Maynard continued night school at college, studying criminology and getting certified as a paralegal.

And she was a recruiter for a temporary employee agency, setting her career path in human resources and recruiting. Maynard worked for Winston Staffing in New York before joining DMR Global Inc. in Coral Springs since 1998.

Maynard attributes her early successes to the strong leadership of others. "You cannot be a good manager if you don't have a good mentor," Maynard said. "I've seen a lot of people get into senior positions, but it's tough if you don't have a great mentor."

Maynard and her husband, Steve, live in Boca Raton with their 6-year-old daughter.

The job: Maynard is director of recruiting at DMR Global. She has five employees who report to her at the recruiting and referral firm. The company's core clients include those from the aerospace, construction and real estate industries, in addition to manufacturing and financial services.

A management challenge: *"I had to learn when to train employees, and balance that with how much training they need vs. when to set them loose."*

Favorite part of my job: *"Seeing our recruiters grow, especially those who brought something new to the table, and seeing them utilize their strong foundational skills when closing a deal from the perspective of having minimal experience. It's an evolution."*

How to stay close to your skills: *"With continued education, staying involved with some hands-on projects and constantly refining and fine-tuning."*

A successful manager: *"Understands the subtle differences between each employee and provides a comfortable environment."*

What makes a lasting impression: *"The way in which someone projects his or her confidence."*

Team-building practice: *"Maintain an open-door policy and communicate."*

Conflict-resolving tip: *"You have to know what works with each person, but always remember to not point fingers. Get all the facts."*

Develop employees: *"In steps. Develop by project level. Provide lots of consulting. Since we are in the business of putting people together, develop qualifying and strategizing skills."*

Employee retention tip: *"Share the wealth. Everyone needs a pat on the back. Create a team environment. Provide rewards."*

Career-building advice: *"Know your goals, and no matter how hard things get, stay focused. Focus plus drive means no one can get in your way."*

On the bookshelf: *"Psychology of Achievement, The Recruiter's Research Blue Book."*

What I look for in a job candidate: *"Someone who is aggressive yet has warmth and passion."*

Advice: *"Know your employees. Listen and hear them. Make adjustments and changes as necessary."*

*Cindy Kent interviews managers of small to mid-size South Florida. You can reach her at [ckent@sun-sentinel.com](mailto:ckent@sun-sentinel.com) or 954-356-4662.*