

MARY KAY

applause®

MARCH 2012

**you can
Do
it!** SM

Career
Conference
2012

GET ONBOARD!

**Spring Into
Color!**

First Looks for Your
Customers



Mary Kay®
Botanical Effects™
ON SALE
Feb. 16!



**Meet a
Mary Kay**
Image Maker!



Q: I'm collecting for the Mary Kay Caps and Cases Recycling Program. Where do I drop them off? **A:** First, thanks for your support! Since the program kicked off in 2010, people like you have donated more than 85,000 recyclable caps and cases. The Company pledged to plant one tree for every 10 flip-top caps or color refill cases received and to date, we've planted 100,000 trees! You can bring your collected caps and cases to Career Conference or any Mary Kay facility, or you can send them to: Attn: Carlos Troncoso, Mary Kay Inc., Caps and Cases Recycling Program, 1330 Regal Row, Dallas, TX 75247.

Q: I'm just getting started with my Mary Kay business. How do I order business cards?

A: You'll find business cards and other business essentials to help you get started, such as travel totes, special credit card offers and more, through the MKConnections® link under the "Ordering" tab on www.marykayintouch.com. You may want to help maximize your sales by offering your customers convenient credit card payment options through the ProPay® service also under the "Ordering" tab.



Mary Kay said it best

Enthusiasm is the motivating power to success. The person who is enthusiastic exercises a magnetic influence over those with whom he or she comes in contact. To become enthusiastic, act enthusiastic. It could easily revolutionize your life.

march dates to remember

1 Postmark cutoff for Independent Beauty Consultants to mail Commitment Forms to begin Independent Sales Director qualification this month.
Seminar 2012 *Way to Grow* Challenge begins.

Online Independent Sales Director-in-Qualification Commitment Form available beginning 6 a.m. Central time.
Mary Kay Global Month of Service begins.

8

10 Last day to submit online Independent Sales Director-in-Qualification Commitment Form. Commitment Form available until midnight Central time.
Early ordering of the new Spring 2012 promotional items begins for Star Consultants who qualified during the Sept. 16 – Dec. 15, 2011, quarter and Independent Beauty Consultants who enrolled in *The Look* for Spring 2012 through the Preferred Customer ProgramSM.

Postmark deadline for Quarter 3 Star Consultant quarterly contest and Priority Seminar Registration qualification.

Deadline to make Quarter 2 Star Consultant prize selections.

Postmark deadline for Winter 2011 promotion.

Early ordering of the new Spring 2012 promotional items available for all Independent Beauty Consultants.

Last day for customers to take advantage of the Winter 2011 gift-with-purchase offer.

Last day to enroll online for the Spring 2012 Preferred Customer ProgramSM Month 2 mailer.

15

16 Spring 2012 promotion begins.
Quarter 4 Star Consultant quarterly contest begins.

20 Spring 2012 Preferred Customer ProgramSM customer mailing of *The Look* begins. (Allow 7-10 business days for delivery.) Customer follow-up list and labels master begin mailing.
Online prize selection available for Quarter 3 Star Consultant quarterly contest.

Week 1 of Career Conference 2012 begins.

23

29 Last day of the month for Independent Beauty Consultants to place telephone orders (until 10 p.m. Central time).

Week 2 of Career Conference 2012 begins.

Last business day of the month. Orders and Independent Beauty Consultant Agreements submitted by mail or dropped off at the branches must be received by 7 p.m. local time to count toward this month's production.

30

31 Last day of the month for Independent Beauty Consultants to place online orders (until 9 p.m. Central time).

Online Independent Beauty Consultant Agreements accepted until midnight Central time.

SPECIAL EVENT NOTES

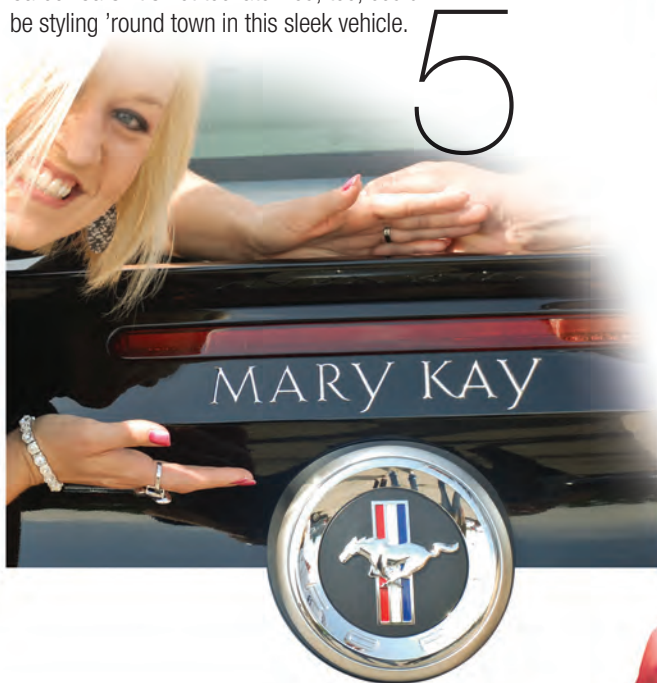
You can qualify for Priority Seminar 2012 Registration during the Quarter 3 Star Consultant Quarterly Contest (Dec. 16, 2011 – March 15, 2012). Go online for details on how you can qualify and **REGISTER FOR SEMINAR EARLY!**



InsideTHIS ISSUE

MUSTANG MANIA!

Check out some Independent Sales Directors in their flashy new Ford Mustang Premium Club Career Cars. It's not too late! You, too, could be styling 'round town in this sleek vehicle.



5



21st CENTURY CUSTOMER

6

At Mary Kay, Golden Rule service is key – always has been, always will be! But are today's customers any different? Read what a Mary Kay independent sales force panel says about their customers' lifestyles and habits and how they adapt to serve their customers' needs.

SPRING INTO COLOR.

Get a sneak peek at this spring's nature-inspired color trends and get some great new makeup artist tips to try with your customers!

16



find it online: check out the **New and Improved** Mary Kay InTouch®

Log on today – www.marykayintouch.com – to see what's HOT. You may find everything you need for your Mary Kay business and more!

Do a Mary Kay InTouch® Double Take.

Introducing Mary Kay InTouch® with its latest features, including a new updated look with clean, open lines and easy maneuverability. We've moved the News Desk to the top left of the home page so it's easier to access for up-to-the-minute news you can use. Plus, "Let's Talk" is now on the home page so you can easily check out the latest chats at a glance. There's an updated search function and an expanded shopping cart feature too!



Applause® Magazine Team: EDITOR-IN-CHIEF: LAURA RIVERA MANAGING EDITOR: ALESIA RITENOUR WRITER/EDITOR: ELIZABETH WOLOWICZ ART DIRECTOR: LIZ LEDESMA ACCOUNT MANAGER: NICOLE WILLIAMS, ANITA HAYS SENIOR EDITOR: JUANITA ALVAREZ SPANISH MANAGING EDITOR: MARGARITA HERNÁNDEZ CONTRERAS ART PRODUCER: SHARILYN GETZ SENIOR PRINT PRODUCER: JAN JONES CONSULTANT COMMUNICATIONS ASSISTANT: LIZ ESCALANTE SENIOR GRAPHIC DESIGN/PRODUCTION ARTISTS: RENÉE PEISER, PATTI CASAMASSIMA PROOFREADERS: PEGGY MEADOR, KIM ROLLINGS CONTRIBUTING WRITER: COLETTE REED HARMON



career conference | 12



Get onboard!
Are you ready to have
fun, learn a lot and
enjoy special time
with your girlfriends?

You're at the right place – **You Can Do It!™ Career Conference 2012!** The fun begins right out of the bag on Day 1 with workshops designed for Mary Kay Independent Sales Directors and emerging leaders. This year, we have amped up the fun and can't wait to celebrate your achievements during the Opening General Session, and, of course, there are always fabulous prizes given away! You'll love starting Day 2 off in career development classes where you will learn from some of Mary Kay's shining stars. You'll see what's hot for spring and summer at the Morning General Session. After lunch, you'll get a peek under the tent at **Dare to Dream!™ Seminar 2012**. You can't afford to miss this exciting and informative conference!

schedule at-a-glance

DAY 1

March 23, 24, 25, 30 and April 1

- 2 – 9 p.m. Registration (space permitting) and Packet Pickup
- 3:30 – 5 p.m. Independent Sales Director Workshop
- 3:30 – 5 p.m. Emerging Leaders Workshop (Star Team Builders, Team Leaders, Future Independent Sales Directors and Independent Sales Directors-in-Qualification)
- 7 – 10 p.m. Opening General Session (all attendees)

DAY 2

March 24, 25, 26, 31 and April 2

- 8 a.m. – 4:30 p.m. Registration (space permitting) and Packet Pickup
- 8:30 – 10:30 a.m. Independent Sales Director and Independent Beauty Consultant Classes
- 10:45 a.m. – Noon Morning General Session (all attendees)
- 12:15 – 1:45 p.m. **Way to Grow** Luncheon (invitation only)
- 2 – 4 p.m. Closing General Session (all attendees)

register one of two easy ways Feb. 1-29, 2012

1 **Mary Kay InTouch®:**
Click "Events," then
"Career Conference 2012"

2 **Mail:**
Special Events Registration
Mary Kay Inc.
P.O. Box 799045
Dallas, TX 75379-9045



dine in style.

You won't want to miss the **Way to Grow** Luncheon. All Independent Sales Directors, along with their contributing unit members with at least one new active* team member who reach their **Way to Grow** goal two of the three months (Dec. 1, 2011 – Feb. 29, 2012), will receive a name badge ribbon and an invitation to the **Way to Grow** Luncheon.

Plus, Independent Sales Directors who complete their **Way to Grow** goal all three months will receive onstage recognition with their contributing unit members.

Wait, there's more! Each luncheon attendee with at least one new active* personal team member will receive a one-of-a-kind bonus bracelet to complement her other bangles!

*New team member's Independent Beauty Consultant Agreement and minimum \$200 Section 1 wholesale order must be submitted and accepted by the Company in the same calendar month within the contest period.

waytoGROW



career DEVELOPMENT classroom education

DAY 1

Independent Sales Director Workshop, 3:30 – 5 p.m.

Top Independent Sales Directors will share topics that could help you simplify the start-up experience and build unit strength and stability. Plan now to arrive early so you won't miss a minute of these classes!

The New Beauty Consultant Experience

Learn how you can infuse inspiration, fun and simplicity into the new Independent Beauty Consultant start-up experience. Discover new programs and tools that can simplify processes and help her celebrate wins and build confidence right from the start.

Make Your Meetings Count.

Adding a little pizzazz to unit meetings can bring the excitement and fun that Independent Beauty Consultants might need after a day of business as usual. Hear tips that could help you raise your attendance, encourage more activity and start them talking about achieving their personal goals!

Emerging Leaders Workshop, 3:30 – 5 p.m.

Set a goal to Reach for Red no later than Feb. 29, 2012. *All-Star* Team Builders, Team Leaders, Future Independent Sales Directors and DIQs are invited to attend a business-building Emerging Leaders Workshop.

Becoming a Brand Champion

Learn how you can bring more visibility and mind share to your business by becoming a brand champion. Discover what consumers are looking for and identify the things that you could do to create buzz among your customers and increase your retail sales.

There Is No "I" in TEAM!

Mary Kay said, "We need leaders who add value to the people and the organization they lead; who work for the benefit of others and not just for their own personal gain..." In this class, you can learn how to partner with others to reach your goals and how to become a leader that others want to follow.

DAY 2

Career Development Classes, 8:30 – 10:30 a.m.

Turn the page for complete class descriptions.

SPANISH INTERPRETATION

Spanish interpretation headsets are available at the following cities. Register today to reserve your headset!

March 23-24

Denver, CO
Duluth, GA
Galveston, TX
Ontario, CA I –
Spanish Only
Orlando, FL
St. Charles, IL

March 24-25

Atlantic City, NJ II –
Spanish Only

March 25-26

Charlotte, NC II

March 30-31

Eugene, OR
Frisco, TX I
Glendale, AZ
Miami, FL
Milwaukee, WI
Oakland, CA
Providence, RI



SEMINAR POWERADE

"For me and my unit, Career Conference is the perfectly timed event that educates, motivates and energizes us to cross that finish line toward our Seminar goals!

What's more, the high-energy atmosphere, recognition and girl time within our unit are icing on the cake! It's an important and worthwhile event for anyone who wants more from their Mary Kay business!"

Natalie Oliverio-Ziehmer
Independent Sales Director



GET WHAT YOU NEED

"If you have a goal but you need a plan, then you'll get that at Career Conference. If you had a plan but you've gotten off track, then you can get back on track at Career Conference. If you don't have a goal, you'll have one when you leave Career Conference.

Career Conference is where dreams are born, you realize your potential and you discover how to reach your goals!"

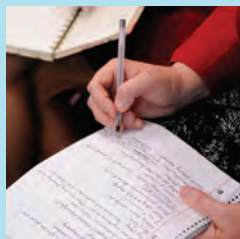
Sandy Valerio
Independent National Sales Director

DAY 2

career

DEVELOPMENT

classroom education



Independent Beauty Consultants and Independent Senior Beauty Consultants

You Are Your Brand!

Championing a brand is far more than communication, sales and marketing skills. Did you know that the way you represent your business on a daily basis is how you are branding the Mary Kay® product and your

services? Mary Kay said, *"Remember that you are 'Mary Kay' to every single person you meet."*

Booking Gets It – Coaching Keeps It!

If you want to learn how to develop a new customer, establish rapport with your hostess and increase your retail selling power, you won't want to miss this class! Discover coaching techniques that have proven the test of time. Hear tips that could lead to more bookings, referrals and even team-building appointments!

Turning Fear Into Success

Take the fear of rejection out of the close! Learn how Independent Sales Directors close team-building appointments through effective preparation and follow-up. Discover the dialogue that could help you build a team and even a unit! Don't let your fears rob you of what your future could be. Success awaits!

Star Team Builders and Team Leaders

Booking Gets It – Coaching Keeps It!

If you want to learn how to develop a new customer, establish rapport with your hostess and increase your retail selling power, you won't want to miss this class! Discover coaching techniques that have proven the test of time. Hear tips that could lead to more bookings, referrals and even team-building appointments!

The Team-Building Appointment

When conducting a team-building appointment you are doing a whole lot more than selling the product and the opportunity. You are demonstrating how to run a successful Mary Kay business. Learn the different elements to consider when conducting a team-building appointment and the dialogue that could make all the difference!

Next Step – DIQ!

Do you have a dream to be a leader and to build a strong unit? Learn more about the transition to Independent Sales Director. Discover the goals you could set to help you debut this year. Identify the skills you should master to be a more confident leader. Why wait? DIQ can also mean "Do It Quick!"

Future Independent Sales Directors and Independent Sales Directors-in-Qualification

Making a Smooth Transition

Mary Kay said, *"I believe there has never been a more satisfying or more rewarding career than that of a Mary Kay Independent Sales Director."* Learn more about the qualifications to debut and the rewards that could be yours. Discover how to build a sense of community within your team before it becomes a unit.

Owning Your Victory

Now is *not* the time to slow down – but to gear up to completion! Discover what top Independent Sales Directors have done to finish DIQ strong. Learn where to focus your energy so you can make the greatest impact on growing your business. Mary Kay said, *"To reap the harvest of rewards, you must first sow the seeds of industry."*

There Are No Halfhearted Champions!

Your goal is set, you're in the race and you can see the finish line. You even sense the feeling of victory in the air, but first you should give it your all and push to the end. Hear why it's important to pace yourself and learn how to create a realistic work strategy that could take you all the way!

New Independent Sales Directors

Simple and Yet Profound

Mary Kay's philosophies are as real and relevant today as they were when the Company began. Learn how to stay connected and in control, keeping up with the peak of business and still passing on her timeless principles. Learn why Mary Kay believed in changing business practices with the times but also when she said to draw the line!

Solid as a Rock

Whether your long-term goal is to build a million-dollar unit or an NSD area, both start out with a dream, a decision and a team. In this class, you can learn about the timeless principles, programs and the best business practices that could help you build a unit that's solid as a rock.

Take Your Place

Plan now to take your place onstage at *Dare to Dream!*SM Seminar 2012. Mary Kay said, *"Develop a sense of urgency about reaching your goals, striving to make every day better than the last."* Are you on track to beat your best in a court or in a circle? There's still time – you can do it!



Independent Sales Directors

Simple and Yet Profound

Mary Kay's philosophies are as real and relevant today as they were when the Company began. Learn how to stay connected and in control, keeping up with the peak of business and still passing on her timeless principles. Learn why Mary Kay believed in changing business practices with the times but also when she said to draw the line!

A Vision to Multiply

Listen as an Independent National Sales Director explains how she developed leaders and built an NSD area, from making the first connection to developing the trust and belief that inspires greatness. Discover why clarity of purpose can make a difference and why intent can make it happen.

No Matter What!

Did you know that your personal goals regulate the success you plan to achieve? Don't sell yourself short. Dream a little bigger and just do it, no matter what! Work with a sense of urgency over the next three months. Mary Kay said, *"People must pay a price for success; hard work and sacrifice are necessary."*

Mustang Mania! The **HOT**, Black Mustang

is all the buzz as Mary Kay Independent Sales Directors rev their engines and shift their businesses into high gear!

For a limited time, the revered 2012 Ford Mustang joins the coveted signature pink Cadillac, as well as other Premier Club Mary Kay® Career Car options available to top-performing, qualifying Mary Kay Independent Sales Directors who earn the use of these great cars.

Not to worry! It's not too late for you to earn the use of this smokin' hot car and be the talk of your town. Look for details, including qualification requirements, on Mary Kay InTouch® under the "Contests/Recognition" tab!

Independent Sales Director
Melissa Linton of Lewis Center, Ohio



“I've never had a new car, and it is still hard to believe I earned the use of such a hot car. I've always wanted a Mustang! My husband loves it and all its cool features. He was so cute when he popped the hood to examine the engine.”

Independent Senior Sales Director
Jenny Spain of Wake Forest, N.C.



“This car has created more buzz around my business than anything ever before! It definitely has increased the Company's credibility with potential team members and is already attracting younger women. Everyone is wild about it!”

Independent Sales Director
Kelly Inglad of Huntersville, N.C.



“It is such an honor to have earned the use of this car, and I love driving around town. The hot pink cup holders are adorable and cool, and the car smells so good! It has been especially exciting for me because my car broke down about one month before I earned my Mustang.”

Independent Sales Director
Julie Giannasi of Warrenville, Ill.



“The reaction to this car has been amazing. Customers are so impressed and shocked to learn that Mary Kay is rewarding us with the use of a Ford Mustang. My husband loves it too! We would never purchase such a cool car on our own, but now we both love it so much and are so happy to have it.”

timeless

SERVICE Serving 21st Century Customers



Editor's note: Yvette Franco, Vice President U.S. Marketing, moderated a candid discussion recently among a tenured group of Mary Kay sales force members to talk about the 21st Century Mary Kay Customer. This informative

21st Century Customer Service CD is available for a limited time now through

June 15 to all Mary Kay independent sales force members. You'll find it on Section 2 of the March 16, 2012, Consultant order form.

Here's an excerpt from their discussion:

Who is the 21st century customer?

YVETTE: Research shows most fit within two groups. The **Prime-Time woman** comprises females 35 and over. They're on the go with kids, careers and their lives. They feel empowered to do whatever they want – the sky's the limit! They want to be informed about their choices, including skin care. The **Real-Time woman**, also known as a Millennial, is under 30. She is informed, can access information quickly and she wants real-time collaborative communication.



GLORIA: Prime-Time women want to know more about anti-aging. They want whatever makes them feel as young as they want to feel and look. It's very exciting because these women are bold about it.

KRYSTAL: I've found that Real-Time women, even though they're younger, are women of influence, opinion and power. They are excited. They want it all, and they're not going to settle for anything less than the best!

How is the 21st century customer different?

YVETTE: Women of the 21st Century are busy, more independent and have access to lots of information, but they still want to know they can rely on their Independent Beauty Consultant to satisfy their needs. They want quick-and-easy service with a personal touch. Accessibility is critical – they are fast, efficient and they need it now.

TANYA: You have to treat every customer individually and, also, be sensitive to how she wants to be contacted. Does she like to be called, emailed, texted, all three or a combination? Catering to her needs and being attentive to her is how we build relationships.

KALI: The world we live in today is different. Today's cell phone is yesterday's landline. Today's laptop or iPad® is yesterday's desktop computer. Today, Mary Kay is what the cosmetics aisle in a department store was in the past. As Independent Beauty Consultants, we are mobile and accessible, and that's exactly what the 21st century customer expects.



Is 21st century customer service different from Mary Kay Ash's philosophy on customer service?

YVETTE: No. Mary Kay believed customers were the focus of this business, and that remains true today. Relationships have always been rich in our company, even in today's fast-paced world. It's what sets us apart. You can't beat a great brand with a great Independent Beauty Consultant!

SABRINA: Customers come back because we know their skin and we know their needs. When you go to a department store, you get whoever happens to be working the counter that day.

LISA: What has changed is how customers want to communicate. Through social networking and other communications tools, you can reach a vast audience quickly. It's great to communicate with many customers and still be personal – always valuing what face-to-face contact offers in building long-term relationships.

GLORIA: I'm very optimistic about the evolving tools and education. It's exciting when you see what can happen to your business when you embrace all that's available.

KRYSTAL: Mary Kay said, "When you don't grow, you don't go." My belief is that she would encourage us to go and experience new ways to become even better. I think her vision today would be a beautiful blending of technology with personal service. By embracing all that we have, we are doing just that.

KIMBERLY: I think the key is keeping it simple. Everyone has a different system of how to do that, but it's having a system that works for you and, more importantly, your customers. We have to listen to what our customers say and respect that. When customers feel respected and appreciated, they'll stay with you forever.

The Mary Kay independent sales force member discussion group:

MODERATOR:

Yvette Franco, Vice President U.S. Marketing

- **Gloria Mayfield Banks**
Independent Elite Executive National Sales Director
- **Sabrina Goodwin Monday**
Independent National Sales Director
- **Kimberly Copeland**
Independent National Sales Director
- **Tanya King-Lee**
Independent Executive Senior Sales Director
- **Krystal Walker**
Independent Executive Senior Sales Director
- **Kali DeBlander Bringham**
Independent Future Executive Senior Sales Director
- **Lisa Stengel**
Independent Future Executive Senior Sales Director
(Career path status at press time)

february team- building OPPORTUNITY

Feb. 1 – 29, 2012

Mary Kay often said,
“We are doing something far more important than just selling cosmetics; we are changing lives.”



You've probably already discovered team-building is one of the most rewarding and exciting parts of your Mary Kay business. And throughout February, we're sweetening the deal!

HOW DOES IT WORK?

Add one qualified* new personal team member Feb. 1 – 29, 2012, who places a minimum \$600 Section 1 wholesale order by March 31, 2012.

WHAT DO I GET?

Not only will you get a new personal team member, you'll also receive the new stylish, yet practical, Mary Kay® caddy†. Recruiters will receive their caddy with their next order placed by June 30, 2012. (Limit of one caddy per recruiter.)

ABOUT THE CADDY

The filigree-patterned caddy is soon to be part of the new **Mary Kay® Starter Kit Bag**, so you'll be among the first to receive it! It's roomy with adjustable compartments inside and mesh pockets on the outside for flexibility and carrying ease. Perfect to carry products and supplies to a skin care party!



Team-Building Tips

- Show how excited you are to be part of the Mary Kay opportunity by sharing your I-story at your next skin care party. Your enthusiasm will demonstrate what a great opportunity Mary Kay offers.
- Put a purpose behind your efforts. Make a list of all the reasons you started your Mary Kay business, then make a second list why you want to start building a team. When you feel sluggish or unmotivated, pull out those lists, and you'll remember why you had your vision in the first place.

†Contents not included

*A qualified new personal team member is one whose initial order with the Company is \$600 or more in wholesale Section 1 products and is accepted by the Company in the same or following calendar month that her Independent Beauty Consultant Agreement is received and accepted by the Company. For purposes of the February Team-Building Challenge, a new personal team member's qualifying \$600 wholesale Section 1 order must be received by March 31, 2012.

Recognition

Congratulations to the winners for November 2011

Top NSDs Year-to-Date

Pictured here are the top 10 NSDs year-to-date.



Barbara Sunden

Carol Anton

Karen Piro

Kathy Helou

Lisa Madson

Jan Harris

Gloria Mayfield Banks

Anita Mallory
Garrett-Roe

Gloria Castaño

Sonia Páez

On-Target Inner/Diamond/Gold Circle

Independent National Sales Directors become members of the Gold Circle when they earn \$125,000 or more; members of the prestigious Diamond Circle when they earn \$200,000 or more; and a member of the exclusive Inner Circle when they earn \$325,000 or more in "NSD commissions" during the Seminar contest period. (NSD commissions are comprised of commissions earned on the wholesale production of first-, second-, and third-line offspring units; Top 10 fourth-line and beyond; Elite Executive NSD commissions; NSD commissions on personal units; NSD bonuses for NSD offspring and offspring from personal units for November 2011, NSD bonuses for Star Consultants and NSD commissions earned on all foreign countries for October 2011.) These "NSD commissions" are used to determine NSD ranking for a Seminar year. Congratulations to the following NSDs who are considered on-target from July 1 through Nov. 30, 2011.

On-Target for \$1,050,000 Inner Circle

Barbara Sunden.....\$451,647.85

On-Target for \$500,000 Inner Circle

Carol Anton.....\$213,185.73
Karen Piro.....211,267.94
Kathy Helou.....210,224.12

On-Target for \$450,000 Inner Circle

Lisa Madson.....\$204,228.38
Jan Harris.....198,835.57
Gloria Mayfield Banks.....197,000.61

On-Target for \$400,000 Inner Circle

Anita Mallory Garrett-Roe.....\$184,208.82
Gloria Castaño.....178,491.84

On-Target for \$350,000 Inner Circle

Sonia Páez.....\$156,589.62
Pat Danforth.....156,132.10
Cheryl Warfield.....150,811.77
Karlée Isenhardt.....148,213.52

On-Target for \$325,000 Inner Circle

Stacy James.....\$138,222.36

On-Target for \$300,000 Diamond Circle

Cindy Williams.....\$134,378.27
Sue Kirkpatrick.....131,053.66
Halina Rygiel.....127,782.15
Debi Moore.....126,636.51

On-Target for \$250,000 Diamond Circle

Lupita Ceballos.....\$123,232.86
Sherry Windsor.....121,655.42
Jackie Swank.....111,881.30
Patricia Rodríguez-Turker.....111,407.39
Pamela Waldrop Shaw.....111,238.07

On-Target for \$200,000 Diamond Circle

Dacia Wiegandt.....\$104,696.84
Shirley Oppenheimer.....102,867.89
Mary Diem.....102,577.58
Suzanne Brothers.....102,357.78
Julianne Nagle.....100,429.65
Judie McCoy.....100,426.83

Linda Toupin.....97,652.34
Pamela Fortenberry-Slate.....95,968.97
Anita Tripp Brewton.....95,890.12
Shannon Andrews.....95,610.46
Kerry Buskirk.....93,772.21
Mary Estupian.....93,707.98
Sandy Miller.....91,754.21
Ronnie D'Esposito Klein.....90,195.25
Diane Underwood.....90,181.55
Jeanne Rowland.....88,495.47
Dayana Polanco.....87,198.37

On-Target for \$150,000 Gold Circle

Auri Hatheway.....\$82,649.67
Maria Monarrez.....82,160.12
Nancy Bonner.....81,774.93
Cindy Fox.....80,052.23
Kay Elvrum.....78,843.79
Cyndee Gress.....78,586.51
Lily Orellana.....78,091.64
Sandy Valerio.....77,238.09
Julie Krebsbach.....75,741.11
Consuelo Prieto.....75,270.18

Sara Pedraza-Chacón.....74,990.72
Rebecca Evans.....74,827.86
Connie Kittson.....74,665.09
Maureen Ledda.....74,332.43
Lisa Allison.....74,037.69
Mayuli Rolo.....73,770.21
Jamie Cruse-Vrinios.....73,612.10
Dalene Hartshorn.....73,353.81
Jan Thetford.....72,602.48
Dawn Dunn.....70,927.52
Yvonne Lemmon.....70,112.49
Tammy Crayk.....68,825.64
Vivian Diaz.....68,799.00
Elizabeth Fitzpatrick.....68,541.98
Joanne Bertalan.....67,099.79
Anabell Rocha.....66,884.10
Valerie Bagnol.....65,878.79
Mona Butters.....65,401.64
Wilda DeKerlegand.....65,376.29
Kristin Myers.....64,941.67
Kate DeBlander.....64,482.35
Janet Tade.....64,323.79
Lise Clark.....64,287.51

Alia Head.....63,193.80
Gloria Báez.....62,967.95

On-Target for \$125,000 Gold Circle

Judy Brack.....\$62,366.25
Pam Ross.....61,860.26
Davanne Moul.....59,970.80
Shirley Oshiro.....59,883.23
Miriam Gómez-Rivas.....59,798.75
Pam Klickna-Powell.....59,790.22
Cathy Bill.....58,992.24
Alma Orrostieta.....57,427.02
Sharon Buck.....55,622.67
Lynne Holliday.....55,315.07
Scarlett Walker-Simpson.....54,988.04
Jeanie Martin.....54,209.09
Janis Z. Moon.....54,004.99
Monique Todd Balboa.....53,862.76
Cristi Ann Millard.....53,260.79
Kirk Gillespie.....53,067.95
Evelinda Díaz.....52,436.35
Judy Kawiecki.....52,353.51

Monthly Commissions and Bonuses

Listed are NSD commissions above \$10,000 earned in November by Independent National Sales Directors as defined above **plus** the following which do not count toward NSD ranking: Sales Director commissions, Personal Team commissions and NSD contest bonuses. Cars, prizes, etc., are **not** included in these amounts.

Pearl

1. Jan Harris**.....\$49,512
2. Stacy I. James*.....42,794
3. Cindy A. Williams.....38,586
4. Halina Rygiel*.....38,418
5. Pamela Waldrop Shaw.....34,073
6. Cheryl Warfield**.....29,253
7. Anita Tripp Brewton*.....24,012
8. Alma Orrostieta.....20,192
9. Jackie Swank*.....19,815
10. Lisa Allison.....19,783
11. Lise T. Clark*.....18,889
12. Sandy Miller*.....18,790
13. Kristin Myers.....18,399
14. Maureen S. Ledda*.....18,258
15. Mary C. Estupian*.....18,186
16. Julie Krebsbach.....17,287
17. Nancy Bonner*.....16,896
18. Elizabeth Fitzpatrick*.....16,055
19. Judy Brack.....16,035
20. Anabell Rocha.....15,968
21. Wilda DeKerlegand*.....15,790
22. Monique Todd Balboa.....15,681
23. Jeanie Martin.....15,446
24. Bett Vernon.....15,445
25. Shirley M. Oshiro.....14,593
26. Jane Studraba.....13,808
27. Linda Kirkbride.....13,289
28. Lynda Jackson*.....13,261
29. Kathy C. Goff-Brummett.....13,194
30. Robin Rowland.....11,962
31. Holli Lowe.....11,918
32. Deb Pike.....11,592

33. Barbara Stimach*.....11,553
34. Anita N. Conley*.....10,694
35. Cathy E. Littlejohn.....10,555
36. Glinda McGuire*.....10,407

Diamond

1. Barbara Sunden***.....\$107,203
2. Lisa Madson.....54,933
3. Anita Mallory Garrett-Roe**.....38,309
4. Sonia Páez**.....32,456
5. Gloria Castaño**.....32,126
6. Patricia Rodríguez-Turker**.....31,104
7. Linda C. Toupin.....27,554
8. Diane Underwood.....27,115
9. Mary Diem*.....24,217
10. Dayana Polanco.....23,746
11. Dalene Hartshorn.....19,138
12. María Monarrez.....18,345
13. Connie A. Kittson.....17,909
14. Vivian Diaz.....17,360
15. Ada García-Herrera.....15,024
16. Evelinda Díaz*.....14,653
17. Mayuli Rolo*.....14,601
18. Diana Heble.....12,953
19. Juanita Gudiño.....11,684
20. María Flores.....11,049
21. Betty Gilpatrick.....10,006

Ruby

1. Carol Anton**.....\$44,733
2. Sue Kirkpatrick*.....41,009
3. Karlée Isenhardt*.....36,143

4. Pat Danforth*.....32,998
5. Cyndee Gress.....25,472
6. Shirley Oppenheimer*.....23,093
7. Jeanne Rowland*.....21,301
8. Pam Ross*.....20,155
9. Kirk Gillespie.....19,761
10. Pamela A. Fortenberry-Slate*.....19,404
11. Ronnie D'Esposito Klein*.....19,226
12. Rebecca Evans*.....18,425
13. Kate DeBlander.....15,070
14. Vicki Jo Auth.....14,507
15. Judy Kawiecki.....13,972
16. Bea Millsagle.....13,942
17. Janis Z. Moon.....13,551
18. Michelle L. Sudeth*.....13,354
19. Katie Walley.....12,804
20. Cindy Towne.....12,666
21. Lynne G. Holliday.....12,557
22. Terri Schafer.....12,287
23. Gena Rae Gass.....12,284
24. Kimberly R. Copeland.....11,615
25. Jo Anne Barnes.....11,455
26. Scarlett S. Walker-Simpson*.....11,091
27. Toni A. McElroy.....10,807
28. Margaret M. Bartsch.....10,567

Sapphire

1. Karen Piro**.....\$46,487
2. Lupita Ceballos**.....37,246
3. Valerie J. Bagnol*.....24,753
4. Judie McCoy*.....24,526
5. Shannon C. Andrews*.....24,013
6. Julianne Nagle*.....23,899

7. Dawn A. Dunn.....22,033
8. Tammy Crayk.....19,566
9. Paola Ramirez.....18,628
10. Sandy Valerio.....18,531
11. Pam Klickna-Powell.....17,915
12. Jan L. Thetford.....17,612
13. Sara Pedraza-Chacón*.....16,785
14. Gillian H. Ortega.....16,269
15. Pam I. Higgs.....16,038
16. Alia L. Head.....14,831
17. Kendra Crist Cross.....13,947
18. Davanne D. Moul*.....13,190
19. Sherril L. Steinman.....13,116
20. Nancy A. Moser.....13,056
21. Sharon L. Buck.....13,002
22. Kimberly D. Starr.....12,293
23. María Aguirre.....12,242
24. Charlotte G. Kosena.....12,084
25. Ann Brown.....11,905
26. Debra M. Wehrer.....11,495
27. Gloria Báez*.....11,214
28. Lorraine B. Newton.....10,411
29. Joy L. Breen.....10,288
30. Maribel Barajas.....10,226
31. Karen B. Ford.....10,167

Emerald

1. Gloria Mayfield Banks***.....\$59,096
2. Kathy S. Helou*.....54,274
3. Debi R. Moore*.....30,269
4. Suzanne Brothers*.....28,466
5. Sherry Windsor*.....25,692

*Denotes Senior NSD
**Denotes Executive NSD
***Denotes Elite Executive NSD

Recognition

Commission Circle

Independent Sales Directors who earned the top 100 commissions and bonuses in each Seminar area in November 2011. Names in **bold** print are those who earned the maximum 13 percent Sales Director commission plus the personal recruit commission.

Pearl

Kim McClure	\$20,128.76
Amie N. Gambolan	18,260.94
Roya Marie Mattis	12,659.04
Dorothy D. Boyd	12,423.75
Lia Rene Carta	12,398.60
Julia Sander Burnett	12,344.50
Carrie V. Eddings-Foster	12,117.02
Cindy Machado-Flippen	11,844.03
Leah Michelle Lauchlan	11,449.95
Tammy A. Vavala	11,338.18
Jeanie K. Navrak	11,007.13
Katherine Mirkes Ward	10,750.49
Shanna Lynn Abbotts	10,194.48
Janice Baxter Hull	9,784.65
Tammy Brown	9,603.90
Nadine Bowers	9,532.96
Patti Cornell	9,180.58
Diane M. Detesco	9,036.91
Amy Kemp	8,845.90
April Landrum-Johns	8,834.20
Christi G. Campbell	8,759.56
Denise E. Crosby	8,738.75
Shelley Eldridge	8,672.97
Susan Moore	8,586.24
Debbie A. Thomas	8,470.72
Nicole J. Canamare	8,398.17
Patty J. Olson	8,336.21
Sylvia Limon Martinez	8,188.21
Patty Webster	8,180.34
Sherry L. Fields	8,148.88
Lindsay R. Stewart	8,133.36
Marje Durrer	8,125.92
Evelyn Pirhalla	8,023.81
Maria Claxton-Taylor	8,002.07
Brenda Stafford	7,986.47
Beth H. Piland	7,962.40
Shanna H. Jones	7,954.98
Adrienne M. Detesco	
Morales	7,943.96
Judy Gieson	7,832.19
Vicki Piccirilli	7,806.64
Mia J. Mason Taylor	7,615.27
Cindy S. Koenig	7,486.68
Anne Geertsens	7,431.25
Gina Beck	7,380.61
Menina M. Givens	7,361.17
Richelle V. Barnes	7,281.08
Cynda Leigh Worrell	7,269.60
Lisa Olivares	7,263.47
Hazel White	7,220.77
Angela P. LaFrance	7,178.75
Susan K. Janish	7,162.44
Michele Salisbury Rankin	7,116.32
Amy Kitzrell	7,115.92
Kathy Eckhardt	7,094.80
Amy Stokes	7,042.32
Tammarie M. Bradford	6,981.98
Sheryl Jean Arena	6,966.67
Jo Shuler	6,909.45
Tina M. Dees	6,855.64
Donna Stephano	6,854.40
Peggy Matish	6,852.07
Tracey L. Chavez	6,827.18
Stacey Craft	6,826.66
Maureen Shipp	6,794.66
Sally Moreno	6,761.87
Ingra Williams	6,759.31
Betsy C. Richard	6,728.89
Angel B. Toler	6,683.15
Kathy Ahlwardt	6,659.90
Linda H. Rowsey	6,640.66
Keita Powell	6,633.06
Collette Parker	6,582.90
Fern M. Gardes	6,544.46
Sherry L. Belisle	6,516.83
Laurie Travis Plyler	6,480.20
Sandra M. Munguia	6,452.50
Cara C. Lane	6,451.50
Crystal June Trojanowski	6,423.98
Darlene Rutledge	6,418.25
Bartle R. Lucido	6,393.08
Amy C. Schule	6,390.73
Rachael M. Bullock	6,367.29
Jean McMackin	6,335.54
Julie Hetherington	6,335.23
Jaime Marie Bittner	6,324.85

Sherrae E. Koehler	6,315.51
Judi Tapella	6,282.01
Rita Schaefer	6,280.42
Angela Rae Schneider	6,219.58
Melissa Hamby	6,192.70
Christina Lynn Frantz	6,171.87
Charlene Grubbs	6,167.66
Terri Cirlot-Irwin	6,117.96
Halle Kathryn Simpson	6,112.27
Virginia S. Rocha	6,062.71
Amie Christy	6,018.54
Carmen J. Felix	6,011.62
Angela J. Fry	5,969.35
Breanne Bechard	5,929.84
Mary E. Feikles	5,896.15

Diamond

Priscilla McPheeters	\$17,464.96
LaRonda L. Daigle	13,491.56
Mary Strauss	13,225.45
Sheryl Peterson	12,324.18
Martha Kay Ralle	11,999.94
Susan M. Hohlman	11,830.86
Melinda M. Balling	11,518.89
Andrea Whitcomb	11,428.49
Heidi Goelzer	11,172.49
Delmi Cristina Santos	11,156.81
Tawnyia Krempos	11,075.77
Stephanie A. Richter	11,070.13
Ruth L. Everhart	10,962.98
Kristin Jenae Rogers	10,850.90
Marsha Morrisette	10,808.02
Ally Allgood	10,594.68
Linda T. Cartiglia	10,483.41
Virginia Rowell	10,371.83
Julie Neal	10,145.84
Celeste Pichardo	10,056.68
Kim A. Messmer	9,896.24
Terri J. Beckstead	9,634.05
Sandy Griffith	9,567.44
Heather Rachel Catchpole	9,521.48
Lisa Rada	9,397.60
Karmela Rosas	9,345.04
Luz D. Rios	9,228.92
Susan J. Pankow	9,213.77
Nancy Polish Dove	9,038.33
Heather M. Julson	8,993.86
Yosaira Sanchez	8,966.41
Geri Anne Morris	8,882.57
Jill D. Davis	8,757.87
Irene Olebara	8,746.06
Jenny Siemsonma	8,600.19
Leticia Vargas	8,563.99
Lisa A. Stengel	8,540.55
Brenda K. Howell	8,505.01
Betty McKendry	8,464.55
Deborah Dudas	8,442.25
Petie L. Huffman	8,352.91
Emily Sims	8,352.04
Anne Newcomb	8,280.76
Nancy Ashton	8,265.75
Julie Schlundt	8,218.09
Rose Rodriguez-Capone	8,204.52
Ana X. Solis	8,192.66
Maricarmen Gonzalez	8,190.19
Carol Lee Johnson	8,154.35
Shelly Palen	8,135.32
Diane L. Mentiply	8,116.23
Barbara E. Roehrig	8,115.74
Maritza Estela Gonzalez	8,068.37
Pat Joos	8,054.95
Bianny Fabiola Ramirez	8,053.04
Alicia Borkowska-Sattler	8,040.05
Mary Kathryn King	8,006.50
Susie Kopacz	7,998.80
Sherrilyn Arnold	7,907.81
Shelley Olson	7,905.95
Simone Marie Fallgren	7,887.59
Robin S. Lantz	7,874.28
Alfany Prado	7,857.56
Marielaena Boquin	7,820.20
Lisa Peterson	7,811.98
Evitelia Valdez-Cruz	7,798.55
Susan M. McCoy	7,797.79
Donna J. Saguto	7,773.84
Jessica Joy Mitchell	7,753.51

Kathy M. Viola	7,669.82
Mary Jacobson	7,615.07
Stephanie Audino	7,581.81
Cecilia C. James	7,571.46
Luisa Urena Mora	7,501.09
Rhonda Jean Taylor	7,422.38
Trudy Miller	7,388.58
Kelly Willer-Johnson	7,334.50
Amelie B. Kemogne	7,331.10
April Ann Townsend	7,330.92
Norma Lee Shaver	7,323.13
Suzanne T. Young	7,308.93
Mary P. Creech	7,308.09
Omosolape O. Akinyoye	7,307.32
Pat A. Nuzzi	7,280.01
Marilinda R. Brown	7,254.81
Lori M. Langan	7,254.13
Mileta K. Kinser	7,224.49
Carolyn Thompson	7,207.41
Julie Danskin	7,166.85
Lou Cinda Utley	7,125.31
Margarita Velez	7,120.13
Maggie Butcher	7,109.69
Sharon B. Carney-Wright	7,092.20
Mairleys Lopez	7,075.77
Melissa R. Hennings	7,059.62
Amy Zanto	7,047.62
Ma. de Lourdes Arzate-Vazquez	7,011.80
Donna K. Smith	6,918.34
Alicia Kingrey-Lokai	6,897.84
Audrey J. Doller	6,869.39

Ruby

Winifred Ogbunamiri	\$14,417.40
Donna Clark-Driscoll	14,178.48
Thessy Nkechi	
Nwachukwu	13,950.59
Krystal D. Downey-Shada	12,292.78
Tina Hulsman	11,671.83
Lisa Anne Harmon	11,350.68
Chioma Nwosu	11,105.04
Somer Ballard Carter	10,819.86
Michele Semper	10,587.34
Carmen Nunez de Valencia	9,935.49
May Sharon Howell	9,566.86
Cheryl O. Fulcher	9,515.69
Breda M. Teal	9,290.74
Vicky S. Lindsay	9,241.34
Barbara L. Harrison	9,147.53
Diana Gutierrez	9,068.01
Corrin Cresci	9,033.56
Mary Alice Dell	8,967.40
Marnie R. Yunger	8,790.57
Suzanne Moeller	8,771.13
Laura A. Kattenbraker	8,741.68
Ekene S. Okafor	8,675.76
Candace Laurel Carlson	8,626.87
Rosanne Pluchino	8,620.26
Brenda Fenner	8,588.68
Kali DeBlander Brigham	8,495.30
Kathy Monahan	8,328.22
Sonya F. Goins	8,296.87
Janelle A. Ferrell	8,105.85
Jennifer Jean McNulty	8,104.33
Rocio Dominguez	8,009.90
Cleta Colson	7,973.81
Cissy E. Warren	7,960.27
Shelia D. Evans	7,871.94
Diane Covington	7,817.99
Julie Brindell Sapp	7,710.33
Debbie A. Elbrecht	7,692.50
Michelle L. Mathews	7,677.86
Susan C. Ehrnstrom	7,523.33
Oye A. Onuoha	7,510.24
Meg Springer	7,380.81
Liz Whitehouse	7,380.10
Rose Mary Neel	7,378.88
Jeanette M. Thompson	7,240.51
Christy L. Morgan	7,200.61
Christy M. Cox	7,150.38
Suzanne P. Wallace	7,146.33
Sheryl K. Goins	7,124.13
Lacy Janel Nickelson	7,108.88
Kimberly Cavarretta	7,062.33
Terri Voth Romero	6,962.18

Laurieann Barclay	6,937.46
Deborah S. Bailly	6,922.66
Karen E. Gardner	6,911.24
Isabel Mejia	6,858.91
Jacqueline N. Alford	6,778.50
Brandy E. Richwine	6,749.22
Anna M. Sempeles	6,747.24
Juliet Igboanusi	6,674.35
Appolonia Nnediogo Onwuanaebule	6,609.44
Darla R. Bull	6,544.39
Irlene Zapalac	6,528.23
Helen Naomi Godswill	6,492.16
Kathleen C. Savorgnan	6,467.17
Judy Lund	6,462.58
Eva E. Berber	6,348.04
Sherrie L. Clemons	6,329.40
Gina M. Gildone	6,316.49
Charlyn C. Eschette	6,245.06
Suzanne Tripp-Black	6,243.79
Annette M. Hofmann	6,224.20
Eleanor M. Reigel	6,209.43
Karen M. Getty-Hopkins	6,201.01
Joan M. Merten	6,157.31
Teri A. Nichols	6,157.09
Linda Christenson	6,156.80
Kimberly Michelle Perkins	6,144.68
Deborah J. O'Leary	6,135.60
Judie Roman	6,075.80
Debbie Oertel	6,068.49
Elizabeth A. Elder	6,050.83
Patti Maxwell	6,044.19
Linda Leonard Thompson	6,032.61
Cammy L. Otten	6,019.95
Pamela O. Pruitt	5,996.44
Kerri Washington	5,989.89
Mary Lou Ardohain	5,905.07
Gail Bauer	5,832.07
Pat Z. Allen	5,827.84
Julie Smith	5,811.38
L. Isela Ramos	5,803.70
Lisa V. Bauer	5,756.55
Connie A. Brinker	5,736.07
Debra J. Sims	5,710.90
Lisa A. Williams	5,692.76
Natalie A. Rivas	5,680.18
Gina Beekley	5,675.12
Sherril Ammons	5,674.83
Jennifer Farley	5,673.67
Jeanie Ripley	5,657.01

Sapphire

Tammy Romage	\$16,770.94
Julie Weaver	15,931.85
Lara F. McKeever	13,319.99
Diane Bruns	12,398.88
Tracy Potter	11,673.02
Julia Mundy	10,908.82
Randi Stevens	10,199.16
Kim I. Sabourin	10,112.52
Kathy R. Bullard	9,773.85
Sylvia Boggs	9,680.84
Jeanne Helm	9,672.10
Lady Ruth Brown	9,568.24
Kristi M. Montesana	9,316.03
Ryan Ashlee Rives	8,926.25
Rebekah Himeisen	8,728.63
Peggy B. Sacco	8,611.17
Dolores Keller	8,608.66
Moleda G. Dailey	8,523.98
Audrey K. MacDowall	8,460.72
Tabitha A. Hallums	8,457.58
Faith A. Gladding	8,427.74
Kim West	8,214.42
Angie S. Day	8,157.23
Maria G. Leon	8,141.92
Josefa Chacon	8,099.67
Debra J. Witmer	7,987.38
Ann Ferrell Smith	7,971.62
Kathleen Kirkwood	7,884.87
Hilda Marrufio	7,820.00
Roxanne McInroe Williams	7,798.15
Connie L. Russo	7,796.15
Kay Harkness-Johnson	7,742.98
Debbie A. Weld	7,695.40

Phyllis I. Pinsker	7,604.66
Sanjuana Sosa	7,590.69
JoAnna P. Shippe	7,581.48
Robyn S. Cartmill	7,576.90
Jennifer L. Besecker	7,565.11
Sandra A. Zavoda	7,506.53
Beth S. Austin	7,492.47
Angela D. LaFerry	7,382.94
Jalene Simpson Weston	7,364.28
Danice C. McDowdowney	7,342.86
Joanna Helton	7,323.98
Doris M. Quackenbush	7,306.08
Alison Jurek	7,272.72
Sarah Sullivan Krycinski	7,229.68
Lynnea E. Tate	7,214.16
Jodi L. Feller	7,180.26
Ann W. Sherman	7,174.09
Krista A. Johnson	7,155.37
Deanna L. Spillman	7,064.71
Michelle Sara Moore	7,055.74
Tirza Llanes	7,051.26
Jill Beckstedt	7,036.21
Pam Rhode-Thials	7,011.21
D. Elizabeth Guevara	6,915.77
Alejandra Zurita	6,899.88
Ruby Garner	6,895.99
Brenda Bennett	6,848.48
Linda Klein	6,835.82
Melody Missick	6,784.36
Martina Roman	6,771.72
Diana E. Fraustro	6,770.14
Natalie Reed	6,755.44
Marjorie S. Haun	6,746.63
Celeste Gabbard Byrd	6,662.83
Romaine Korzon	6,626.96
Leanne Sexton	6,625.77
Bonnie Crumrin	6,625.51
Cheryl T. Anderson	6,582.23
Janelle Renee Eckenrode	6,578.83
Cheri L. Taylor	6,572.99
Norma Hood	6,503.35
Chris Havens	6,481.17
Blanca Celia A. Caceres	6,460.58
Gena Prince	6,457.12
Allison R. Noll	6,452.19
Michele McCracken	
Wetteland	6,424.09
Kelley L. Valerio	6,404.09
Elizabeth McCandless	6,359.06
Martha Villarreal	6,358.86
Phyllis Norris	6,342.78
Marie E. Vlamnick	6,295.56
Elizabeth A. Poole	6,234.51
Sara Kinney Turco	6,225.89
Mary K. White	6,174.23
Lynn Baer Roberts	6,161.07
Lisa M. Ferre	6,141.29
Rayne D. Tubbs	6,139.99
Jody Nichols	6,081.28
Rusty Kurtzrock	6,080.89
Anne Elizabeth Leanos	6,071.17
Christy Bigham	6,061.65
Teodora Ahumada	6,058.14
Lynn A. Cervini	6,054.10
Kim B. Roberts	6,040.03
Delmy Ana Torrejon	6,001.18
Pilar Najera	5,963.46
Jennifer G. Bouse	5,926.50

Emerald

Jordan Helou Eicher	\$14,462.78
Michele Martella Armes	13,500.02
Christine A. Denton	13,350.32
Christie I. Ehiobu	13,104.18
Stacy D. Foust	11,810.74
Connie Marie Ackroyd	11,465.50
Kimbi L. Bartik	11,335.53
Trisha Taylor	11,075.23
Pam Kelly	10,825.99
Juanita Pedroza	10,632.47
Karen E. Ridle	10,618.04
Linda Bradley	10,417.81
Sue Uibel	10,317.79
Jackie L. Root	10,189.49
Julie A. Griffin	10,036.50
Jeanette E. Beichle	9,585.03
Paula Kelsch	9,495.97

Recognition

Mary Kay Angels

These Independent National Sales Directors, Independent Sales Directors and Independent Beauty Consultants achieved the highest commissions/bonuses or production or had the most new team members in their Seminar areas in November 2011.

Top National Sales Directors — Commissions and Bonuses



Jan Harris
\$49,512
Pearl



Barbara Sunden
\$107,203
Diamond



Carol Anton
\$44,733
Ruby



Karen Piro
\$46,487
Sapphire



Gloria Mayfield Banks
\$59,096
Emerald

Top Unit — Estimated Retail Production

PEARL — Kim McClure, <i>Go Give Area</i>	\$128,060
DIAMOND — Priscilla McPheeters, <i>D. Hartshorn Area</i>	\$115,484
RUBY — Winifred Ogbunamiri, <i>Go Give Area</i>	\$97,873
SAPPHIRE — Julie Weaver, <i>Go Give Area</i>	\$111,086
EMERALD — Jordan Helou Eicher, <i>K. Helou Area</i>	\$110,232

Top Sales Director — Personal Sales

PEARL — Chelsey DeBruin, <i>S. James Area</i>	\$11,154
DIAMOND — Marie Lee, <i>B. Sunden Area</i>	\$12,486
RUBY — Joan Turbyfill, <i>Go Give Area</i>	\$9,904
SAPPHIRE — Jim Cundiff, <i>Go Give Area</i>	\$14,375
EMERALD — Darlene Wrenn, <i>B. Whitaker Area</i>	\$11,512

Top Beauty Consultant — Personal Sales

PEARL — Knegleshia Smothers-Cobb, D. Crosby Unit, <i>C. Warfield Area</i>	\$10,586
DIAMOND — Kathleen Neal, V. White Unit, <i>Go Give Area</i>	\$17,829
RUBY — Scott Edmonson, B. Swindall Unit, <i>Go Give Area</i>	\$17,813
SAPPHIRE — Tina Lam, E. Farquharson Unit, <i>S. Andrews Area</i>	\$11,130
EMERALD — Yuko Yasuma, M. Brandenburg Unit, <i>Go Give Area</i>	\$32,709

Top Team Builder

PEARL — Sales Director Lara Hittle, <i>Go Give Area</i>	11 New Team Members
DIAMOND — Sales Director Irene Olebara, <i>I. Venegas Area</i>	20 New Team Members
RUBY — Sales Director Stella Smith-Pius, <i>Go Give Area</i>	16 New Team Members
SAPPHIRE — Esther Amador, M. Aguirre Unit, <i>M. Aguirre Area</i>	27 New Team Members
EMERALD — Sales Director Vera Ehizele, <i>N. Privette-Jones Area</i>	18 New Team Members

Top Unit Builders

Independent Sales Directors with 20 or more new unit members for November 2011.

New Unit Members			
Pearl		Diamond	
Kim L. McClure.....	30	Celeste Richardo.....	64
Keita Powell.....	29	Robin L. Sailer.....	39
Virginia S. Rocha.....	28	Andrea Whitcomb.....	37
Laurie Travis Plyler.....	26	Amelie B. Kemogne.....	35
Carrie V. Eddings-Foster.....	24	Luz D. Rios.....	32
Halle Kathryn Simpson.....	24	Altinay Prado.....	31
Lia Rene Carta.....	22	Karime Rosas.....	31
Amie N. Gamboian.....	22	Amy Allgood.....	30
Adrianne M. Detesco Morales.....	20	Kristin Jenae Rogers.....	28
Milagro V. Diaz.....	20	Griselda Gordillo-Botello.....	27
Melissa Hamby.....	20	Mairelys Lopez.....	27
Vicki Piccirilli.....	20	Delmi Cristina Santos.....	27
Courtney Taylor.....	20	Maria Nelly DonJuan.....	26
		Ana Carolina Alvarez.....	25
		Marialena Boquin.....	23
		Luzmila E. Abadia Carranza.....	22
		Claudia Polanco.....	21
		Argelia Rodriguez.....	21
		Leticia Vargas.....	21
		Ma. de Lourdes Arzate-Vazquez.....	20
		Ana Gloria Garcia.....	20
		Irene Olebara.....	20
		Linda Spadlowski.....	20
		Yury Zelaya.....	20
		Ruby	
		Carmen Nunez de Valencia.....	41
		Kimberly Michelle Perkins.....	30
		Sonia Cecilia Pena.....	26
		Tina Hulsman.....	24
		Sapphire	
		Esther Cisneros.....	31
		Tabitha A. Hallums.....	31
		Monica Garcia.....	29
		Tracey A. Fields-Hedrick.....	25
		Martha Villarreal.....	25
		Hilda Marrufo.....	23
		Brooke E. Bennett-Young.....	22
		Rheanonda R. Johnson Gray.....	21
		Michelle Sara Moore.....	21
		Maisha A. Bankhead.....	20
		Debbie L. Frazer.....	20
		Emerald	
		Talvia W. Peterson.....	36
		Sue Uibel.....	32
		Jordan Helou Eicher.....	29
		Ines Padilla-Hernandez.....	28
		Ana Reyes.....	28
		Connie Marie Ackroyd.....	27
		Vera Ehizele.....	27
		Keiko M. Nakao.....	27
		Connie S. Miller.....	25
		Amanda Norris Dixon.....	24
		Hollie R. Sherrick.....	24
		Amanda Thulin-Marrano.....	22
		Leanne Parrino.....	21
		O'nelly Encarnacion Gomez.....	20
		Pam Kelly.....	20
		Michelle M. Martinez.....	20
		Hilda Sandoval.....	20
		Carol Shuff.....	20

New NSD Debuts

New Independent National Sales Director Debuts November 1, 2011.



Evalina Chávez
National Sales Director
Emerald Seminar

Sales Mentors

Special thanks to the sales mentors for the October 13 and November 8, 2011, *New Independent Sales Director Education* classes.



Kerry Buskirk
Senior National
Sales Director
Emerald Seminar



Amy Allgood
Senior Sales Director
West Palm
Beach, Fla.
Diamond Seminar



Sylvia Boggs
Executive Senior
Sales Director
Charlotte, N.C.
Sapphire Seminar



Roxanne McInroe Williams
Executive Senior
Sales Director
Dublin, Texas
Sapphire Seminar



Maranda Rains
Future Executive
Senior Sales Director
Tyler, Texas
Sapphire Seminar



Julie Weaver
Elite Executive Senior
Sales Director
Louisville, Ky.
Sapphire Seminar

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MATCHMAKER – finding the **PERFECT** foundation match



**TimeWise®
Luminous-
Wear® Liquid
Foundation**

\$20

**TimeWise®
Matte-Wear® Liquid
Foundation**

\$20

**Mary Kay® Liquid Foundation
Brush**

\$10

STROKE OF GENIUS

Mary Kay® Liquid Foundation Brush, with the specially designed tapered bristles, allows you to apply TimeWise® Liquid Foundation like an expert. Like a paintbrush on a canvas, it provides the right product amount for an even application.

It's easy to use:

- Dip one side of the brush into product.
- Apply product to skin beginning with the center of your face and use outward strokes to allow great coverage and a natural look.

All prices are suggested retail.

*A national consumer survey conducted by an independent research firm, Directive Analytics.

**Over-the-counter drug product

We know women want help when it comes to foundation matching. In fact, our 2010 study* of 1,000 women revealed:

- 91% want help choosing their perfect foundation.
- 68% have a problem finding the perfect foundation shade.
- 58% aren't confident they are wearing the right shade.



O, The Oprah Magazine
2011 Spring Makeup
O-wards for "most
comprehensive
shade range."

primed AND READY

Help your customers create the perfect canvas by introducing them to **Mary Kay® Foundation Primer Sunscreen Broad Spectrum SPF 15****. It provides a perfectly flawless finish, extends makeup wear and provides a layer of broad-spectrum SPF 15 sun protection!

The formula contains ingredients which scatter light and help to diminish the appearance of fine lines and skin imperfections.

**Mary Kay® Foundation
Primer Sunscreen
Broad Spectrum
SPF 15****

\$16

The Foundation Finder Tool (available on Section 2 of the Consultant order form for \$6) is a great starting point to determine the shades to use to conduct a stripe test on your customer's jawline. To stripe test, select three shades you think will most closely match her skin. The correct shade should disappear into her skin and blend with her neck.

Tip: Re-check your customer's foundation shade and formula from summer to winter. Her skin tone and skin type can vary depending on outside conditions.

LEARN MORE ABOUT FOUNDATIONS FROM MARY KAY!

1. Download the free TagReader app at <http://gettag.mobi>
2. Scan this code with your phone.
3. Or watch online at <http://www.youtube.com/marykay#p/c/A15CD0F094436CF1/13/Z3bqkK-INDQ>

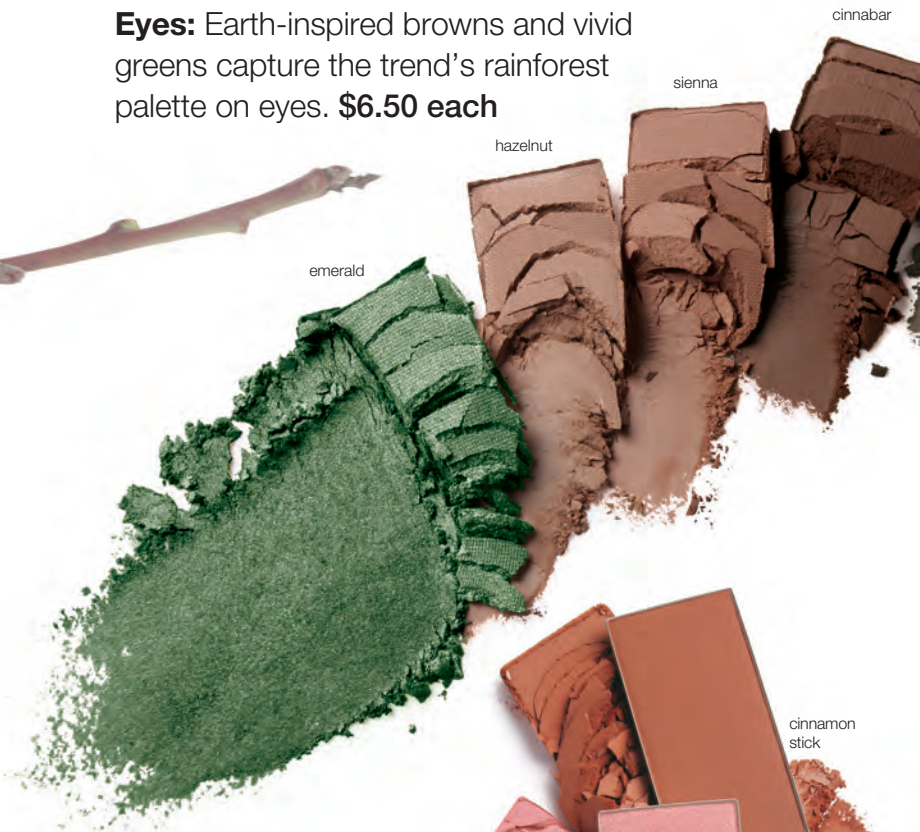


Spring's Trend – beauty in nature

Take a sneak peek at spring's nature-inspired looks. You'll see the colors and textures of the rainforest, the lush shades of nature and the beauty of the earth as a source of inspiration.

Experiment with color to capture this beautiful trend. It's easy and fun to achieve with Mary Kay® eye, cheek and lip shades.

Eyes: Earth-inspired browns and vivid greens capture the trend's rainforest palette on eyes. **\$6.50 each**



Top 5 Makeup Essentials

Makeup artist **Susan McCarthy** shares her beauty must-haves for looking your best all season long.

- 1 "If you wear nothing else, apply lipstick. It brightens your face." HOT shades to try: Mary Kay® Creme Lipstick in **Sunset** or **Icy Peach**, at **\$13**
- 2 "Mascara gives your eyes a lift and makes them sparkle." Mary Kay® mascara, starting at **\$10**
- 3 "Cheek color helps your face look alive." HOT shades to try: Mary Kay® Mineral Cheek Color in **Sparkling Cider** or **Sunny Spice**, at **\$10**
- 4 "Powder helps reduce shine." Mary Kay® powder, starting at **\$14**
- 5 "Lip gloss helps add sparkle and highlights the face." HOT shades to try: Mary Kay® NouriShine Plus™ Lip Gloss in **Berry Tart** or **Mango Tango**, at **\$14**

All prices are suggested retail.

Cheeks: **Strawberry Cream** and **Cinnamon Stick** are the season's perfect mineral cheek colors for a fresh, spring look. **\$10 each**



color is
FUN...
experiment!



espresso



Honey Spice, \$6.50



Copper Glow, \$6.50



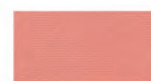
Precious Pink, \$6.50



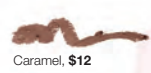
Deep Brown, \$12



I ♥ black Lash Love™
Mascara, \$15



Citrus Bloom, \$10



Caramel, \$12



Icy Peach, \$13



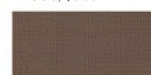
Mango Tango, \$14



Moonstone, \$6.50



Emerald, \$6.50



Espresso, \$6.50



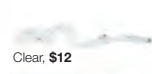
Black, \$12



I ♥ black Lash Love™
Mascara, \$15



Sunny Spice, \$10



Clear, \$12



Midnight Red, \$13



Rich Spice, \$14



The Mary Kay® Virtual Makeover makes it fun and risk-free to try a new look!

Log on to www.marykay.com and start dabbling with color options for spring!



Look for the NEW Mary Kay® Trend Report

for Spring/Summer
2012 as advertised in
the May issue of *People
StyleWatch*.





BUILDING CONFIDENCE IN OTHERS

Growing up with a Mary Kay Independent Sales Director for a mom, one might think a Mary Kay business would be natural. But for **Emily Sims, Independent Future Executive Senior Sales Director**, it started as just the opposite. She fought her calling for years while she climbed the corporate ladder. Finally, after a lucrative but exhausting career that required 80 percent travel, Emily joined her mom and sister – both Mary Kay Independent Sales Directors.

Being surrounded by positive, professional women since childhood gave Emily an edge in her Mary Kay business, but she never dreamed the wisdom she was learning as a Mary Kay Independent Beauty Consultant would open another door and give her an opportunity to enrich women's lives in the corporate world.

Life-Changing Moment

In 2009, along with several other top Independent Sales Directors, Emily was invited to a Seminar class taught by **Independent Elite Executive National Sales Director Barbara Sunden**.

Barbara's message was crystal clear. She told the group to go back to their communities and tell others about the power of Mary Kay. And that's just what Emily did.

Back home, a banking professional from her networking group asked Emily to conduct a class for the women at the bank. Emily knew the banker wanted more than a skin care class – she wanted an image-building session. Emily's wheels started turning, and it wasn't long before she developed the *Sharpen Your Image: Put Your Best Self Forward* workshop.

Emily is clear to point out her free workshop is not about Mary Kay. After all, there is little mention of the Company except for the Mary Kay® *The Look* and product sampler that each participant receives in a goody bag. However, so many of the principles involved in developing the workshop came from what Emily has learned as a Mary Kay Independent Beauty Consultant.

Dress for Success

The workshop focus is on confidence, success and image, so Emily begins with appearance. She discusses the importance of personal grooming and taking pride in your appearance. "This isn't about being perfect. It's about taking ownership of the



image you want to portray,” she says. Her seminars tackle tough subjects like ill-fitting undergarments, outdated hairstyles and personal dress codes, which tend to break the ice and make way for the deeper subjects.

“Some women admit sleeping in

the shirt they’re wearing or pulling on wrinkled pants for the office,” she says. Even if their companies do not have formal dress codes, Emily encourages women to develop a personal dress code and wear what makes them feel powerful and confident.

Glass Half Full

Also on the workshop agenda is image through communication. Emily believes in the power of positive thinking and positive speech. She shares that for every 10 minutes of negative speaking, it takes an hour to feel positive again. Like so many of her lessons, Emily knows the importance of this from all of her years of having a Mary Kay business.

Basement or Balcony

The truly crucial lesson comes toward the end of her workshop where she broaches the difficult topic of setting boundaries and relationships. She works this in while talking about her own balanced priorities which, not so coincidentally, are the same as Mary Kay Ash’s: God first, family second and career third. She’s coined the phrase “*basement people* versus *balcony people*” and explains that the five people with whom you spend the most time represent who you are.

She asks the group to identify those five people and then determine if they’re basement or balcony. A balcony person makes you feel empowered; they enrich your life and hold

similar values. A basement person is negative and doesn’t care to make strides to better their life. Of course, Emily, the ultimate balcony person, encourages workshop attendees to seek out balcony people and step onto the balcony themselves. “Although this change may require a shift and will likely be outside their comfort zone, it will pay off because they will be requiring more of themselves,” says Emily.

Today Is the Day

She concludes these empowering workshops with a healthy dose of food for thought and leaves women with a challenge to change something about themselves they don’t like over the next two weeks.

Food for Thought



Think about your own life and ask yourself these questions:

- Would you act differently today if you felt you were the most successful person?
- Would you dress or speak differently?
- If you are not living your dream, ask yourself what is preventing you from doing what you want in life?



Emily’s license plates say it all!

go-give® award

Congratulations to the winners for March 2012

The Go-Give® Award is given in memory of Independent National Sales Director **Sue Z. Vickers** to recognize Independent Sales Directors who best exemplify the **Golden Rule** – helping others **unselfishly** and **supporting** adoptees as much as unit members.

If you know an Independent Sales Director who has displayed the Go-Give spirit, why not nominate her for the monthly Go-Give® Award? The Go-Give® Award nomination form is available on the Mary Kay InTouch® website under “Recognition.”



Stacey Craft
Pearl

Independent Future Executive
Senior Sales Director

Began Mary Kay
November 1998

Sales Director Debut
June 2000

Offspring three first-line;
three second-line

National Sales Director
Go Give Area

Honors Cadillac qualifier; Star Consultant; four-times Sales Director Queen's Court of Personal Sales; seven-times Circle of Achievement; two-times Circle of Excellence; three-times Double Star Achievement; Fabulous 50s; gold medal winner; estimated highest monthly unit retail: \$122,752

Personal Lives in Spiceland, Ind. Husband, Pat; son, Ryan

Favorite Quote “All you send into the lives of others does indeed come back into your own.”
— Mary Kay Ash

Independent Senior Sales Director Marsha Mings of Shelbyville, Ind., says, “Several of my team members attend Stacey's weekly meetings and are always made to feel like a part of her unit.”



Priscilla McPheeters
Diamond

Independent Executive
Senior Sales Director

Began Mary Kay
July 1988

Sales Director Debut
July 1989

Offspring eight first-line;
three second-line

National Sales Director
Dalene Hartshorn

Honors Cadillac qualifier; Star Consultant; monthly Go-Give® Award winner, July 1999; 14-times Circle of Achievement; seven-times Circle of Excellence; gold medal winner; estimated highest monthly unit retail: \$128,039

Personal Lives in Lawrence, Kan. Husband, Jeff; sons: Isaac, Paul, Benjamin

Favorite Quote “Whoever brings blessing will be enriched, and one who waters will himself be watered.” — Proverbs 11:25

Independent National Sales Director Dalene Hartshorn, says “Priscilla goes the extra mile not only for her own unit members, but for those who aren't in her unit. She even donated a kidney to one of her offspring Sales Directors!”



Terry Thole
Ruby

Independent Future Executive
Senior Sales Director

Began Mary Kay
March 1991

Sales Director Debut
April 1993

Offspring four first-line;
two second-line

National Sales Director
Karlee Isenhardt

Honors Cadillac qualifier; Circle of Honor; two-times Sales Director Queen's Court of Personal Sales; seven-times Circle of Achievement; two-times Double Star Achievement; gold medal winner; estimated highest monthly unit retail: \$80,167

Personal Lives in Aviston, Ill. Husband, David; sons: Jesse, Joseph; daughter, Ashley; two granddaughters

Favorite Quote “My dear friends, stand firm and don't be shaken. Always keep busy working for the Lord. You know that everything you do for Him is worthwhile.”
— 1 Corinthians 15:58

Independent Senior National Sales Director Karlee Isenhardt, says “Terry has adopted, met with, encouraged and loved the Independent Beauty Consultants and Independent Sales Directors in my area. She is truly an example of Go Give and the Mary Kay image.”



Faith Gladding
Sapphire

Independent Executive
Senior Sales Director

Began Mary Kay
July 1979

Sales Director Debut
September 1981

Offspring five first-line;
two second-line

National Sales Director
Karen Piro

Honors Cadillac qualifier; Circle of Honor; monthly Go-Give® Award winner, April 1989; eight-times Sales Director Queen's Court of Personal Sales; four-times Queen's Court of Sharing; 20-times Circle of Achievement; five-times Circle of Excellence; Circle of Sharing; seven-times Double Star Achievement; Triple Star Achievement; gold medal winner; estimated highest monthly unit retail: \$116,661

Personal Lives in Miramar Beach, Fla. Husband, Gill; son, Darin; two grandchildren

Favorite Quote “All I knew was I had to do it. I knew I would never have a second chance to put my dreams into action!”
— Mary Kay Ash

Independent Senior Sales Director Ida Sukalo of Lothian, Md., says, “Faith believes so strongly that every person can be successful in this business. She leads with integrity and love and wants the very best for every person she meets.”



Caren Fields
Emerald

Independent Sales Director

Began Mary Kay
October 1980

Sales Director Debut
December 1983

National Sales Director
Go Give Area

Honors Cadillac qualifier; Circle of Honor; 17-times Sales Director Queen's Court of Personal Sales; Queen's Court of Sharing; 11-times Circle of Achievement; nine-times Double Star Achievement; Triple Star Achievement; gold medal winner; estimated highest monthly unit retail: \$71,748

Personal Lives in Petersburg, Va. Husband, Randy; son, Jake; daughters: Catina, Kirsten; two grandchildren

Favorite Quote “The future belongs to those who believe in the beauty of their dreams.”
— Eleanor Roosevelt

Independent Beauty Consultant Pat Bruner of Chesterfield, Va., says, “Caren donates her time, energy and a portion of her sales to the local women's shelter and the Juvenile Diabetes Association.”

Make a difference!

Mary Kay Global Month of Service

One Million Hours

You can be part of something great this year in honor of International Women's Day, a global celebration. You and your customers can participate in the Mary Kay Global Month of Service from March 8 – April 8, 2012. Our goal for the month is to volunteer 1 million hours of service, and we want you to be a part of it!

You Can Help Count ongoing charitable work or get involved with a new charity. Or practice random acts of kindness in your community. You can feel great knowing you're making a difference to someone who needs it!

Your Time Counts It's simple! Go to www.marykayintouch.com to enter service hours and have your contribution reflected in the Company's global count.

For more information on the Mary Kay Global Month of Service and to access special MKeCards®, visit www.marykayintouch.com.



Volunteering made a difference last year for thousands of Independent Beauty Consultants during the Mary Kay Global Month of Service.

One example is **Independent Senior Sales Director Elyse Romano** of Vero Beach, Fla. Last year she volunteered with domestic violence survivors at Safe Place, a local domestic violence center.

She is now an active volunteer and is donating one dollar of her profits of each *Beauty That Counts*® Mary Kay® Creme Lipstick she sells. But the most rewarding aspect of her venture was the \$20,000 grant awarded to Safe Place from The Mary Kay FoundationSM. "I'm humbled to be affiliated with a Company that provides local support like this," she says. "I encourage all to help others. You never know where it can lead!"

MARY KAY®

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P.O. Box 799045
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MARY KAY INC.



Career Conference way**toGROW** Unit Growth Challenge

Don't Delay! Register
one of two easy ways
from Feb. 1 - 29, 2012.

ONLINE:

Mary Kay InTouch® website:
Click "Events," then "Career
Conference 2012."

MAIL:

Special Events Registration
Mary Kay Inc.
P.O. Box 799045
Dallas, TX 75379-9045

Building a team and sharing
the Mary Kay business opportunity is a wonderful
reward in itself, but this year you can earn even more
rewards at Career Conference 2012!

- Independent Sales Directors who complete their *Way to Grow* goal two of the three months (Dec. 1, 2011, to Feb. 29, 2012) will receive an invitation to the *Way to Grow* Luncheon and a name badge ribbon along with all contributing unit members with at least one new active* personal team member. Plus, a bonus bracelet (shown) promoting the spring product promotion will be given to all Career Conference luncheon attendees.
- Independent Sales Directors who complete their goal all three months will receive an invitation to the *Way to Grow* Luncheon, a name badge ribbon and onstage recognition along with all contributing unit members with at least one new active* personal team member.
- Each month an Independent Sales Director reaches her goal, all contributing unit members with at least one new active* team member will receive a bangle bracelet (not shown).

You will receive
this fashion bracelet
when you qualify and attend
the *Way to Grow*
Luncheon.



*A new active personal team member is one whose initial order with the Company is \$200 or more in wholesale Section 1 products, and it is received and accepted by the Company in the same calendar month that her Independent Beauty Consultant Agreement is received and accepted by the Company.