

The Exponent

August-September, 1984

An Official Publication of the University of Chicago Women's Business Group



Managing A Metropolis

by Agnes A. Roach

Although getting elected may look like the hardest part of the job, what does the winning candidate do when faced with the task of running the (then) second-largest city in the U.S.? Find out on September 11, first hand from an expert, Jane M. Byrne.

The City of Chicago is a true service organization with millions of consumers for a variety of products ranging from water service through park services to garbage collection. How is the management team for this major enterprise put together? How is it made to work? What difficulties are involved in getting things done? Are there any special problems if the CEO (mayor) is a woman?

Come early to mix with alumnae, guests, and the speaker during cocktails and dinner. The program will include time for Ms. Byrne's presentation as well as questions, so be prepared!

Reserve for Sept. 11 now!!

MEETING MECHANICS

Since the UCWBG must *guarantee* a number when ordering food for programs, and it is necessary to know the number of reservations three days ahead of the program, we ask that members guarantee, i.e. pay for, their reservations. To aid last minute alterations in plans we keep a list of people wishing to reserve and cancel after the deadline. As long as someone is waiting to fill in for a cancellation, the person cancelling after the deadline does not have to pay for the late cancellation. Otherwise, you are expected to pay.

Tuesday
September 11, 1984

THE BUSINESS OF RUNNING A BIG CITY

Presentation by

JANE M. BYRNE

Former Mayor
City of Chicago

River Club
River Level
200 S. Wacker Dr.

5:30-6:30
Cash Bar
6:30-7:30 Dinner
7:30 Presentation

\$23.50 Members
\$27.00 Guests

All reservations and cancellations must be received by 12:00 noon Friday, September 7, 1984. Thereafter reservations will be accepted as cancellations are received. Use RSVP form on last page or call Agnes Roach or Susan Kirby at 682-1900, then mail the RSVP form and check.

Note: Parking is available on the street or in the lots in Sears Tower and on Adams St. across from the Sears Tower.

Published bimonthly by

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CIP'S CORNER

by Mary Cipriano

Get involved with the Board or committees of the UCWBG during 1985. Submit your name and position or committee interest by completing the form in this issue of the newsletter and sending it directly to me, ASAP. A nominating committee will review these sometime in September or October.

While it can consume some time, most of the people who have been involved comment that participating in UCWBG management is a very rewarding and interesting experience. It provides a person with a much better sense of the focus of the organization, a familiarity with the members, and the opportunity to build social and business relationships with some high calibre professional women. It's all the advantages of being a member, but even better.

Included here are brief descriptions of the Board and committee activities. A listing of the persons currently on the Board and committees is included on pages 3 and 4 of your membership directory. Feel free to call these persons to find out more specifics. I look forward to receiving your information soon!

Board Positions are as follows:

President—Presides at board meetings; serves as spokesperson for media; establishes relationships with professional organizations; resolves intergroup policy issues; holds swing vote in split board decisions.

Vice President, Administration—Draws up agendas; schedules board meetings; records and circulates minutes; maintains archives and bylaws; stands in for President in her absence.

Vice President, Finance—Submits annual operating budget to the president; makes dues recommendations based on budget requirements; handles collections and disbursements.

Vice President, Membership—Recruits new members; secures renewals among current members; coordinates annual membership drive and compilation of directory; welcomes new members and guests to UCWBG functions.

Vice President, Internal Communications—Coordinates production, distribution of newsletter, program announcements and all intergroup materials published except membership.

Vice President, Program—Schedules speakers, social events and professional enrichment programs; coordinates internal and external promotional programs with respective vice presidents.

Vice President, Career Management—Responsible for career related activities or resources. Develops external contacts with reputable recruiters and personnel officers of major corporations in the metropolitan area; provides topics to Vice President, Programs for career related sessions.

Vice President, Public Relations—Promotes media relations; identifies forums for president to address; on behalf of group coordinates external publicity for member accomplishments.

Directors (3)—Represent both general and specific constituencies of members; initiate special studies for planning purposes; provide expertise, experience, and contacts.

Committees that assist these VP's are:

- Membership
- Internal Communications Program
- Career Management
- Public Relations

CAN CORPORATE CULTURE BE CHANGED?—A REVIEW

by Barbaragail J. Dancewicz

While I was unable to attend personally, based on the evaluations from attendees, a taped recording of the evening, and comments from members, it appears this program was a real treat. I am even more sorry I missed it, as I'm sure many of you are. But, alas, although I can't give you the food, the atmosphere, and the full text of the presentation, I can give you some tidbits of info taken from Roxanne's text and the tape.

In 1983 International Harvester had just come from the brink of financial disaster, and was still shaky. CEO Don Lennox asked Roxanne Decyk, then VP, Secretary and Asst. to the Chairman to act as an internal consultant to review some chronic business

problems like pricing and marketing. Roxanne found that the root cause of the business difficulties seemed to be management style. IH was not exhibiting the same level of commitment to customers or service or employees as the companies described in the new business bible, *In Search of Excellence*. She recommended a review of corporate culture, described by her to Don as "the sum total of the way we do things around here". Don agreed, changed her title to VP, Administration and gave her the green flag and lots of time and support.

Roxanne identified experts and organizations to meet with to discuss their theories, applications, and findings. Three leading authors included Louis Bour-

geois, Stanford Business School; Noel Tichy, U of Michigan Business School; and Rosabeth Moskanter, author of *The Changemasters*. Companies included Ford, IBM, Pepsico, 3M, Hewlett-Packard, Borg-Warner, Dana Corp., GTE, GM, and Honeywell, among others. Through much discussion and analysis, she and the CEO became convinced that IH would never succeed in a significantly changed environment (as IH's had become with the introduction of Japanese and European trucks in the US) by simply doing the same things faster, more often, or more efficiently. It became crucial to identify changes likely in the next 5-10 years, and then to think laterally to find ways of meeting them.

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NEW CAREER MANAGEMENT PROGRAM!

We have put together a new program to provide UCWGB members with an opportunity to meet and talk with CEOs and other top executives of Chicago area firms. This new program will take the format of an early morning breakfast to allow you to attend, yet keep other business commitments.

EXECUTIVE BREAKFAST

hosted by

John M. Richman

Chairman and Chief Executive Officer

Mardie MacKimm

Vice President, Public Affairs

Robert R. Schuldt

Vice President, Management Development

DART AND KRAFT CORPORATION

2211 Sanders Road

Northbrook, Illinois

Monday, September 17, 1984

7:30 - 9:00 am

In order to offer a real opportunity to meet and talk with these executives, attendance will be limited to fifteen people. You must register in advance. Reservations will be taken on a first come, first serve basis, but we will keep a waiting list in case of cancellations. All those with reserved spaces will be sent a confirmation in the mail.

To reserve now, send in the form below with a fee of \$5.00. For more information, call either Betsy Anderson or Sally Hughes.

PROMOTIONS

DIANA BARTLETT, '83: Promoted to Manager, Incandescent/Specialty/Fluorescent New Products, GENERAL ELECTRIC LIGHTING BUSINESS GROUP from Product Planner.

MARGARET MULARCZYK, 190 '84: Promoted to Corporate Controller and an officer of THE PAXALL GROUP, INC. from Division Controller of PAXALL CLYBOURN MACHINERY. New office telephone: 312-332-5580. Congratulations on MBA degree received 6/8/84 and promotion received 6/19/84... definitely on the fast track!

SANDRA K. SEIM, 190 '80: Promoted to Assistant Vice President, Administrative Services, RUSH-PRESBYTERIAN-ST. LUKE'S MEDICAL CENTER from Assistant Administrator, Facilities. New position has responsibility for all facility management including construction and various patient support services. New office telephone: 312-942-7075.

LYNN N. STEGNER, '79: Promoted to Manager Domestic Finance, MORTON THIOKOL, INC. from Supervisor Domestic Treasury. New office telephone: 312-621-6757.

JOB CHANGES

SARAH G. HUGHES, 190 '76: To Systems Developments Manager, INNERLINE from Software Development Director, SPSS, Inc. New office address: 95 West Algonquin Road, Arlington Heights, Illinois 60005, 312-364-8800.

NANCY LACEY, 190 '80: To Internal Consultant, Work Analysis Department, MONTGOMERY WARD from Vice President Human Resources Development, JAMES H. LOWRY & Associates. New office address: One Montgomery Ward Plaza, Chicago, Illinois 60671, 312-467-4795.

LINDA G. O'BRYANT, '79: To Self-Employed WRITER of the Great American novel (until famous or money runs out) from Account Supervisor, Professional Advertising Programs, WILK & BRICHTA, Inc. New office address: (8X10 cubicle at home) 1023 West Altgeld, Chicago, Illinois 60614, 312-477-4929.

CAREER MANAGEMENT COMMITTEE

Sally Hughes, Vice President

Career Management	364-8800
Betsy Anderson	492-3370
Ellen Carnahan-Walsh	329-3404
Katie Kenny	793-3460
Barbara Shafer	641-5775
Wendy Rosenholtz	321-2968

POSITIONS

COMPUTER MANAGEMENT CONSULTANTS: Major search organization on assignment for three big eight firms, including some out of town locations. Openings at all levels; two to ten years appropriate experience required. Contact Synergistics Associates at 346-8782.

COMPUTER SCIENTIST: Large Chicago financial institution. State of the art: artificial intelligence, PC software. Salary to \$55,000. Contact Synergistics Associates at 346-8782.

FINANCIAL ANALYST: Dominant Chicago retailer is looking for Financial Analyst to replace a recently promoted analyst. Responsibilities include all aspects of financial planning, capital budgeting, strategic planning, expense analysis and control, forecasting, and special projects. High visibility within organization. Candidate should be bright, aggressive, flexible, and possess strong verbal skills. MBA preferred with 1-5 years experience. Comprehensive benefits package. Salary open. Call Eileen Awe at 781-5442.

EMPLOYEE RELATIONS MANAGER: Superior Coffee, division of Fortune 50 company. Candidate should have demonstrated ability in employee relations, benefits, communication, policy, labor relations, compliance, data base records, and risk management. Desire 6-8 years experience with 5 in management. Salary \$36,000. Call Sue Reyman, Reyman & Associates, 580-0808.

HUMAN RESOURCE DEVELOPMENT MANAGER: Superior Coffee. Candidate should have demonstrated ability in developing performance appraisal systems and succession planning, combined with experience developing and leading technical/sales training. Compensation and staffing experience is also required. Requires 8-10 years experience with 7 in management capacity. Salary \$45,000. Call Sue Reyman, Reyman & Associates, 580-0808.

Both positions at Superior Coffee offer likelihood of promotion within 1-2 years.

SENIOR AUDIT MANAGER: Fortune 50 company, downtown location. High visibility position for someone with Big 8 background. Salary around \$50,000 plus bonus. Call Sue Reyman, Reyman & Associates, 580-0808.

BUSINESS PLANNING ANALYST: Chicago based Fortune 500 manufacturer. Prepare long term business strategies and action plans. Develop financial models to use in the strategic planning process. Two-four years total experience required with exposure to planning. Salary-mid \$50's. Call Kevin Foley, Foley Associates, Inc., 830-2977.

CAPITAL PROJECTS ANALYST: Loop based Fortune 500 company. Responsible for analysis of all major capital proposals. Total 2-3 years experience. Prefer technical undergraduate degree. Salary-\$40K.

CAREER CONNECTIONS

Mail form to CAREER CONNECTIONS, UCWBG, P.O. Box 637, Chicago, Illinois 60690 or call LINDA O'BRYANT at 477-4929 with information

NAME _____ PHONE _____

TYPE OF CHANGE _____

(Changed companies; changed jobs within the same company; promoted with new title - and more money; made partner in firm; started own company; made director of company/organization; received an award/recognition; elected to office or committee chair; received grant/scholarship; won sports event, etc.

BEFORE AFTER

Company/Organization or Event _____

Title/Position/Award _____

Background Information _____

DART AND KRAFT BREAKFAST

September 17, 1984

Name _____ Daytime phone _____

Address _____

Amount enclosed _____

(Members Only \$5.00)

Send form with check payable to University of Chicago Women's Business Group to:

U of C Women's Business Group
Career Management Committee
P.O. Box 637
Chicago, IL 60690

Ms. Decyk enlisted IH's strategic planning officer, Mike Clayton (a UCMB!) to work with her. She had become convinced that corporate culture helps make achievement of strategic goals possible, and the strategy reflects and reinforces the cultural values. Together they established a project to involve the top 20+ officers (the Operating Committee) as change agents. The officers were "politely receptive" and frankly "shocked" that the CEO could seriously undertake such a "fuzzy" subject when there were still so many "business" problems to solve. Wisely, Roxanne began to include various of these officers on her continuing visits to other companies about their programs. Slowly, the momentum began to build and understanding of the project began to increase.

Then, IH hired an outside consultant in organizational dynamics to help with "teambuilding" internally. He did a confidential style interview-survey of the Operating Committee. Despite the officers' initial lack of interest in the project, the consultant found a high level of dissatisfaction with the way IH managed its business. Also, he found a perception that there was a low level of synergy among the officer group, i.e. that they were not more useful as a group than as each individually. Clearly, change was needed.

Then, the CEO, President, 2 Vice Chairmen and Roxanne were helped by the consultant to write a corporate statement of values. The drafting was a tension-filled exercise, but it gave the CEO an unusual opportunity to hear several of his potential successors speak philosophically about IH's responsibility to customers, the role of quality, management's attitudes towards employees, and the relative importance of profitability. Since then, Roxanne, Mike, and the consultant have prepared an explanation of the value statement and proposed a series of activities designed to make the statement a reality. Participative management is on its way.

Roxanne recommended a book by Terrance Dial called *Corporate Cultures* as a good introduction on the subject for those further interested.

FEMALE BOSSES

The technician at a Pittsburgh manufacturing company hates his boss. "Why should I be taking orders from someone who's more insecure than I am?" he asks. "I hoped my boss would help me advance in the company, but this one won't."

The technician's boss is a woman. With women now occupying one-fourth of all managerial and administrative jobs in private industry, more and more men are having to adjust to working for women. It turns out to be a challenge for everyone.

Increasingly men, and some women too, complain about shortcomings in their female bosses. The bosses, on the other hand, feel the burden of other people's prejudices and expectations.

The Center for Research on Women at Wellesley College in Massachusetts has found that male resentment may increase as the number of women executives grows. Researchers surveyed 200 managers at two retail concerns owned by one corporation. They discovered that insults and harassment were more prevalent at one store, where women comprised 19% of management, than at the other, where only 6% of the managers were women. "the harassment were found was more than just innuendoes or passes. It was threatening, and we hadn't expected that," says co-researcher Carol Weiss. She adds that as the proportion of women increases, men begin to fear that they will "lose out to women" in promotions.

Kaleel Jamison, a Cincinnati consultant, believes the problem is twofold. "Having a woman boss can bring up old childhood traumas of mothers or elementary school teachers telling you what to do," says Ms. Jamison. "But men also fear that working for a woman will hurt their careers. They recognize that the most powerful jobs are still held by men, and they worry that their status will diminish if they're assigned to a woman."

Researchers have found that women managers may have an easier time in blue-collar than in white-collar settings. "In factories, mines and other blue-collar jobs, you're judged on how well you know the machinery and technology," says Brigid O'Farrell of Wellesley College who has studied women in nontraditional jobs. "Women may get a lot of initial

resistance on the factory floor, but those who show they're competent will be respected and may be more accepted than white-collar women managers who are judged on a lot of intangibles."

A woman who has worked as both a plant manager and an office manager agrees. "At the plant I spent a lot of time on the factory floor, and when people saw I knew how things worked they were totally behind me," she says. "I didn't feel that acceptance when I moved to a job at corporate headquarters. I was in a plush office, but there it seemed what counted wasn't what you knew but who you knew."

Women also resist working for other women. A 1983 telephone survey by Kane Parsons & Associates Inc. that polled 525 women nationwide found that 39% preferred a male boss compared with just 16% who favored a woman and 43% who said it made no difference. Nevertheless, respondents who *actually had* women bosses regarded their superiors far more favorably than women with male bosses did.

Some men who have spent time working for a woman say the experience has changed them. Robert Davis, chief of Staff for U.S. Secretary of Transportation Elizabeth Dole, who describes himself as a "conservative Republican," says he is thinking hard about women's issues, such as pension equality, for the first time in his life.

Bosses can also find themselves learning a thing or two. A woman employed in heavy industry, who requests anonymity, says she met with more than 2,500 workers and supervisors when she was named plant manager. "That job had always been held by a man who had come up through the ranks and whose hands were dirtied," she says. "So I put myself in the shoes of my staff and thought about how I'd feel if I suddenly got a new boss whom I didn't think was qualified.

"I told them each I needed their support, and that they knew how to do their jobs," she says. "I also told them I could offer them something they didn't have—better representation and communication with the company powers above....By the time I moved on to another job, the guys at that plant would have killed for me."

—Excerpted from an article by Carol Hymowitz, Staff Reporter for *The Wall Street Journal*.

Yes, I am interested in participating on the UCWBG Board or a committee. My preferences are:

1 _____ 2 _____ 3 _____

My experience/knowledge/interests related to these functions _____

Name _____ Phones(w) _____ (h) _____

Send to: Mary Cipriano
President, UCWBG
P. O. Box 637
Chicago, IL 60690



University of Chicago
Women's Business Group
P.O. BOX 637 • CHICAGO, IL 60690

RSVP for September 11, 1984
"The Business of Running a Big City"

NAME _____ DAYTIME PHONE _____

GUEST(S) _____

AMOUNT ENCLOSED _____ (\$23.50 members; \$27.00 guests)

Send form with check payable to University of Chicago Women's Business Group by 12 noon, Friday, September 7 to:

University of Chicago Women's Business Group
Program Committee
P.O. Box 637
Chicago, IL 60690