



The Exponent

JANUARY, 1988

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

Navistar Executive to Speak at Joint Meeting

The UCWBG and Northwestern's Professional Women's Association will co-sponsor a March meeting at the Palmer House which will feature Roxanne Decyk as speaker.

Roxanne Decyk was born November 5, 1952 in Chicago, Illinois. Following graduation from Waukegan Township High School, she attended the University of Illinois where she received a B.A. degree with honors in English literature and advertising. Ms. Decyk holds a J.D. with honors from Marquette University Law School where she graduated number one in her class in 1977.

Ms. Decyk joined Navistar International Corporation as Corporate Secretary in February, 1981. She was elected Vice President in May, 1982 and was named Assistant to the Chairman in addition to her responsibilities as Corporate Secretary. She became Vice President-Administration and Corporate Secretary in September, 1983.

In December, 1984, Ms. Decyk was elected Senior Vice President, Corporate Relations with executive responsibility for corporate communications, human resources and public affairs. Effective September, 1986 Ms. Decyk's title was changed to Senior Vice President, Administration, to more accurately reflect the broad scope of her responsibilities.

Prior to her Navistar career, Ms. Decyk practiced law with Foley and Lardner, a Milwaukee law firm, and founded a management consulting subsidiary of a Milwaukee communications firm.

Ms. Decyk is a member of the Economic Club of Chicago, the Chicago Network, Leadership Greater Chicago, De Paul University Advisory Council, Univer-

sity of Illinois Business Advisory Council, American Bar Association, the State Bar of Wisconsin, the Illinois Bar Association, the Executive Committee of the Chicago City Ballet, the President's Council of the American Lung Association, the Conference Board's U.S. Council of Organization and Management, and the board of Voices for Illinois Children.

In the June 22, 1987 issue of Business Week, Ms. Decyk was featured in the cover story entitled "Corporate Women: They're About To Break Through To The Top." Ms. Decyk will discuss her climb to the top and the challenges she met along the way. Please join with us for an interesting presentation.



ROXANNE J. DECYK

Senior Vice President, Administration
Navistar International Transportation Corp.

March 15, 1988 Program
Roxanne J. Decyk

Co-sponsored by the Northwestern
Professional Women's Association

—RSVP FORM—

Name: _____

Daytime Phone: _____

Guest(s): _____

Amount Enclosed: _____

Location: The Palmer House
17 East Monroe Street
Monroe Ballroom, 6th Floor
Cocktails - 5:30—Cash Bar
Dinner 6:15

\$25 members \$27 guests
All reservations must be paid in advance
by March 11

Send check to: Lorena M. Blonsky
522 Greenwood St.
Evanston, IL 60201

For information, call Lorena M. Blonsky
at 726-1841.

PRESIDENT'S MESSAGE

Beginning a New Year

It's hard to believe that 1987 is behind us. The 1987 and 1988 Board of Directors met December 19. It was the transitional Board meeting which gives members of the outgoing and incoming board an opportunity to discuss past experiences and plans for the coming year.

1988 begins the eighth year of the University of Chicago Women's Business Group. The group has experienced steady growth and can take pride in many accomplishments. There is still a lot to do, however, to ensure continued growth. The board this year is dedicated to working toward that end.

President's Objectives

My goals for 1988 are:

1. To find more ways to better understand member interests and meet members needs.
2. To expand membership.
3. To hold our second Career Planning Conference in the Fall of 1988.



4. To initiate an event which would give the UCWBG greater visibility with the university and business community, plus give members an opportunity for expanded networking.

Would You Like to Become More Involved?

If you have any time to share, even if it's not a lot of time, call a board member who has a responsibility which interests you. (See below.) It's an easy way to find out about the work being done by the committees ask to help, if you're interested.

Working with committees is a great opportunity to meet women within the organization. I welcome calls to talk about what's happening within the organization.

A Special Thank You

On behalf of the organization I would like to thank Helen Hodges and the 1987 Board of Directors for their many contributions and accomplishments and for the support they have given new members of the board.

I would personally like to thank Sue Weeks, who was chairman of the committee responsible for putting together the slate for the 1988 board. I am honored to serve with such a dedicated and professional group.

Kathleen Holoubek
1988 UCWBG President



The University of Chicago
Women's Business Group

UCWBG • P.O. Box 637 • Chicago, Illinois 60690

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Contact Nancy Clausen Kulp
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Contact Pamela Ewing
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To start the new year—a representative list of search firms:

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Report from Celebrating Our Strengths—A Call to Leadership Business Women Discuss Goals

By Mary S. Smith

According to Nancy Miller, a human resources consultant and lecturer, business women are not only in their right minds—they also hold the key to the future of American business. Miller presented her case in a seminar entitled “A call to Leadership . . . Celebrating Out Strengths.” The seminar was sponsored by The University of Chicago Women’s Business Group. It was held at the Chicago Bar Association on October 21, and attracted approximately 25 alumnae from the Chicago area.

The strengths that Miller wishes to celebrate are the “natural management skills” which women have developed while the boys were out playing football. These skills, which are enjoying recent a recent popularity, include “participatory management, empowering others towards accomplishment, right-brained synergistic thinking, and creative problem solving.”

Drawing on the right side of her brain, Miller began with a discussion of the changing roles of women in business over the last 20 years. Throughout the seventies, she gave scores of workshops for women who wanted to make it in “a man’s world.” Playing tough, using connections, learning the jargon, etc., were her key issues. Her clients were encouraged to read books like *Games Mother Never Taught You*.



Racial and sexual issues were lumped together. “Woman-and-minorities was all one word in those days,” she says. She recalled a time in the early seventies when she was called in by AT&T’s Bell Labs to change employee attitudes on women and minorities. “I had one day and I was supposed to change everyone’s attitudes. Not their BEHAVIOR, mind you, their ATTITUDES!”

Although Miller is troubled by the restlessness and dissatisfaction she sees in many women struggling with

Models from: **FEMININE LEADERSHIP**
by Marily Loden
(Times Books, 1985)

MASCULINE LEADERSHIP MODEL

OPERATING STYLE:
Competitive

ORGANIZATIONAL STRUCTURE:
Hierarchy

BASIC OBJECTIVE:
Winning

PROBLEM-SOLVING STYLE:
Rational

KEY CHARACTERISTICS:
High Control
Strategic
Unemotional
Analytical

FEMININE LEADERSHIP MODEL

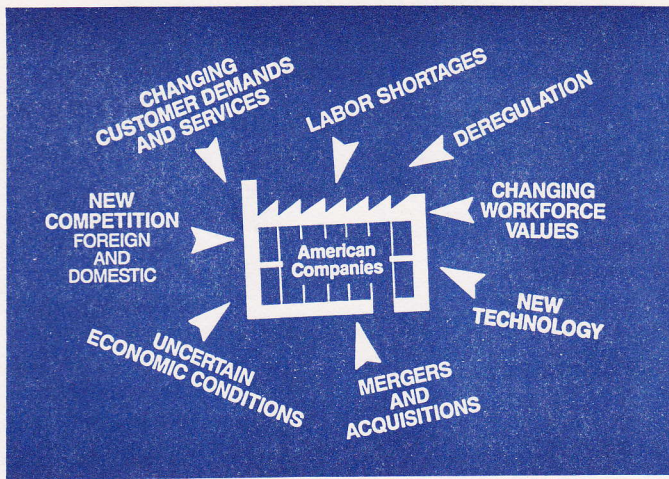
OPERATING STYLE:
Cooperative

ORGANIZATIONAL STRUCTURE:
Team

BASIC OBJECTIVE:
Quality Output

PROBLEM-SOLVING STYLE:
Intuitive/Rational

KEY CHARACTERISTICS:
Lower Control
Empathetic
Collaborative
High Performance Standards



The first is the entrepreneurial, "formative" stage in which ideas are discussed informally "around the kitchen table". As the organization grows, things get more complicated and the issue becomes controlling impending chaos. Cries of "we need an organization chart; we need a Mainframe" rise up from the growing mass of employees as the organization enters the second "normative" stage. After awhile, procedures are established and the organization plods along until it hits an impasse. A mid-life crisis ensues. At this stage, innovation is crucial to the firm's survival, the organization must become more flexible and redefine corporate goals.

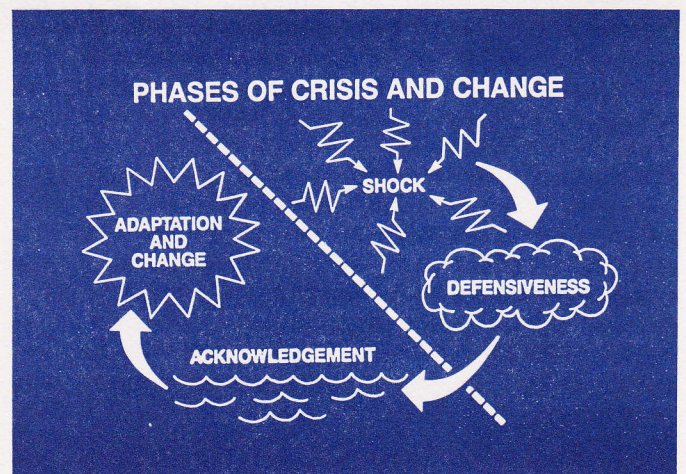
Here Miller steps in with a dramatic slide on the stages of death and dying. First, there is shock and defensiveness, next acknowledgment, and finally adaptation.

Continued on page 6

a career and family, she reminds us that in the 1970s things were worse. Now there are women "in the pipeline" and attitudes have changed somewhat.

Today, books like *How to Get There Without Being One of The Boys* are on the recommended reading list. Furthermore, the macho hierarchical style of management based upon the military model is no longer productive for American business. There is an urgent need for a new cooperative style of leadership. In fact, this is the one thing that will save American business. Miller sees this as a strong "Call to Leadership" for business women.

Yin and yang, organizational growth curves, value hierarchies, and Kubler-Ross' stages of death and dying all figure into the dramatic tale of the "call to leadership." There are three stages of organization development, the theory goes.

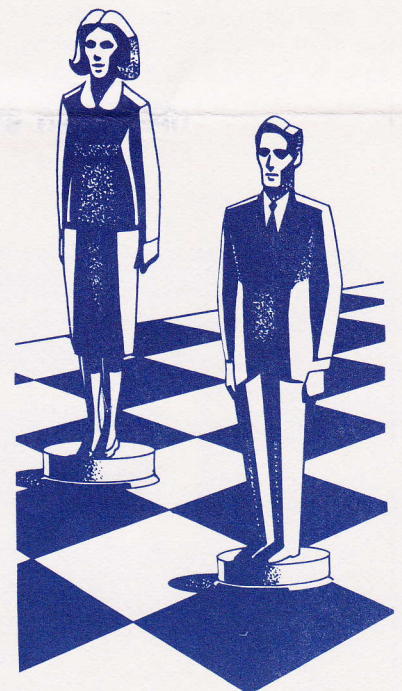


PHASES OF GROWTH

PHASE	I FORMATIVE	II NORMATIVE	III INTEGRATIVE
Development Task	Create a Pattern That Works	Refine, Extend Apply the Pattern	Move Beyond Old Patterns
Characteristics	<ul style="list-style-type: none"> Invention Slow, Fluctuating Growth Few, If Any, Systems Informal Relationships Dependence 	<ul style="list-style-type: none"> Improvement Steady, Rapid Growth Extensive Systems Formal Relationships Independence 	<ul style="list-style-type: none"> Innovation Interactive Growth Flexible, Problem-Oriented Systems Collaborative Relationships Interdependence

Courtesy: Dr. George A. Land

People Provide The Winning Edge... And Winning Requires Strategy



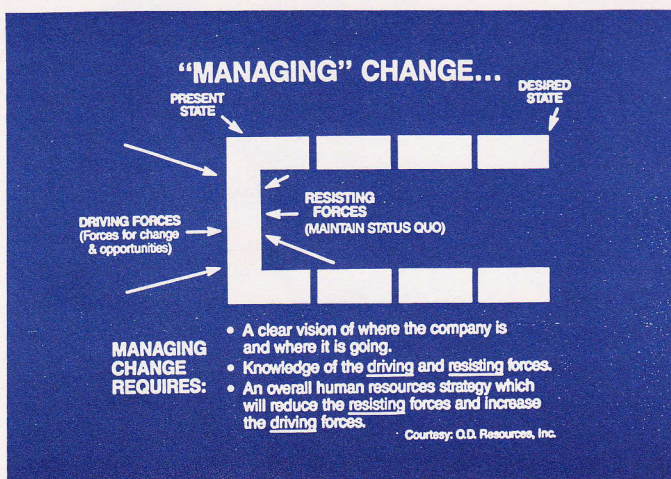
Report from Celebrating Our Strengths—A Call to Leadership Business Women Discuss Goals

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state of shock and defensiveness, she says. Many will not be able to adapt. A more flexible, cooperative (female) style of leadership is needed to guide the firm through this traumatic period. If the firm survives, it has passed into the "integrative stage". The firm will now be on a higher level of an organization values hierarchy. It will stress traditionally feminine management attributes of team work, commitment to corporate culture, and the search for mission.



At this point, the audience interrupted to ask if the firm may have gotten too idealistic. Isn't competition somewhat necessary in a healthy organization? Miller is glad they asked. The answer is on the next slide (shown below). That's the yin and the yang of it.



BE A VISIONARY

- View to the future
- Inspire others to act
- Share values
- Integrate creativity with reason
- Open yourself and others to growth
- Never accept mediocrity
- Affirm respect for people
- Renew the spirit of the organization
- You... are the agent for change

—Nancy J. Miller

Nancy J. Miller is a Managing Partner with Human Resource Management Systems located in Northfield, Illinois. For additional reading she suggested the following:

- Becker, Carol. *The Invisible Drama*. NY: Macmillan, 1987
- Gilligan, Carol. *In A Different Voice*. Cambridge, MA: Harvard University Press, 1982
- Gilson, Edith with Kane, Susan. *Unnecessary Choices: The Hidden Life of the Executive Woman*. NY: William Morrow, 1987
- Hardesty, Sarah and Jacobs, Nehama. *Success and Betrayal*. NY: Franklin Watts, 1986
- Henning, Margaret and Jardim, Anne. *The Managerial Woman*. NY: Anchor Press/Doubleday, 1977
- Kanter, Rosabeth Moss. *The Change Masters*. NY: Simon and Schuster, 1983
- Kanter, Rosabeth Moss. *Men and Women of the Corporation*. NY: Basic Books, 1977
- Kohn, Alfie. *No Contest: The Case Against Competition*. Boston: Houghton Mifflin Company, 1986
- Lenz, Elinor and Myerhoff, Barbara. *The Feminization of America: How Women's Values Are Changing Our Public and Private Lives*. NY: St. Martin's Press, 1985
- Loden, Marilyn. *Feminine Leadership or How to Succeed in Business Without Being One of the Boys*. NY: Times Books, 1985
- Miller, Jean Baker. *Toward A New Psychology Of Women*. Boston: Beacon Press, 1976
- Moore, Lynda L. *Not as Far as You Think: The Realities of Working Women*. Lexington, MA: D.C. Heath and Company, 1986
- Shainess, Natalie, M.D. *Sweet Suffering: Woman As Victim*. Indianapolis/NY: The Bobbs-Merrill Company, 1984

FOOD FOR THOUGHT

Check the 5 characteristics you think most important to your career:

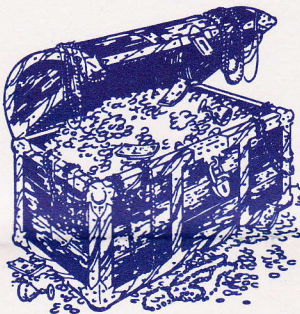
- _____ AMBITIOUS - Hard-working, aspiring
- _____ DIRECT - Straightforward, frank
- _____ ANALYTICAL - Logical, problem-solving
- _____ FORWARD-LOOKING - Visionary, foresighted
- _____ DEPENDABLE - Reliable, conscientious
- _____ COMPETENT - Capable, productive, efficient, thorough
- _____ COOPERATIVE - Team player, responsive, "user driven"
- _____ INNOVATIVE - Creative, imaginative, curious
- _____ INDEPENDENT - Self-reliant, self-sufficient, self-confident
- _____ DETERMINED - Hard-working, persistent, purposeful
- _____ SELF-CONTROLLED - Restrained, self-disciplined
- _____ HONEST - Truthful, has integrity, trustworthy
- _____ INSPIRING - Uplifting, positive about the future, enthusiastic
- _____ INTELLIGENT - Bright, thoughtful, intellectual
- _____ LOYAL - Obedient, dutiful, respectful, committed to the company



A member of the Committee of 200, Marilyn Miglin, one of our former speakers, has given us this opportunity:

MANAGER—WAREHOUSE OPERATIONS

Position reports directly to the President. Manage and coordinate purchasing, production, manufacturing, quality and inventory control, scheduling. Overseeing warehouse and laboratory for fast growing cosmetics and perfume company. The ideal candidate will have prior experience in pharmaceuticals and chemicals. Competitive benefits package provided. Please send resume and salary history to: Marilyn Miglin, President & CEO, 112 East Oak Street, Chicago, Illinois 60611.



A TREASURE CHEST OF OPPORTUNITY

That is exactly what UCWBG committee membership is. Begin (or continue) gathering your personal booty of contacts and experience by serving on the committee of your choice.

I am interested in serving on the following committees:

- Finance
- Programs
- Membership
- Public Relations
- Internal Communications
- Career Management
- Chapters

Name _____ Phone _____

Return to:

Kathleen Holoubek, P.O. Box 637, Chicago 60694



Reminder from the UCWBG Membership Committee:

Renew UCWBG membership by January 31, 1988 to be sure your name is in the 1988 Directory.

If you have misplaced your form or have any questions, call Lynn Russell 828-5446 as soon as possible.



The University of Chicago
WOMEN'S BUSINESS GROUP

UCWBG • P.O. Box 637 • Chicago, Illinois 60690

POSTAGE
FIRST CLASS



CAREER CONNECTIONS

Marcia Alt, '87, 190: has moved to 18510 Lexington, Homewood, IL 60430, (312) 798-6414. Marcia works for Arthur Young, at One IBM Plaza, Chicago, IL 60611, (312) 645-3333.

J.S. Connolly, '81, Campus: has changed positions from Marketing Performance Specialist at United Airlines to Marketing Systems Manager - Target Marketing in the Sears Merchandise Group. She can be contacted at Dept. 727X, BSC 25-39, Sears Merchandise Group, Sears Tower, Chicago, IL 60684, (312) 875-7168.

Margaret Connor, '83, 190: has a new job with Applied Power Technology, 3000 Sand Hill Road, Menlo Park, CA (415) 854-9870.

Jill Ann Kammermeyer, '80 Campus, has moved to 13 Stratham Greet, Stratham, NH, 03885, (603) 772-7072. She will be working at The Whittemore School of Business & Economics, University of New Hampshire, Durham, NH, 03824.

Loretta Sanford, '83, 190: was promoted. She was Corporate Recruiter and is now Manager of Recruitment and Placement of Kraft's Food Service Division.

Suzanne Weiss, '79, Campus: has left United Airlines and is now Director of Marketing and Sales for Sawtooth Software. Sawtooth Software produces four IBM-PC based software packages used in the fields of marketing and survey research. New business address: Sawtooth Software, 1007 Church St., Evanston, IL 60201, (312) 866-0870.

CAREER CONNECTIONS

Please let us know if you have **moved** or **made any changes** in your career lately. Send information to CAREER CONNECTIONS, Kitty Voss, 801 Hinman, Evanston, IL 60202, or call (312) 864-5052, with the information.

NAME _____ CLASS YEAR _____ CAMPUS
 DAY PHONE _____ AGE* _____ 190 XP _____
 *Crain's Chicago Business requires age

TYPE OF CHANGE:
 (Include old and new title, company, and other background information.)

CHANGED JOBS DID JOBLINES HELP?
 PROMOTED
 APPOINTED TO BOARD OF DIRECTORS
 RECEIVED AWARD/RECOGNITION
 OTHER (moved, started a new company, family, etc.)

Please indicate any changes to home or business address/phone. If you do not want any of the following information to be published in Career Connections, please check the box in front of that entry.

HOME _____ PHONE _____
 WORK _____ PHONE _____