



The Exponent

September/October 1994

THE UNIVERSITY OF CHICAGO WOMEN'S BUSINESS GROUP

The Woman Who Put Profits and Principles in the Same Sentence



Anita Roddick



In March 1976, ex-teacher Anita Roddick, chief executive and founder of The Body Shop, opened a small shop in Brighton on England's south coast. She sold 25 naturally based skin and hair products bottled in five sizes so that customers could buy as much—or as little—as they wanted. (Five sizes also made the shelves look well stocked.)

Anita started her business because she needed to make money to provide for her two daughters and herself while her husband Gordon fulfilled his lifelong dream: traveling overland by horseback from Buenos Aires to New York. Gordon didn't make it to New York, but The Body Shop did.

Today there are over 1,000 shops trading in 47 countries and in 19 languages. Because The Body Shop believes that profits and principles should go hand-in-hand, the company's success has been completely on its own terms.

On September 27, 1994, Anita Roddick will share these principles and provide insight into her success at The Art Institute of Chicago's Rubloff Auditorium.

The University of Chicago Women's Business Group is proud to sponsor this event. Please join us for an enlightening and informative experience.

Ms. Roddick is not accepting a fee for this event. However, a remittance of \$10 is requested to cover the cost of the event. Net proceeds benefit The Chicago Abused Women Coalition (Greenhouse Shelter).

For more information, call the University of Chicago Graduate School of Business Conference Office at 312/702-7572 or stop in any of the nine Chicago area Body Shop locations.

- WHAT:** Anita Roddick, The Body Shop
- WHEN:** Tuesday, September 27, 1994
10:45 A.M.—12:00 NOON
Doors open at 10:30 A.M.
Please come early so the program may begin promptly.
- WHERE:** The Art Institute of Chicago, Rubloff Auditorium
111 South Michigan Avenue
(200 South Columbus Drive entrance)
- COST:** \$10

RSVP by Friday, September 23

Anita Roddick
Tuesday, September 27, 1994

Please reserve _____ seat(s) for:

Name _____

Phone () _____

Enclosed is a check or money order for \$ _____ (\$10.00 per person)

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To reserve seat(s), please complete this form and send with check or money order (no cash please), payable to: UCWBG, The Conference Office, University of Chicago Graduate School of Business, 1101 East 58th Street, Chicago, IL 60637.

A Message from Chandra Greer

An article profiling the University of Chicago Women's Business Group and our upcoming Anita Roddick event is featured in the most recent issue of *GSB Chicago Magazine*.

In case you missed it, the following is a reprint of that article. It provides insight into the purpose of the Group and the important role we play within the GSB alumni community.

"The needs of women in business have changed since the University of Chicago Women's Business Group was founded by alumnae in 1980 as the first all-female M.B.A. organization in the United States. But the need for such an assembly has not diminished.

"When the group was founded, it was still tough for women to break into business, let alone climb the corporate ladder," said club president Chandra Greer, '90, an account executive for Leo Burnett Co. in Chicago. "It was a way for women to band together to face those problems."

Now, many more women are in executive positions and own their own businesses. But some of the new challenges women in business face, according to Greer, are "networking and expanding their personal power" within a corporate culture that is still male-dominated.

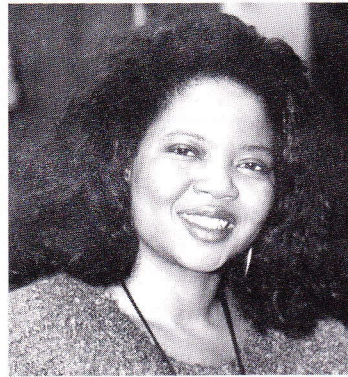
"Some members feel that in our professional lives it is still tough to express our feelings and concerns candidly," Greer admitted. "Men sometimes can't relate to them."

Focusing on women's networking and support, Greer said, the organization provides "an environment that lets one be a strong, accomplished woman in a context different from the workplace."

Unlike any other GSB club, therefore, the Women's Business Group provides a place where women are guaranteed the company of many other women with similar interests.

The group also emphasized personal and professional development. Recent UCWBG events have covered such topics as alternate career paths, entrepreneurship, networking, and legal issues. "We

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Chandra Greer '90
President

A Message from Danielle Palmer

Dear UCWBG Members,

It is hardly news that active membership in an organization such as the UCWBG can be beneficial to one's career. After all, networking is usually a primary reason for attending events. In my case, membership not only provided contacts, it was also instrumental in formulating a major career move. As of August 15, I will remove the hat I have worn for almost fifteen years: of working in and consulting to small companies, and will don the hat of director of

Alumni Relations for the University of Chicago Graduate School of Business. Had it not been for the positive experience of working with eleven outstanding women on the UCWBG board and interacting with the exceptional group of individuals that comprise our membership, I would never have considered such a position an appropriate fit. Our April program, Alternative Career Pathways, also helped convince me that going the non-profit route was a feasible career choice. As it is, my work on the board has energized and inspired me to dare believe I can make a difference in a challenging position. So to my fellow board members and all the members in this wonderful, wonderful organization—thank you. I look forward to the opportunity to work with you and for you in the Alumni Office. To those of you seeking a change—join committees, attend events, get involved. Opportunities sometimes come from unexpected sources.

Very Best Regards

Danielle H. Palmer
Vice President, Career Management
University of Chicago Womens Business Group



Danielle H. Palmer '92
VP-Career Management

Profiles will return in November

THE UNIVERSITY OF CHICAGO WOMEN'S BUSINESS GROUP

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LifeWorks: Business Casual

by Julie Danis '84

recommended *it*. The CEO resisted *it*. It generated more heated discussions than a change in the pay structure of the firm. *It* is the right to wear business casual dress every day of the week.

This is not a radical concept. The '90s working style emphasizes quality of work life over dressing for success. Over the last five years, companies of all sizes have relaxed the dress code. Most started with dress-down Fridays. Some offices went casual during the summer months. And more and more companies are offering the option to loosen ties and remove jackets on a full-time basis.

The CEO of my firm, born wearing a white starched shirt and striped power tie, hopes this is just a phase. Instinct tells him dressing down in the office leads to sloppiness and therefore reduced profits. "There's nothing wrong with the way we dress now," he insists.

My research says this trend is not a fad. Why there are consulting firms advising companies on how to go casual. Even the president of the United States occasionally wears khakis and a blue blazer in the Oval Office.

While no one has attributed a growth in sales to a decline in suits, casual companies have reported an increase in morale and productivity as a result of this no-cost-to-management perk. "It's so much easier to chase the messenger in my sneakers," one assistant reported.

Employees like the flexibility of a less formal wardrobe as well as its reduced maintenance costs. "I'll save hundreds of dollars on pantyhose purchases and drycleaning," one manager calculated.

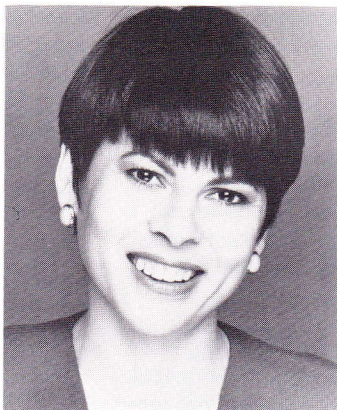
Business casual, however, does not mean the same thing to everyone. One employee's casual is another's grunge. My firm spent hours debating and designing a dress code to prevent wardrobe wars over differences in taste and definition. On the subject of casual shoe wear: deck shoes are a yes, jogging shoes a no.

"Can we wear jeans?" the intern asked. The office manager responded, "Dress jeans are acceptable." To which the CEO bellowed, "What the heck do dress jeans look like?" "They're worn with a dressy tee," offered a staffer in explanation. Until better defined, the fashion police promise to let anyone know if their denim is declassé.

The policy labeling torn and tattered clothes as inappropriate business casual wear seemed obvious to me. But an actionable policy covers all bases, as well should all shirts, skirts, and shorts.

In some ways, dressing business casual is an example of the reengineering of a long-standing business practice. Operational change is a by-product as mix-and-match separates replace matched suits. Culture change is expected as the lack of pinching pantyhose and too-tight ties lead to more pleasant staff meetings. And sales should increase in at least one market—the business casual clothing industry—however it is defined. ♣

Julie Danis '84 is a management consultant, business and marketing writer and humorist. She invites your comments and stories about trends and issues in the workplace and marketplace. Contact her at: The Everest Group, 310 South Michigan Avenue, Suite 2800, Chicago, IL 60604, phone: 312/939-3187, fax: 312/939-8512. No E-mail address yet.



Julie Danis

Exposing Yourself

by Anita R. Brick '81

Visibility + Ammo: Your Internal Achievement List

You may not view yourself as a high (enough) achiever, but your accomplishments are likely more substantial than you think. Maybe you're a little jaded—so accustomed to what you do and what's expected of you day-to-day that you may not even see your activities as real achievements. It may come as a great surprise when a colleague is impressed with something you've done when it seems quite ordinary to you.

If you want to market yourself and your career, you need to start recognizing your accomplishments here and now—and build from there. Your current achievements are the foundation of your future. So it's in your best interest to stay aware of them. It's a simple, easy source of self-perpetuating motivation.

Modesty in career marketing is a handicap; it serves no purpose. Shrugging off your achievements or forgetting them is foolish in today's highly competitive marketplace. So by all means...

Keep a list

One of the best ways to stay focused on your accomplishments and goals for the future is to keep a written Internal Achievement List. This list will help you see gaps and problems as well as successes. Here are a couple of things to keep in mind:

- Establish a new list each year, month by month. It's also a good idea to keep an ongoing list that groups your achievements by area of expertise; e.g., technical development, communication skills, profitability, just being nice, etc. Most people surprise themselves with how much they do in a year and are further shocked by what they accomplish in each phase of their career.
- Decide what to include in your list. Whatever is an achievement to you should be included. For example: "January: 1/5—signed up for a presentation skills class. 1/12—completed the Simpson project three days ahead of schedule. 1/15—received a call from the San Francisco office and shared my department's solution to the customer service problem. It worked for them, too."

You may notice that the examples of the Internal Achievement Lists read like notes a person would write to themselves. That's exactly what they are: they are for your eyes only. They're not attachments to your resume or any other biographical information.

However, they can be used to fuel your Visibility+ activities. Your monthly achievements provide excellent source material for articles, speeches, and sometimes even for new releases. Writing down your accomplishments and reviewing them also enables you to:

- Measure your progress. Seeing your achievements all in one place helps you ascertain whether or not you are advancing in the way you want to. You can then focus on activities that support your value-based goals and de-emphasize those that simply take up valuable time and energy.
- Get the attention of others. Knowing your accomplishments makes salary review time much easier. Your Internal Achievement List holds all the evidence you need to show your manager how valuable you are to the organization. This is true whether you are an employee or contracting as a consultant. It also helps if you are seeking a job or a consulting assignment. You can promote yourself effectively when you can objectively document your contribution.
- Support career marketing efforts. Your internal list can come in quite handy when you draft a resumé, bio, article, brochure, or other valuable support materials describing you and your work. You've already finished half the process by writing down your

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The World's Smartest Garage Sale

by Chandra Greer, '90

On Saturday, July 23 and Sunday, July 24, the UCWBG held the first (annual?) "World's Smartest Garage Sale." The Sale was held in the Sheffield neighborhood during the weekend of the Sheffield Garden Walk. It took place in my garage at 920 West Webster, which is located in the heart of the Garden Walk District. The Sale, aside from being a successful fund-raiser for the UCWBG, was a tremendously and enjoyable and thought-provoking event.

Friday 8:00 A.M.

I pick up a carload of donated goods from Meg Fucik who's moving out West. Meg and I chat for a few minutes and I remember how bittersweet starting out in a new place can be. I wish her luck and thank her for her donation.

Friday 8:30 A.M.

My husband Steve and I both have the day off work and decide to clean out the garage. When we realize how dirty it is, we feel a little like Hercules cleaning the mythic stables, but we're happy with the results. Plus, we find a lot more great stuff to sell.

Friday 9:30 A.M.

Our first customer! Bozena, my housekeeper, buys \$12 worth of merchandise. She admires a set of cookware, but balks at the \$14 price. she says she'll think about it.

Friday 10:00 A.M.

I run out for an errand and upon returning see a U-Haul truck retreating down the street. Could it be?—impossible—a U-Haul!! It's possible. Danielle Palmer and her son Monty have arrived with a full truckload, including a beautiful set of home

office furniture. The garage looks like a small warehouse.

Friday 11:00 A.M.

Julia Hathaway stops to help with the pre-sale set-up. Since Julia and Steve are both fit and strong. They move the banquet tables we've rented into position. Since I am not, I start arranging the considerable amount of costume jewelry Meg has donated.

Friday 12:00 NOON

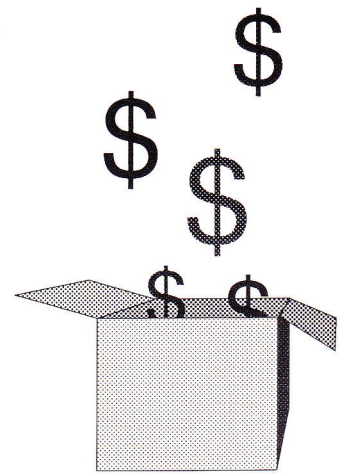
A neighbor who lives down the street passes through the alley. She stops in and offers to donate some things. Her husband has just died and she's selling her house and most of her possessions. We're grateful for her donation, but sad over the motivations for it.

Friday 1:30 P.M.

Lisa Kieres and Connie Kantutis stop by to help. Everyone begins pricing and arranging merchandise. I think Connie is pricing too low. Connie thinks I'm pricing too high. Connie's right (maybe?); I lower my prices.

Friday 7:00 P.M.

Almost everything is set-up and priced with the exception of the jewelry. Connie comes back to help and we order take-out food. After dinner, Connie and I continue to price jewelry. I begin to fear for Connie's future financial stability since it appears she will purchase half the merchandise available for sale. I, on the other hand, have heeded Steve's admonishment: "We spent hours clearing out things we didn't need or want, why would you replace it with more stuff?" I don't have a good answer other than "It's different from the old stuff?"



Friday 10:00 P.M.

Connie leaves. she's very excited about the sale. Her enthusiasm is infectious. I have high hopes for the weekend.

Saturday 8:00 A.M.

Jane Ranshaw and her husband Lou Sorkin arrive to help. Jane and Lou are extremely savvy about merchandising. They rearrange things for optimal display and move some of the sexier pieces into the alley so people wandering down the street will realize there is a great buying opportunity just steps away. Also, they are actually buying things which makes them perfect garage sale volunteers.

Saturday 8:30 A.M.

Steve and I parked our cars in a public garage last night which was a huge pain since it was about half a mile away. I retrieve my car and park it in the alley behind the garage. Steve is on his own.

Saturday 9:00 A.M.

The flood gates break. Danielle Carrier, Connie Kantutis, Rae Fisher and a friend arrive to help. They immediately get to work because it's BUSY. I haven't had a chance to make myself presentable so I run in the house to wash my face and apply lipstick. Jane bursts in, "the police are going to ticket your car." So much for parking in the alley.

Saturday 12:00 NOON

None of us can believe it. The Garden Walk doesn't start for another hour and we're swamped. Connie is the keeper of the proceeds. She counts the take... \$500!! We might make some money.

Saturday 2:00 P.M.

We begin to realize there are a lot of people coming through who are buying things they couldn't afford new. It's a sobering thought, but it makes the sale that much more meaningful to us—we're providing a public service by redistributing our unneeded goods

to those who do need them, at prices they can afford. We also find joy in occasionally slipping a trinket or toy to the many children who come with their parents. The smiles we get in return are priceless.

urday 6:00 P.M.

We think about closing up. Looking back, it's clear that the serious shoppers, or "garage sailors" as they are apparently called, come between 9:00 A.M. and noon so they can take their pick of the good stuff. Interesting market dynamic.

Sunday 9:00 A.M.

I start setting up for day two. A woman wanders by and asks me if the floor cloth, hand-painted with cherubs, is still available. I remember her from yesterday. She came through with her daughter and son-in-law who refused to let his wife buy the cloth because he hated cherubs. So her mother has come back to buy it for her. I'm thinking there are some family problems here. I'm sure of it when mom confides in me. "My son-in-law is a little ___ with a Napoleon complex!" Wow.

Sunday 10:00 A.M.

Danielle Palmer returns with her mother, a very lovely and patient woman. She too fits the criteria of a perfect garage sale volunteer (as does Danielle).

Sunday 11:00 A.M.

ay the cookware Boxena admired as a present for her because I know it will make her happy.

Sunday 11:30 A.M.

Elizabeth Duncklee, Christine Cantarino and Jan Martin are here to help. I think they're all having a pretty good time. Their enthusiasm is just what we need as we head into the back stretch.

Sunday 2:00 P.M.

Steve, an active member of the Sheffield Neighborhood Association, is conducting architectural walks of the neighborhood as part of the Garden Walk. As he did last year, he ends the walk with a tour of our house, a 110-year-old Victorian. This year he added a twist. He tells his tour members they have to exit through the garage, but only after buying something. My Chicago MBA must be rubbing off on him.

Sunday 3:00 P.M.

Overall, today has been slower than yesterday and the afternoon has been pretty dead. Danielle's furniture hasn't sold yet.

Sunday 4:00 P.M.

've got an offer for Danielle's furniture, but it's only \$50.00! I negotiate furiously but the offer is firm and I decide to reject it.

North/Northwest Networking Group

by Agnes Roach '80

The joint meeting of the North/Northwest Group and Career Management held in July was quite successful. (See summary article on page 7.) We especially want to acknowledge our speaker, Elizabeth Mannix, and our hostess, Cathy Pratt, First Chicago, Highland Park.

Our next meeting will be Tuesday, September 20, 1994, at Best Hunan Restaurant in Vernon Hills. This is easy to find, in the shopping center on the southwest corner of Milwaukee and Rt. 60. We are always happy to see new faces, and it is so easy to get acquainted in a smaller, more relaxed setting. If you want to be on our call or fax list for these meetings, let Agnes Roach know at 708/356-0575.

Date: Tuesday, September 20, 1994
Time: 6:30 P.M.

Place: Best Hunan Restaurant
700 North Milwaukee Avenue
Vernon Hills, IL
708/680-8855

R.S.V.P. by noon Friday, September 16, to:
Nancy Gunder 312/296-5155 or
Agnes Roach 708/356-0575 or
Virginia Tomasek 708/835-8475

Directions when coming from the:

South: Take I-94 or I-294 north to Route 60. Exit to go west; drive about two miles to Milwaukee and then right into the Hawthorne Hills Fashion Square shopping center on the SW corner of Rt. 60 and Milwaukee.

North: Take I-94 south and exit to go west on Rt. 60. Follow directions above. ☞

(Danielle and her mother have taken a break to tour the gardens and I have visions of Danielle fainting when she finds out we sold her beautiful furniture for so little.) Steve, watching from the sidelines, leans over and whispers in my ear: "Take the \$50.00. It's four o'clock and no one else is going to buy it." Once again, the voice of reason has spoken. We take the fifty bucks.

Sunday 6:30 P.M.

Everyone has left. Steve and I sit alone in the garage. "Should we think about closing up?" I ask. "Let's stay out a little longer" he replies. Someone wanders by and buys a few things. Another \$12 for the UCWBG.

The UCWBG would like to thank the following people for their donation of merchandise and time to the World's Smartest Garage Sale: Kathy Bailey, Christine Cantarino, Danielle Carrier, Elizabeth Duncklee, Nan Duwe, Rae Fisher, Meg Fucik, Julia Hathaway, Karin Janowski, Connie Kantutis, Suzanne Keers, Lisa Kieres, Jan Martin, Steve Moravec, Danielle Palmer and mother, Jane Ranshaw, Lou Sorkin, Kathy Terman.

If there's anyone we've overlooked, please accept our deepest apologies. It was a long weekend.

All unsold merchandise from the World's Smartest Garage Sale has been donated to Crusaders of America, an organization dedicated to distributing household and personal goods to disadvantaged families. ☞

President, cont'd from page 2

add career value to our social events," Greer noted.

Members help with GSB recruiting, and the very existence of the group has "swayed some women to go to the GSB" instead of other business schools, Greer said.

The organization has about 400 members. While most are from the Chicago area, the club's roster includes individuals from 14 states.

On Tuesday, September 27, the UCWBG will sponsor a lecture featuring guest speaker Anita Roddick, founder and group managing director of the Body Shop, a manufacturer and retailer of naturally based skin and haircare products. This is the type of event that differentiates the UCWBG from other organizations, Greer pointed out.

"Male-run corporations often develop similar philosophies: a bottom-line orientation at the expense of the individual," Greer explained. "This event will celebrate a woman who has forged a new way of doing business, as exemplified by the title of Roddick's talk, 'Profits With Principles.'"

The cost of the lecture is \$10. To register, call the GSB Conference Office at 312/702-7572.

Annual membership in the UCWBG is \$55 for GSB alumnae and \$30 for female GSB students. For more information, call the GSB Alumni Office at 312/702-7727.

— William S. Bike

What Does Globalization Mean to You?

by Susan L. Miner '93

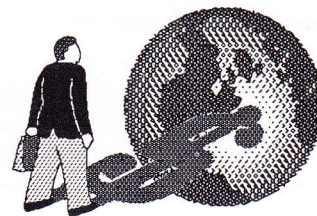
UCWBG members and guests christened the Downtown Center on June 23 with the international event. The night proved to be invigorating as three dynamic speakers addressed what globalization means to them.

GSB Dean Robert Hamada opened the evening by expressing his two strong interests: the new GSB building in Chicago and Barcelona. These buildings represent the internationalizing of the GSB through the commitment of establishing a strong international MBA program and strengthening the alumni programs at the GSB. Dean Hamada referred to a 1992 Harrison conference which dealt with the issue of globalizing the GSB. A diverse mix of participants created an "inside out" and "outside in" strategy at the conference. The "inside out" approach called for analyzing existing GSB curriculum to develop the new international program. The "outside in" approach called for looking at international companies, cultures, etc. to bring international experiences and case work to the curriculum. Experience gained from the Barcelona program will spill over to the GSB program in Chicago and vice versa. It is clear from Dean Hamada's talk that the GSB is strengthening its international program which will benefit all of the GSB community including alumni.

The second speaker, University of Chicago Professor Charles Lipson shared his view of globalization from a perspective of international business operating within a political context. He stated that the world is operating within a very stable political environment today. Countries are cooperating among themselves. Professor Lipson spoke of three world periods: Post-WWI, Post-WWII, and Post-Cold War. During the Post-WWI period in the 1920s, US contributions to the world were disastrous. The US was not closely involved in world relationships, and the major players were dissatisfied with the US. During the Post-WWII world period, the US chose correctly by making large contributions to the world and avoiding war over Berlin. This policy created a stable environment for the next 45 years. As the world enters the Post-Cold War era, the US faces the challenge of operating an economy for the first time without the threat of conventional war from a major player. Security and the economy always went hand-in-hand. Lipson concluded by saying that the world economy is integrated more than ever today and presents exciting times ahead.

Our third speaker was Jeff Herscovitz, senior VP and account director at the Leo Burnett Company. Jeff has had extensive experience in globalizing the Leo Burnett Company and shared what globalization means to him in the area of advertising. This discussion was extremely lively as the attendees viewed commercials adapted for various cultures around the world. Everyone got a kick out of McDonald's World Cup commercials which successfully aired in ten countries. Additionally, attendees saw how Pert Plus shampoo was targeted for the US, UK, and Far East.

Jeff provided information on Leo Burnett's organizational evolution towards a global focus. In 1976, Leo Burnett had US and international organizations operating as two separate divisions. In 1994, Leo Burnett operates as one big global organi-



zation with 61 offices supporting business in 51 countries.

Some key points to remember when operating globally:

- Establish a strong local agency to earn the client's and community's respect.
- Strive to be a majority owner in a joint venture so that quality of work can be controlled.
- Establish a strong information system to manage the business.
- Shape and grow the business globally over time. ♪

Expanding Your Horizons: The New Career Agenda

by Suzanne Keers '88

Set aside Saturday, September 17, 1994 to attend an exciting career conference sponsored by the three GSB Alumni clubs and the Alumni Career Management Office. The conference entitled "Expanding Your Horizons; The New Career Agenda," will be held at the new GSB Downtown Center, 450 North Cityfront Plaza Drive.

The conference is the brainchild of Ellie Workman, director of alumni career management for the GSB. The goal was to create a one-day conference that would:

- address the current career issues of the day;
- be relevant to alumni at all stages of their careers;
- encourage networking;
- highlight successful GSB alumni; and
- be affordable to all alumni.

To accomplish this, the conference has been structured with three concurrent tracks: Career Personas, Workplace 2000 and Entrepreneurial Options. The Career Personas track will deal with issues such as early career planning, mid and late career life balance, gaining visibility and networking strategies. The Workplace 2000 track will examine how the work world is changing in such areas as technology, globalization, non-traditional forms of employment and organization changes. Finally, the Entrepreneurial Options track will feature GSB

alumni and faculty entrepreneurs sharing their expertise on topics such as what it takes to be an entrepreneur, how to start a consulting business and how to buy a business.

To further encourage alumni to connect with each other, the conference will feature two other unique opportunities. First, the lunch hour will be set up with networking topic roundtables such as finance, marketing, career change, etc. This is similar to the format we use at the yearly UCWBG networking dinner. Second, there will be a resource room set up for GSB alumni to display materials such as brochures or business cards to inform other alumni about their business or service.

In order to make the conference affordable to all alumni the price for the full-day conference with a box lunch was kept as low as possible—\$55 is a real deal for this type of event. In addition, the \$15 networking reception was made optional to accommodate those on a tight budget. However, the reception should not be missed. Not only will you have excellent networking opportunities, but humorist and UCWBG member Julie Danis will provide entertainment.

In short, "Expanding Your Horizons: The New Career Agenda," is a not-to-be-missed event at an unbeatable price. Hope to see you there. ♪

North/Northwest Group Hosts Negotiating Workshop

by Danielle Palmer '92

Well-honed negotiating skills provide a decided edge in any number of personal and business situations. On July 25, members of the North/Northwest group gathered at the Highland Park location of First Chicago Bank for a Negotiating Skills Workshop facilitated by Elizabeth A. Mannix, associate professor of behavioral science at the University of Chicago Graduate School of Business.

The session served as a valuable introduction to those new to the bargaining table. Many present had previously experienced some type of training in negotiating skills but felt the need for a tune-up. After a tasty buffet, Dr. Mannix gave a brief introduction and divided the assembly into clusters emulating divisions of a major company. The groups then attempted to cut the most favorable deal for their division, for the development of a new invention. The goal was to create the outcome producing the greatest profit for the entire organization rather than for one division.

It became quickly apparent that the key to successful negotiations is information. The one with the greatest and most accurate information on the situation and the opponent almost invariably wins. The lesson is to do your homework and know your opponent. Going "mano á mano" with fellow members was educational and just plain fun.

Elizabeth Mannix suggests the following reading list for those interested in various aspects of negotiations.

General Books on Negotiation

- Fisher, R. and Ury, Wm. (1981). *Getting to Yes*, Boston: Houghton-Mifflin. Basic introduction to integrative negotiation.
- Bazerman, M. and Neale, M. (1992). *Negotiating Rationally*, New York: The Free Press. Comprehensive look at negotiation from a decision analytic perspective, with many real-world examples. Chapters on biases, experience and expertise, as well as group negotiations, and third parties.
- Lax, D. and Sebenius, J. (1986). *The Manager as Negotiator*, New York: The Free Press. Excellent book for managers which deals with many aspects of negotiation in a sophisticated manner. Includes chapters on negotiating in hierarchies, in networks, and through agents.
- Raiffa, H. (1982). *The Art and Science of Negotiation*, Boston: Harvard University Press. Another excellent book—tends to

be quantitative. Includes chapters on multi-party negotiations, coalitions, and contingent contracts.

- Lewicki, R. and Litterer, J. (1985). *Negotiation*, Homewood, IL: Irwin. Includes some issues not handled by above books, including: communication, persuasion, and ethics.

Special Topics

- Ury, Wm. (1991). *Getting Past No: Negotiating Your Way from Confrontation to Cooperation*, New York: Bantam Books. Describes five-step "breakthrough strategy" for difficult negotiation situations. Excellent advice for dealing with people who refuse to negotiate.
- Bazerman, M. (1990). *Judgment in Decision Making*, New York: Wiley. Excellent; specializes in decision making, biases, creativity and judgment. First several chapters involve individual decision making; second half of the book addresses decision making in negotiation contexts.
- Baker, Wayne (1993). *Networking Smart*, New York: McGraw-Hill. Although not specifically about negotiation, it is about the power of networks and relationship-building. It contains chapters on networking within as well as outside the organization.
- Pruitt, D. and Rubin, J. (1986). *Social Conflict: Escalation, Stalemate and Settlement*, New York: Random House. Specializes in techniques for recognizing and avoiding irrational escalation in negotiation. Includes chapters on: contentious tactics, processes that produce escalation, stalemate and de-escalation, and the importance of third-party intervention.
- Ury, W., Brett, J. and Goldberg, S. (1988). *Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict*, San Francisco: Jossey-Bass. Offers a method to design and implement on-going dispute resolution systems within organizations. Extensive case history on ADR (Alternative Dispute Resolution) in the coal industry makes up the second half of the book.
- Salacuse, Jeswald (1991). *Making Global Deals: What Every Executive Should Know About Negotiating Abroad*, New York: Times Books. Goes beyond the "recipe-book" format common to these types of books. Chapters on culture, ideology, foreign bureaucracies and laws, monetary issues and re-negotiation. ↵

Visibility, cont'd from page 3

abilities, experiences, and completed milestones. Consider keeping your internal list on a computer disk, so it's always ready to go. Make it easy on yourself.

If keeping an Internal Achievements List seems a little overwhelming, start with a few BabySteps:

1. Re-read this article for ideas and encouragement.
2. Find a blank journal, notebook, or computer disk to organize your list.
3. Start your list with one item. It can be anything you've done in the last 12 months. If nothing comes to mind, consider talking to a colleague. Acknowledge one of her accomplishments and then ask for help in discovering one of yours.
4. Read your list weekly and then add one new item (no matter how small).
5. And last but certainly not least, spend a minute revelling in your successes. ↵

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Anita R. Brick (MBA '81) co-founded a career consulting and outplacement firm and has guided thousands of middle-level managers through the career search maze. She is finalizing a book on professional visibility entitled Visibility+: How to Get It, Use It, and Leverage It to Advance Your Career and Boost Your Income. Ms. Brick is currently looking for stories of individuals who faced obstacles in their career and fought back. If you have experiences you'd like to share, please forward them to: Anita Brick, c/o No Matter What, P.O. Box 14115, Chicago, IL 60614, call at 312/549-4662, or send her an E-Mail at nmwbrickie@aol.com.

Celebrating the UCWBG

Focus Group

This fall, the marketing committee will be conducting focus groups to augment the data collected in the previous surveys. The objective of the focus group is to better understand the needs of our existing UCWBG members. Focus groups can be lots of fun and very dynamic. Take this opportunity to meet some of the other UCWBG members. We are looking for interested volunteers to participate in the focus group sessions or to help conduct them. If interested, please contact Christine Cantarino at 708/576-4965 (work) or 708/519-0070 (home).

Information Exchange

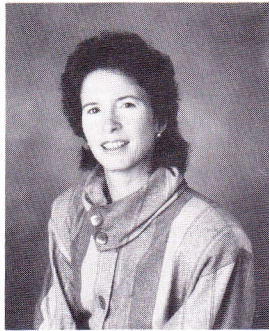
Danielle Carrier, '88, Campus has accepted a position as Data & Operations Analyst for the University Hospital Consortium (UHC). UHC provides consulting and other membership services to over 60 academic medical centers across the US.

Adrienne S. Harvitt, '76, Campus, former VP-Programs, has been appointed to a three-year term on "The Visiting Committee on Student Admissions and Student Life in the College." Additionally, Adrienne will chair her 20-yr. class reunion for the College class of 1975. She also recently spoke at the RTC's Professional Liability Conference in Boston in July on "Liability of Commodities and Securities Brokers for Hedging Program" (losses in S&L).

Dawn Hirakawa, '93, Campus, has recently relocated to the Oak Park Area, Dawn is an assistant product manager with Sara Lee Bakery, Chicago.

Helen I. Hodges, XP-'84, past UCWBG president recently won several awards and has been in the press.

- Selected as a "Woman of Excellence!" for 1994 by the Federation of Houston Professional Women.
- Elected vice president of Financial Services, on the Nation Board of The National Association of Women Business Owners (NAWBO). Was previously immediate past president, president, chair of the NWBE committee, and VP corporate relations at the Greater Houston Chapter of NAWBO.



Helen I. Hodges

was a 1994 winner of the Houston 100 award.

- Helen's story was written in a recent feature article in the *Houston Post*.
- Helen's success tip was recently published in the *Post*.
- A key job—\$1.7M pesticides cleanup in Brownsville, TX—was covered in various newspapers. Helen and one of her employees have been asked to speak on the project at various conferences and will be published in at least one trade magazine.
- Finally, Helen is proud to announce that William (now 5) and Donald (now 7) made it through kindergarten and first grade last year with only one visit to the Principal's office each.

Agnes A. Roach, CFP, '80, Campus, was elected Treasurer of the Executive Council of the University of Illinois Extension Services for the 1994-95 year.

Marge Waterstreet, '83, Campus, although totally disabled, will read her humorous poems and short stories on Monday, October 3, at Cafe Voltaire, 3231 North Clark Street, Chicago from 7-9 P.M. \$4. Reservations: 312/509-5175. Her new home address is 1509 West Cornelia, Apt. 1, Chicago, IL 60657.

Save This Date

Mark your calendars for Thursday, November 17 for the ever popular Networking Event. In line with our President's theme of Celebrating the UCWBG, this year's event will showcase the talents and businesses of our members. Any members who provide a service or product and are interested in participating or exhibiting at this event should contact Danielle Palmer at 708/251-7968. Watch for a postcard in mid-October announcing the details.

Corporate Finance/Accounting Roundtable Updates Alums

How can accountants, controllers, treasurers and CFOs keep up with current developments and network with fellow alumni? Join the Corporate Finance/Accounting Roundtable and find out.

Roundtable members exchange ideas on a variety of topics. Rich Niebrzydowski '66 arranged for Vince Sparrow of Arthur Andersen to speak on contract financial management. Ted Schultz '74 invited Jane Blake from MacDougall & Blake to lead a well attended discussion of activity based costing. In April Michael Bier '81, Cooper & Lybrand Consulting, coordinated and led a lively discussion entitled "Entering China." The May meeting featured Patti Mortland '89 from Fort Dearborn Partners speaking on business planning. Members of the roundtable offered examples of their own experiences. In June Bill Roule '81, Inland Steel, spoke of international tax aspects of intercompany transfer pricing. Group members including a Big Six tax partner, consultants, controllers and treasurers discussed the implications of recent regulatory changes in this area. The July meeting featured Michael Stein '90 leading a discussion of the recently enacted Illinois limited liability company statute, including when this new form of business organization should be used or avoided. As of this writing, the group is looking forward to September 1 when John Rosenthal '79 from Sanwa Business Credit will lead a discussion of Proper Corporate Treasury Use of Derivatives with the Futures and the Financial Services roundtables at the GSB Downtown Center.

John Falb '92, John Stauffer '79, Bob Gothman '90 and Paul Hofman '79 arranged conference rooms. Helping to ensure a good turn out at each meeting were members of the phone committee: Marianne Feeley '92, Nick Hahn '88, Rich Niebrzydowski '66, Karin Janowski '90, Tricia Haupt '94 and Michael Stein '90.

Meetings are informal. You are welcome to become a member, lead a discussion, arrange for an expert and/or provide a conference room. Call Jo Anne McCarthy '76 312/337-7142 or Michael Stein '90 708, 676-0606.

Philanthropic Committee Forming

A kick-off meeting for the new UCWBG Philanthropic Committee will be held on September 13 at 6:00 P.M. at the new UCGSB Downtown Center (Room 602). All UCWBG members who are interested in giving input on a pilot project or in joining the committee are encouraged to attend.

The Philanthropic Committee has been formed with a two-fold mission:


1. To employ the assets and resources of the UCWBG membership to benefit the community.
2. To provide an opportunity for all UCWBG members to participate in philanthropic activities.

Projects will range in scope from participation in organized events (e.g., answering phones for an NPR telethon) to hosting major events (e.g., a charity golf outing). The goal is to serve a broad range of philanthropic interests. Of course, the benefits to the group and members are numerous.

Several issues will be addressed at the first meeting of the committee, such as an official name for the committee, types of projects for the group to undertake, and brainstorming on a pilot project.

We hope that all UCWBG members will have an opportunity to participate in the events sponsored by the Philanthropic Committee.

Are you a person with lots of ideas? Do you want to get involved but can't find the time to commit? Is there a cause that is near and dear to your heart? Come to the kick-off

meeting. There's no obligation to join—we just want an hour's use of your brilliant and creative brain cells — and, besides, it's free. Please RSVP by September 5. If you can't attend but have ideas to share, or to RSVP, please call Rae Fisher at 312/743-6205. 


The 1994 Membership Directory

by Julia Hathaway '90

One of the benefits of being a member of the UCWBG is receiving a copy of the annual membership directory. Believe it or not, plans are already underway for the 1995 edition of our directory, which is scheduled to be mailed the first week of March 1995. As you know, our board and committee members are all volunteers, so planning something six months in advance is not at all unusual. The UCWBG uses the GSB Alumni Office to produce and print our directory from the on-line database of our members. It is the responsibility of the UCWBG VP-Membership and her committee to:

- Design the directory format
- Proof the directory
- Solicit and coordinate photo-ready advertising
- Include supplemental information in the directory

Proofing is the most time-consuming task when publishing our directory. In addition to making sure all members were correctly entered into the database, we review each directory entry by hand, using the renewal letter responses you send in with your membership check. It is a time-consuming and somewhat tedious task, but can be fun when we have enough volunteers. We turn the task of proofing into a "proofing brunch," usually held on a Saturday, that allows us to combine food and good conversation with getting the job done. If you are interested in volunteering for the membership proofing brunch, or would like to help with any of the other tasks required to produce our membership directory, please call Julia Hathaway at 312/281-6396.

Watch for your invitation to renew your UCWBG membership in November. Be sure to update the membership information questionnaire and return it by December 15, to be assured that *your* entry in the directory is accurate. 

Job Hotline

As of September 1, 1994 a new service will be provided to our members—a listing of available job openings supplied to the UCWBG. Any member wishing to request information or notify the group of an opportunity should call Danielle Palmer at 708/251-7968. To expedite the process, those requesting information should leave their fax numbers with their message.



Connections



Has a special event occurred in your life? Have you been/will be a guest speaker, started a new company, been appointed to a board of directors, started/expanded family, etc.? We'd like to include the information in the next issue of *The Exponent* "Connection" section. Please write to UCWBG Connections, c/o Kathy Bailey, 90 S. 6th Ave. #204, La Grange, IL 60525 or fax changes to 708/387-8565

- New Address
- New Job
- Promotion or Award
- Accomplishment

Name _____

Day Phone _____

Class Year _____

Campus 190 XP _____

Please describe any change in the space below.

Calendar

September

- 10 UCWBG Board Meeting, Leo Burnett, 25th floor, 9:00 A.M.
- 17 Expanding Your Horizons: The New Career Agenda
GSB Downtown Center, 450 North Cityfront Center
- 20 North/Northwest Networking Group
Best Hunan Restaurant, Vernon Hills, 6:00 P.M.
Contact: Agnes Roach, 708/356-0575
(See article on page 5)
- 27 UCWBG event: Anita Roddick of The Body Shop
(See article on front page)



October

- 7 November/December *Exponent* Deadline
- 8 UCWBG Board Meeting, Leo Burnett, 25th floor, 9:00 A.M.

November

- 17 Networking event—watch for more details in the
November/December *Exponent*

Send calendar listings to The Exponent at the address below or
phone Kathy Bailey at 708/387-8822.



The University of Chicago
Women's Business Group

920 West Webster
Chicago, IL 60614
Tel: 708/256-5804

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Suzanne Keers '88
Danielle Palmer '92

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Chandra Greer '90
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Agnes Roach '80

Julie Danis '84
Julia Hathaway '90
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Michael Stein '90