

# THE EXPONENT

THE UNIVERSITY OF CHICAGO  
WOMEN'S BUSINESS GROUP

S P R I N G 2 0 0 2

## Leading from Where You Are (And Who You Are)

By Betty Shanahan '00

In addition to being a transition of the UCWBG's leadership, the Annual Meeting on January 28 was also a transition in themes. Our keynote speaker for the evening, Cheryl A. Francis, created a bridge between the 2001 and the 2002 themes. Cheryl completed our roster of impressive role models of the 2001 *Leading Chicago Women* series. Her successful career in finance includes board membership at Hon Industries and Lands' End and former positions as the Executive Vice President and Chief Financial Officer of R.R. Donnelley & Sons Company and Vice President and Treasurer of FMC Corporation. Cheryl's inspirational talk on *Leading from Where You Are (And Who You Are)* set the stage for a year themed on **Building Leadership Connections**.

Cheryl introduced her talk with her definition of leadership. Her unique perspective defines a leader as a "catalyst for sustainable, positive change." This definition results in the actions of the leader not necessarily being obvious or recognized. She notes that the socially embedded methods of leadership that women practice are often not measured, rewarded, or made visible. Since there may not be an external recognition of success, we, as women leaders, must find our own definition for success.



Shown at the Annual Meeting are:  
UCWBG President Eva Ziegler, President-Elect Nancy Scott,  
Dean Snyder, speaker Cheryl Francis, Immediate Past President  
Susan Kane and VP - Programs Gail Luxenberg.

With this background Cheryl shared some of her successes. Each of her examples led back to her favorite leadership quote by Ralph Waldo Emerson, "Do not talk to me. What you ARE thunders so loudly above you, I cannot hear what you say." Who Cheryl Francis IS came through in her stories:

- "Tough love" was the term the Donnelley CEO used for Cheryl's leadership style. As a boss who "really listened," her people felt valued and respected. Cheryl was quick to note

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## Join Us in Welcoming Spring at the Annual Tea

The UCWBG Annual Tea has become a fun tradition and a wonderful way to welcome Spring. It's a great chance to see old friends, make new connections and be inspired by this year's speaker, Sheila Penrose. The Tea will be on Sunday, April 28th, from 2:00 to 5:00 P.M. at the Ritz Carlton Hotel Chicago. The Annual Tea menu includes scones, finger sandwiches and pastries. Spring hats are optional!

The Speaker Series for 2002 focuses on Building Leadership Connections. This year's speakers will share their professional and personal experiences and offer insights on how their journeys have been unique. On April 28, Sheila Penrose will share her insights on the world of financial services and the leadership of change.

Shelia Penrose is President of The Penrose Group, providing advisory services on financial and organizational strategies. As

Executive Advisor to the Boston Consulting Group, Sheila collaborates on current strategic issues in financial services and change management. She serves on the Board of eFunds Corporation and is a former Board member of Nalco Chemical Company. Sheila is Executive in Residence at the GSB, serves on the UCWBG Advisory Board and is a member of the Advisory Board of Stanford Business School.

Formerly President of Corporate and Institutional Services at Northern Trust, Sheila managed a billion dollar business and served on the Management Committee. She has extensive international experience and served as Economic Advisor to the British Treasury. Sheila has managed international banking, brokerage, wealth management and global investments services with responsibility for offices around the world, clients in 40 countries and investment portfolios in 80

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Eva Ziegler '97

### The Annual Tea Continued from page 1

foreign markets. She is a leader in promoting change and innovation, from Northern Trust's strategy development, which set the company on its current successful course, to managing businesses that required major turnaround, repositioning or strategic integration.

Her volunteer activities are numerous: Board member National Association of Corporate Directors, Center for Women's Business Research and Leadership Council of the United Way. She is a member of Catalyst, Committee of 200 and the Chicago Network. She has served on the Boards of the Art Institute, Leadership Greater Chicago, Lake Forest College, Chicago Children's Museum and Shakespeare Theatre. Sheila has received the YWCA's Lifetime Achievement,

Anti-Defamation League's Women of Achievement, Girl Scout's Luminary and Midtown Metro's Leader Awards.

After completing undergraduate and graduate studies at the University of Birmingham in England, Sheila received her Master's degree from the London School of Economics and Political Science. Northern Trust sponsored her for the Stanford Executive Program from which she graduated in 1984.

Please join us for the Annual Spring Tea to enjoy the sumptuous fare at the Ritz Carlton, hear Sheila Penrose's insights, applaud the winners of the 2002 UCWBG Distinguished Service Awards and connect with UCWBG compatriots. See registration details below.

## Save the Date Building Leadership Connections Speaker Series

### Annual Spring Tea

**When:** Sunday, April 28, 2002  
2:00 — 5:00 P.M.

**Where:** Ritz Carlton Hotel Chicago  
160 East Pearson  
The Salon Room

**Speaker:** Sheila Penrose  
President, The Penrose Group

**Plus:** Presentation of the 2002  
Distinguished Service Awards

**Cost:** \$55.00 for UCWBG members  
\$65.00 for non-members/guests

**Registration:** Credit card registrations may be made by voice mail at 847-256-5804 or register online at [www.UCWBG.org](http://www.UCWBG.org) under "Calendar." All reservations, including payment, must be made by April 24, 2002.

**Hats optional!**

## CALENDAR OF EVENTS

### April

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

#### Wednesday, April 17, 2002

North/Northwest Group  
Dinner at Edwardo's (details appear on page 5)

#### Sunday, April 28, 2002

Annual Spring High Tea at the Ritz Carlton Hotel Chicago (details appear above)

### May

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

#### Wednesday, May 8, 2002

Networking Luncheon with the Professional Women's Club of Chicago held at the University Club of Chicago — a progressive luncheon for meeting, greeting and networking.  
\$38.00 UCWBG members; \$48.00 nonmembers.  
Register online at [www.UCWBG.org](http://www.UCWBG.org)

#### Friday, May 17, 2002

GSB 50th Annual Management Conference  
11:30 A.M. – 7:00 P.M., Chicago Marriott Downtown and the Gleacher Center.  
For details and online registration, visit [gsb.uchicago.edu](http://gsb.uchicago.edu)

#### Saturday, May 18, 2002

GSB Campus Groundbreaking, 59th and Woodlawn, Hyde Park. Luncheon to follow.  
RSVP online at [gsb.uchicago.edu](http://gsb.uchicago.edu) or call 773-834-2685

### June

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

#### Monday, June 10 through Friday, June 14, 2002

Executive Education course on "Strategic Leadership: Changing the Realities for Executive Women."  
For more information, contact the Executive Education program: Michael Malefakis, 312-464-8732 or [michael.malefakis@gsb.uchicago.edu](mailto:michael.malefakis@gsb.uchicago.edu) (details appear in Leadership Initiative Update on page 4)

#### Saturday, June 22, 2002

Breakthrough Networking:  
Building Relationships That Last.  
Register by voice mail at 847-256-5804 or online at [www.UCWBG.org](http://www.UCWBG.org) (details appear in Professional and Personal Development Update on page 6)



# President's Letter



**Eva Ziegler '97**

very much in line with our brand statement: *The UCWBG is an organization dedicated to leading, connecting, and supporting Chicago GSB women.*

During this year, we want to create an environment where members can build successful leadership connections, increase the visibility and influence of the UCWBG and position the organization for the future.

Specifically, this translates into the following short and long-term strategic goals:

- 1) To increase connection opportunities for GSB women.
- 2) To strengthen alumnae relationships with the GSB by supporting recruitment of women and fostering an alumnae network for employment opportunities.
- 3) To increase visibility of the UCWBG in the community and in the GSB through marketing, partnering with other organizations, and corporate sponsorship of high profile events.
- 4) To implement leadership programs.
- 5) To sustain a growing, financially sound organization that is professional and leading edge.

Many of this year's initiatives have already been kicked off.

In February, under the leadership of Merle Green Tresser, Director at Large, and Kathy Flanagan, VP Leadership, we rolled out the Leadership Circles program. This new initiative focuses on leadership issues and explores how a group of women can provide mentoring on this topic to each other and to the group as a whole. It is an opportunity to explore different aspects of leadership, to discuss leadership practices and experiences – triumphs and failures, and to talk about leadership as it is practiced by women. It is a great opportunity to learn, nurture and be nourished. Based on the success of this first Leadership Circle, we expect to extend the program and offer the opportunity to participate in this experience to additional UCWBG members.

In our "Five Steps to Optimal Work-Life Balance" workshop lead by Ioanna Karamitsou, VP -Professional and Personal Development, participants were guided through a value-based assessment of the balance in eight key areas of their life. They examined their assumptions, beliefs, support structures and boundaries, and learned to set value-based goals toward living a balanced and fulfilling life.

In June, we will offer another workshop "Breakthrough Networking: Building Relationships That Last." In this workshop, which is also being organized by our VP - Professional and Personal Development Ioanna Karamitsou, participants will learn

Dear UCWBG Members,

The year is flying by and we are already in the second quarter of 2002. We have planned a year full of great programs and initiatives and have already done a lot of work and made substantial progress. As you know, this year's theme is **Building Leadership Connections**. We selected this theme based on the membership survey responses and also because we felt that it is

more about building credibility and increasing their networking power through skills such as creating a powerful verbal business card, working a room, and reading and adapting to others' networking styles to increase career success.

The UCWBG has championed the concept of a GSB-sponsored course focused on leadership issues for senior level women and is pleased to announce that a one-week course entitled "Strategic Leadership: Changing the Realities for Executive Women" will be offered by the University of Chicago on June 10-14, 2002 at the Gleacher Center. This session will focus on development of frameworks and tools to help leaders improve the odds of success for their organization and to create an environment receptive to women's unique strengths and values. The UCWBG has provided the stimulus for program development and will be able to offer cost savings for UCWBG members to attend this important seminar.

When setting your schedules, please keep these dates in mind — our Annual Tea will be held this year at the Ritz-Carlton Hotel on Sunday, April 28th, and our spring Networking Event is scheduled for Wednesday, May 8th. Both of these events offer an opportunity to meet and build connections with other UCWBG women. As we all should constantly remember, power is built by making one connection at the time.

My vision for the UCWBG is for it to be recognized as a preeminent, powerful and prestigious organization that steps out into the community and assumes leadership roles for issues important to GSB women. We are excited that Dean Snyder has expressed a real interest in our work and took the opportunity to speak at our Annual Meeting. We look forward to continuing to build our relationship with the Dean and the GSB to create a truly successful partnership.

Again, I am thrilled to work with all of you during this year and I encourage all of you to get involved. Our new initiatives have come from the suggestions and encouragement of our members. If you would like to find out how you can help and/or have any suggestions, please do not hesitate to e-mail or call me at 312-298-3736.

Regards,



Eva Ziegler  
2002 UCWBG President

## RENEWAL REMINDER:

Thank you to the many UCWBG members who have already renewed for 2002!

For those who haven't taken the opportunity to renew yet, please help us save on administrative costs by returning your form and payment as soon as possible.

If you have any question, please contact Lisa Wiese, VP - Membership, at 630-577-5835 or lbwiese@avaya.com.

# Update on the Leadership Initiative

## Leadership Circles Initiative Launched

By Merle Tresser '81



**Director at Large Merle Tresser (l) and VP - Leadership Initiative Kathy Flanagan (r) serve as facilitators for the initial Leadership Circle.**

group is varied in many regards. The 17 women have worked in a wide variety of fields and have had widely different experiences in the workplace. One member is in school full-time, another is in the evening program; two more are retired from their last careers and are considering what they will do next in their career lives.

Uniting all of the women is their interest in the issue of leadership and, especially, how women's leadership experiences are similar to and/or different from those of the men in the workplace.

The sessions use short and interesting readings to form the common underpinning of the meeting, supplemented with some structured group work and some more free-wheeling discussion. Specific topics already investigated include what leaders do, how to choose a leadership style and the affect of emotional intelligence on leadership.



**Susan Harper (c) makes a point to the group as Carrie Turner (l) and Emilie Chandler (r) listen.**

## Women's Leadership Course Launched

By Kathy Flanagan '82

At the urging of the UCWBG, a high profile, one-week course entitled "Strategic Leadership: Changing the Realities for Executive Women" will be offered by the University of Chicago on June 10-14, 2002 at the Gleacher Center. Noted academics Marvin Zonis and Linda Ginzel will be joined by Cheryl Francis (former CFO, RR

The Leadership Circles pilot program, an opportunity to explore different aspects of leadership and to explore how a group of women can provide mentoring on this topic to each other and to the group at large, began on February 26th. It will continue meeting every other week for six sessions.

Seventeen people registered and have been attending the sessions. The



**The Leadership Circle members participate in a roundtable discussion.**

The participants in this prototype program will be eligible to become facilitators of future Leadership Circles and the program will be offered, later this year, to all members of the UCWBG.

Donnelley) and Sheila Penrose (former President, Northern Trust Bank), who are members of the UCWBG Advisory Board. Susan Annunzio, an expert in organizational culture and change will also play a critical role.

This program will focus on frameworks and tools to help leaders improve the odds of success for their organizations and to create an environment receptive to women's unique strengths and values. "We strongly endorse this program for the high caliber of the content, the top notch faculty and instructors, and the inclusion of leading women," said Eva Ziegler, UCWBG President.

"Over recent years, the UCWBG has aggressively championed the concept of a GSB-sponsored course focused on leadership issues for senior level women," said Susan Kane, Immediate Past President. "We are pleased to see this course become a reality."

UCWBG members will receive a 10% discount on the fee of \$5,750, which covers tuition, books and instructional materials and lunches. The 10% discount also will be extended to UCWBG members' firms who send three or more participants. UCWBG membership should be noted when registering for this Executive Education program.

This may be the most significant development opportunity that will arise for executive women in Chicago for several years. Be sure to bring the program to the attention of your human resources and line managers. They will be pleased to learn that through your membership, UCWBG has provided the stimulus for program development and a cost savings opportunity.

For more information, contact the Executive Education program: Michael Malefakis, 312-464-8732 or michael.malefakis@gsb.uchicago.edu.

## UCWBG Members Offer Advice to Part-Time Students

By Merle Tresser '81

On March 4th, a snowy Saturday afternoon, UCWBG members met with members of the Chicago Women's Club, comprised of GSB part-time students, to share their experiences and give advice to students interested in entering their fields.

The students who braved the snowstorm were interested in talking to women working in a variety of fields about how they found opportunities and built their careers. Specific areas of interest included marketing, strategy and consulting. UCWBG members Pam Schilling, Sara Coffou, and Merle Tresser fielded the questions.

Most of the students were considering entering new fields once they completed their MBAs. They were interested in what work in those fields is really like (can one have a consulting career and a life, too?), suggestions on making contacts in those fields, and career planning.

Another such meeting will be held later in the year. If you are interested in helping part-time students with their career planning, please let Merle Tresser know of your interest. You can reach her via e-mail at merle@sosenstein.com.

# UCWBG Has a New Website!

[www.UCWBG.org](http://www.UCWBG.org)

By Linda Stone '00

This year, the UCWBG website has a new URL, [www.UCWBG.org](http://www.UCWBG.org), and a new design. Probably the first thing you notice when logging on to the UCWBG web site is that it has a slightly different look and feel and ... it's constantly changing! The design is temporary. Be sure to check the site often as features will shift both in placement and content during the year.

This current format will be used as to build on earlier features and add new functionality. From now until December 2002, we will be soliciting your suggestions and comments to ensure that the new web site is responsive to your needs. By this time next year, we plan to unveil a brand new site.

Our goal for this year is ambitious. The plan is to build on the current and previous themes by developing a web-based infrastructure that is highly personalized and informative with a focus on individual and group contribution — a learning environment that celebrates personal choices, provides a nurturing atmosphere and professional support, a comfortable and entertaining venue in which to exchange ideas, and a sense of "place" for the membership — a source of relevant and meaning making news and information (technology developments, real world applications of class room theory, roundtables, etc.).

To accomplish this goal, we will be investigating the viability of implementing e-community tools (e.g., email discussion groups and chat rooms) and adding enhancements (e.g., password protection, online directories, etc.).

We cannot achieve success without you! We need your suggestions, input, advice and comments .

Our first step was to post the current interim site. That accomplished, our next step is to lay the infrastructure for the next incarnation of the site. That's where you, the members, can really help. Please seriously consider joining one of the following:

- **The Web-Development Committee**

This committee was formed specifically to address the

functional needs of the new web site. It needs members who have had experience in developing web sites, or have skills in contributory areas like data collection, writing, interviewing, coding, photography, database management, design or marketing. This group will have specific assignments and will collectively carry the responsibility of delivering the new web site.

- **The Technology Group**

The UCWBG Technology Group was formed to provide a structure to support technology activities and education to the members through technology-related events and articles. Knowledge of cutting edge technologies can be a source of competitive advantage. The mission of this group is to share knowledge with the group and to offer venues to keep the membership at large aware of technical trends. The members are not all "techie", but rather UCWBG members who want to improve their understanding of technology. There are no specific assignments. The group has a strong networking and social presence.

- **HTML Courses**

Courses are available for those who are interested in learning to create their own websites. These courses are being offered by JoAnn Hinz, the former VP - Technology and a founding member of the UCWBG. These courses are a great first step! Contact JoAnn at [drummondhinz@yahoo.com](mailto:drummondhinz@yahoo.com).

Again, we need the support of the membership to make this initiative a success. **This is your web site. Please let us hear from you. Pick up the phone or send an email and point out what you like about the site now, what you don't like, and what features you would like to see added in the future.**

If you have the time, please consider joining the Web Development Committee or attend a Technology Group meeting. If you are interested in dipping your toe in the Internet waters, contact JoAnn and take a course.

Our success depends on you!

For more information, contact Linda Stone, VP-Technology, at [lstone@UCWBG.org](mailto:lstone@UCWBG.org) or 312-617-2764.

## UCWBG North/Northwest Networking Group

**Date:** Wednesday, April 17, 2002  
**Place:** Edwardo's  
9300 Skokie Blvd.  
Skokie, IL  
847 674-0008  
**Time:** 6:30 p.m.  
**Contact:** Nancy Scott, '91  
708 387-1718  
**RSVP:** Needed by Monday, April 15th to:  
Nancy Scott, '91, 708 387-1718, [nlscott@aol.com](mailto:nlscott@aol.com)

The North/Northwest Group kicked off its 11th Year at the Big Bowl Restaurant in Lincolnshire in February. Members enjoyed the casual dining and great conversation. You're invited to join the group at Edwardo's on April 18th for some of their popular pizza and Italian dishes.

The North/Northwest group meets bimonthly, on the Wednesday, Thursday, or Saturday of the third week of the month. Mark our next meeting date Saturday, June 22nd on your calendar, and plan to attend. These gatherings provide an opportunity for informal networking among new acquaintances as well as with old friends. Any UCWBG member is welcome!

If you are considering attending a North/Northwest meeting and would like to receive a reminder via e-mail, contact Nancy Scott with your e-mail address: [nlscott@aol.com](mailto:nlscott@aol.com)

### How to get to Edwardo's:

Edwardo's restaurant is located on Skokie Blvd., south of Golf Road and north of Church Street. It's at the northwest corner of Skokie Blvd. and Gross Point Road.

# UCWBG Membership Survey 2001

## And the Survey Says...

By Nancy L. Scott '91

Our first on-line survey in The University of Chicago Women's Business Group (UCWBG) history was a success! On behalf of the UCWBG Board of Directors, thank you to all who participated! We had a tremendous response and appreciate the time you took to complete the survey. Following are some highlights of the survey responses and the corresponding actions that have resulted or are planned.

From the list of current UCWBG services, those services that have the highest perceived value include:

- Programming Events
- Newsletter – *The Exponent*
- Professional & Social Contacts
- Ties to the GSB
- UCWBG Membership Directory.

The UCWBG Board of Directors plans to keep these services in place and improve them wherever possible.

Potential future services which respondents feel have importance to them include:

- Job Listings
- Leadership Training
- Work/Life Balance Seminars
- The Web Site – [www.UWCBG.org](http://www.UWCBG.org)
- Social Contacts
- Roundtable Discussions

The UCWBG Board of Directors has already started some initiatives to provide these services and will continue to look at ways to provide additional services to UCWBG members.

Throughout the survey, there were several overriding themes in the responses. These were:

- Maintaining Ties to the GSB
- Building Connections
- Building or Strengthening Leadership Skills
- Networking

Correspondingly, the UCWBG Programming Theme for 2002 through 2004 is **Building Leadership Connections**. We will continue to focus on programming events that provide opportunities for UCWBG members to make new and strengthen old connections!

An option to expand UCWBG membership to non-*GSB* alumni was explored. Based upon the results of the survey, UCWBG membership eligibility will remain the same as currently indicated in our by-laws.

The majority of survey respondents had not used the UCWBG Web Site. The web site has been refreshed with new content and a new look. Information about programs, committees, membership, and other UCWBG information can now be found at [www.UCWBG.org](http://www.UCWBG.org). Be sure to take a look next time you have a minute or two to "surf"!

# Professional & Personal Development Update

By Ioanna Karamitsou XP-67 ('98)

## Five Steps to Optimal Work/Life Balance

The workshop was held at the Gleacher Center on Saturday, March 23rd, facilitated by Ioanna Karamitsou of Forward Alliance ([www.forwardalliance.com](http://www.forwardalliance.com)). Participants were guided through exercises to help them:

- Assess their current balance and time allocation in eight key areas of life.
- Do a value-based analysis of the status quo.
- Examine current beliefs, assumptions and boundaries as they relate to everyday choices they make.
- Get motivated toward making changes that will restore balance to their lives.

The workshop included a free follow-up personal consultation.

**If you missed this event, you still have an opportunity to purchase the workbook and the follow-up private consultation session for \$65 member price and \$85 non-member price.** This offer is extended through June 15 only. Contact Ioanna at 773-244-0900 or e-mail her at: [ioanna@forwardalliance.com](mailto:ioanna@forwardalliance.com)

**Upcoming event scheduled for:**

**Saturday June 22, 2002, 9 a.m. - Noon**

## Breakthrough Networking: Building Relationships That Last

The days of cradle-to-grave security are over, and building relationships is your key to controlling your destiny. Join nationally known rapport builder Lillian D. Bjorseth ([www.duoforce.com](http://www.duoforce.com)) as she uses her Fortune 100 and entrepreneurial experience to help you polish your skills and image ... on the spot ... and work the rest of the workshop and future opportunities better than ever. In this interactive program, you will learn more about how to build your credibility, and, thus, your network; how to create a powerful verbal business card; how to work a room; and how to read and adapt to others' networking styles to increase sales and career success.

You can register on line at <http://ucwbg.org/calendar.asp> or call the UCWBG voice mail at 847-256-5804.

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## Leading From Where You Are Continued from page 1

that “tough love” is not about being a nice guy but acting with authenticity and integrity, even when saying “no.”

- Examples where Cheryl’s leadership style came through as she described being the catalyst for organizations to find their own solutions. She offered the Chinese saying: “The poor leader, the people abhor. The good leader, the people admire. The great leader, the people say: ‘we did it ourselves’.” This harks back to Cheryl’s definition of a leader that may not be recognized.
- Cheryl encouraged us to befriend bad news – it can bring valuable learning and growth – and it will not go away on its own.
- Cheryl approaches a problem or opportunity with the USA model – Understand, Simplify, Act. This model has served her not only in business but also in some of her community involvement. As a member of the School Board for a public school district, Cheryl was able to apply the model to accomplish the almost impossible – pass a referendum to expand and improve the schools during the recession. Her same approach was used to champion women’s participation with the United Way. The result is the Women’s Leadership Council of the United Way.

Cheryl discussed the challenges for women leaders in the workplace and some of the opportunities to overcome those challenges. She referenced Joyce Fletcher’s book *Disappearing Acts* when noting that many of the effective characteristics that women demonstrate in the workplace are either undervalued, criticized or not noticed. The “relational skills” that women exhibit are not recognized as strengths in the competitive corporate model.

Cheryl offers hope that increasing the numbers of women within the power structure can begin to change this – and the numbers do not need to be large for change to occur. Her example is Hon Industries, where she was the first female board member. Her initial experiences were that her fellow board members listened to what she said, but didn’t really “hear” what she said. When the board sought

another member with financial expertise she helped them attract Abbie Smith, the Chicago GSB professor. With a second woman in a group of eleven, Cheryl and Abbie were able to bring about change by reinforcing each other and the messages. The culmination of the efforts of Cheryl and Abbie was the first ever Hon management conference where 200 managers met with the board and walked away with common themes, clear direction, and a good feeling because they recognized that the board trusted them and cared about them. On Hon’s board, when the number of women moved from one to two, a tipping point was reached. This tipping point enabled cultural shift.

Lessons on leadership can come from all avenues. From Cheryl’s activities as a volunteer, she related a moving story about ministering to a woman suffering from a chronic illness. The result of her interaction with this woman reminds us that creating sustainable positive change is a significant accomplishment, even if it is only in the life of one person.

Cheryl concluded with 15 lessons from her life and career. They are:

- 1) Define success for yourself.
- 2) Work toward long term consequences – plant seeds.
- 3) Be clear on cultural values – the non-negotiables.
- 4) Let people do it themselves – they will learn more and change will be more lasting.
- 5) Pull the most obvious, most powerful lever – the rest will follow.
- 6) Tell the truth – always.
- 7) Befriend bad news.
- 8) Act with integrity to increase power.
- 9) Be confident in your strengths.
- 10) Representation matters – all voices at the table.
- 11) Understand, simplify and act.
- 12) Expect the best from people.
- 13) Look to the facts – particularly bad news – for opportunity.
- 14) Change yourself – gain awareness and perspective
- 15) “Do not talk to me. What you ARE thunders so loudly above you, I cannot hear what you say.”

## The University of Chicago Women’s Business Group 2002 Board of Directors

### PRESIDENT:

**Eva Ziegler ‘97**  
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### PRESIDENT-ELECT:

**Nancy Lee Scott ‘91**  
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## UCWBG New Members January and February 2002

**Sara Coffou**  
*Coffou Partners*

**Bridget Ryan**

**Jane Belcher**

**Ellen Engel**  
*University of Chicago GSB*

**Teresa J. Siebeneck**  
*Unicare*

**Jennifer Costello**  
*Goldman Sachs*

**Zina Markevicius**

**Paule M. Pobloske**  
*Dean Foods Company*

**Lynn Braun**  
*Banc One Capital  
Markets, Inc.*

**Christine Elliott**  
*KPMG*

**Maureen T. Matz**  
*The Cambridge Group*

**Mary Beth Sterling**

**Bari Nicole Berman**

**Cathy Williams**  
*One Equity Partners/  
Bank One Corporation*

**Alison P. Ranney**

**Anna Bell**  
*Wm. Wrigley Jr. Co.*

**Lynn Fraas**  
*Doculabs, Inc.*

**Lori R. Vargas**  
*Spa Vargas, Limited*

**Sarah Danielson**  
*Cap Gemini  
Ernst & Young LLC*

**Judy Jacobson**

**Eileen Schwab**  
*User Centric, Inc.*

**Laura Walker**  
*Cargill*

## UCWBG to Sponsor Panel on Leadership Connections

*By Kathy Flanagan '82*

Building Leadership Connections will be the theme for the UCWBG panel at the annual GSB Management Conference on May 17. This year, the focus will be on the changing nature of career paths and the connections that support career development. The UCWBG has sponsored a panel at the conference since 1992.

Last year's UCWBG panel drew more than 200 participants, the largest turnout of the conference, on the topic of "Leadership Connections: Best Practices of Highly Effective Leaders." Members are encouraged to attend the conference, which for a modest fee provides the opportunity to join a diverse gathering of alumni in hearing some of the latest thinking on a broad array of management topics. Register online at [gsb.uchicago.edu/manconf](http://gsb.uchicago.edu/manconf) or call 773-702-7572.

### RENEWAL REMINDER:

Thank you to the many UCWBG members who have already renewed for 2002!

For those who haven't taken the opportunity to renew yet, please help us save on administrative costs by returning your form and payment as soon as possible.

If you have any question, please contact Lisa Wiese, VP - Membership, at 630-577-5835 or [lbwiese@avaya.com](mailto:lbwiese@avaya.com).



THE UNIVERSITY OF CHICAGO  
WOMEN'S BUSINESS GROUP

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***BUILDING LEADERSHIP CONNECTIONS***