

# THE EXPONENT

THE UNIVERSITY OF CHICAGO  
WOMEN'S BUSINESS GROUP

W I N T E R 2 0 0 3

## Evolutionary Leadership The Future According to Susan Annunzio

By Victoria Driver '99

Author, change management expert and GSB Adjunct Professor Susan Annunzio began her keynote speech on Evolutionary Leadership at the UCWBG Annual Meeting with a frenetic multimedia presentation. An edgy tableau, juxtaposing familiar and unfamiliar images, fast-paced with overlapping sound tracks and transitional pauses, the display created an atmosphere of urgency, tension and uncertainty. As the lights and sounds faded away, Susan sprang up to ask "How does that make you feel?" She knew she had created her desired effect when one audience member said, "I've been living that for the past two years!" Susan had set the stage for her comments by recognizing that our current environment, in business and in our lives in general, has become multi-tasking, distracting, starting, stopping and constantly changing.

Susan likens the concept of evolutionary leadership to evolution over time. Who, and what approach, is going to "win" in our current landscape? The days of "dinosaur management" are over. New rules of competition – or survival of the fittest – are being formed, based in intelligence and adaptability, requiring speed and flexibility. The age of ubiquitous information has

arrived. This means that information is everywhere, and it's free! And it means that the playing field has changed. If one entity has information, it must be assumed that everyone else can get it. The importance of intangible benefits has grown relative to tangible aspects, creating a shift from products to commodities as economies globalize. Differentiation now is more based on intangible aspects – such as brand image – and less on product features. Power is shifting to the customer and the employee. It's no longer a command and control autocracy; to succeed the needs of the customers and the opportunities for the employees to contribute ideas and knowledge must be part of the new equation.

Susan profiled the ways in which the economy and the business environment has shifted from the Agricultural Age, requiring physical power and self direction, to the Industrial Age, requiring mechanical power and strong centralized direction, to today, the Knowledge Age, requiring innovation, brain power and

*continued on page 11*



(from L to R) President-Elect Kathy Flanagan, Immediate Past President Eva Ziegler, speaker Susan Annunzio and UCWBG President Nancy Scott

## 2003 UCWBG Annual Meeting

By Victoria Driver '99

The UCWBG Annual Meeting was held on Monday evening, January 27th, at the Gleacher Center. Turnout was terrific for an evening packed with networking, a wonderful dinner by Wolfgang Puck Catering, recap of UCWBG accomplishments and goals, introduction of the outgoing and incoming Board of Directors, a panel discussion by attendees of the 2002 Executive Education Women's Leadership Forum "Changing the Reality for Executive Woman, and a dynamic presentation by educator, author and change management expert Susan Annunzio.

Immediate Past President Eva Ziegler reviewed the UCWBG's achievements over the past year and introduced the outgoing board members. Eva introduced her successor, 2003 UCWBG President Nancy Scott. Nancy outlined several upcoming events including the High Tea and PWCC Networking Luncheon (see the calendar on

page 2) and introduced the 2003 Board of Directors and the Advisory Board members in attendance.



(from L to R) Panelists Sarah Smigel, Rita Forden and Lisa Azzarello. All were attendees of the 2002 Women's Leadership Forum, "Changing the Current Reality of Executive Women."

Speaker Susan Annunzio was introduced by President-Elect Kathy Flanagan. Susan is President and CEO of the Center for High Performance; in this role, she is a strategic advisor to CEOs and executive teams in leading efforts that energize the workplace and maximize returns on strategic, financial

*continued on page 10*

### CONTENTS

	Page
Annual High Tea	2
Membership Renewals	2
Calendar of Events	2
President's Letter	3
Board of Directors	3
Finance Report	4
UCWBG Opportunities	5
Changes to the Board for 2003	6
UCWBG New Members	9
UCWBG Mother's Network	9
North/Northwest Networking Group	9
Professional & Personal Development Workshop	10
UCWBG Annual Meeting (cont.)	10
Evolutionary Leadership (Cont.)	11

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## Building Leadership Connections Speaker Series Presents: The University of Chicago Women's Business Group Annual High Tea

**Speaker:** Carol L. Bernick  
Vice Chairman, Alberto-Culver Company  
President, Alberto-Culver Consumer Products Worldwide

With Remarks by Edward A. Snyder  
Dean and George Pratt Schultz Professor of Economics  
The University of Chicago Graduate School of Business

And Presentation of The Distinguished Service Award

**When:** Sunday, March 9, 2003 from 2 P.M. to 5 P.M.

**Where:** The Ritz-Carlton Hotel - Salon Room  
Chicago, IL

**Cost:** \$55 Members / \$65 Non-members until Feb 28th  
\$60 Members / \$70 Non-members after Feb 28th

**Register:** To register, please visit our web site at: [www.ucwbg.org](http://www.ucwbg.org)

## Membership Renewals

*By Teresa Seipel '82*

Have you renewed your membership for this year? Renewals received before February 28, 2003 are \$65.00 for a one year membership. Beginning March 1 annual fees will be \$75.00.

New this year is the option to pay for two or three years of membership for \$130 or \$195 respectively. Lock in the lower annual membership fee by selecting one of the new options!

Renew either by returning the form mailed to you, or by visiting the web site at [www.ucwbg.org](http://www.ucwbg.org). If you have questions or need assistance renewing, contact Teresa at [tmseipel@attbi.com](mailto:tmseipel@attbi.com).

## CALENDAR OF EVENTS

**February**

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	

**February 20th**  
North/Northwest Networking Group: Dinner at Big Bowl (details on page 9)

**March**

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					

**March 9th**  
Annual Tea at the Ritz Carlton (details appear above)

**March 15th**  
Mother's Network schedule distributed

**March 29th**  
Professional & Personal Development Workshop: Breaking Through The Pile (details on page 10)

**April**

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

**April 9th**  
Networking Luncheon with PWCC (see web site for details)



# President's Letter



## Dear University of Chicago Women's Business Group Members:

I am honored to be leading The University of Chicago Women's Business Group (UCWBG) this year as President. When I first joined the UCWBG in 1991, I was impressed with the caliber of women in the organization. Over the last 11 years, the UCWBG has continued to be an organization comprised of dynamic women graduates and students of the

### Nancy Scott '91

Chicago GSB who are leading the way in their fields of endeavor. It is through the tremendous efforts of these individuals that the UCWBG has developed a reputation for raising the bar to new levels in programs, professional and personal development workshops, initiatives for leadership and mentoring, and executive education for women. The depth and breadth of our members makes this a truly fabulous organization to be a part of.

The UCWBG is committed to providing a strong network and an enriching environment to fostering connections and the long-term growth of relationships between our members and other GSB alumnae. We strive to provide cutting edge thought leadership and perspective to our members, the Chicago GSB, and the business community.

During the UCWBG Board of Directors' October 2001 Strategic Retreat, we completed the 2002 - 2004 Strategic Plan. The plan was based on the input we received from you, our members, through the 2001 Membership Survey. In that survey, you asked the UCWBG Board of Directors to find ways to help you develop your leadership skills and to provide you with opportunities for networking. At that time, we developed a theme of "Building Leadership Connections" for 2002 - 2004 and worked to provide programs and workshops to meet your needs.

In 2003, we will again be conducting a Membership Survey. With the challenging economic environment that all of us face today, the UCWBG Board of Directors will use the results of this survey to look for ways to ensure that we are continuing to support our membership. For 2003, we will continue the Leadership and Mentoring program and further develop our Sponsorship initiative to increase financial support for UCWBG programs and organizations. If you or your organization would like to become a UCWBG sponsor, feel free to contact me or another member of the UCWBG Board of Directors for more information. This year will also bring improvements in the UCWBG web site ([www.ucwbg.org](http://www.ucwbg.org)), including a password-protected area just for UCWBG members.

I am looking forward to working with all of you during this year, and I encourage each of you to get involved by serving on a UCWBG Committee and/or participating in a subgroup. If you would like to find out how you can make a difference or have any suggestions, please do not hesitate to send me an email at [nlscott@aol.com](mailto:nlscott@aol.com), or call me at 312-879-2135.

Warm Regards,

Nancy L. Scott  
President  
The University of Chicago Women's Business Group

## The University of Chicago Women's Business Group 2003 Board of Directors

### PRESIDENT:

**Nancy Lee Scott '91**  
312-879-2135  
[nlscott@aol.com](mailto:nlscott@aol.com)

### PRESIDENT-ELECT:

**Kathleen M. Flanagan '82**  
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### VP-FINANCE:

**Amy Rogowski '98**  
312-242-9461  
[arogowski@deloitte.com](mailto:arogowski@deloitte.com)

### VP-INTERNAL COMMUNICATIONS:

**Belita Smith XP-69**  
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[mbsmith@gsb.uchicago.edu](mailto:mbsmith@gsb.uchicago.edu)

### VP-LEADERSHIP INITIATIVES:

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312-266-7700  
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### VP-MARKETING/PUBLIC RELATIONS:

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312-399-8380  
[pamschilling@earthlink.net](mailto:pamschilling@earthlink.net)

# 2002 Finance Report

by Amy Rogowski '98

The University of Chicago Women's Business Group (UCWBG) is a not-for-profit organization. The Board of Directors strives to provide quality programs and support to members, while aggressively controlling expenditures.

The Board of Directors has released preliminary results for 2002. Net income was approximately \$2,800. While the UCWBG does not seek to earn an annual profit, the positive cash flow provides a reserve for unanticipated expenditures.

The sources of funds for 2002 included: membership dues (\$20,300), program fees net of expenses (\$1,300), directory ads (\$750), and interest (\$165). In addition to these sources, the UCWBG was fortunate to receive a sponsorship from Sidley and Austin for the November Non Profit event, and the Museum of Contemporary Art donated the space for the luncheon. It is the generous support of such sponsors that enables the UCWBG to provide affordable programs to members.

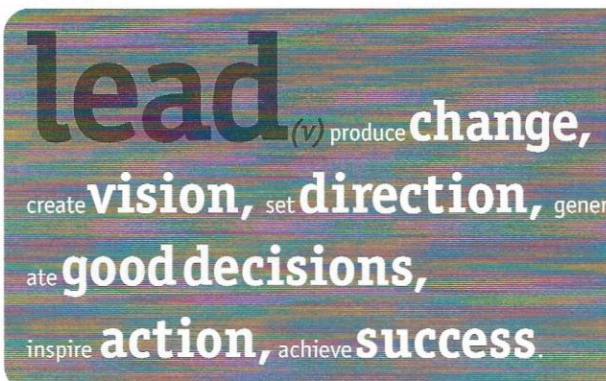
The funds collected (e.g. membership dues) that do not contribute directly to the programs are used to operate and support the organization. The expense categories include those related to The Exponent (\$4,000), merchant fees (\$2,800), postage (\$2,200); expenses related to administering the membership process (\$4,300); and web-related expenditures (\$3,500).

In 2003, the Board of Directors will continue to seek opportunities to improve administrative efficiencies. Evaluation and planning to implement on-line credit card payments to reduce both the management fees and merchant fees is underway. In addition, the Board of Directors continues to explore ways to utilize our web site and email to reduce administrative expenditures such as postage.

In the year ahead, the Board of Directors will continue its sound financial management to provide a solid basis upon which to continue to grow and provide additional value-added services to members.

The operating budget for the UCWBG is limited but interest in more programs and services continue to grow. Members and sponsors are invited to increase their financial support for UCWBG in the form of financial donations. As of November 10, 2001 the UCWBG is a 501(c)(3) organization. In accordance with Federal Tax code, donations received on or after November 10, 2001 qualify as charitable contributions. Consult your tax advisor for more details.

Leadership | **Communication**



**lead** (v) produce change,  
create vision, set direction, gener  
ate good decisions,  
inspire action, achieve success.

**Kathleen M. Flanagan**  
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# UCWBG Opportunities – Start Building Connections!

by Nancy L. Scott '91

This year's theme of **Building Leadership Connections** brings some great opportunities for planning and participating in UCWBG activities through a committee or an initiative. Join us, and start building your own leadership connections!

COMMITTEE	KEY ACTIVITIES	CONTACT	
Administration Committee	Maintain group's records and property, provide notices as required, and administer balloting.	Maura Mitchell VP-Administration 847-384-0284	
Finance Committee	Assist with special projects and perform an annual audit of the UCWBG books.	Amy Rogowski VP-Finance 312-242-9461	
Program Committee	Plan, organize, and execute all aspects of UCWBG meetings.	Gail Luxenberg VP-Programs 312-464-4114	Judy Jacobson VP-Programs 630-462-1414
Membership Committee	Organize and conduct the membership drive, and produce the annual directory.	Teresa Seipel VP-Membership 847-705-1003	
Marketing / PR Committee	Assist in membership recruitment and in positioning the group activities to maximize attendance. Promote media contact, and coordinate external publicity for Group member accomplishments.	Sarah Danielson VP-Marketing/Public Relations 312-879-4088	
Professional and Personal Development Committee	Coordinate Job Lines, career management seminars, exploring work / life balance issues and activities, and related activities or resources.	Ioanna K. Chaney VP- Professional & Personal Development 773-244-0900	
Internal Communications Committee	Coordinate production and distribution of the newsletter, program announcements, and other published materials.	Belita Smith VP-Internal Communications 312-315-9306	
Hospitality Committee	Greet and introduce newcomers and members to each other and to the organization at all functions.	Peg Swanton 773-538-7613	
Nominating Committee	Coordinate annual nomination process for open Board of Directors positions.	Eva Ziegler Immediate Past President 312-298-3736	
INITIATIVE	FOCUS	CONTACT	
Technology	Assist with managing the UCWBG web site and exploring new technologies that may benefit the Group.	Linda A. Stone VP - Technology 312-968-1055	
Leadership and Mentoring	Assist with the introduction of mentoring programs, the development of a university leadership agenda, and the development and marketing of a leadership course for women.	Merle Tresser VP Leadership Initiatives 312-266-7700, ext. 23	

# Changes to the UCWBG Board for 2003



**Nancy L. Scott, President**

Nancy L. Scott is a Manager for Cap Gemini Ernst & Young U.S. LLC. Nancy markets and delivers Information Technology consulting services to high profile healthcare clients in the U.S. and in Canada. Her position requires strong interpersonal and organizational skills as well as the ability to work effectively with others to achieve results. Her projects typically include system planning,

selection, and implementation, and assessment work.

Nancy holds a Bachelor of Science degree in Biology from the University of Illinois. She received an MBA with honors, with specializations in Finance and Economics, from The University of Chicago Graduate School of Business in 1991.

Nancy is a Diplomate status member of the American College of Healthcare Executives (ACHE). Diplomats must demonstrate their commitment to continuing education, progression in professional experience, and participation in voluntary healthcare and community affairs. They must also successfully complete comprehensive oral and written examinations covering subjects related to healthcare management.

Nancy is privileged to use the letters "CHE" (Certified Healthcare Executive) after her name in all professional communications, indicating that she is board certified in healthcare management and an ACHE Diplomate.

In September of 2000, Nancy was invited to be a professional delegate in a People To People Ambassador Program delegation to Russia and Estonia. She was one of approximately 39- selected health care administration professionals and guests from throughout North America in the delegation.

Nancy is a member of the Chicago Health Executives Forum (CHEF), of the Chicago GSB Club, of The University of Illinois Alumni Association, of Who's Who of American Women, and of International Who's Who in Information Technology. She is a life member of The American Association of University Women (AAUW) and has served as Secretary of the Riverside Branch of AAUW, as a Nominating Committee Member, as an Audit Committee Member, and as President of the Riverside AAUW Investment Club.

A member of the UCWBG since 1991, Nancy served on the Nominating Committee in 1996 and 2002. She served as a Director at Large from January 1999 through December 2001. She has been the North/Northwest Networking Group Coordinator for the UCWBG since January 1999. She has enjoyed serving as President-Elect in 2002 and is looking forward to serving as President of the UCWBG in 2003.



**Kathleen (Kathy) Flanagan, President-Elect**

Kathleen M. Flanagan is an executive consultant in leadership communication, specializing in shared leadership and decision-making. She helps corporate executives, leadership teams and boards produce change, set direction, generate good decisions, inspire action and achieve success through powerful communication and interaction. In more than two decades of experience in

corporate communication, most recently as Senior Vice President, Corporate Communication for Nuveen Investments, she has worked with CEOs and presidents in aligning management, gaining commitment, and increasing innovation and empowerment in their organizations.

Through an MBA from The University of Chicago, and the Advanced Management Program at Harvard University, Kathleen Flanagan has gained a wide base of knowledge of organizational theory and design. She continues to research issues of leadership and organizational communication at the Loyola University Center for Organization Development.

Prior to Nuveen, Kathleen Flanagan worked at the First National Bank of Chicago as manager of creative services; and in communications positions at the executive search firm Heidrick and Struggles, U.S. Gypsum Corp., and St. Regis Paper. She has been active in the Securities Industry Association as a board member, co-chair of the Diversity Committee and vice chairman of the Securities Industry Foundation for Economic Education. She currently serves on the conference planning committee of Loyola University's Gannon Center for Women and Leadership and the Board Appointments Committee of the National Association of Women Business Owners. She and her husband live in Burr Ridge, Illinois, a suburb of Chicago.



**Eva Ziegler, Immediate Past President**

Eva came to the United States in 1982 from Romania. She graduated Magna Cum Laude from DePaul University with a Bachelor of Science Degree in Commerce in 1990. In 1997 Eva completed her MBA at the Chicago GSB.

Eva began her career at Commercial National Bank of Chicago/River Forest Bancorp. In a very short time she advanced from Staff Accountant to Assistant Controller and to Vice President and Controller. Before leaving, Eva was a Vice President and Controller for three banks within River Forest Bancorp. Eva then worked as Chief Financial Officer for Dusseldorf Trade Shows Inc. Currently Eva is working as a senior manager for PricewaterhouseCoopers LLP. Eva is in the Assurance and Business Advisory group where she concentrates on banking and investment management clients. Eva is fluent in German and Romanian.

Eva joined the UCWBG because she felt that it is an excellent opportunity to maintain strong ties with the GSB and to build relationships with other UCWBG alumnae. Eva was the VP-Membership for the UCWBG in 1999 and 2000, President-Elect in 2001 and President in 2002. She looks forward to serving as Immediate Past President for the UCWBG during 2003.



**Maura Keyes Mitchell, VP - Administration**

Maura Keyes Mitchell is currently a stay-at-home mom raising three children ages 8, 6 and 3. In addition, she volunteers at her children's school and in the community.

Maura has 14 years experience in the technology sector and, for the past six years, has been working with small

businesses. Her most recent role was as a Small Business Strategy Specialist in which her objective was to help small businesses achieve excellent technological performance. She believes that top-notch performance can only be accomplished after eliminating extraneous work and streamlining processes.

As a volunteer at her children's school, she was named the Parent Alliance President for the 2001-2002 school year. In this position, as the liaison between the parents and the school's administration, she organized school activities and special events, which included everything from holding educational seminars for parents to working on art projects with the children. She has been elected to serve on the school's governing board for the 2002-2003 school year.

As a volunteer in the community, she is a member of the Park Ridge Community Women and is a catechism aide at St. Paul of the Cross Church.

Prior to earning an MBA at The University of Chicago in 1989, Maura graduated with a BA in mathematics and a computer science minor from Saint Mary's College, Notre Dame, Indiana.

Maura enjoys running, biking, birdwatching, photography and reading.

#### **Amy L. Rogowski, VP - Finance**

Amy L. Rogowski is a Senior Manager in the Chicago office of Deloitte & Touche. Amy has over ten years of experience in the areas of corporate, partnership, individual, estate and gift taxation. She focuses on the analysis of and strategic planning for complex business and personal financial matters. Areas of concentration include integrated planning for entities and their owners, asset management and venture capital.

Amy received an MBA from The University of Chicago in 1998 with concentrations in Finance and Economics. Amy also received a Bachelor degree in Accountancy from the University of Dayton. She passed the Certified Public Accountancy Examination as well as the NASD Series 2 and 65 Examinations.

Amy is also proud to be a member of the Friends Group at the Chicago Children's Museum. Amy lives in Chicago with her husband and her two young daughters, Gracie and Ellie.



#### **Belita L. Smith, VP – Internal Communications**

Belita L. Smith is a healthcare management and technology consultant. Belita has recently joined Cerner Corporation as a Director in their consulting practice. Belita has over 20 years on the provider delivery side of healthcare. Belita began her career at The University of Chicago Hospitals in information systems. She left in search of

an opportunity to use her knowledge of IT/IS and workflow to increase the value proposition of a business. Belita joined MacNeal Hospital and Health System leading a project to implement an electronic medical record software package. Within four years, Belita was Vice President responsible for the ambulatory business. Since then she has worked with academic, government, and community-based hospitals and physician group practices to improve their business processes and workflow. Much of her career has focused on the effective use of technology to enable business processes

Belita received her MBA from The University of Chicago in 2000. She earned a BS and MS in Biological Sciences from Chicago State University.

Belita joined the UCWBG after completing the executive program (XP-69) to encourage women to build connections with one another across industry lines in the business community. She lives in Old Town with her husband Bertel. They have two adult children, a son who lives in Illinois and a daughter who lives in New York.



#### **Merle Green Tresser, VP - Leadership Initiatives**

Merle Tresser is an executive recruiter at Susan Rosenstein Executive Search Limited, which specializes in the recruitment of senior level executives in all areas of marketing and business communications. Her background includes both these areas.

Merle began her 20-year career in consumer package goods marketing in brand management at the Sara Lee Bakery. In almost 10 years at Alberto Culver, she worked in new product development, was responsible for the VO5 brand business, and was Director of Marketing of the Professional Hair Care Division. At Scentex, Inc., a manufacturer of home fragrance products, she was Vice President of Marketing. She has also worked in consumer package goods consulting and was a partner in an educational marketing firm.

Before she began her marketing career, Merle worked in corporate communications. She joined McGraw Edison as it was about to purchase Studebaker Worthington, another large industrial company, and worked on the team that integrated that purchase into the restructured entity. At Blue Cross and Blue Shield of Illinois, she instituted and ran the internal communications department.

She holds an MBA from the University of Chicago, an MA in English Literature and Education from the University of Massachusetts and a BA in Liberal Arts from the University of Illinois.

Merle and her husband Tom live in Chicago in the Old Town neighborhood. Merle is the Vice President of her condominium association and also works with the Arts and Business Council. She has been a member of the UCWBG off and on for many years and is delighted that her schedule now allows her time for increased participation. This will be her second year on the Board of Directors.



#### **Sarah Danielson, VP – Marketing/Public Relations**

Sarah Danielson is a Manager at Cap Gemini Ernst & Young LLC in the Health Provider Sector. She is currently serving as a Project Manager on an \$18 million consulting engagement for a large, multi-entity health care provider. The total capital budget for the 2-year project exceeds \$70 million. Clinical system initiatives for this project, for which she is

responsible, include orders and alerts, clinical documentation, pharmacy, radiology, and results reporting. The project is multi-phase and includes process redesign, system requirements definition, development, and implementation.

Prior to joining Cap Gemini Ernst & Young, Sarah worked at GE Medical Systems. Her responsibilities included working closely with several leading academic medical centers to gather product feedback for the PACS product development teams.

Sarah received her BA in Physics from Gustavus Adolphus College and her MS in Medical Physics from the UT Health Science Center-Houston. She has completed research projects at a number of the nation's leading laboratories, including Argonne National Laboratories, Ames Laboratories' Center for Non-Destructive Evaluation, the University of Minnesota Mechanical Engineering Department, Mayo Clinic's Department of Biomedical Engineering, and M.D. Anderson's Departments of Diagnostic Radiology and Radiation Physics.

Sarah has recently completed her MBA at The University of Chicago. She is excited to be joining the board of The University of Chicago Women's Business Group as VP of Marketing.



take advantage of growth opportunities, with special emphasis on marketing and sales strategy and implementation.

Prior to joining The Prairie Partners Group, Alison was an executive with AT&T Wireless at its national headquarters outside of Seattle, where she was responsible for multi-million dollar joint ventures with affiliate wireless companies. Alison has also practiced law in Chicago as a

Corporate Attorney with Skadden, Arps, Slate, Meagher & Flom, where she negotiated, structured and managed the execution of complex corporate transactions, such as mergers & acquisitions, corporate financings and securities offerings.

In addition to serving on the UCWBG Board, Alison is on the Board of Directors of WBEZ, Chicago's National Public Radio station. She has also served on the Boards of City Year Chicago and the Ryerson Woods Conservation Area. Alison is an active mentor in The University of Chicago Law School's Women's Mentoring Program, a program she co-founded and ran while she was a student. The program has served hundreds of women since its inception.

Alison received MBA and JD degrees from The University of Chicago in 1996. She graduated magna cum laude from Brown University in 1991 with a BA in Urban Studies where she was elected to the Phi Beta Kappa Society.

A native of Hyde Park, Alison has lived and worked internationally in Central America and Spain. She now lives with her husband, Erik Birkerts, and their son, Ryerson Birkerts, in Lake Bluff, Illinois.



**Teresa Seipel, VP - Membership**

Teresa Seipel has an extensive background in business analysis, both the qualitative and quantitative. Her career began in management accounting from which she progressed to financial analysis, acquisitions and corporate strategic planning.

Teresa's most recent position was Market Manager at GATX, a Chicago lessor of railroad equipment. Other positions

have been with First Chicago (Bank One), FMC and a small business, Leider Companies.

Prior to earning an MBA at The University of Chicago in 1982, Teresa graduated with a BS in industrial management and a horticulture minor from Purdue University.

Recently married, she is currently enjoying a mid-career sabbatical.

**Judy Jacobson, VP Programs**

Judy Jacobson is Technical Services Manager for Flavors of North America. She is an experienced professional with a passion for improving healthcare. She has an exceptional career implementing effective cutting-edge solutions to business needs. She is a creative innovator with a proven track record managing high-profile projects delivering successful programs on time and within budget. Judy is skilled at identifying problems, defining solutions and working with senior management, diverse internal constituencies and customers to achieve change.

Judy is currently serving on the Board of Directors for Women's Health Executive's Network in Chicago and is a member of a number of other professional organizations including: Internet Healthcare Consortium (IHC), Healthcare Information Management and Systems Society (HIMSS), and American Telemedicine Association (ATA). Judy was a speaker for the Institute for International Research, New York; Conference on e-Procurement, 1998. She was a Guest Lecturer - Procurement Forum, Haas School of Business, Stanford University, Conference on e-Procurement, 1998. Judy was a Research Fellow - Information Access Portfolio, CommerceNet, 1995 - 1996. She was Chairperson - Catalogs and Directories Working Group, CommerceNet, 1994 - 1995.

In addition to her MBA from The University of Chicago, Judy also received a MA in Sociology from University of Virginia, Charlottesville, Virginia and an AB in Anthropology from Harvard University, Cambridge, Massachusetts.

**Alison P. Ranney, Director-at-Large**

Alison P. Ranney is the Managing Partner of The Prairie Partners Group, LLC. Her consulting practice is focused on helping clients



**Pamela D. Schilling, Director-at-Large**

Pamela D. Schilling is a Manager with DiamondCluster International. She has over ten years of experience in technology and consulting. She specializes in strategic and financial analysis, business operations evaluation and design, new product development and launch, and project management. Pam assists her clients by providing effective evaluation and recommendations

for complex problems, and identifying creative alternatives to achieve business objectives and deliver within defined timeframes and budgets.

Prior to joining DiamondCluster, Pam served in operations and technology strategic planning and business analysis/capital planning for Worldcom. Prior to that, she spent seven years with Sprint in various positions within Corporate Finance, Corporate Accounting, Internal Audit, and she completed Sprint's Financial Management Development Program.

In addition to serving on the UCWBG Board, Pam is an active with the GSB, participating in the University of Chicago GSB Alumni Alliance and spends Saturdays interviewing applicants for GSB admissions. Pam is also the Kansas City chapter founder of the Executive Women's Golf Association and served as President and Assistant Sectional Director.

Pam received her MBA from the Chicago GSB in 2000. She received a BSB with majors in Accounting and Business Administration from the University of Kansas and completed the College Honors Program.

Pam is a native of Madison, WI, but lived in Kansas City, MO for 20 years. She is an avid traveler, golfer, all around sports enthusiast, reader of historical fiction, and photographer. Pam currently lives in downtown Chicago.

## UCWBG New Members November 2002 through January 2003

Caryn Arling

Mary Benson  
Target Market Corporation

Maria Curry-Nkansah  
BP

Kristin Custar  
General Electric

Barbara Flom  
Golderg Kohn Bell Black

Valerie Vogt Pape

Bindu Verma

## The UCWBG Mother's Network – It's Back!

by Lisa Wiese '98

The Mother's Network consists of University of Chicago Women's Business Group (UCWBG) members who are also moms. However, all UCWBG members are welcome to attend. We are in the process of identifying interested members and soliciting input for the 2003 schedule.

The Mother's Network provides a place to discuss the challenges of raising children, whether combining it with paid employment or devoting ourselves full-time to family tasks, and to discuss current events or other topics of interest. Come get new ideas, share resources and laugh a lot...but most of all realize that you are not alone.

E-mail was sent in mid January to members who had expressed interest in the past. If you are interested and we missed you, please contact Lisa Wiese (coordinator) at lbwiese@avaya.com or Maura Mitchell (board liaison) at maurakmitchell@hotmail.com. We will prepare our calendar and notify interested members in early March.

We look forward to establishing a lively and active group!

## UCWBG North/Northwest Networking Group

**Date:** Thursday, February 20, 2003  
**Place:** Big Bowl Restaurant  
125 W. Parkway  
Lincolnshire, IL  
847-808-8880  
**Time:** 6:30 P.M.  
**Contact:** Nancy Scott, '91  
708-387-1718  
**RSVP:** Required by Tuesday, February 18th to:  
Nancy Scott, '91, 708-387-1718 or  
nlscott@aol.com

To my fellow UCWBG Members and friends . . .

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The North/Northwest Group will kick off its 13th Year with dinner at Big Bowl restaurant. We hope that you can join us for the first event in 2003.

The North/Northwest group meets bimonthly, during the third week of the month. Mark the next meeting dates: June 14 and August 21, 2003 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

#### How to get to Big Bowl:

The restaurant is located at 125 W. Parkway in Lincolnshire. This is off of Milwaukee Avenue just south of Aptakisic Road. The nearest main intersection is Aptakisic Road and Milwaukee Avenue.

## Professional and Personal Development Workshop

# Breaking Through The Pile

by Merle Tresser '81

March 29, 2003

The need for a resume that presents the sender as a consummate professional and the need to perform well in an interview have never been more important.

Today, the number of positions available to qualified candidates is smaller than ever. Employers are waiting longer to fill open positions and are slow to add headcount, even when a new position is clearly warranted. Add to that the large number of strong candidates on the market today, and it becomes clear why a resume is a more important marketing tool than ever before.

And, once the resume secures an interview, candidates are scrutinized more carefully than in the past.

How can you shine in this environment?

On March 29th from 9 AM to 12 PM in the Gleacher Center, Merle Tresser and Susan Rosenstein of Susan Rosenstein Executive Search Limited will lead a workshop on resume writing and interviewing skills to help you brush up on those skills and stand out in today's crowded field.

The cost is \$75 per member, \$95 for non-members.

More details and registration information can be found on our web site at [www.ucwbg.org](http://www.ucwbg.org). If you have any questions, contact Ioanna K. Chaney at [ioanna@forwardalliance.com](mailto:ioanna@forwardalliance.com) or Merle Tresser, UCWBG VP, Leadership Initiatives, at [merle@rosenstein.com](mailto:merle@rosenstein.com).

### 2003 UCWBG Annual Meeting

*Continued from page 1*

and human capital investments. Susan is currently a member of the adjunct faculty at the GSB and lectures at INSEAD and Crotonville, GE's center for executive training. Susan is a noted author and keynote speaker on the topics of leadership and change management; each attendee of the Annual Meeting received a copy of Susan's recent book *eLeadership: Proven Techniques for Creating an Environment of Speed and Flexibility in the Digital Economy*. For details of her exciting presentation, please see the accompanying article beginning on page 1.

Following Susan's presentation, three attendees from the 2002 Women's Leadership Forum provided a panel discussion about their motivations for attending and what they learned from the week-long course. Panelists included Lisa Azzarello '90, VP of Corporate Strategy and Planning at RR Donnelley, Sarah Smigel XP-71, Senior Financial Controller at Motorola, and Rita Forden, VP of Major and Planned Gifts for United Way. The panelists were unanimous regarding the positive impact of the seminar. In addition to allowing them to make connections with other women executives and to invest in themselves and their own professional development, the panelists noted the following key results:

- Learning to trust their own judgment more and to look inward for validation.
- Seeking to bring out transformation "more locally"; that is to work within their own environments, making time to reach out and mentor other women.

- A reminder that "I am not alone!" The problems and successes of women run across industry and functional boundaries; our peers are interested and willing to connect to address these issues.



(from L to R) 2003 UCWBG Board members Alison Ranney, Ioanna Chaney, Teresa Seipel, Sarah Danielson, Belita Smith, Maura Mitchell, Kathy Flanagan, Eva Ziegler and Nancy Scott

The creation of the Women's Leadership Forum was a key initiative for the UCWBG in 2001 and 2002, and we were instrumental in working with GSB Executive Education to make this seminar a reality. The next session will be held at the GSB on April 7th – 11th 2003. Susan Annunzio and UCWBG Advisory Board member Jennifer Francis are two of the faculty, and UCWBG members receive a discounted rate to attend. For more details, see [www.ucwbg.org](http://www.ucwbg.org).

## 2002 Membership Directory - Our Apologies

On behalf of the Board of Directors of The University of Chicago Women's Business Group (UCWBG), I'd like to extend an apology to those of you who found errors with your membership listing in the 2002 Membership Directory. We have put processes in place to avoid a recurrence of this problem in the future. Thank you for your patience and understanding.

**Nancy L. Scott**

President

The University of Chicago Women's Business Group

## Evolutionary Leadership

*Continued from page 1*

collaboration to thrive. Shifts in technology and demographics (“Mandarin will become the number one language on the web in the next six years!”) mean that we, as knowledge workers, must create environments that encourage brain power.

Susan commented that some observers feel that they need better skills in collaboration means that our time, as women, has come. Women have often been described as better team players and collaborators, but Susan feels strongly that if women have these skills in abundance, it is NOT because of some intrinsic difference between men and women. She strongly states, “I am from Mars, not Venus,” meaning that generalizations cannot be made about what women are good at versus men. Instead, she feels that we have had to learn collaborative and sharing skills to get along as underdogs in the business establishment. Fortunately for those who have them, “Underdog skills are in vogue right now.” However, Susan points out that as evolution reshapes the business landscape, women will have more freedom to determine and evidence their own unique skill sets.

Some challenges faced in the current transition from “dinosaurs” to evolutionary leaders are:

- **Create environments where people WANT to work.** As the economy improves, free agent knowledge workers will feel free to leave their current employers in droves if they do not feel that their contributions are valued.
- **Get “the right people on the bus”** – this does not mean to espouse egalitarian sentiments about diversity, but to truly strive for a diverse pool of ideas, work styles and personnel because it’s relevant! Business must reflect the world.
- **Capitalize on “Nexters.”** Nexters are the people who are entering the workforce; they know far more about where the world is heading than does most of the established business leadership. This group has been raised to challenge authority, to use technology, and not to settle. As evolutionary leaders, we must find ways to include this group, help them to contribute, and to help us see what is “next.”
- **Drive high performance.** Susan feels that this is the real key. We must create an environment where brain power thrives.

Admittedly, this is a tall order. Susan offers some things to do right now to begin shaping and evolutionary environment. First, **challenge assumptions.** This means doing “what’s smart, versus what’s not.” In other words, begin looking for what is *right* with each and every idea rather than what is *wrong* with it. Ask yourself, “Is it possible that this idea looks bad simply because I don’t get the new paradigm?” As an example, Susan described the advent of the digital watch in the 1960’s. At the time, Swiss watchmakers had 90% market share. When they first saw the digital watch, they felt that it wasn’t a watch. It didn’t have hands; it didn’t have traditional watch movements. But the Japanese saw merit in the digital watch. Within two years, Japanese watches had 90% of the market, and the Swiss were left with only 10%.

Next, Susan advocates use of the **20 / 60 / 20 rule.** Given that it is not possible to take on total transformation of a corporate culture, one must look for the areas where changes can be made effectively. The 20 / 60 / 20 rule of thumb deems that 20% of the work force is made up of high potential, inner-directed employees who drive 80% of the work. This is the group most likely to become frustrated and feel stifled in an environment that is not evolutionary. This 20%

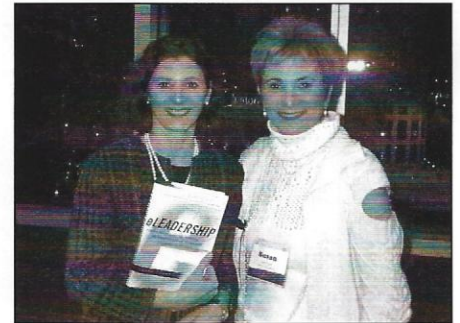
already goes by evolutionary principles; it has to be apparent to the rest of the work force that this is the group to watch and to emulate. 60% make up the “moveable middle.” This is the audience for change. This group is externally motivated and directed. Make it clear to them that the evolutionary high performing 20% are the ones to follow. The other 20% is made up of people who are waiting for the past to come back. This group needs to have clear direction that the environment has changed, and, if necessary, they should be encouraged to find themselves a different environment where they will be comfortable.

Susan asked how many of the audience had “attended the meeting after the meeting?” Everyone knew which meetings she meant. In the “meeting after the meeting,” people bring up the questions they did not feel free to ask and make the statements they really wanted to make in the real meeting. Susan says,

**“Ask the unaskable; speak the unspokenable.”** It’s the questions that do not get asked that are the ones keeping the business from moving forward and being successful. Susan pointed out from her own experience as a consultant that she often played the role of advising a company to create a roadmap made up of what the employees already knew. If employees do not feel that they can air their real thoughts and ideas in the workplace, then there are problems that won’t be solved and great ideas that will never see the light of day.

We must “make loud statements of change,” not just rhetoric. In order to evolve the business environment, we must create settings which encourage real results by allowing workers to meet challenges and take risks. **Communicate irreverently** – break the rules of corporate culture irrevocably to indicate that things have changed. It’s probably not even important that hard questions are answered correctly, but that the question is allowed to be asked without fear of consequences. **Celebrate heroes** that take risks, ask hard questions and “break the rules.” Susan presented a video in which a corporation’s senior managers were asked why their compensation was so high when company performance was so low. It was the fact that the questions were allowed to be asked in a public forum that began a turnaround for their company. The employees really knew then that “the rules” had changed, and their managers gained instant credibility and respect.

Susan’s presentation posed the question, “What if failure was defined as not taking chances? Are you ready?” She encouraged each of the attendees to begin her own evolution and making her own difference in her environment. Susan pointed out that speaking at the Annual Meeting provided her with two firsts in her evolution. It was the first time in her career as a speaker that her audience was all female, and it was the first time that she made a public appearance as President of the Center for High Performance – the realization of her dream. Congratulations to Susan on this important milestone, and many thanks for her excellent and energizing presentation.



**Each attendee was given a copy of Susan Annunzio’s most recent book, *eLeadership*. Here Caroline Karr, GSB Associate Dean of Alumni Affairs, receives her copy from Susan.**

# 2003 UCWBG Annual Meeting



Mary Taylor and Marian Cook



Ava Youngblood and Debra Evans



Kristen Pawlowski, Michelle Larson and Ellen Engel



Michael Bier and Margaretta Noonan from the Center for High Performance manned the book table; they are shown here discussing Susan's book *eLeadership* with Tricia Speth.



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