

Linking Professionals to Nonprofit Boards

By Danielle Palmer '92

On November 17, 2006, the UCWBG held the *Linking Professionals to Nonprofit Boards* networking dinner at the Mid-America Club. This event seeks to connect area nonprofits with potential board member candidates.

We offer grateful thanks to sponsors, Hewitt & Associates, and Kathleen Super and the Starlight Starbright foundation. Hewitt contributed funds, purchased three tables and also planned an earlier corporate session to coordinate with our event. Seven partnering organizations advertised our program and helped raise attendance.



Amy Fox (left) and Susan Troester from Life Span, a non-profit domestic violence agency

Panel Sessions

A few changes were made to the event – some successful, some not. The divided display floor plan created more problems than the layout it replaced. On the other hand, adding an additional discussion panel to meet the overflow demand was well received. The three sessions were:

A Year in the Life of a Board Member—Expectations and Responsibilities moderated by **Terri Theisen**, President and principal consultant with Theisen Consulting, LLC. The panelists were **Kathleen Flanagan**, President of Leadership Communications, and **Gail Gruen**, Executive Director American Friends of the Hebrew University, Midwest Region.

Fear of Fundraising—The Importance of Boards in Raising Funds for the Nonprofit Organization, moderated by **Nancy Moore**, Principal of N.W. Moore & Associates, joined by panelists **Linda Frosolone**, Board Vice President and Development Committee chair for Y-ME National Breast Cancer Organization Illinois Affiliate and **Elaine Wackerly** Director of Development for the Court Theater.

The third panel was **Navigating the Regulatory and Legal Minefields in a Post-Sarbanes-Oxley World**, moderated by **Carol Maier**, President of The Maier Consulting Group, LLC. Panelists were **William Rattner**, Executive Director of Lawyers for the Creative Arts, **Catherine Carabetta**, senior director, policy and strategic initiatives, The Donor's Forum, and **Carla Carstens**, President of Carstens Associates.

Keynote Address

The Keynote Address entitled **The Business (and Personal) Case for Not-for-Profit Service** was delivered by **Pamela B. Strobel**, Former Executive Vice President and Chief Administrative Officer, Exelon Corporation; President, Exelon Business Services Company.

Ms. Strobel began "I have had the privilege of serving on a number of civic and charitable boards and ... of being mentored by some people in my own life who taught me why this was a good thing to do."

She then listed her personal principles of how to experience successful nonprofit service:

1. **"Do Good—Feel Good"** Let's start with what I hope would be a universal principle. Doing good makes you feel good. By becoming involved in a not-for-profit organization, you can often benefit by a simple sense of greater personal worth."

2., **"What Should I Do?"**

- "Don't be so choosy. If someone you trust recommends that you get involved with an organization, it may well be worth the risk if you think it could give you interesting experiences."

- "Don't cross women's boards off your list. They are great groups—just like the one we are associated with tonight."

- "Non-profits need problem-solvers."

3. **"It's Work!"**

"If a job is worth doing, it's worth doing right. If you decide to get involved with a not-for-profit group, give it your best. Don't just lend your name, or think they should be lucky to have you."

4. **"It's Fun!"**

"The best part of my involvement in the organizations I've served has been the richness of the personal relationships. We have worked hard together for good causes, but had many good times doing it."

For the complete text of Ms Strobel's address please go to http://www.ucwbg.org/media/2005_1117_Strobel_Keynote.pdf

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847-858-5004

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Bohringer Creative, Inc.
630.279.6635
www.bohringer.com

Contributors

- Leisa Aiken '83
- Mary Dalakouras XP-71
- Barbara M. Flom '02
- Franchee Harmon '93
- Anne Kohler '91
- Danielle Palmer '92
- Theresa Quinn - Accurso XP-63

Editorial Staff

Anne M. Kohler '91

UCWBG (voice mail)

847-256-5804

UCWBG fax

847-244-9813

www.ucwbg.org

UCWBG 2006 Annual Meeting – Kicking Off the Next 25 Years!!!

By Anne Kohler '91

On January 24th the UCWBG gathered at Gleacher to renew old friendships, make new ones and capitalize on the momentum generated at the Women's Summit. This was our annual meeting and it was a most fitting time to reflect on our past 25 years and start planning for the next 25.

Teresa Seipel, Immediate Past President, started the evening by welcoming the group and summarizing the growth and success UCWBG has experienced over the last 25 years. Many were surprised to hear that UCWBG holds over 50 events a year, focusing on the organization's core values of connecting, leadership and growth. Our past 25 years was crowned by the record-breaking sponsorship and attendance of our Women's Summit which was held last October. Even we were amazed by the overwhelming response of the over 300 women who attended and the business community that supported the event. We made an impact and realized the unique position we are in to continue

to make a lasting impact. Teresa introduced Barbara Flom, UCWBG 2006 President who will be responsible for leading the UCWBG into our next quarter century.



Barbara introduced our thought leader and facilitator for the evening - multitalented "Networking" author and our own Advisory Council member Melissa Giovagnoli. Melissa was asked to speak to us about our new level of

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Calendar of Events

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						

May						
S	M	T	W	T	F	S
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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			

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	

Wednesday, April 5, 2006

Leads Group

Wednesday, April 5, 2006

Leadership Circles

Friday, April 7, 2006

First Friday Lunch

Saturday, April 8, 2006

Board All-Day Meeting/Retreat

Wednesday, April 12, 2006

PWCC Progressive Connections Networking Lunch

Wednesday, April 19, 2006

Leadership Circles

Thursday, April 20, 2006

North/Northwest Networking Group

Wednesday, April 26, 2006

Leadership Circles

Wednesday, May 3, 2006

Leads Group

Friday, May 5, 2006

First Friday Lunch

Saturday, May 13, 2006

Board Meeting

Friday, May 19, 2006

Management Conference Panel

Friday, June 2, 2006

First Friday Lunch

Wednesday, June 7, 2006

Leads Group

Saturday, June 10, 2006

Board Meeting

Thursday, June 15, 2006

North/Northwest Networking Group

SAVE THE DATE • FRIDAY, MAY 19, 2006

UCWBG will be sponsoring the following panel at the GSB Management Conference:

Cultivating Talent Through Alternative Frameworks. Advantage of a Flexible Workforce.

President's Letter - Who Needs Women's Organizations? (Or, Why Is UCWBG Starting Its Second Quarter Century?)

By Barbara Flom '02



Every now and then, usually when I'm speaking to another businesswoman, I'll happen to mention my work with UCWBG, and the question will come up: "**Gee, do we really need women's organizations any more?** Shouldn't we be participating in gender-neutral organizations and going toe-to-toe with the guys?" Although the first few times the subject came up I was taken aback, now I understand where these questions come from and why it's important to answer them effectively. Since some of

our members may be posed similar questions, I'll share my reasons and hope they arm you for your next encounter.

First of all, the two questions raised above are distinct. The speaker apparently sees it as "either-or" (if we can participate in men's groups, why do we need our own?), but I submit that this is really a "both-and" issue. Of course we need to be visible throughout the community, demonstrating our skills and leadership capabilities in a variety of formats and situations. However, participating in a women's group is about more than merely being visible – it's about creating a distinctive community.

By now, some of you are muttering under your breath – "**Who has the time to do both?**" As businesswomen, we spend our lives juggling tasks and responsibilities, swearing that we cannot and will not fit another activity into our overstretched days. So the path of least resistance is to conclude that we can do without women's groups. Well, here's where I'm compelled to admit that I accepted that fallacy for the first 10 years of my professional career – and that was a big mistake. I didn't realize what I was missing – but now that I do, I wouldn't dream of leaving women's groups – and especially UCWBG – out of my career and life strategies.

One key reason that women's organizations remain important: they provide a venue for us to mentor and support each other that may not exist elsewhere. It may come as a surprise to some of our youngest members, but women are still struggling to be respected and taken seriously in the workplace, and to receive the opportunities to excel and demonstrate their skills that men do. Yes, as a group we have made tremendous strides, and we can be justifiably proud of our accomplishments. Nevertheless, I have spoken to many of my contemporaries (both UCWBG members and others), and almost all of us recognize that we have not advanced as far as we expected when we embarked on our career journeys. The reasons vary, woman to woman, and some of it is personal, some environmental. There are demands of childcare, certainly, but also the need to care for ailing parents, or having to relocate to support a spouse's or partner's career, or being downsized or displaced in the tech meltdown, or simply meandering while trying to find the right industry, company or position. And although overt discrimination is largely a thing of the past, many of us can still point to areas in which the absence of discrimination is not the same thing as a truly level playing field. So, although most of us (if we are willing to admit it) don't really want to be CEOs, there are other rungs on the ladder above us that we would be proud and happy to reach. And if we do not or cannot reach them ourselves, we at least want to break a path, and even break down barriers, so that the women who follow in our footsteps can reach those goals.

In today's complex and daunting business environment, **the UCWBG, as a women's group, satisfies a variety of specific needs.** First, we seek to provide thought leadership on issues relevant to women in the business community – to host provocative discussions, showcase best practices, flag emerging issues, debate the latest research, and consider how our members, and businesswomen generally, can continue to develop professionally and define success on their

own terms. **UCWBG has long been a pioneer in the development of interesting and helpful programs,** not merely for our members but within the overall GSB community: we were the first alumni group, established the first Roundtable, and were the first to sponsor a Management Conference panel. Our "Linking Professionals to Non-Profit Boards" event (reviewed in this issue) has for five years offered women leadership opportunities with local nonprofits – that innovative event has been widely copied. And most recently, our Women's Summit demonstrated that UCWBG has the prestige and influence to operate effectively on a broader stage: we attracted 30 partnering organizations, several corporate sponsors, and received gratifying expressions of interest from all over the Chicagoland business, governmental and non-profit community. If you're looking for intellectual challenge and stimulating conversation, we have it in abundance.

Second, you may be able to build skills more effectively in an exclusively female environment. **A core tenet of UCWBG's mission is to foster leadership skills** in, and explore diverse leadership styles with, its members. Like many other issues we address, the scarcity of leadership training within companies is something that affects both women and men. However, the literature suggests that men and women are viewed differently in leadership roles, so that women may need to employ different leadership styles than men in order to be effective. And our work with our own members in Leadership Circles demonstrates that women can benefit from understanding the repertoire of available leadership approaches and developing their individual, authentic leadership styles.

Third, at UCWBG, we understand where you're coming from: your questions, struggles, and disappointments, as well as your accomplishments, successes, and insights – because they're also ours. That understanding enables us to laugh with you, weep with you, celebrate with you – and our shared GSB experience lets us challenge you, and analyze and strategize with you. It's a heady atmosphere, and one I defy you to find elsewhere.

In sum, **UCWBG continues to exist and thrive for many important reasons** – and over time, we have grown well beyond the farsighted group of women (in menswear suits and floppy ties) who came together in 1980 to help each other navigate the confusing and frequently unfriendly corporate world. These reasons underscore why I am excited, and very proud, to take the helm of UCWBG for 2006. Last year, we celebrated our silver anniversary with a path-breaking event, the Women's Summit, which brought together women and groups from throughout the community to "vision the future" together and develop an agenda to drive real change. As we begin our second quarter-century, we have an ambitious calendar of programs on the drawing board – including Leadership Circles, a Management Conference panel making the business case for a flexible workforce, programs focusing on entrepreneurship and on women in transition, and Summit follow-up meetings intended to advance the goals envisioned by Summit participants. All to be capped by our second annual Women's Summit this fall!

I hope to see each and every one of you at our upcoming events this year. And I encourage you to maximize the value – and the personal satisfaction – of your membership by getting involved in UCWBG this year. There are many opportunities for you to make a difference. The Women's Summit is an exciting and challenging undertaking where we can use your help in obtaining sponsorships and speakers, reaching out to the broader community for partnerships and attendance, and handling myriad other tasks. We are also specifically looking for members who are interested in marketing or technology, to serve on committees developing marketing strategies and materials or helping us make the most of UCWBG's new website. Come join us! We will have fun, and we might just change the world while we're at it.

Barbara Flom
2006 UCWBG President

“Mom’s the Bomb”

“Mom’s the Bomb” is a new editorial column of *The Exponent* where our members who also play the role of “Mom” will have the opportunity to share their experiences with all of us. If you would like to be a contributor to this column please contact Anne Kohler, UCWBG, VP Internal Communications at VPCcommunications@ucwbg.org

Helping My Right-Brain Daughter with Money

By Leisa Aiken '83

A few years ago, I made a career transition from my work in corporate finance and a brief stint working in a human resources group to the role of fee-only financial advisor to individuals. During that process in 2001, I was interviewing at a wealth management firm, when the interviewer commented that although the principal was confused by my resume, it was obvious to her that I was a working mother who had been through a series of responsible positions probably trying to balance professional commitments and parenthood. What a relief!

Often I marvel at how things have changed and how they have not. My own daughter became a “freshwoman” at Mills College in Oakland, California last fall. Although I am delighted that she is thriving there, I would never have considered a women’s college 30 years ago nor would I have expected women’s colleges to still exist in 2006. Also, I would not have predicted that more women would be in the United States Senate and House of Representatives, have executive level positions in publicly held corporations, and have tenured faculty positions in major colleges and universities.

When I worked in a wealth management firm that had clients who were almost entirely corporate executives and retired corporate executives, the client base was overwhelmingly male. With the rare female who became a client because she was an executive, a widow of an executive or the ex-wife of an executive, I noted another “gap” (lack of general knowledge of personal finance and the importance of managing and saving money) and determined that I would work to make sure that my own daughter was better prepared.

What a challenge! My chemical-engineer- husband and I have marveled that our daughter is not inclined toward mathematics in any form and we have speculated about recessive genes many times. She also is content to comb the thrift stores for “vintage” clothing and use libraries and used-book stores to feed her endless reading habits. Her talents are in writing and the arts. I worried about her ability to negotiate the market place and learn to handle her own finances. I had visions of bounced checks and credit card debts. A friend of ours shared with us how he helped his teenagers learn to handle money and we used it ourselves.

When our daughter started high school, we sat down and created an EXCEL spreadsheet that calculated her on-going expenses for twelve months; clothes, school supplies, movie and show tickets, eating out money, lunch money, and a small cushion. We divided the amount by twelve and I told her that I would write her a check the first day of each month. The spreadsheet has a calculation for pay increases to the extent her grades exceeded the targeted B+ average and for a pay

decrease if they were below the average.

I explained that high school was her “job” until she went to college. We opened a joint checking account and obtained an ATM card from the local bank which is a five minute walk from our home. Except for special occasion items like prom expenses, school activity trips, etc., all she received were the monthly checks. When she wanted a “raise”, I asked her to revise the “budget” so that I could see why she needed it. This was sheer torture.

I’m relieved that she has never bounced a check and that we never argued about giving her money. She now has a checking account in California as well. She has a ROTH IRA from the money she earned working at Einstein’s Bagels and is trying to determine how to invest it in a “socially responsible” way. And, to top it all off, she is now taking Economics (my undergraduate major), doing well and has admitted that it “explains a lot of things she reads in the New York Times on-line.”

Member in the News

Our very own UCWBG member, Leisa Aiken '83, was quoted in the February 2006 issue (page 87) of *Money Magazine* when she gave financial advice to a Chicago family for their portfolio makeover. Lisa works with Timothy Financial Counsel, Inc. as a Financial Advisor. She serves on the UCWBG Membership committee and is the author of the “Mom’s the Bomb” article in this edition of *The Exponent*. Congratulations, Leisa!

Here is a link to the article from *Money Magazine*:

http://money.cnn.com/2006/01/09/funds/fundguide_Erickson_money_0602/?section=money_latest

Linking Professionals to Nonprofit Boards Networking Dinner (continued)

Post Mortem

We followed up with representatives of some of the nonprofits that had participated in multiple years of the event to learn what happens after we turn out the lights and go home. Is participation worthwhile for the participating organizations?

Willow House provides support services for children, teens and families coping with the death of a close family member. **Stefanie T. Norris**, Founder and Executive Director said that Willow House had learned of the "Linking Professionals to Nonprofit Boards" event through a University of Chicago graduate who was a member of their board. She also heard of the event through the UCWBG's event outreach to the other University professional schools—in her case, Social Services Administration.

Willow House found two existing board members, the treasurer and incoming board chair through our event and is in discussions with four additional interested candidates. Stefanie is delighted with the three years of Willow House participation in the Nonprofit event. "Small nonprofits like ours have few opportunities to connect with good candidates. The UCWBG, through this event, provides the vehicle to recruit prospective board members to whom we would not otherwise have access."

Willow House groups are offered at three locations in Chicago's northwest suburbs and one location in Chicago. <http://www.willowhouse.org>

Mercy Home, another repeat participant, offers residential care and other services to youth at risk. A few years ago **Ann Kisting**, Director of Individual Philanthropy, formed a new volunteer board, the Leader Council, within Mercy Home. Made up of a group of seventy or so professional women, the group raises funds and otherwise supports the organization. According to Ann, Mercy has been successful in recruiting one or two women a year for the Leader Council at the Nonprofit event. "The interest level of attendees is what is most attractive about

Annual Meeting (continued)

visibility in the Chicago business community. Melissa is one of the world's leading experts on the development of individual and community leadership networks as a means of growing and accelerating brand loyalty and performance improvement inside and outside organizations. For more than a decade Melissa's organization, Networkling, has provided exceptional relationship marketing and management programs for organizations like AT&T, CNA, Motorola and Disney. Melissa helped us explore the importance of our exciting new strategic partnerships with key local organizations. She also facilitated a lively discussion about where UCWBG should be heading and how each of us could help UCWBG get there.

The discussion was robust and everyone in the room was involved. The group was very diverse, including varying age groups, career / life stages and a healthy mix of old members, new members and students who want to be members. This led to a wide range of opinions and perspectives which really energized the group. The discussion led to a list of potential initiatives to pursue in 2006 and beyond:

- Increase out-reach to graduating students to join the UCWBG
- Expand cross-networking with other U of C organizations and other women's organizations

our participation. We get quality rather than quantity. We are exposed to what amounts to pre-qualified candidates rather than a hoard of uninterested individuals. It is the perfect event for recruiting members for our Leader Council. We know we will successfully match up with one or two new members each year."

Mercy Home has two campuses, one in Beverly, and the other in the West Loop. Other volunteer opportunities at Mercy include a mentoring program that matches adults with at-risk children to serve as role models, friends and confidants. For more information on Mercy Home please go to <http://www.mercyhome.org>.

Kathy Anderson founded the Wicker Park Learning Center in 1989 to provide specialized tutoring programs at an affordable cost for children having academic difficulties. Her organization provides services at locations such as libraries and Chicago Public Schools throughout Chicago. Like so many others with whom we spoke, she is extremely enthusiastic about the nonprofit event. "Thanks to the event, I have been successful in recruiting two board members, and have had made other good contacts." Information on the Wicker Park Learning Center can be found at <http://www.wickerparklearningcenter.com>.

If you were unable to attend the event, you may still contact the organizations listed on our website at <http://www.ucwbg.org/files/nonProfit.html>

You can also still post your resume by emailing it in PDF format to resume@UCWBG.org. Participating nonprofits have access to this protected site and will continue to search it through June.

- Expand the UCWBG organization internationally
- Expand linkages within the business community
- Establish a "Speaker's Bureau"
- Capitalize on the interest generated by the Women's Summit by considering affiliate memberships
- Consider developing a "Pay it Forward" initiative

The discussion was extremely useful and will provide valuable input into the UCWBG 2006 strategic plan. Thanks to all that have contributed to the success of the UCWBG over the last 25 years. We are looking forward to building an exciting future for us all and the communities within which we work.



The Loss of Corporate Meaning

By Franchee Harmon '93

What happens when the meaning of an organization no longer has meaning for employees? The answer to the question is obvious, yet answers to how organizations might best go about addressing the issue is a lot less clear. Most, as history bears out, never really manage to address the issue. They seem to accept their demise as a *fait accompli*. And their employees seem to believe they have no power or say in the matter, either.

Recently, I participated in Sister-to-Sister National Woman's Heart Day, eagerly promoting my new book, *Making Purpose Work: The Challenge of Growing Ourselves and Our Companies*. There, I met women from varying walks of corporate life. The names and faces were different, but, with the exception of one woman, the stories of powerlessness were all the same. I have to say that I don't believe in powerlessness: no matter what your station is in life. And further, I do not believe that employees are mere pawns in the game of business. If you feel that this is your role, it is the one you have chosen, not the one you could have.

You see, the premise of my book is simple: we have the power to change our companies, but first we need to change ourselves. A matter easier said than done—because change just is not easy. But why is that? Why is change so difficult? The most important reason is that our belief systems were not created for flexibility. They were created to resist change. Maybe you have never thought about it, but you were created from a mass of memories about yourself. Those memories constitute how you see yourself, how you present yourself to the world, how you view things within the world, and how you view how the world interprets you. So, all of your "meanings" about the world are derived from memories of your autobiographical self. Without those memories and meanings, there is no self. Without a definition of self, there is no purpose to your existence—there would be no reason for one. If your self changed continuously in some flighty, undefined manner, any meaning created by your actions would have little meaning to others by the simple nature of their inconsistency. People would have great difficulty drawing any meaning from your erratic behavior, excepting its unpredictability. Now, we all know people like that. And while we might find them amusing, weird, entertaining, annoying or whatever, the point is we just don't take them seriously. And why? There is no purpose to their behavior, i.e., their actions seem contrived and meaningless. So, our belief systems were created to help us create a consistent view of ourselves that resists change over time to help create meanings that we, and the rest of the world, can understand and rely on to create biographical memories.

So if our belief systems were created to resist change, why were we created to change? The answer to that question is pretty simple: to survive. As Darwin explained, survival is about adaptation. The species best equipped to adapt are those best equipped to survive, and thrive. But how can we readily respond to change when our belief systems were created to resist it? Now, we finally get to the heart of the matter. We need to accept belief for what it is: a vehicle used to create meaning without knowing for certain what that meaning means. In other words, it gives us the confidence to act even though we have nothing certain to back up those actions. Belief gives us

this ability by drawing on emotion-competent stimuli that respond to the things happening in our environment and using those stimuli to send signals in the form of feelings to our consciousness, which creates our autobiographical self. Our conscious and subconscious in turn use the emotion-competent stimuli to create actions based on our beliefs.

We also need to understand the idea of mental processing balance. While you may struggle to create work/life balance, child/parent balance, husband/wife role balance, or what have you, our bodies have built-in mental processing balances. Our belief systems, which autonomously define meaning, have five levers that help us counterbalance its resistance to changing meanings. They are our self-identity, expectations, instincts, unity, and fear. While we have little control over the emotion-competent stimuli that impact our belief systems—unless we live in a bubble—we do have control over how those levers are used to derive meaning. By using these five levers, we derive our power, and, through this power, we can create change: first, in ourselves, and, then, within our companies. Here's how these five levers help us to create the power of change.

Though each lever is explicitly tied to our belief systems, each also has an escape hatch—if we choose to use it.

Self-identity—Many of us have heard of or used the concept of temperament or psychological types. Regardless of our personal feelings or opinions about this area of psychology, there is one point we really must understand. Our temperaments are the backbone to balance within our mental processing structures. As such, the innateness created by this structuring is only a starting point. It gives us the tools necessary to manage within and interpret the world around us so that, when we desire, we can make the journey to become. But when we fail to grow beyond our innate temperament, we lose a key counterbalancing weapon that gives us the means to overcome dimensions of belief that challenge that desire. That weapon is our archetypes.

Expectations—In the book, I relate the story Steve Jobs CEO of Apple told the 2005 graduates of Stanford University about why he dropped out of college. He dropped out because of a burdensome expectation placed on his family, which they felt obligated to respect. When Steve Jobs was old enough to evaluate that decision for himself, he decided to reject that expectation. In doing so, he freed himself to explore things that were interesting to him. Through this exploration, he was able to further the relationship with Steve Wozniak that led to the creation of Apple. Expectations, which are an extension of our beliefs, are so tightly woven into our mental processing that it is difficult for us to ignore them. The problem is, they hinder us in the creation of the new by limiting our choices and our thinking. Yet, as Steve Jobs knows, without the courage and wisdom to address the limitation of expectations, many of our greatest accomplishments would not exist.

Instincts—In a process, one can plan. Change is not a process. The distinction is subtle but important. Processes begin and end. They have a defined starting point and a defined ending point. Change has no starting point or ending point. It is continuous, just as systems are. Systems are interrelated and interdependent connections, like water. Water systems all connect together; there is no start or end. Change is the same.

continued on next page

UCWBG Technology Update

By Mary Dalakouras XP-71

In our commitment to enhance the value of your UCWBG membership and further support your professional and personal development, we are offering an expanded online resource that will provide yet another forum for networking, communication and educational resources. We are pleased to announce that our new website is now complete. In addition to the online registration capability we are offering the following functionality and features for your use.

Membership password-protected areas connect our UCWBG community and provide a landscape for sharing our ideas, experiences, resources and networks. The specific website areas are:

- Networking Link which includes the online Membership Directory
- News & Info Link which includes the Career Corner and Exponent Archives
- Current Exponent

Your Member Profile connects you to the Member Directory. Please take a few moments to visit our website and make the necessary changes to your profile which will include updating your e-mail address and changing your password. It is important that you visit our website www.ucwbg.org and log into one of the password protected areas in order to:

- **Opt out** – Unless you opt out, your name and contact information will be published in our membership directory.
- Go to www.ucwbg.org

The Loss of Corporate Meaning (continued)

Every change causes a change—an interrelated and interdependent connection. Because innovating (creating the new) is a system, to create change one must respond, not plan. To respond, we must trust our instincts. Through emotional-competent stimuli, our bodies send us the signals and clues that action needs to occur or that an insight can be inferred. When we fail to trust those instincts, we miss the opportunity to use our power at its highest level.

Unity— When we destroy a company's culture, or fail to create one, we do so at our own risk. Culture is about one thing: survival of the organized unit. As this is culture's primary functional characteristic, it exists to maintain cohesiveness, strengthen ties, minimize de-stabilization, and deflect uncertainty related to perceived truths. In other words, it is a nurturing system structured to perpetuate belief in your purpose to sustain survival. Yet, successful cultures do not create rigid, inflexible, or dogmatic environmental systems that stagnate growth and thwart evolution. Two organizations—Hewlett-Packard Company and Harvard University—recently illustrated what culture's primary role is: to expunge harmful things from the environment. Yes, all environments must change, but the culture supporting cohesiveness within that environment is pivotal to ensuring that change occurs in a manner consistent with the organization's natural mode of adapting. In both cases, the organizational leaders were highly insensitive to culture's role and paid a high price for that lack of understanding.

Fear— The more I work with people, including myself, the more I realize that fear is the single most destructive component of our mental processing system. Fear, to me, is clearly the greatest challenge for all times. In spite of the work of scientists like Joseph LeDoux, who wrote *The Emotional Brain*, and books

- Click on Membership then Update Profile
- **Enter your User ID**- please use the e-mail address that we have on file. If you have changed your e-mail address recently please use the one you believe we have in our records. If you cannot remember it, please e-mail vpotech@ucwbg.org.
- **Enter your password**- please use your last name (include spaces and hyphens).

Future additional features and enhancements that will offer individual and collective benefit and allow us to meet our goal to expand your online capabilities are:

Networking

- Membership Directory- to include our partners, affiliate organizations, worldwide UCWBG members and friends.
- Mentoring Groups

News & Info

- Career Corner- to include job postings, career development online and print resources, member career highlights and achievements.
- On line resources- to include chat rooms and webinars, industry specific trends.

We hope you will take advantage of this opportunity to update your profile, remain connected and expand your network within the UCWBG. Should you have any questions or experience any problems please contact vpotech@ucwbg.org.

like Emotional Intelligence, written by Daniel Goleman, we still have not worked out that our fear systems were created to make us stronger, not weaker—or arrogant. Unfortunately, we have allowed our ability to mirror emotion-competent experiences to override our bodies' natural ability to sense and respond to danger, as well as assess the potential of a dangerous event occurring. For example, although we know that flying is statistically safer than driving, more people have a fear of flying than of driving. The primary reason for this is the fear of dying. If a plane crashes, the probability of death is higher than if an auto crashes. So, because we attempt to control our environment (and exposure to fearful things) rather than address our fears, our strategies for success serve merely as smoke screens that attempt to mask our weaknesses—and thereby avoid our fears.

Your purpose is sitting inside of you, waiting to be fulfilled. If you want to realize this purpose and change your world for the better, use the counterbalancing power of your belief system by:

- Trusting and releasing your archetypes (be a whole person not a personality);
- Not responding to fear (learn to be fearless);
- Abandoning the code (let go of patterns of the familiar);
- Resisting the temptation of absolute truth (embrace the relativity of truth); and
- Learning not to expect (open the door to different choices or options).

By using the five characteristics of purpose and their counterbalancing effects, you can find and use your power to overcome the challenges of change—in yourself and in your company. Perhaps, one day, all companies will truly have meaning.

Board Bios



BARBARA FLOM '02

2006 Board Position: President

Barbara Flom is a principal in the Corporate, Securities & Tax Group of Goldberg Kohn. She has extensive experience in advising clients on, negotiating and documenting a wide variety of transactions, including business formation and capitalization; equity and other compensation planning; offerings of debt, equity, derivatives and other unusual instruments; securitization transactions (MBS, ABS, REITs REMICs and FASITS); succession planning for closely held businesses; and mergers, acquisitions and dispositions of business entities of every kind. Her practice also encompasses resolving the myriad issues that arise in forming, investing in and operating venture capital funds, hedge funds, exchange funds, family limited partnerships, and other types of domestic and foreign investment vehicles. She helps seed and early-stage businesses navigate successfully through the many complex tax and business issues they face.

She is currently vice-chair of the America-Israel Chamber of Commerce of Chicago, where she has counseled the organization on a variety of tax-exempt issues, including corporate sponsorship and event sponsorships. She was also outside general counsel for America's Second Harvest, the largest anti-hunger organization in the United States.

Barbara was lecturer at the University of Chicago Law School from 1991-2000, and she frequently speaks at conferences and in professional education seminars across the country. She completed her MBA at the University of Chicago in 2002. She received her law degree, with honors, in 1986 from the University of Chicago, where she was a member of the Order of the Coif and served as articles editor of *The University of Chicago Law Review*. She attended Northwestern University, majoring in English. She served as law clerk to the Honorable Frank H. Easterbrook, United States Court of Appeals for the Seventh Judicial Circuit. Barbara looks forward to serving as President in 2006.



THERESA GAPP '93

2006 Board Position: VP – Membership

Terry is part of the third generation to own and manage Diversified Metal Products, Inc., a family-run manufacturer and marketer of Dispense-Rite™ food service equipment, located in Northbrook, IL. She has been with the company since graduating from the

GSB in 1993. Previously she worked for G.D. Searle, Baxter, American Hospital Supply and Arthur Andersen in accounting and finance positions.

She also invests her time and talent in volunteer service. She is a member of the Catholic Charities Board of Advisors and

an advisory council member of a smaller nonprofit, I-PLUS. She is an active member of her parish women's group as well as an auxiliary minister of Holy Communion to the sick and elderly of the archdiocese of Chicago. She enjoys networking with fellow members of the Lumen Cordium (Light of Hearts) Society. In 2004, she joined them on a pilgrimage to Rome to accompany Francis Cardinal George on his Ad Limina visit.

As a member of the UCWBG for several years, and an active member of the North/Northwest group for five years, Terry is interested in seeing women reach their full potential. She enjoys networking as well as the ongoing professional education provided by the UCWBG. Both opportunities provide a rich environment for the exchange of ideas which are vital to any successful path in life.

She received her M.B.A. in Accounting and Finance from the University of Chicago in 1993. Her undergraduate degree in Business Administration and Accounting (1983) is from Roosevelt University.

As a long-time resident of the Chicago area, Terry lives in Lake Forest, IL, with her husband, Paul. They have worked together for over a decade and are still happily married. Terry is delighted with her new position as VP – Membership for UCWBG.



ANNE KOHLER '91

2006 Board Position: VP – Internal Communications

Anne Kohler is a founding partner of The Mpower Group where she holds the title of Executive Vice President and Chief Operating Officer. The Mpower Group is a strategic consulting firm specializing in the areas of

strategic sourcing, outsourcing and offshore outsourcing. Anne has led financial management organizations for over twenty years, and has extensive expertise in accounting, finance, strategy consulting, change management, organizational design and strategic sourcing.

Before founding TMG, Anne was the Senior Vice President of Strategic Sourcing and Initiatives for Bank One. In this role, Anne led a team of over 100 professionals, internal and external staff in developing and executing supply strategies for the entire bank's externally purchased goods and services. Over four years, this organization managed over \$3 billion in annual spends and contributed in excess of \$1.3 billion in savings. Prior to heading the sourcing organization, Anne led a major reengineering effort of the bank's finance function.

Before joining Bank One, Anne held CFO and controller positions for other financial services organizations and started her career at Ernst & Whinney as an audit manager.

Anne received her MBA at The University of Chicago in 1991 with a concentration in Finance. She is also a CPA and lives in Park Ridge with her husband and three sons. Anne is also on the Women's Executive Committee of the ILCPA Society and the

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Board Bios (continued)

President of the Board of LifeSpan, a non-profit domestic violence agency. Anne continues to enjoy her role as VP Internal Communications and is looking forward to working with such a capable group of women in 2006.



KRISTIN LERNER '95

2006 Board Position: VP - Administration

Kristin Lerner '95 is a CPA at FGMK, LLC, a tax, consulting, and audit firm in Bannockburn, IL.

Kristin brings a wealth of experience in accounting, consulting, and non-profit management to the board. She began her career at Price

Waterhouse, and subsequently worked in consulting at Tiber Group and in management at the Leukemia Research Foundation and the Chicago Charter School Foundation. During this period, Kristin also took a six month sabbatical to be a tour guide and exhibit supervisor at the US Pavilion in the 1992 World's Fair, held in Seville, Spain.

Kristin has a B.A. in American Studies from Stanford University and an MBA with honors from the University of Chicago Graduate School of Business. Kristin works part-time and is busy at home with her family (two children and husband Claude). She swims with the Coho masters swim team and is an avid reader and cook. She is also an Independent Beauty Consultant with Mary Kay. Kristin has been a member of the UCWBG for ten years and this is her second year on the board as VP of Administration.



MARY DALAKOURAS XP - 71

2006 Board Position: VP - Technology

Mary brings to the Board marketing and manufacturing operations experience from multiple industry sectors and management positions. Her industry experience includes telecommunications, industrial manufacturing, consumer packaged goods, retail and commercial real estate.

With over 20 years of management experience her background encompasses operations and process management, strategic sourcing, material planning, product marketing strategy development, business development and project engineering management.

While working at Black & Decker and Parker Hannifin, Mary gained considerable experience in manufacturing operations and in her various management roles developed cross-functional team building skills that enhanced her leadership roles at Panduit Corp. In her most recent corporate position as International Market Manager at Panduit Corp., Mary developed and implemented marketing strategies targeting Southeast Asia (ASEAN). She has a strong passion and expertise toward brand/product manage-

ment and new product development innovation where she successfully launched and managed a \$65M product category serving the telecommunications industry.

Mary has traveled extensively throughout her professional career and lived in Europe while completing her high school education. She earned her BS in Engineering Management from the University of Illinois and obtained her MBA from the University of Chicago in 2002.

She also serves on the Board of a national philanthropic organization, the Greek Orthodox Ladies Philoptochos (Friends of the Poor) Society, whose philanthropic endeavors support individuals and families needing medical, educational, financial and social assistance. She chairs several annual local fundraising events whose proceeds benefit among others Rainbow Hospice, Children's Memorial Hospital, Shelter Inc., and Life Span.

Mary currently lives in Chicago with her husband Peter who is also a University of Chicago graduate class of 1996.



JOELLYN PROUTY MCLAREN '94

2006 Board Position: VP - Marketing

JoEllyn has a range of experience leading marketing strategy and business development efforts for international companies and start-ups. She has worked and lived on three continents and started seven companies in five countries. JoEllyn recently moved to London where she has started a new marketing assignment.

JoEllyn most recently assisted the Chicago GSB Europe campus with its relocation to London and other international clients in market entry and go-to-market strategy development and execution. JoEllyn is also the former Director of Marketing for The University of Chicago GSB Asia Campus and Executive M.B.A. Program. Her development and execution of a coordinated marketing and PR strategy secured a complete inaugural class and established a leadership position for the school's program during one of Asia's most difficult economic periods. After the GSB, JoEllyn joined Knowledge Platform as V.P. Business Development and Marketing to lead the design and development of a new product and marketing strategy for Knowledge Platform, Singapore's leading online learning provider. This experience proved beneficial in her role as Regional Director-Asia for UNext. At UNext JoEllyn leveraged her regional network to create innovative partnerships and high-profile events to establish the company's regional footprint and customer base.

JoEllyn's experience with international organizations started long before she moved to Singapore. She gained critical knowledge leading implementation projects for international media partners as Director of International Partnerships for CitySearch, managing multinational consulting projects in Europe and Latin America for Deloitte Consulting Group.

JoEllyn has also served as a guest lecturer at National

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Board Bios (continued)

University of Singapore, participated in Chicago GSB's Annual Management Conference as a panelist and presented to executives and trade shows in several countries. She holds an M.B.A. with specialization in International Business and Marketing from The University of Chicago Graduate School of Business and a B.A. in French and Foreign Service from Baylor University.

JoEllyn Prouty McLaren currently resides in London with her husband Ian H. McLaren who is also a Chicago GSB graduate, class of 1994. JoEllyn is delighted to be serving as VP Marketing in 2006.



MARGARET MCCOY '83

2006 Board Position: VP – Programs

Maggie is a financial service professional with over 25 years of experience spanning finance, operations, strategy and technology. She is currently a Partner with McCoy, Scott and Company, a strategic management consulting firm. She is focused on

operational and profit issues as well as risk management for small and mid-sized companies.

Prior to joining McCoy, Scott and Company, she was Vice President for Technology Strategy at Kemper Insurance Companies where she oversaw their technology investment portfolio and provided operating and financial guidance for their technology services organization. She served in several roles for CNA Insurance, including VP of Corporate Strategy, CFO for the \$ billion National Accounts Division, and VP and Regional Director of the Midwest Region National Accounts, handling all aspects of marketing, sales and service for the territory. Maggie has had extensive experience in financial and operational aspects of mergers, acquisitions and business start-up. She has earned CLU, CPCU and ARM insurance designations.

She holds an undergraduate degree in music from the University of Iowa, a master's degree in education from Northern Illinois University, and an MBA in Finance and Economics from the University of Chicago. She is a graduate of Leadership America Class of 1999, and has been a featured speaker nationally and internationally at technology and leadership conferences.

Maggie is the Treasurer for her Homeowners Association, and has been active in Chicago-based mentoring programs. She has also been a volunteer fund-raiser for children's charities. She and her husband live in Glen Ellyn. Maggie is excited about her new position as VP Programs.



TERESA SEIPEL '82

2006 Board Position: Immediate Past President

Teresa has served on the Board of the University of Chicago Women's Business Group as Vice President - Finance in 2001 through 2002, as Vice President - Membership in 2003, as President-Elect in 2004 and President in 2005.

Teresa's most recent corporate position was Market Manager for General American Transportation. She was responsible for product development, market segmentation and market research for a vast fleet of railcars serving the chemical, food, petroleum and minerals industries. Teresa led the acquisition analysis for the corporation culminating in \$200MM of purchases in Mexico, Canada and Germany. She developed marketing research for new services, managed EVA analysis and served as systems analyst for IT and Finance.

Teresa's previous experience included Financial Analysis and Risk Management analysis at FMC Corporation and Personal Financial Planning at River North Securities.

Teresa earned her BSIM in Industrial Management, with Honors, from Purdue University. She obtained her MBA in Finance from the University of Chicago in 1982.

Teresa is recently married and is enjoying a mid-career sabbatical. She lives and gardens in Palatine with her husband, Bob, and Susan T. Cat. Teresa is proud to be serving as Immediate Past President for UCWBG in 2006.



GAIL SCHOENBECK XP-61

2006 Board Position: President Elect

Gail Schoenbeck is Vice President, Consultant for Lee Hecht Harrison's Chicago office where she actively coaches senior executives across all industries and functions. She provides strategic direction and thought leadership to clients on a wide variety of career management issues. Gail also facilitates numerous internal and external seminars.

Gail's industry breadth includes advertising, banking, consumer goods, consulting, insurance, investment, and manufacturing. She has successfully consulted with accountants, attorneys, CEO's CIO's, Executive Vice Presidents and Vice Presidents in engineering, finance, human resources, information technology, marketing, operations, public relations and sales. Gail's consulting experience also includes working with individuals at all levels of the organization.

With over 30 years experience in the human services arena, Gail's expertise includes career management consulting, community relations and executive search. An entrepreneur for 10 years, Gail conducted hundreds of seminars and coached executives on career issues. Earlier in her career, Gail was affiliated

Board Bios (continued)

with Ernst & Young and Quaker Oats.

Gail earned an MBA from the University of Chicago's Executive Program and holds a BA in psychology from the University of Illinois. She is currently a member of the University of Chicago's Alumni Association and the President – Elect for the UCWBG. As an expert in her field, Gail is asked to be a guest speaker at various events.



SUSAN DEVITO '93

2006 Board Position: VP – Leadership Initiatives

Susan DeVito is president and managing member of The DeVito Group, LLC, a strategy and leadership consulting firm focused on team development for initiatives from their planning through implementation phases. The DeVito Group's nine C's framework enables companies to deliver results and develop fully motivated team members. Strategic consulting engagements include strategic marketing resulting in 67% clientele growth for a retail health fitness company; strategic analysis for leadership retention product and company due diligence for a major e-Learning firm; and 7-day blitz build for Habitat for Humanity. Clients include Pilates Fitness Inc., Fox Valley Habitat for Humanity, EB Marketing, The Price Group, and LifeMoxie!

Susan is a results oriented executive with over nineteen years of experience at understanding marketplace demands, and leading effective cross-functional teams resulting in the successful crafting and delivery of end-to-end innovative solutions. She was most recently Vice President of Marketing and Sales of Lucent Technologies' Messaging Group where she managed a high performance team of over 40 associates responsible for over \$200 million in annual sales.

She has held numerous management positions within Lucent Technologies and SBC responsible for marketing, product and project management, business development, and global customer management (APAC and EMEA). She successfully led Lucent's North American messaging platform strategy, and Enhanced 9-1-1 platform conversion. At SBC, she crafted and led a computer and workflow automation project for a 200-person engineering division.

Susan earned her MBA with honors from The University of Chicago, and her Bachelor of Science degree in Industrial Engineering from Northwestern University. Susan has been a member of the UCWBG since 1993 and has served as VP Programs, President-Elect, President (1997), Past President, and is currently VP – Leadership Initiatives. Her other professional memberships include The Project Management Institute, the Innovation Network, and Fox Valley Habitat for Humanity (Board Member), and The Naperville Area Chamber of Commerce.

Susan lives in Naperville, IL with her husband, Nick. She enjoys psychology, creativity, and pilates.



FRANCHEE HARMON '93

2006 Board Position: VP – Professional & Personal Development

Franchee Harmon, author of MAKING PURPOSE WORK, founded Leaps of Thought LLC in 2001 and serves as Managing Director. An international professional with 20 years of business experience, she helps individuals and companies work through challenging growth stages.

Franchee served as Strategy Director for The Crucible Corporation, an early-stage venture fund in Dublin, Ireland, which invests in Irish technology companies. She was also formerly a director for PricewaterhouseCoopers (PwC) in London, England, where she served as Global Product Champion to a top-tier client base including Sony, Intel, 3i Group, Philips, and Bosch. Prior to joining PwC, Franchee worked as a consultant for Peterson Consulting in Chicago.

Franchee co-leads Program Design for the Youthbuild Lake County Mentoring Program. She is a member of the Human Capital Institute, and serves as VP of Personal and Professional Development as a Board member of the University of Chicago Women's Business Group for the years 2006 and 2007. She is an avid runner, who recently completed her first marathon in Berlin, Germany.

Franchee has a Bachelor of Science degree in Construction from Bradley University and a MBA from the University of Chicago, Graduate School of Business. Franchee is excited about her new role with UCWBG as VP – Professional & Personal Development.



JENNIFER KELLY DOMINIQUINI XP - 74

2006 Board Position: VP – Director at Large

Jennifer Kelly Dominiquini is a Principal Consultant at Strategos, an innovation and strategy consulting firm based in Chicago.

Jennifer has deep experience helping companies with strategic challenges and applies her knowledge of global markets to enable clients to create growth opportunities and innovation capabilities. Jennifer has practical experience in a wide range of industries including aerospace, automotive, consumer durables, consumer packaged goods, chemicals, entertainment and retail, and has worked throughout Latin America, North America and Europe.

Prior to Strategos, Jennifer started a business and communication training firm in Brazil. Jennifer has also been a consultant with Monitor Group, as a member of the Latin American country competitiveness group, where her work focused on developing strategies for companies, governments and industry associations. While with Monitor, Jennifer lived in the Andean region, where she worked with companies in Venezuela, Ecuador and Colombia to improve their competitive positions. Jennifer also

Board Bios (continued)

consulted in Monitor's corporate consulting practice, developing strategic solutions for Global 500 firms in the sectors such as telecommunications, aluminum and industrial products.

In addition to her MBA from the University of Chicago, Jennifer also has degrees in International Studies/Business and Spanish (with Honors) from the University of Scranton. She also was a Fulbright Scholar in International Business to Uruguay. During her Fulbright year, Jennifer consulted with the Mercosur Commission, a regional economic organization, where her objective was to guide Uruguay to become a regional service center in the information technology and transportation sectors. Jennifer speaks both Spanish and Portuguese and has consulted in both languages.

Jennifer is a member of the Rotary Club, a board member of the Fulbright Association, a founder of the global nonprofit group, Warm-Up International and an active volunteer at Chicago-area humane societies. She enjoys marathon running and cycling.



MARGARET (PEG) SWANTON '80

2006 Board Position: VP – Director at Large

Margaret M. (Peg) Swanton is the sole shareholder and full-time employee of Tactics, Inc., a management consulting firm focusing on fraud prevention, regulatory compliance and fraud investigations.

Peg began her professional career by successfully installing and operating one of the early ERP systems for a manufacturing firm. She observed that good information systems made it possible to quickly identify and stop fraud, waste and errors. In the 1990's, when she began working as a management consultant, she found fraud on her first project and decided to focus on fraud prevention and detection. Already a

CPA, she also became a Certified Fraud Examiner.

Peg is a published author, taught part-time at Roosevelt University, and since July 2004, has served as a member of the Board of Directors of the Association of Certified Fraud Examiners – Greater Chicago Chapter. Peg was the recipient of the UCWBG's Distinguished Service Award in 2005 for her efforts in creating and running the First Friday/Third Thursday Lunch series.

ELLEN PARTRIDGE '04

2006 Board Position: VP – Director at Large

Ellen Partridge is Deputy General Counsel for Policy, Appeals & Transactions at the Chicago Transit Authority. Her career has led through many pathways, from working on international wildlife issues for Alaskan Inuit peoples to negotiating treaties in Micronesia to practicing environmental law at Jenner & Block. She joined the CTA six years ago.

The analytic tools that come from an MBA from the GSB and a law degree from Georgetown University complement each other as she works to support the mission of public transit in providing sustainable, efficient and equitable transportation. When you see her, she will listen carefully to your complaints about the CTA (and will get back to you!) and will appreciate your compliments on the service. Her great pleasure in serving on the Board of the UCWBG is the opportunity to work with an extraordinary group of bright, focused women who bring business savvy to the not-for-profit enterprise.

Ms. Partridge has been the President of several environmental organizations, a fellow of Leadership Greater Chicago, and was awarded a fellowship by the German Marshall Fund to learn about transit systems in Europe.

2006 Board of Directors

President

Barbara M. Flom '02
312-201-3904
President@ucwbg.org

President-Elect:

Gail Schoenbeck XP-61
312-377-2299
PresidentElect@ucwbg.org

Immediate Past President:

Teresa M. Seipel '82
847-705-1003
PresidentPast@ucwbg.org

VP-Administration:

Kristin Lerner '95
847-266-1310
VPAdmin@ucwbg.org

VP-Finance:

Tina Buhelos XP-65
630-887-9957
VPFinance@ucwbg.org

VP-Internal Communications:

Anne M. Kohler '91
847-858-5004
VPCommunications@ucwbg.org

VP-Leadership Initiatives:

Susan DeVito '93
630-904-4328
VPLeadership@ucwbg.org

VP-Marketing/Public Relations:

JoEllyn Prouty McLaren '94
469-667-7415
VPMarketing@ucwbg.org

VP-Membership:

Theresa Gapp '93
847-753-9595 x32
VPMembership@ucwbg.org

VP-Professional & Personal Development:

Franchee Harmon '93
312-335-1590
VPProfDev@ucwbg.org

VP-Programs:

Margaret McCoy '83
630-790-4676
VPPrograms1@ucwbg.org

VP-Programs:

Joan McCullough XP-74
630-898-1830
VPPrograms2@ucwbg.org

VP-Technology:

Mary Dalakouras XP-71
773-444-0244
VPTech@ucwbg.org

Director-At-Large:

Peg Swanton '80
773- 538-7613
VPDirector1@ucwbg.org

Director-At-Large:

Jennifer Dominiquini XP-74
312-266-7700
VPDirector2@ucwbg.org

Director-At-Large:

Ellen Partridge '04
312-681-2840
VPDirector3@ucwbg.org

Leadership Circles - Are You a Leader?

By Theresa Quinn - Accurso XP-63

Are you a leader? How does being a woman affect being a leader? How does being a leader affect being a woman? What qualities should a leader possess if a leader is really a leader? Can these qualities be measured? Can they be improved upon?

Today, the need for leadership in many areas of our lives, at home, at work, as volunteers, is something that all of us recognize. Many of us have seen this leadership "void" and successfully jumped in, some of us hang back at bit and wonder if we have what "it" takes, others jump in but wish they'd been more prepared.

If you've gotten this far, you are probably interested in becoming a (better) leader! And, you would probably agree anyone can improve their leadership by taking a good step back to look at themselves and improving their knowledge and awareness of leadership issues.

That's what we do in the UCWBG Leadership Circles. Through a six-week series of readings and evening discussions, our group of women, first, increases our knowledge about leadership through readings on aspects of leadership, and then, compares and contrasts our leadership experiences with one another.

Some of the readings are leadership "classics", like the Harvard Business School's "What Leaders Really Do"; some are more current publications. All are designed to draw out ques-

tions and comparisons. As the group discussion progresses, many members of the group find familiarity (that same thing happened to me!), connection (I can relate to that!), and new ways of thinking. (I'll try that next time!). Participation through listening can be just as instructive as talking; talking as much as reading, and the other way around. The discussion treats leadership as a broad subject, with a recognition that, as women, we face a different set of challenges from men, and they change, depending on where we are in life. The group (usually of six to ten women), presents an opportunity to review one's leadership questions with a uniquely qualified and empathic group: other woman leaders.

The Leadership Circles' stimulating discussions, besides drawing awareness to our personal leadership challenges, can also help you to understand the leaders around you. These very useful insights can almost ensure improved effectiveness as a leader, as the awareness and group knowledge is absorbed by each member.

One Leadership Circles group is now in progress at the Gleacher Center and we are working on launching another one in the North//Northwest suburbs. Won't you consider it with us; we need your insights and ideas. Are you a leader?

Please provide your thoughts and input to Susan DeVito at vpleadership@ucwbg.org.

UCWBG - New Members: December – February

Claudia Antony

Caryn Ann Arling

Nancy Beletti

Virginia Cote Evelyn

Jill De Lio

Recycled Paper Greetings

Kate Evert

Merisant Company

Maria Forres

Caroline Ivers

Sigvion Capital

Seema Kathuria

Pamela Mearsheimer

Rhonda Pretlow

Paula Render

Bell Boyd & Lloyd LLC

Roberta Sylvia Williams

Keller Williams Realty

Sylvia Woo

