



School of Education, Organization & Leadership Department and the Women Presidents' Organization
San Francisco 2004

Collaboration, Learning and Life Experience

“As of 2002, there are an estimated 10.1 million privately-held, majority or 50% women-owned businesses in the U.S., accounting for 46% of all privately-held firms. These firms generate \$2.3 trillion in sales and employ 18.2 million workers.”
-Center for Women's Business Research

ON FEBRUARY 26-28, STUDENTS from the University of San Francisco, School of Education, Organization and Leadership Department had the opportunity to attend the Women Presidents' Organization 2004 Conference held at the Grand Hyatt Union Square Hotel in San Francisco. *Dr. Ann Blackburn* a graduate of the Organization and Leadership Doctoral Program and a member of the Conference Steering Committee had arranged for students from *Dr. Patricia Mitchell's* (Chair of Organization and Leadership Department at the School of Education, University of San Francisco) *Women in Management* class to shadow one of their members of the organization and to attend the conference. The Women Presidents' Organization is a nonprofit membership organization for a diverse group of women presidents who have guided their businesses to at least \$2 million in gross annual sales. One of the culminating activities of this unforgettable experience is the compilation of student reflections during the conference.

Edited by: Dr. Patricia Mitchell,
Mouwafac Sidaoui
& Rebecca Sunshine

Designed by: Mouwafac Sidaoui

MY EXPERIENCE WITH the Women Presidents' Organization (WPO) conference started prior to the conference's scheduled date. First, I checked the WPO website www.womenpresidentsorg.com; then, I read some of the programs from the WebPages to better prepare myself for the event. In addition, I read a few chapters from *Women in Management* (Davidson & Burke) and *Women and Men in Management* (Powell & Graves); I was very intrigued and alarmed by the findings.

A few days before the conference started, I asked myself the following questions: (1) What should I expect? (2) Would I be uncomfortable amongst the hundreds of women executives? (3) Moreover, what should I do if I felt uncomfortable?

On Friday, February 27, 2004, I arrived at the Grand Hyatt in San Francisco on time to listen to Barbara Kellerman, who is the Research Director with The Center for Public Leadership, John F. Kennedy School of Government at Harvard University. Barbara's topic was *Setting the Stage – Gaining Influence and Power. You've Come a Long Way, Baby - and Have Miles to Go*. I thought the title was very eye-and-ear-catching and made the mind wonder. Barbara supported her comments with statistical data, some of which were new to me. She reported that 42% of women who make it to the top are childless at age 40, which made sense to me because it is a fact that women's biological clocks start ticking between the ages of 35 to 40.

At 10:45 a.m., I attended the Ethical Leadership session. I sat at a round table discussion with six WPO members in the back of the room and was very welcomed by everyone. Those who sat across greeted me with a friendly smile. During the session, I was the only man; however, I began to feel very comfortable. None of the questions that I thought of earlier—about my discomfort—took place. The facilitator (Rosemary DiDio Brehm) introduced the experts on the subject

matter (Lydia Beebe & Terri McNally) and they eloquently shared their beliefs and experiences of ethical leadership. Lydia and Terri spoke very amicably as they engaged the audience. They added that it is important for a leader to promote an inner life of integrity, which shapes employees' behaviors and enables them to work together for the common good. Lydia added that corporations might want to remind their staff and add to their mission statement the word "ethics," because ethics programs are an insurance policy, which insures that policies are legal. Additionally, they can avoid criminal acts and promote a strong public image. Terri shared an ethical personal business case with us. She concluded from her experience that doing what is right is all about ethics, which includes mutual respect and taking responsibility, which have a positive result. This positive result happens when one goes to sleep without feeling guilty about the decision he or she made. The ethical leadership topic was so hot and everyone was very involved. I wish we had more time to hear from the other attendees about their ethical experiences.

My experience
at the WPO was
priceless...

The one thing that I walked away with is that the WPO is for women to develop resources from within and to help its members to share their personal experiences to hire the people who fit in the companies, and for the WPO members to learn how to delegate tasks to their staff. In addition, all the women executives were very sharp, humble and friendly. During my round table discussion, the women were sharing their personal experiences and asking for feedback on how to improve their organizations. Numerous times, the WPO members spoke in a way I am not sure men would, "I am not sure if I am doing this... right" and "what do you think I should do to improve this situation?"

The WPO conference and the session I attended enhanced my knowledge. The women I interacted with taught me so much about women's leadership. My experience at the WPO was priceless, and it will help me become a better mentor for my female students.



I HAD THE PLEASURE OF assisting a professional facilitator, Julie Betwee of MemeWorks located locally here in San Francisco at the Friday afternoon workshop, **Leading from Within**. The workshop expert was Jana Matthews, Founding President, and CEO of Boulder Quantum Ventures. Ms. Matthews was one of the lunch speakers and the workshop tied into her Lessons from the Edge address. The workshop was very well attended and Ms. Matthews was remarkable as she observed from the sides of the room as the two participants Marty Avery of Pylon Design, Inc. and Melanie Dulbecco, of R. Torre & Company, Inc. presented their individual "real work issues" to the group.

The facilitation was both visually stimulating as well as verbally clear to all participants. As the two presenters, Ms. Avery and Ms. Dulbecco, explained their individual corporate situations, the attendees' took notes. At the completion of the presentations, each table of attendees broke off and performed a type of groupthink to examine one of the two issues presented. Approximately an hour after the groupthink the whole group came back together to provide invaluable feedback to both case studies.

The facilitation was both visually stimulating as well as verbally clear to all participants.

During the feedback period, I was amazed at how positive, constructive, and supportive the attendees' responded to each individual situation. In fact, both Marty Avery and Melanie Dulbecco were delighted with the encouragement and alternatives that were presented to them. Additionally, I noted how pleased Julie Betwee appeared as the groups reported their outcomes to both Avery and Dulbecco. Clearly, the objectives of the workshop having a mission, creating a vision, and developing a motivating cultural atmosphere reflecting that vision and developing guidelines for tracking progress, coaching employees on goals, and creating a climate that reflects that vision were attained in a highly professional manner.

After the feedback was given by all the individual groups; Jana Matthews stepped in and took the group a step higher both in their thinking skills and strategic steps to increase their professional performance level. The groups listened enthusiastically and began taking notes rapidly. Although the workshop ran overtime the majority of the attendees stayed to gather the data that Jana Matthews delivered. Overall, the workshop was both powerful and rewarding for all!



I HEARD BARBARA KELLERMAN, Research Director, The Center for Public Leadership, Kennedy School of Government at Harvard University, speak on "Setting the Stage-Gaining Influence and Power". I also attended the "Women's Issues" panel with Cynthia Williams, the White House office of Public Liaison; Sharon Handary, Executive Director of the Center for Women's Business Research and Susan Solovic, CEO and Chairman SBTV.

Cynthia Williams and Susan Solovic were both charming Southern women. It was clear from their presentations that their brand of feminism included family

Yes, these were successful women, who perhaps reshaped gender perceptions within their socio-economic bracket.

support from loving husbands. Their pursuit of opportunity embraced their families and was not threatening because their power and status, although greater than the average woman still did

not exceed or compete with her husband's workplace accomplishments. Although the primary lens of the conference was gender, for me the dominant experience was regarding the power of wealth. The women participants all had various levels of cultural or social capital, but their financial capital was somehow un-discussed, the white elephant sitting in the room. The "Women's Issues" public policy discussion brought this into sharp focus. It was clear that the women in the room made significant gifts to both Democratic and Republican candidates and that was an important way for them to have

influence and be able to voice their public policy concerns. That is not how less affluent American citizens engage with public policy. Especially here in San Francisco, street demonstrations, email campaigns, grassroots organizing are the modus operandi. I left the conference thinking about the F. Scott Fitzgerald quote about the rich being different than you or I. Yes, these were successful women, who perhaps reshaped gender perceptions within their socio-economic bracket. Yet, it was hard to be extraordinarily proud of women who clearly had the deck stacked for them in so many ways to start with, when they first got the gleam; in their eye to start a business.



I was intimidated as I walked into the conference room and quickly realized that women outnumbered the men 350 – 4. Since it was a women conference, I was expecting that, but I still could not help but feel out of place. I tried to keep a low profile and did my best to not stick out. By being quiet, I thought I could become invisible. I chose a table that had plenty of empty seats and gave myself plenty of distance. Immediately the few women at my table started asking questions.

They all became very interested in me and when I told them I was struggling in my attempt to find a career that I was passionate about, I was overwhelmed with their responses. They shared personal testimonials about the importance of finding a career that I enjoyed. They asked me questions and dug and dug to try to help me find what was stopping me from finding my passion. Soon the keynote speaker, Bill John began and his presentation furthered the conversation that I had had with these women.

I felt like they took a personal responsibility in trying to help me develop and make decisions. As

we participated in the activities of the presentation, the women at my table teamed up to help me. I felt like these women genuinely cared. They took me under their wings and helped me feel included although I was an observing outsider. I was grateful for their advice and their sincerity, but most of all I was grateful that they pushed me way out of my comfort zone and helped me feel more confidence.



OUR USF CLASS, “Women and Management”, was invited to participate in the Women Presidents’ Organization (WPO) Conference in San Francisco on February 27, 2004. The experience was dynamic and invaluable for me as a student and as a female executive. The keynote speaker was Barbara Kellerman, Ph.D., Research Director for the Center for Public Leadership and Lecturer in Public Policy at Harvard, who really put into perspective for me the question of “what happened” to the women’s movement? Dr. Kellerman outlined that the women’s movement came at the same time as the civil rights movement in the 1960’s, which was about blacks and whites being treated as equals. The timing of the women’s movement at the same time as the civil rights movement created the unrealistic and false notion that women wanted to be the same as men. She says the inherent flaw with the women’s movement searching for equality is that men and women are not the same. We are very different and should celebrate our differences and diversity. If we value the diversity that the feminine style brings to the table, such as compassion, energy, excitement, passion, empowerment, then these can be viewed as values contributing to an organization. We

must also be careful not to confuse this for a cry for equal pay for the same job, which is a very real issue with race and gender in today’s society.

Dr. Kellerman says that we should stop blaming our patriarchal society, attitudes and stereotypes about gender, and focus on reframing the discussion. Once we realize that the strengths we have as women (the ability to multi-task, listen, share power with others, gain consensus, operate in a democratic and transformational manner), the more we do not have to fight against stereotypes. Women must learn to walk into the meeting, corporation, or boardroom with our strengths, and stop apologizing for our misperceived weakness.

Women must learn to walk into the meeting, corporation, or boardroom with our strengths, and stop apologizing for our misperceived weaknesses.

In conclusion, my experience at the WPO conference gave me incredible insight to view the women’s movement and advancement into management in a new light. The paradigm shift is to regard women and men in management as an opportunity to celebrate our differences and valuable qualities which we each bring to our organizations, and break out of the dysfunctional pattern of wanting equality with men.



BILL JOHN'S interactive workshop is a brainchild from his work with women who are cancer victims. He operates on the philosophy that real change and lasting improvement must be understood, felt, practiced, supported, and personal. Getting this philosophy out to the audience in tangible terms was not a challenge for Mr. John. A series of hands-on activities demonstrated to the audience that to accomplish an 'unrealistic' goal, you must unhinge your mind from the way of thinking that is most widely accepted by others. True visionaries, he argued, are the ones who move past 'default' experiences and prior

programming to accomplish goals that others may not believe can happen.

This workshop was like a giant 'Aha!' for me. It has inspired me to be brave...

Accomplishing the 'unrealistic' goals typically comes from finding an innovative, unorthodox way to do things, the audience discovered in breakout groups.

One of the critical components of moving past default experiences and programming is realizing that there is no safe way to the top. As Mr. John had us write down a goal we had set for ourselves, he cautioned us that doubt must be included in our thinking when we

wrote the goal—otherwise, it was still too easy. He illustrated how we could turn this 'unrealistic' goal into a reality through a breakout group he called 'Little Voices'. The point, we realized, was that it only takes one person, one voice, to believe in you to accomplish something extraordinary.

Through the workshop, I discovered something very important about myself: I really have been playing it safe, moving steadily up the corporate ladder, but not taking that step off to the side, the one that leads to I'm not sure where. This workshop was like a giant 'Aha!' for me. It has inspired me to be brave, more into an unknown territory (and doubt is ok!), and start moving on my own unrealistic goals.



MY RESPONSE TO the WPO Conference 2004 is that I had a unique opportunity to participate in the conference with a renown invite from a very prestigious organization (WPO). From this wonderful experience I was provided with an abundance of unprecedented contacts, exposures, and

The WPO conference of 2004 is a life time blessing for me.

information relevant for my personal and professional careers, and my very small business. This unfolding experience was expedited by the exemplary role models of WPO who very sincerely extended themselves with warmth and sincerity.

I was given an abundance of strong support and encouragement most of which came by way of professional business information, physical business contacts, and advice on how I can regroup toward becoming a better future business woman - entrepreneur. Active involvement in this conference helped me to focus more closely on a lot of business issues that have been lingering in my mind and needed to be brought forth and dealt with more effectively and efficiently. Challenging opportunities presented at this deeply intensified conference consistently reminded me that I need to grow my very small business. I need to rethink issues of diversity and diversify and I need to compete and cautiously rethink, and evaluate how such actions may change the culture of my company. I was constantly reminded of how I started my business, and how important it is to remember that what makes me distinctive is what I have to sell. I must not forget what got me going in the first place was the distinctive nature of who I am, what I do, and how I

do it is. I must remember that it's up to me to protect that and communicate this message to my customers. Finally, this conference experience enabled me to overcome a lot of doubts that I had about whether I should continue trying to develop and grow my own small business. It helped me make a lot of important decisions about what I was or was not going to do.

The most valuable or desirable thing I wished for from this conference was connections with a mentor in the business world. Through the WPO conference of 2004, I was granted my wish. The WPO conference of 2004 is a life time blessing for me. It has given me great happiness and has made me feel more prosperous about future business endeavors.



THE ROOM WAS full for this stimulating, challenging, and informational workshop. The luncheon session immediately before had run over, cutting into the precious time set aside for the workshop, and the women were anxious to get started. The facilitator introduced the co-presenters, Susan Scott and Jean Knutson, and outlined what the content would cover: lessons learned and guidelines for hiring, managing, and retaining employees. Time constraints were such that each was given just 10 minutes in which to present some ideas before the tables of women would have some group work to do and present.

I could tell that Susan could have used an entire afternoon, a full day, or perhaps more, if she'd been given the opportunity. She was busting with information and tips to pass on to us. We learned that Susan and Jean had long known each other; in fact Susan had at one time worked for Jean. Susan talked about the things one would find by reading her book, highlighting items that would make you immediately start thinking. She cited an example of a young married couple in which the wife always wants to talk about the relationship and the husband figured that since they had done that last week, they didn't need to do it again. But, Susan explained, the conversation *is* the relationship.

I hope I can be a part of it someday.

As she says in her book, "our lives succeed or fail one conversation at a time." She explained that relationships are emotional capital; that conversations should be intellectually persuasive and emotionally compelling.

Susan's book should be read by anyone who has trouble having direct and authentic conversations with anyone else in his or her life. It covers seven principles of fierce conversations, but we only had time for two in this session. The first, "master the courage to interrogate reality," was briefly explained with a reference to Robert Redford. He has said that he speaks to become himself; he wants to be different when the conversation is over. Imagine if you went into every conversation you had with someone important to you, either at work or at home, with the intent to be different when the conversation was over! Those conversations would most assuredly become better planned, more thought provoking, maybe intense, and definitely more real. Don't be afraid to really find out what is going on in someone else's life, between you and that person, or from other perspectives. Keep questioning until you have reached the bottom of what is going on; mine for the information and face the reality of it.

The second principle we talked about is "take responsibility for your emotional wake." Where I work we always ask that people reach their goals and objectives, but not by leaving a trail of dead bodies in their wake. I think this is a similar concept. It is not only a matter of being successful through accomplishments and goal achievement, but a matter of how you attained those goals and through whom you were able to work. Susan talked about the fact that there are no trivial comments, especially as a leader. It is possible that some off-hand comment made is life changing for someone else. The leader may have no recollection of the comment, but the employee is forever changed, maybe devastated, by what was said by the person he or she looked up to for guidance and approval.

Again, the conversation *is* the relationship, so being careful about the delivery of the message is key; speak with clarity, conviction, and compassion.

This took us into a question about how to be compassionate and fierce.

Susan asked the audience for terms that come to mind when one thinks

My perception of this session and the WPO conference overall was fabulous.

about the word fierce. Audience members offered courageous, authentic, real, and truthful. These can all be done without a loss of compassion. Susan says to come out from behind yourself and show respect for those in the conversation. Towards the end of her 10 minutes she said we should be able to have these conversations with anyone at any level; "they may not be peers, but they are my equal as a human being."

Jean Knutson is the president of Pace Staffing Network and she prides herself for working with people in authentic ways. She works hard to connect with people. She keeps three books on her desk, and often provides one or more of them to new clients so that everyone understands how business will be conducted. Those books are *Good to Great*, *Execution*, and *Fierce Conversations*. Jean believes that behavior is her company's differentiator. She meets with her direct reports in one-on-one meetings for two hours every week. They always have three questions and there are no goals as outcomes to these meetings; it is rather a time to learn and understand. She is constantly asking fierce questions and looking for feedback, unfiltered

and without a negative attitude. She doesn't want any front line supervisors with a "bee in their bonnet." Jean feels that people will self-select in and out of the organization; they either fit in this type of culture or they don't. Leaders need to set expectations and be role models by having fierce conversations; these will set the example for others.

After some time for group discussion of what we learned from the speakers and what new ideas we were inspired to pursue, we had a few wrap up comments from Susan. She offered ideas on how to start having fierce conversations. First start with yourself. She spoke about a week

she takes every year by herself to hike and have fierce conversations with herself. She says to ask these questions: Where am I going? Why am I going there? Who is going with me? How will I get there?

She suggests when meeting with your employees, ask them what is the most important thing for us to talk about? Listen and ask questions; don't respond except to keep asking questions to get the root of the issue. Susan told us that fierce is a way of life, an attitude; you've got to show up. Fierce is worth the anxiety it produces. Avoiding it is saying "she can't handle it," or "I don't exist." Finally, Susan recommended being

absolutely current with everyone – you'll find yourself traveling light.

My perception of this session and the WPO conference overall was fabulous. I met some great and wonderful women, learned some new perspectives for leadership, made lasting contacts and friends, and look forward to the networking and support that has already begun. What a great opportunity and educational conference. It was clear to me that the women who make up the WPO are courageous, smart, supportive, and lucky to have such an outstanding organization in which to belong. I hope I can be a part of it someday.



*By Preston S. Walton, Masters Student.
Reflection of the WPO Conference*

AS I ARRIVED for the Friday session of the WPO Conference I was filled with anticipation and excitement to spend the day at such a great conference. I must admit that I was also feeling a little uncomfortable as I realized that I would be one of the only men at the conference. I was very proud and honored however to given the opportunity to attend such an event. From the time I arrived until my departure that afternoon I was made to feel

welcomed and included in all the activities of the conference. I sat in amazement as I listened to Barbara Kellerman give the morning remarks. She is by far one of the most educated, down to earth, and dynamic speakers I have heard. The knowledge, leadership, and influence of the group equally moved me in general. As I talked with and attended sessions with women, who in spite social obstacles and challenges were able to create successful, creative companies that allowed them to do

what they loved. I could not help but experience in wonderment and awe. In my mind I remember realizing as Barbara Kellerman spoke the level of social privilege that men enjoy and take for granted. However, I feel in spite of that privilege men enjoy, many

I could not help but to think of the many women I know personally who should have been in the room with me to experience and learn all that I did that day.

have not leveraged it be nearly as successful or courageous in founding their own companies and following dreams as the women I encountered at the WPO conference.

I could not help but to think of the many women I know personally who should have been in the room with me to experience and learn all that I did that day. However, I have come to understand and support the fact that the women in this organization have through

great effort and triumph earned the right gain membership to this organization. Additionally, I saw the powerful role that this organization fills in the professional and emotional support that WPO provides its members. I recall Barbara Kellerman

discussing how the civil right movement and feminist movement paralleled each other. She highlighted how

Feminine Mystic and Letter From a Birmingham Jail were published in the same year, something I had not considered before.

I was faced with a question that people who were not African-American were faced with during the civil rights movement. How can I help in this movement? How can I show empathy and support for the challenges these people are facing? I found these questions relevant as I realized that women face some of the same social and

economic discrimination as people of color. My resolve was in realizing how I have been successful as a person of color. For me that have been through mentorship from knowledgeable and caring leaders who recognize the potential in me and challenge injustices they see in society in the ways they can.

I left the WPO conference feeling energized and empowered to

pursue my own entrepreneurial dreams. Furthermore, I felt inspired to encourage many of my close female friends that I know have their own entrepreneur dreams to follow them and know that they have me as a support and resource. As for how I can help empower women as a man, I feel that it is by listening and continuing to learn about women's thoughts, beliefs, and viewpoints. I

think it's by continuing to make myself available as a mentor and guide and as a pupil and learner. I agree with Barbara Kellerman who expressed that we should be seeking diversity not equality, as we should be celebrating the differences between men and women and creating a society that embraces those differences.



*By Judy Person Garcia, Doctoral Candidate
Reflection of The Ethical Necessity of Employee Choices*

TODAY'S FEMALE entrepreneur seeks many traits when making choices about who works in her firm. It is not merely enough to fill a space, so to speak. Choices may range from compatibility with the hired individual to educational level to availability. Emphasis, many times, is placed on interest and skill, or motivation and integrity. Many times, first impressions determine if a person is a job choice. When a female executive hires employees, various factors determine the outset of her choices.

At the Women Presidents' Organization conference, I had the occasion to observe and listen to two female philanthropists: Patrician Winan of Magna Securities and Sandra Fekete of Fekete and Company. Both told rags to riches stories of how a woman can overcome obstacles to reach a certain pinnacle. It was Fekete who first intrigued me in the concept of employee choices and ethical influence. Yet, it was Winan that who made it plain that choices don't apply easily to the decisions we have to make. Making ethical choices is not a cut and dried issue.

There were numerous tips displayed by these women. One such tip is that our job is to attract business, not to chase it. Choosing employees who maintain this standard, even in the business owners' absence, is a necessary prerequisite of choosing an employee appropriate employee. There is the idea that the employee must believe that s/he is a vital part of the business and that their individual opinion is valued. Many procedures on how to best address this point across were made. One way was the giving of special gifts; a plane trip for a couple; a dinner for two; a monthly catered luncheon for the employees.

In addition, a Code of Ethics must be mandated from the onset of hiring employees that represent what is expected in the workplace. Employers want employees who are confident, that know the procedure, have good relationships with the public and manage time well.

There were numerous tips displayed by these women. One such tip is that our job is to attract business, not to chase it.

Many times, we as managers, have to place ourselves in the place of the other; the employee. What is it we would do in the same given scenario? The answer should offer at least three alternatives. As the manager or president, this assists you in knowing that there are other possible ways of resolving issues that may arise. As was quoted by Woodrow Wilson during the conference, "Not only my brain but the rest I can borrow". It was stated that approximately 85% of the times the Chief Executive Officer (CEO), makes a wrong judgment call. This is an unusually high percentage. Knowing this, we must strive toward acceptance of the other.

It was noted that we tend to hire employees according to our biases. For instance, I as a female maybe opt to hire another female. It may seem pertinent to hire someone who shares my background as a child growing up in a certain environment. Hiring practices also include a female desire to help if you will; to assist; to make life better. Recognizing these various warning signals offers the executive or manager a greater insight into hiring practices that relate to ethics.



ON FRIDAY February 27, 2004 I attended the Women Presidents' Organization held at the Grand Hyatt in San Francisco. I arrived in the room to hear Roz Abraham speak, motivate, and inspire and stayed through the day attending two different break out sessions, *Ethical Management* and *Personal Issues*. The environment was beautiful, the food was delicious, the people were interesting, and the atmosphere was charged with high energy.

the equal chance as individuals to be accepted onto the team that we are striving to achieve.

I became more involved in the afternoon session, *Personal Issues Workshop*. and thoroughly enjoyed the entire workshop session. The women in the session spoke humbly about their extraordinary achievements of balancing success at home and at work. Speakers Dr. Sharon Hadary and "Queen of Vacations" Barbie Hall-Gummin gave success tips and advice for women with conflicting schedules expected to do it all. It was very inspiring, educational, and best of all, therapeutic.

I spent most of the day in the sidelines, listening, observing and taking in the whole experience.

I spent most of the day in the sidelines, listening, observing and taking in the whole experience. Although I support more of a balance between the two sexes, I would not categorize myself as a

feminist. I was worried about entering a "female-supremacy only" zone and snags of the day confirmed my suspicions. But Marianna Hudson's speech in the early afternoon caught my attention. Her speech clicked as she put into words exactly how I felt, that it was not about equality in every thing, but about equal opportunity in every thing that we women wanted. It is not necessarily making up half of every team that we want to achieve, but rather to be given



WHILE TRYING TO determine which workshop I would write about, I realized that it was more than one, in fact, it was the entire day and what happened around the workshops that had the biggest impact on me.

I can bring that is different and unique because I am a woman. I wish I could personally thank the woman who stood up during John Byrne's presentation on Jack Welch and somewhat "bashed" the idea of how Jack was

As a collegiate level soccer coach, it wasn't easy for me to take much away from the content of the two workshops that I attended; *Women's Issues from a Political view*; and *Leading from Within*. However, as with many of my classes and assignments that tend to be geared towards an educational or business audience, I had to find my bend on it from an athletic perspective. As a coach, it is my responsibility to lead my student-athletes towards a collective goal as well as to develop each athlete to reach their own personal goals.

The best part of spending the day with the WPO members was that they were still just women being women, not trying to be somebody they aren't.

compassionate and groomed future leaders and yet none of those leaders were women. But she also said that if it hadn't been for Jack Welch, she wouldn't be where she is today. This woman is living proof that women can learn from there environments without

necessarily "fitting into" them.

Topics and tactics that were discussed by the women at this conference made me realize that I don't need to spend so much time and energy thinking and worrying about how I can compare to these men but instead, what

The best part of spending the day with the WPO members was that they were still just women being women, not trying to be somebody they aren't. It was like being in a room full of family. At the end of the day, it made me feel good knowing that these "million-dollar women" were just like me with a little more experience and a lot of success. Women I now consider role models.



THE *Ethical Leadership* workshop was hosted by Lydia Beebe, an accountant lawyer for Chevron Texaco Corporation and Terri McNally, an executive for Global Capital, Ltd. The outline of the workshop began with a formal welcome followed by a panel discussion, short question and answer period, table challenges, and the close of the workshop. The time allowed for this workshop was two hours, and every minute was packed with useful information.

Two questions were presented to the participants, which were “Describe a model of ethical leadership and how it benefits business development” and “Describe how and why it is good to set standards, maintain product credibility, and financial integrity even under pressure.” Both speakers attempted to address these questions using personal examples from their own work experience. After this, each table of participants was directed to

share a problem involving ethics in their work that had been solved or remained unsolved.

Many interesting and relevant ideas about ethics in the workplace came out of this presentation and the following discussions held at the tables such as:

- Rely on your own core values
- Hold your business accountable
- Embrace the bad news as well as the good news
- Fix or confess right away when you make a blunder- don't let it fester
- Avoid short-term focus when approaching success, instead have a long-term focus of fair play and simple honesty
- Meet a crisis head-on, address it and take steps to fix it
- People look to see if you do what you say - be transparent, up front and open with how you deal with people
- Set your mind to do the right thing within the whole business (inculcate)
- Define principles of right and wrong for your business employees to guide behavior
- Writing is a god discipline, communicate by documentation, but remember that behavior makes the deepest impression on others

At the close of this workshop, it was evident that every participant received practical information that not only explained the vital need for ethical leadership, but also gave direction as to how to implement and exhibit it in any type of business.

