



WomenInManagement

The Professional Women's Network

Member Spotlight



Name: Polly Kopke
Title: Audit Manager, CPA, CMA
Company: Wipfli, LLP
Years at the company: 11

I love my job because I'm one of those crazy people who like working with numbers. However, I also really enjoy working with people. My job on the audit team provides me with great opportunities to work with a diverse group of client personnel as well as numerous teams of internal Wipfli associates. Although I utilize my knowledge of accounting standards and issues almost every day, I get to apply it to a number of different issues, projects, and circumstances. That variety keeps each day interesting for me.

Through networking with other women in management, I would like to build relationships with other women both personally and professionally. I enjoy hearing others' viewpoints and learning from their experiences. I would also love the opportunity to be able to develop additional client relationships should anyone be able to benefit from the services that Wipfli can perform.

In my free time I play on the swings, pull out puzzles, coloring books, possibly cook up a gourmet meal in my toy kitchen (with my 6 and 3 year-olds)! In my other free time I enjoy reading and spending time with my extended family at the family cabin.

My very first job was as a part-time teller at a credit union. I liked the financial aspect but realized that being such a direct link between people and their money could be very challenging. The long-lines at the drive-up windows on a Friday night were more stressful than I ever imagined!

My child did the funniest thing the other day when she realized that we forgot to leave out the pictures the kids made for the Easter Bunny on Easter Sunday morning. She asked me to get the Easter Bunny's e-mail address from my mom so that we could let him know he should stop over to pick up the pictures. Do all Grandma's have contact information for these VIP's?

Letter from the President

Simply put, Women in Management is built on the foundation of helping women succeed in business. In addition to offering monthly luncheon meetings, we provide newsletters with professional development tips and business book reviews. We also have a whole host of opportunities available within our board to strengthen leadership, networking and other business skills.

In June, we will be nominating new board members to be inducted in July. We have several openings with varying time commitments and flexibility to make it work for you. Positions include:

- *President*
- *President-elect*
- *Public Relations/Marketing*
- *Newsletter*
- *Events Co-Chair*

Our chapter needs your help to keep running! If you are interested in building your business/leadership skills, please let any of our board members know at the next meeting, or feel free to contact me directly at kj kraus@hotmail.com.

I am honored to have served as your President for the past year and a half – it has been a wonderful, enriching experience! I hope you get to experience it for yourself!

Karen

Quote of the month . . .

"Happiness is not something ready made. It comes from your own actions."

- Dalai Lama

Upcoming Events

All meetings are held at: Midway Best Western at 780 Armed Forces Dr. in Green Bay, from 11:30am - 1pm
Price: \$10 for members, \$13 for non-members.
Reservations required to members@wimigb.org.

May 11

Topic: Bringing Your Business to the Next Level

Speaker: Jayne McQuillan, CPA, MBA

Having been through the most difficult economic times in over 80 years, our personal and professional lives have had to adjust, change, and respond. When the light at the end of the tunnel seems to be a freight train, being able to see through and continue to move forward is what defines successful individuals and businesses. What steps are you taking to move yourself to that next level along with the businesses you own or are in?

As a business consultant with over 22 years of experience working in executive level positions in both public and private industry, Jayne uses her financial and business acumen to assist organizations achieve growth and profitability. She started Journey Consulting, LLC in 2007. Since that time, she has grown the business to provide planning, strategy and implementation to turnaround struggling businesses, expand and grow profitable businesses both organically and through acquisition, to achieve profitable results. Her purpose is to partner with owners and executives to achieve their visions.

June 8

Topic: Handling Life Changes

Speaker: John Nemick

If only we could plan out when life-changing issues would arise. Unfortunately, that's not usually the case. Join John Nemick as he helps us understand how to manage life-changing events and how to deal with employees as they work through theirs.

John Nemick, a Wisconsin Licensed Independent Social Worker, earned his masters Degree in Educational Psychology. He is employed by LifeSynch, a Dallas based Managed Behavioral Health company, and is primarily responsible for Employee Assistance (EAP) services to Humana Associates and their families. John is a member of the Employee Assistance Professional Association and has extensive experience in working with businesses as a trainer, consultant and in direct counseling.

In case you missed it...

In April, Dr. Jolene Garvey Pinter discussed "Hormone Haywire" and the effects on the workplace. She explained how the different factors affect the body like xenobiotics, environment, stress, nutrition, birth control, body weight and structural imbalance. Though many herbal remedies are available, Dr. Garvey suggests women talk to their healthcare provider before taking supplements or hormone replacement therapies.

Membership Corner

Wow what a deal!

WIMI-GB is moving to July 1-June 30 fiscal year to match the rest of the WIMI chapters.

This means you get one heck of a deal! If you have already signed up for your 2011 membership, you are actually paid up through June 30, 2012!

If you haven't signed up yet, do so now to take advantage of this amazing offer: \$85 "annual" dues will pay you through June 30, 2012! That means if you pay today, you're getting 3 months FREE!

For more information, please contact Joyce Nelson, Member Chair, at members@wimigb.org

WIMIWI Green Bay Board

President / Karen Kraus | Secretary / Polly Kopke | Treasurer / Kelly Fitt
Membership / Joyce Nelson | Program / Vicki Perron
Publicity / Tami Pederson | Web / Gina Christenson

* We're looking for a newsletter chair and president elect. If you are interested, please contact Karen at kjkraus@hotmail.com.

Mission Statement . . .

Dedicated to the success of women, our three-fold purpose and mission is to:

- Further the professional development of managerial and entrepreneurial women currently employed in established careers, which include managerial responsibilities, through the association of its members, through educational and training opportunities, and through the exchange of knowledge and experiences.
- Promote higher standards and to increase the status, authority, and influence of managerial and entrepreneurial women.
- Establish new Chapters and maintain a liaison among the individual members, Chapters, and Organization

Professional Development . . .



Coaching - The New Word in Management

by Megan Tough via: www.siliconfareast.com/

The mindset of the manager-coach is to create an environment that fosters learning, independent thinking and opportunities to contribute. The manager-coach doesn't want to be seen as a solution provider. Rather, they want to be seen as a facilitator, paving the way for team members to achieve their results.

Coach managers are a role model for others. They are excellent listeners and communicators, providing perspective and encouragement whilst setting high standards and expectations.

Making coaching behaviors part of what you do:

1. Stop thinking about employees as people that need to be controlled or managed and give them the latitude to take actions and make decisions. Trust is a vital component of this equation. If you can't trust people to do their jobs well, then you either have the wrong people in the jobs, or you have the right people but you haven't trained them sufficiently. A third option is that the people are properly skilled, but the manager just can't let go.

2. Listen, listen, listen. If there are unhappy or disgruntled people in your business, you can guarantee that at some stage they've tried to tell you what the problem is. It's likely you weren't listening (or didn't want to listen), or perhaps your initial reaction made the person think twice about bringing the problem to you. Truly listening is one of the greatest skills to develop, regardless of your role. Good listeners are genuinely interested, convey empathy, and want to find out what's behind the conversation. Great coaches are great listeners –without exception.

3. Focus on developing the strengths of each employee rather than managing merely for results. Identify each person's development needs and commit to following through on them. When people are growing and improving, their enthusiasm and effectiveness is greater. And they feel more connected and loyal to the company for supporting them.

4. Endorse effort and growth instead of pointing out failures or errors. As individuals, we all know how seldom we are given positive feedback, but how often we are reminded of our "mistakes". Instead of pointing out errors, the coach-manager accepts them as learning opportunities and uses them to develop their employees. The focus is on making sure the same mistake doesn't happen again by fixing the source of the problem

5. Stop providing solutions. Managers often achieve their positions after being technical specialists, and so will have an opinion or view on how to "fix" situations or problems. The mindset is that it's usually faster to tell someone what to do, or do it yourself, than give your employees an opportunity to figure it out. By always providing the answers, managers take away the learning opportunity for their employees to come up with alternative (and potentially better) ways of doing things. If you catch yourself about to provide the answer, take a deep breath and ask a question like: "What would you do in this situation?"

6. As a manager, stop making all the decisions. You don't have all the answers all of the time. Engage those around you - your team and peers - when it comes to finding a way forwards. Involvement breeds ownership and engagement. The more you can find opportunities for people to contribute to the decision-making process and encourage people to have their say, the more your employees will feel connected and satisfied with the company.

7. Be unconditionally constructive - no exceptions. Don't patronise or be critical of others - take complete responsibility for how you are heard. If you catch yourself about to make negative remarks, take a breath and rephrase your words to get your message across without the emotional attachment. It is possible to phrase everything in constructive terms – even a negative sentiment. Practice makes perfect!

8. Create an environment where people want to work with you, and feel valued and respected. Make it clear to your employees what they are responsible for, but give them the latitude to go about it in their own way. In short, treat them the way you would want to be treated.

The Wrap-Up

The true success of a leader can be measured by the success of the people that work for them. When managers and leaders adopt a coaching style, the productivity, motivation and satisfaction of the employees' increases, which filters through to bottom –line results. All this makes for an engaged workforce who are committed to giving the business as much as it is giving them. And as an extra incentive, adopting a coaching style of management results in a much more enjoyable workplace for everybody!

Book Review

Want to read more, but don't have the time? Here's our Cliff's Notes version! Each month, this section will highlight a book for personal or professional development. If you have a suggestion or a book review you would like to submit, please send it to kjkraus@hotmail.com.



The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance

By Jody Hoffer Gittell

Reviewed by Matt M. Starcevich, Ph.D.

This book examines how Southwest Airlines, the largest carrier of passengers in the largest market in the world has become the envy of financial performance, customer, and employee satisfaction for the airline industry. For those of us who are involved in Organization Development or Human Resources and toil under the belief that people make a bottom line difference, this is our book. For leaders this is also your book, the lessons learned at Southwest are transferable not only to the airline industry but to any industry. A word of caution, the book is based on an academic/statistical study of the airline industry and reported more as an academic treatise than a captivating book. Don't let the style of writing get in the way of the important message:

Southwest's most powerful organizational competency--the "secret ingredient" that makes it so distinctive--is its ability to build and sustained high performance relationships among managers, employees, unions, and suppliers. These relationships are characterized by shared goals, shared knowledge, and mutual respect.

Over time Southwest Airlines has developed 10 organizational practices to facilitate coordination among 12 distinct functions: pilots, flights attendants, gate agents, ticketing agents, operations agents, ramp agents, baggage transfer agents, cargo agents, mechanics, fuelers, aircraft cleaners, and caterers by building relationships of shared goals, shared knowledge, and mutual respect. The heart of this book is the description of these 10 practices and how managers in any setting can implement them to improve their business performance.

Ten Southwest Practices for Building High Performance Relationships:

1. Lead with credibility and caring
2. Invest in frontline leadership
3. Hire and train for relational competence

4. Use conflict to build relationships
5. Bridge the work/family divide
6. Create boundary spanners
7. Avoid finger pointing – measure performance broadly
8. Keep jobs flexible at the boundaries
9. Make unions your partners not adversaries
10. Build relationships with your suppliers

Southwest's success is not due to one particular organization practice or another, but rather to the overwhelming consistency among them, a configuration of mutually consistent practices rather than a single key practice, while imitating organizations tend to adopt only some of these practices.

Perhaps the most impressive characteristic of Southwest is the sheer sustainability of its success, year after year. The response to the 9-11 is illustrative crisis, the other major airlines cut their flights by 20 percent and laid off 16 percent of their workforces. Southwest had its own unique approach for responding to this crisis. Southwest demonstrated caring by avoiding layoffs altogether, and by couching its decision in terms of "taking care of our people." Southwest saw these difficult times as an opportunity to increase its presence and expand the availability of its product to the flying public. This was based on Southwest's long standing policy of maintaining low debt levels and relatively high levels of cash on hand.

The last chapter is the best: ***Implementing High Performance Relationships in Your Organization***. I will save this for your own reading enjoyment. Suffice it to say that much of what has been done at Southwest is counter to modern management and leadership theory, but it works. As a frequent Southwest flyer the experience and personal satisfaction with their service speaks to the value of these organizational practices.