



WomenInManagement

The Professional Women's Network

Green Bay Spotlight

Name: Gina Christenson
Title: CFO, Co-founder
Company: GreenBayNet.com
Years at the company: 13



I love my job because Every single day brings me a new and exciting challenge. My days are never dull, and I never stop learning.

Through networking with other women in management, I would like to learn from those around me while listening to their personal experiences. The diversity in the network of people I strive to build my life around is the key to what makes me tick. No one person in life is exactly the same as the next, and I admire those differences.

My very first job was owning and operating "Oink's World Famous Coney Dogs" in the pits at my dad's racetrack when I was just a wee one. Each summer Sunday from the age of 7, rain or shine, I made approx. \$300 in sales with my very own concession stand, and paid my best friend DeLynn a weekly salary of \$5.00!! She worked hard for her money.

Something I want others to know about me is Elliot and I have three boys who are my absolute highest priority and my life's greatest achievement.

My youngest child does the funniest things each and every day but this week's finale was him walking down the street with his best friend and sidekick Timi (Shih Tzu). With Max dressed in one of his crazy costumes, and both of them wearing bright red matching capes, he says "OK, Mama, we're off to save the day like all super heroes should!" Can't they stay this cute forever?

My biggest professional accomplishment Elliot and I, along with our son, Ben, won the 2002 Gov. Doyle Volunteers of the Year Award for our dedication to downtown revitalization, economic development and historic preservation. In 2003, we won the Entrepreneurs of the Year award through the Chamber for Green Bay Net's successes. Although every day brings new hurdles which I consider to be important accomplishments, these are two I hold close to my heart and remind myself of when having a bad day. Being recognized for hard work and determination by those I look up to and aspire to honor is indeed enough to make me smile inside!

Letter from the President

The smile on my face is because I know this will be a year to remember! Thank you all for the vote of confidence in asking me to accept the President position. Our Board is outstanding and our core membership....well, ROCKS!

I have a vision for our Women in Management Chapter. I am committed to having every woman that interacts with us in any capacity feel valued because, I believe it is a force of nature to share what we have internalized. Understanding our own personal value is the first step in developing successful and fulfilled female leaders.

We are currently a dynamic chapter with outstanding skills, talents and wisdom. I am confident our membership will grow many fold though our collective dynamic energy and sense of purpose. Please make an decided effort to get to know the powerhouse of leadership you have on the Board. We are all dedicated to serving our membership through educational topics and speakers that will challenge us all to learn and grow with and for each other.

While the specifics of how or who we 'manage' vary greatly, I firmly believe at our core each shares the goal of making a difference in the world. We welcome you to the Green Bay Women In Management Chapter and invite you to offer us suggestions that meet your needs or for the good of the chapter and engage yourself wholeheartedly in our meetings and events.

Always thankful
Joyce White Nelson

Quote of the month . . .

"Doing your best at this moment
puts you in the best place
for the next moment"

-Oprah Winfrey

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@wimigh.org

August 10 11:30a.-1p.

Topic: Personalities in the Workplace; The About Me Card

Speaker: Chris Elliott

Chris Elliott is Managing Director of About me International a Servant Leadership company that promotes Servant Leadership practices within organizations through programs, tools and actions.

The About Me Card program allows leaders to identify the legitimate needs of those they lead. This one simple program allows organizations to hire better, retain good employees, reduce conflict, improve communication, and develop leaders. Join us as Chris speaks on the subject of personalities in the workplace and how to impliment the About Me Card in your workplace.

September 11:30a.-1p.

Topic: 5 Steps to a Greener Building Now

Speaker: Miles Girouard

You are an environmentally responsible person. You recycle the Sunday paper; you don't leave the water running while brushing your teeth. So how do you translate this socially responsible behavior to your business (or the business you work for)? Many businesses think that incorporating sustainable methods and materials in the workplace are too costly to consider.

Miles Girouard from Hoffman LLC will be debunking those myths and offering five realistic "green" options for businesses to consider that are easy to implement and can make a positive impact on the environment and your company's bottom line.

In case you missed it...

The Summer Social, (pictured left), was a huge success! The members and guests met at The Urban Frog downtown on Broadway and enjoyed cocktails and a lovely dinner.



The ladies participated in a networking exercise that randomly grouped the ladies and gave them the opportunity to get to know each other and discuss unique topics.

Recognition was awarded to our new board members and several amazing door prizes were handed out to the attending members and guests. Thanks to member, Sue Harju, from The Urban Frog for providing us with such a nice experience.

Membership Corner

**WELCOME
NEW MEMBERS**

Debra Osweiler, Thrivent Financial
Linda Roach, LindaRoach.org
Barbara Jordan, AdvantEdge

WIMIWI Green Bay Board

Secretary / Polly Kopke | Treasurer / Kelly Fitt | Past President / Karen Kraus
President / Joyce White Nelson | Membership / Karen Kraus
Speakers & Events / Vicki Perron; Debbie Prosser | Web / Gina Christenson
Public Relations / Janna Turner | Newsletter / Amber Christian

* We're looking for a 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 . . .

Managing Diversity

By: Susan M. Heathfield; *Tips for Effective Delegation, About.com Guide*

Most people believe in the golden rule: treat others as you want to be treated. The implicit assumption is that how you want to be treated is how others want to be treated. But when you look at this proverb through a diversity perspective, you begin to ask the question: what does respect look like...

Does it look the same for everyone? Does it mean saying hello in the morning, or leaving someone alone, or making eye contact when you speak?

It depends on the individual. We may share similar values, such as respect or need for recognition, but how we show those values through behavior may be different for different groups or individuals. How do we know what different groups or individuals need? Perhaps instead of using the golden rule, we could use the platinum rule which states: "treat others as they want to be treated." Moving our frame of reference from what may be our default view ("our way is the best way") to a diversity-sensitive perspective ("let's take the best of a variety of ways") will help us to manage more effectively in a diverse work environment.

Your Role

You have a key role in transforming the organizational culture, some of the skills needed are:

- self-awareness, in terms of understanding your own culture, identity, biases, prejudices, and stereotypes
- willingness to challenge and change institutional practices that present barriers to different groups

It's natural to want a cookbook approach to diversity issues so that one knows exactly what to do. Unfortunately, given the many dimensions of diversity, there is no easy recipe to follow. Advice and strategies given for one situation may not work given the same situation in another context.

Managing diversity means acknowledging people's differences and recognizing these differences as valuable; it enhances good management practices by preventing discrimination and promoting inclusiveness. Good management alone will not necessarily help you work effectively with a diverse workforce.

To illustrate, the following two examples show how diversity is an integral part of management.

Issues

- How can recruitment be effectively targeted to diverse groups?
- How do you overcome bias in the interviewing process, questions, and your response?

Strategies

- Specify the need for skills to work effectively in a diverse environment in the job, for example: "demonstrated ability to work effectively in a diverse work environment."
- Focus on the job requirements in the interview, and assess experience but also consider transferable skills and demonstrated competencies, such as analytical, organizational, communication, coordination. Prior experience has not necessarily mean effectiveness or success on the job.
- Use a panel interview format. Ensure that the committee is diverse, unit affiliation, job classification, length of service, variety of life experiences, etc. to represent different perspectives and to eliminate bias from the selection process. Run questions and process by them to ensure there is no unintentional bias.
- Know your own biases. What stereotypes do you have of people from different groups and how well they may perform on the job? What communication styles do you prefer? Sometimes what we consider to be appropriate or desirable qualities in a candidate may reflect more about our personal preferences than about the skills needed to perform the job.

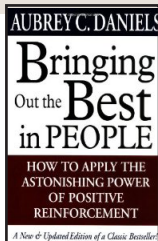
“Many people think fairness means treating everyone the same.”

Fair vs. Same Treatment

Many people think that "fairness" means "treating everyone the same." How well does treating everyone the same work for a diverse staff? For example, when employees have limited English language skills or reading proficiency, even though that limit might not affect their ability to do their jobs, transmitting important information through complicated memos might not be an effective way of communicating with them. While distributing such memos to all staff is "treating everyone the same," this approach may not communicate essential information to everyone. A staff member who missed out on essential information might feel that the communication process was "unfair." A process that takes account of the diverse levels of English language and reading proficiency among the staff might include taking extra time to be sure that information in an important memorandum is understood. Such efforts on the part of supervisors and managers should be supported and rewarded as good management practices for working with a diverse staff.

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 dynamicamber@netnet.net



Bring Out The Best In People: How to Apply the Astonishing Power of Positive Reinforcement

by Aubry C. Daniels; Book Review by Fred L. Friend

I like books that tell me “what to ...” and “how to ...”. This book does that in a very practical way. **“Bring Out The Best In People” -- isn't that the primary responsibility of every organizational leader?** Would you like to better understand how to do that? Then read this book.

I first heard of Aubrey Daniels seven or eight years ago when a fellow training coordinator attended his workshop on “positive discipline”. The process she described struck me as a powerful, adult oriented, replacement for the traditional, adversarial, disciplinary process that treats employees almost as enemies. The positive discipline approach taught a step by step process to explain the situation in clear adult terms (without the usual blaming, fault-finding, and judging), then stating what performance changes were expected to correct the situation (and test questioning to confirm understanding), and lastly a call for the employee to make their own choice about future behavior -- understanding the consequences of that choice.

There are so many learning points in this book, it would be tempting to just start sharing as many as possible in this space. But there are too many, and their relevance for you will differ based on what you are looking for. However, here are a few samples:

- **Don't blame people for inappropriate performance.** Understand what causes this behavior and re-design the consequences (reinforcement) to get the desired behavior.
- **People increase desired behavior because they get positive reinforcement (i.e., a reward) or want to avoid negative reinforcement.** Negative reinforcement only moves people just as far as they have to go to escape the heat. Positive reinforcement makes people want to increase performance -- they become committed to success. (Read about the 4-to-1 rule.)
- **Four mistakes to avoid when reinforcing.** One example: Frequency error -- annual performance

appraisals or employee-of-the-month awards have no meaningful effect on employees' performance (except immediately preceding the “deadline”).

- **Rate individual performance improvement, don't force-rank.** Give everybody a chance to be successful by rating their performance against performance standards -- for them! Don't rank people in competition with each other. Reinforce improvement at all levels.
- **Use valid measures that reflect desired behavior and make it visual.** I have personally experience the power of graphing performance so people can watch the trend line change in response to their efforts. The graph itself, becomes a PIC reinforcer.

There are **Seven Pillars of Positive Reinforcement** that leaders should understand to successfully bring out the best in people.

1. Honesty
2. Integrity
3. Equality and respect
4. Justice
5. Self-esteem and personal growth
6. Personal security
7. The Golden Rule

These seven pillars set the stage for both individual and organizational performance that values people, teamwork, and success.

This is just a sampling of the advice in this book. I appreciated what I saw because it confirms the most productive approach to improving performance is a coaching approach -- i.e., an approach based on communication, collaboration, and joint problem solving. It helps leaders adopt a new mind-set that lets them treat others as adults, who may need help -- recognizing and solving their own problems.