

“Paying it Forward—Pays Off”—A Conversation with Catalyst November Program Meeting Focuses on the Mentoring ROI

Paying It Forward Pays Back for Business Leaders "*Developing Others Pays Off in Career Growth – And Reveals No Queen Bees Here, Catalyst Study Finds*"— What makes a leader effective? Sound decision-making, knowing how to manage people, taking charge, and inspiring others to achieve goals are a few of the qualities. But helping others develop their full potential is also an integral part of successful leadership. According to a new Catalyst report, it pays off not only for emerging talent but for those who invest time in cultivating them. And more women than men, it turns out, are helping others move up the ladder. High-potential talent who were themselves mentored, coached, or sponsored to advance in their careers are more likely to “pay it forward” by developing the next generation of leaders, according to [Leaders Pay It Forward](#), the latest report in Catalyst’s series that examines the career advancement of high-potentials throughout the world.



Heather Foust-Cummings

And, paying it forward pays back: It benefits not only protégés but leads to career advancement and compensation growth for those providing the assistance—\$25,075 in additional compensation between 2008 and 2010, according to the report. Why? It may be that developing other talent creates more visibility and a following within the organization for the high-potentials who are doing the developing, which leads to greater reward and recognition for the extra effort.

Women, the report finds, are even more likely than men to develop other talent. Sixty-five percent of women who received career development support are now developing new talent, compared to 56 percent of men, and 73 percent of the women developing new talent are developing women, compared to only 30 percent of men. This finding helps bust the oft-cited “Queen Bee” myth that women are reluctant to provide career support to other women and may even actively undermine each other.

“This report dispels the misconception that women’s career advancement lags behind men’s because they don’t pay it forward to other women. It shows that women are in fact actively helping each other succeed,” said [Ilene H. Lang](#),

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The Details

Date: Thursday, November 15, 2012

Time: 11-noon: registration and networking | noon-1:30 p.m.: program

Where: The Hilton Hotel | 509 W. Wisconsin Ave | Crystal Ballroom

Fee: No fee for members | \$35 for guests

Register: www.tempomilwaukee.org

How do you See the World?

Seeing things honestly from the other person's perspective

"I am very fond of strawberries and cream, but I have found that for some strange reason, fish prefer worms. So when I went fishing, I didn't think about what I wanted. I thought about what they wanted. I didn't bait the hook with strawberries and cream. Rather, I dangled a worm or grasshopper in front of the fish." -

Dale Carnegie

I just completed another Dale Carnegie training and like with every course, have a plethora of take- aways that I can't wait to implement! The focus of this particular course was 'leadership' but underlying the entire course, were the 30 principles from the famous ["How to Win Friends and Influence People"](#). A few, in particular, are automatically part of my every day - like 'smile' and 'give honest and sincere appreciation'; others, I need to consciously apply. And when I do - I'm inspired to lead and live according to these principles.

One principle in particular, #17, is not only the most useful to me, but was Dale Carnegie's favorite principle - "always try to see things honestly from the other person's perspective". It sounds simple enough right? But upon application, you realize that it requires

a lot; it means setting preconceived notions aside; it means not just listening, but hearing too; it means taking pause before responding or taking action; it means engaging in dialogue; and it may mean that decisions take a little bit longer to make.

While seeing things from the other person's perspective doesn't mean you have to agree and it doesn't imply that there has to be disagreement. In either case, it leads to greater alignment and fuller understanding - a better outcome that we all want. I'm reminded of an incident in a recent meeting. The discussion on one simple agenda item went nowhere for about 30 minutes. Heated discussion ensued and tempers rose. Everyone was speaking their own points of view without regard to others. The brilliant director brought us together identifying and verifying each person's perspective. In the end the discussion became not only relevant, but actionable.

Why do we see things differently? In large part, it is because our life experiences are different and have shaped our perspectives. When someone's view runs contrary to our own, we can ask ourselves what might

have happened in that person's life that could have resulted in that way of looking at things. For example, someone who has spent their career in non-profit work or as part of a family-run company - they may see things differently than someone one who works for a Fortune 500 company. Those backgrounds greatly impact the way they approach even simple discussions.



In the end, I encourage you to reflect on how you try to see things from the other person's perspective. Whether it is this principle, #17, or some other principle, that allows you to understand more broadly and ultimately catch that fish.

Tracy K Johnson

Tracy Johnson
TEMPO Executive Director

NOTICE!

TEMPO Milwaukee is searching for a new home, beginning mid-2013! If you or someone you know has office space available, please contact Tracy Johnson by email: tjohnson@tempomilwaukee.org or by telephone at (414) 905-0117 for specifications.



MWi Unveils Fall 2012 Research

Please join us on November 29th for the unveiling of Milwaukee Women inc.'s 2012 Fall research. We'll discuss the State of Wisconsin's 50 largest publically traded companies and the work they're doing to move the needle towards board and executive female diversity. Discover how Wisconsin compares to the rest of the nation and join the conversation about national trends. You'll also find out how you can be part of the movement to have 25% women on boards by 2014!

Members of TEMPO and Professional Dimensions are welcome to join MWi at this event as the results of the research are released. Please note that attendance at this event is free of charge, but guests must register in advance [here](#).

Who: The Greater Milwaukee Committee in partnership with MilwaukeeWomeninc

What: November Insider's Breakfast

The Greater Milwaukee Committee, at its November Insider's Breakfast, welcomes MilwaukeeWomeninc to present their Fall 2012 benchmarking report.

GMC's Future Workforce Committee will also be revealing its preliminary findings of their Diversity Benchmarking Survey.

Where: The University Club of Milwaukee | 924 E. Wells Street

When: Thursday, November 29, 2012 | 7:30 a.m.

Contact Sarah Puchalski at (414) 881-9909 or milwaukeewomeninc@gmail.com with any questions you may have.

Registration deadline is Wednesday, November 21st.

MilwaukeeWomeninc



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Highlight on Sponsorship

a conversation with Deloitte



This month, TEMPO interviewed Ruth Kallio-Mielke, Director, at Deloitte.

TEMPO: Does Deloitte currently have any mentoring programming or initiatives in order to develop future leaders? If so, could you describe?

Deloitte recognizes career sponsorship as a key driver in retaining and developing our people. As part of the sponsorship component, program participants work closely with their sponsors to create individual development plans that will allow them to build networks and pursue the assignments where they will gain the experience and skills they need. At Deloitte, we want to initiate and support sponsor relationships in a variety of ways that we anticipate will last through a person's career. Those who reach the top can often point to someone else – a sponsor – who took a vested interest in them along the way and advocated on their behalf. Even with our strong mentoring culture, research shows that some individuals are less likely to take advantage of informal networks and would benefit from a structured program. Therefore, we recently enhanced our variety of sponsorship opportunities, including those that are embedded in existing programs.



Ruth Kallio-Mielke

We also offer targeted programs for our Partners, Principals and Directors. It is well known that companies with diversity at the highest levels perform better, which is why we focus on leadership development and succession planning for our high-potential P/P/Ds. Components of the programs include creating individual development plans that focus on building networks and obtaining assignments where they will gain the additional experience and skills

needed, and matching them with a career sponsor, a senior Deloitte leader, to help them navigate to the next level.

Deloitte prides itself on the unlimited opportunities to create future leaders. A few programs to highlight include: The Ellen P. Gabriel Fellows Program, started in 2001 and named after the first national director of WIN, provides intensive, multi-dimensional development experiences for highly-talented senior managers who best reflect Ellen's qualities of

intelligence, commitment, integrity, service, and leadership. Key objectives of the fellows program include: Enhancing fellows' understanding of the strategies, operations, and culture of Deloitte; providing opportunities for dialogue with senior leaders; expanding fellows' client service and leadership competencies; and guiding Deloitte's strategy and its subsidiaries through fellows' participation in special projects. Fellows are selected each year and will participate in a strategic project, attend a learning program offered by Columbia Business School which focuses on leadership authenticity and effectiveness, and a highly interactive examination of the future forces that will shape our world and impact our organization; the Emerging Leaders Development Program (ELDP) is offered for high performing managers and senior managers and is a critical element of our Talent strategy to foster an environment where leaders thrive, and has proven to be effective in the retention and development of our people. ELDP advances participants' leadership skills and supports our organization's efforts to harness our strength from diversity of all kinds -- backgrounds, experiences, and perspectives -- to the benefit of our clients and ourselves; the Central Region Mentoring program is offered to select high performing managers and senior managers with a continued focus on females and diverse professionals. These individuals are paired with a mentor at the Partner level who can provide career guidance and new perspectives. In addition all professionals have a counselor who acts as a mentor and helps provide career guidance throughout the year.

TEMPO: When hiring new potential leaders within your organization, for what characteristics do you look?

We're looking for innovators—people who will discover new ways to help our clients build stronger businesses. Who aren't afraid to suggest how we can make the workplace more productive. And who may have the ideas that can change the marketplace. We expect hard work, integrity and dedication. We're looking for high performers who bring strong analytical skills and a great passion for addressing our clients' complex business problems. We seek motivated individuals who want to continue to learn and be challenged, who have superior interpersonal and communication skills.

(Continued on page 5)

Highlight on Sponsorship

a conversation with Deloitte

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Successful Deloitte professionals are individuals who insist upon and manage an appropriate balance between work and life and who value a flexible, inclusive, team-oriented culture.

TEMPO: How do you integrate perspectives on leadership into the Deloitte culture?

We believe in investing in our people for life. We attract, develop, and deploy the very best people. We draw strength from our diversity and the trust we share. We mentor and challenge colleagues to shape future leaders. Deloitte University (DU) is our learning and leadership and development center near Dallas, Texas where leadership skills are strengthened; all new hires attend training at DU within the first year of their start date. We respect each individual's ideas and the impact we can make as a team with diverse perspectives.

TEMPO: As leaders in your organization, what impact do you see in employees who participate in mentoring or leadership development opportunities?

We foster an environment where leaders thrive by providing assignments and experiences that leverage the strengths of our people; ensure strategic deployment opportunities that align the 'right people to the right roles'. Coaching and mentoring help fine tune career purpose, goals, and plans, provide in-the-moment feedback to motivate changes in behavior, and guide someone through a career discussion or transition. Our goal is to support the vision of accelerating development by offering professionals communities made up of coaches, sponsors and mentors.

TEMPO: Please provide any additional thoughts or nuggets of wisdom here.

Deloitte has customized development and growth opportunities that enable our people to continuously increase their value as professionals. We have invested \$300 million in Deloitte University, a state of the art learning and leadership development center that just celebrated its first year anniversary. Deloitte University provides our professionals access to continuous learning and development opportunities that are customized and integrated into their work. Deloitte created a Sabbatical Program for our professionals to

take 1-6 months for outside career development and/or volunteerism. For those individuals looking to take a longer break from Deloitte, we also offer our Personal Pursuits program. This program allows participants who intend to return to the organization to take up to five years to pursue outside personal goals while remaining connected to the organization.

Sponsored communities bring together individuals across functions and regions who share some common background, characteristic, or program interests through our Women's Initiative (WIN), Business Resource Groups (BRG), or development programs. Events and activities in Sponsored Communities focus on four key areas: Professional development, Recruiting and retention, Community relationships, and Professional networking. There are two types of Sponsored Communities: Programs and Networks. Programs connect people to opportunities where they can develop business and leadership skills. Networks provide a forum for professionals with similar backgrounds, interests and/or experiences to meet, share information, and collaborate.

Deloitte's Initiative for Advancement and Retention of Women (WIN) is focused on increasing diversity and investing in women in order to develop a pipeline of qualified women leaders to senior leadership positions. WIN is focused on professional growth and skills development as well as creating communities among our professionals.



TEMPO Milwaukee has partnered with The Business Journal to offer TEMPO members a unique opportunity to be featured in the "Women in Business" advertising page.

The advertisements, which are \$295 per color ad, per edition, will be run in the December 28th edition. Space reservation and ad copy deadline is 10 days prior to publication date.

To reserve your spot, please include your name, 50 words of copy and a hi-resolution (300 dpi) photo of yourself and send to **Bonnie Henke at (414) 908-0562 or email bhenke@bizjournals.com**

Focus on Committees!

The TEMPO Mentoring Committee Extends a Special Welcome to New Members

We're so glad to have you on board as new TEMPO members and know you will add much to the organization. As a networking focused organization, you will find many opportunities to connect with other members and further your business and professional interests.

The TEMPO Mentoring Program goes a step beyond that and matches members into confidential relationships with other members for deeper engagement. The mentoring program will be entering its fourth year soon and to date, we have had over 60 TEMPO members participating actively in confidential Mentoring Circles and One-on-One matches. A new HR Circle is in the early stages of formation, the Consulting Circle has been active for a couple of years now and four other Circles have been meeting actively since the program began. Learn more about the mentoring program at the TEMPO website, where several references are on file. Then contact Tracy Johnson if you have interest in exploring our mentoring program further with a member of the mentoring committee. Those that determine they would like to participate, are requested to complete a profile that is used in helping to make a successful match.

The Mentor Program Committee will be developing new matches to kick off in the New Year for those who wish to engage in the program. If you have interest, please contact Tracy Johnson by December 1.

As one member who joined a Circle this past year notes, "The TEMPO Mentor Circle program has been a great way to get connected to members in my field. We share our challenges and successes, giving each other support, ideas and expertise at a high level. The insight gained and shared in our circle helps me to continue to innovate and accelerate in my own career."

TEMPO Trivia Contest Winners

Congratulations to Tami Garrison (MillerCoors), recipient of a \$25 Faye's gift certificate and Deanna Singh (Burke Foundation), winner of a \$25 Bartolotta Restaurants' gift certificate!

For your chance to win, visit TEMPO's LinkedIn [page](#) for the next trivia question!

Table Ambassador Initiative Kicks Off in November

We all know that attending the TEMPO monthly program meetings are a great way to get engaged with the organization and make meaningful connections with other members.

To bolster a greater experience, the Engagement Committee has started a program that designates a member for each table that will serve as the table ambassador. The table ambassador will facilitate introductions as well as a focused discussion at your lunch table.

Many of you will be hearing, or may have already heard from, a committee member, as we are working on collecting and finalizing our roster for the November program meeting.

If you are interested in participating in this opportunity, we would love to have you! Please note that if you agree to be a table ambassador, you are encouraged to attend as many meetings as your schedule allows.

Please contact Sarah Puchalski, Member Affairs Director, for more information or to confirm your interest in becoming a table ambassador. She can be reached at (414) 881-9909 or via email at spuchalski@tempomilwaukee.org.

If you are interested in being part of a committee, please follow this [link](#) to access the TEMPO committees page for more information.



TEMPO Leadership Summit Reflections

What People are Saying about the Leadership Summit:

“Awesome speaker – amazing event!”

“The enhancements made to this year’s even were absolutely amazing. The content, speakers and advanced application all complimented one another. MAJOR takeaways and it makes you very excited to be a part of TEMPO! Exceptional. This will be hard to top!”

“Stacy Allison was very engaging, and her lessons translated to the professional work environment in a meaningful way.”

“What an amazing and inspiring speaker!”

“Not just the best TEMPO event ever – it ranks up there with the best sessions I’ve ever been to!”

Clockwise from the top :

Kris Ols (Veolia), **Peggy Williams-Smith** (Marcus Hotels) and guest

Vinita Paul (Heartland Advisors) **Stacy Allison** and **Suzan Yaeger** (Grant & Weber)

Kimberly Kane (MediaSpirits) and **Michelle Mason** (ASQ)

Claire Kollmeyer and **Katie Clark** (Three Harbors Council, BSA)





2012 TEMPO Leadership Summit Committee

Sara Alger, Co-Chair; *Aurora Health Care Foundation*
 Jayne Hladio, Co-Chair; *US Bank*
 Rebecca Banks; *Medical College of Wisconsin*
 Jennifer Bartolotta; *The Bartolotta Restaurants*
 Christine Beuchert; *Marcus Hotels and Resorts*
 Christine Brooks; *HUSCO International*
 Linda Buczynski; *US Bank*
 Katie Clark; *Three Harbors Council, BSA*
 Mary Beth Cottrill; *Arthritis Foundation*
 Lori Gervais; *The Gervais Group*
 Cheryl Hill; *Columbia St. Mary's*
 Kari Humphrey; *NexGen HR LLC*
 Kimberly Kane; *MediaSpirits*
 Sadhna Lindvall; *Wheaton Franciscan Healthcare*
 Laurie O'Loughlin; *InPro Corp.*
 Vinita Paul; *Heartland Advisors*
 Anne Reed; *WI Humane Society*
 Lori Richards; *Mueller Communications*
 Julie Rogers; *Aurora Health Care*
 Betsy Ross-Bothe; *ManpowerGroup*
 Lisa Wood; *McNally, Maloney & Peterson, S.C.*
 Suzan Yeager; *Grant and Weber LLP*



Kara Kaiser (BMO Harris) and Lisa Attonito



Laurie Becker (Koss) and Kris Ols (Veolia)

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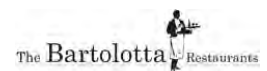
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It takes strength and
 courage to climb a mountain.
 It takes strength, courage and
wisdom to know when to
change the course.

-Stacy Allison



Opening for New Membership in the Gold Medal Investment Club!

The Gold Medal Investment Club has one opening for new membership. The Club is comprised of twenty members (most are members of TEMPO). The purpose of the club is to learn about investing in the stock market plus we have a fun time together! The group meets monthly at the Women's Club from noon until 1:30 p.m. the second Wednesday of the month. Quarterly dues of \$285 include a \$60 nonrefundable amount for lunches, software, and other operating expenses. The initial buy-in amount is approximately \$11,000. If you have an interest in joining this group, please e-mail Linda Foltz at lindadelle@wi.rr.com or call (262) 966-0259.

(Continued from page 1)

President & CEO of Catalyst. "The notion that women executives are Queen Bees who are unwilling to support other women needs to be put to rest."

Overall, the report finds that high-potentials who are paying it forward today recognize that others once took a risk on them and gave them their chance—and now it's their turn. The men and women who are more likely to be developing others:

- Have themselves received developmental support (59%) vs. those who have not received this type of support (47%).
- Were sponsored (66%) as opposed to not receiving sponsorship (42%).
- Are in senior executive/CEO level positions (64%) vs. those at non-managerial levels (30%).
- Are more proactive when it comes to their own career

WHO TOOK A CHANCE ON YOU?

advancement (63%) vs. those who are relatively inactive (42%) with regard to their own career advancement.

The report poses key questions for companies to consider. For instance: How is your organization creating a culture of talent development? What will motivate your talent to "pay it forward" to the next generation of leaders? How can more men be encouraged to develop women at their organizations? How can organizations disarm stigmas about spending time

with the opposite sex at work?

"Paying it forward is an essential element of being an outstanding leader, and it benefits everyone involved—it's a virtuous circle that leads to more of the same," said Ms. Lang. "We hope that this report helps to dispel myths and prompts organizations and leaders to consider ways to pay it forward to make the most of their talent pool."

Speaker: Heather Foust-Cummings, Ph.D. | Vice President, Research

Heather Foust-Cummings, Ph.D., leads Catalyst's research on corporate governance, with a focus on understanding relationships between diversity, corporate governance, and board and firm performance. As part of the tenth anniversary Catalyst Census of Women Board Directors of the Fortune 500, Dr. Foust-Cummings profiled the experiences of women board directors of companies that had demonstrated a sustained commitment over time to having a significant proportion of women on the board. Additionally, she examines the role of sponsors in influencing the advancement and retention of senior-level and high-potential women and men which she speaks about frequently.

Prior to joining Catalyst, Dr. Foust-Cummings taught at Columbia University and conducted brand analyses for the Corporate Research Department at Young & Rubicam. Dr. Foust-Cummings received her Ph.D. and M.A. in Political Science and a Certificate in Women's Studies from Emory University; she received her B.S. in Political Science and



Women's Affinity Alliance

Influential Leadership | October 4, 2012

Hosted by Direct Supply

What People are Saying:

"Great event! Lots of good nuggets to take away!"

"Great panel today and enjoyed the group discussion"

.....

The Women's Affinity Alliance October program featured, "A Conversation on Influential Leadership," which provided a close-up, insider's view of the importance of having women in key leadership positions. The panel discussed ways in which organizations can develop influential women leaders using women's affinity groups and shared ideas on how to foster influential leadership.



FYI—On Having It All

Women share their experiences of careers, motherhood

The October 14th edition of *The Milwaukee Journal Sentinel* featured an article, "[On having it all.](#)" In it, reporter Raquel Rutledge gauged the thoughts of Milwaukee-area women, working to balance both their personal and professional lives. Local moms, including a few TEMPO members, weighed in on the "cost of balancing meaningful careers and happy homes." What do you think? Comment on our Facebook page to join the discussion!

KAREN COY-ROMANO, 61



City where you live: Milwaukee
Marriage status: Divorced
Number of kids: 1

Occupation: Consultant/Leadership Coach

What does it mean to you to have it all? Do you feel like you do have it all? Tell us your story:

To me having it all means having a successful professional career that never feels like work. In spite of the hours and the deadlines and never-ending tasks, if you do what you love--it's worth everything. Squeezing in marriage and time with family--who also are devoted to their professions, seems very normal. While I grew up without parents, I also grew up during a time where women got married after high school, were not expected to go to college, and if you worked, it was in an administrative support position. Society and the lack of role models and encouragement to lead a 'bigger life' made it much more difficult to achieve your dreams, and to do so as quickly as young women are doing it today. For some of us, feeling good about success, careers and our accomplishments took much longer. Today, careers and related achievements alongside relationships and children are a fact of life. Everyone works--everyone has responsibilities--and it's up to you how you allot your time to each. I don't

worry about balance--I just feel grateful that now you can 'do it all' if you choose a full life.

How do you balance work and family life?

As mentioned above, I do not think about balance. I think about what is most important to me, expectations I must fulfill, and how I will allot the time I have in each day, week or month. Most of my time is built around work, personal development and community. Typically, family follows their own career path and the pursuit of personal interests. Family time is scheduled time.

How many hours do you work a week? Who cares for your children? How do your children feel about your work?

I work 40-60 hours per week. When I was young, I took care of myself from the age of 7. When I cared for family, baby-sitters were a fact of life. My adult daughter whose children are now young adults were used to having a working mother and became independent and self-sufficient.

What are the challenges? What are you most proud of?

I think the biggest challenge seems to be whether you are going to allow yourself to feel guilty about how you want to live your life. You are responsible for your own happiness and that is a strength that you can instill in

your family. I am most proud that enough time has passed in society that girls and women can consider the possibilities for their life as endless and valuable to their own happiness.

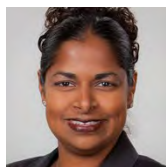
How understanding are your bosses of family commitments? What sort of pressures are you under at work? What sacrifices have you made, if any, to be successful in your career?

I am self-employed. Years ago, bosses were not understanding nor was there any conversation about work/life balance. In more recent years, when I was a supervisor of employees, whether professional or support staff, it was understood that arrangements needed to be made to meet deadlines and other work obligations regardless of family issues. When emergencies arose, they were typically short-lived, and staff step up to fill the gap. For everyone that works in a position that would be negatively effected by their absence or a necessary deadline, all employees need to have a game plan for those situations. I will share one personal story from many years ago when I worked for a large company and I was on deadline to produce a publication that impacted sales for the entire company. I had to leave my hospital bed after an emergency admission to ensure that the magazine went out on schedule. That makes the case for cross-training and pre-planning.

FYI—On Having It All

Women share their experiences of careers, motherhood

VINITA PAUL



City where you live: Wauwatosa, WI
Marriage status: Married
Number of kids: 2 (ages

2 (boy) and 6 (girl))

Occupation: Attorney (Vice President, General Counsel and Chief Compliance Officer)

What does it mean to you to have it all? Do you feel like you do have it all? Tell us your story:

I wish I knew what it meant to have it all. The pressure of hoping you can get it all or don't have it all, I think is often times worse than not having "it all." I have two beautiful children, a loving and supportive husband and a fulfilling career. So, I guess in my opinion, I do have it all. Of course, that doesn't mean I never question it or wonder if I am doing things correctly. The working mom guilt never goes away, it is really just a matter of controlling it.

How do you balance work and family life?

I am not sure if you ever have a balance. I often feel like it is always skewed one direction or the other, but in the end it creates a balance. Sometimes I spend nights and weekends at work or traveling for work, and other times I spend the day at school making T-shirts with my daughters class or take a week off to go on vacation with the kids. After a number of years trying to "find" balance, I have recently come to the decision that balance is what you make it to be. That means I need to be

satisfied with the time I spend with my kids and the time I spend at work. If my home life is not happy, it will affect my work and vice versa.

I have made changes in my life to make it more "balanced." When my daughter was 1, we moved from Brookfield to Wauwatosa to decrease my commute. Even though we lost money on the house and moved to a smaller house, I decided that I was wasting time in the car and felt strongly I had to make a change. I have tried to find other similar tools to try to increase my time with the kids, like finding help with the laundry and grocery shopping.

How many hours do you work a week? Who cares for your children? How do your children feel about your work?

My hours can vary drastically depending on travel and other demands, but I generally spend around 50 hours a week at work. I have a fully time nanny (who is amazing) as well as school for my 6 year old and part time daycare of my 2 year old.

My children really have never had anything other than a working Mom, so for them it is a part of life. I remember the day my daughter realized that some people choose not to work. She was truly shocked that it was a choice. When I think about the example I am setting for my children (my daughter in particular), I am very happy with my choice. I want her to believe that she can have everything.

What are the challenges? What are you most proud of?

I am most proud of my the family and

life my husband and I have built. My children are still young, so I have a long road ahead of me, which is definitely one of the challenges. Making it to school events, being part of the community, spending quality time with my children and yet fulfilling my work demands is a daily challenge, which can get exhausting, but I just take it one day at a time and try to find help along the way.

In the last year, I decided to make it a priority to become healthier...eating better and exercising more. It seems easy, but finding the time to do both is another challenge. I often feeling like I don't own my own time...so I am always taking time from my children or my work. But, I decided that it was necessary to lose weight to ensure that I will be here to watch my kids grow up. I have lost 50 lbs. in one year (which may have taken more work and determination than graduating 1st in my law school class!), and I feel great!

How understanding are your bosses of family commitments? What sort of pressures are you under at work? What sacrifices have you made, if any, to be successful in your career?

I am very lucky to have a supportive and understanding team at Heartland. My bosses and my team understand that sometimes I have demands and needs outside the office, and only ask in exchange that I be available should issues or concerns arise. For me, this is a fair exchange, and it works for my life. I have found that my biggest pressures come from me. The sacrifices I have made, have all been because I chose to make them, not because I was asked to make them. I missed my son's

UpBeat

1st birthday to attend an event for a major business partner. At the time, it seemed like a small sacrifice and that it was the best choice for my Company and for my career. Looking back, I see that neither my Company nor the business partner would have faulted me for missing the event, and although my 1 year old didn't notice, I noticed, which leaves me with guilt and regret. I think we all make these mistakes and can only try to learn from them and not make them again.

LORI RICHARDS, 32



City where you live: Shorewood

Marriage status: Married

Number of kids: 1

Occupation: PR agency vice president

What does it mean to you to have it all? Do you feel like you do have it all? Tell us your story:

The Wall Street Journal recently interviewed a panel of women CEOs about how they manage work life balance. Former Yahoo CEO Carol Bartz suggested part of achieving this balance is "setting expectations" including with one's children. She told a story of sitting down with her school age daughter each year before school began and asking her to pick out four important events that Carol would (only) commit to attending. With these expectations, I can understand why there is a severe deficiency of women in the corporate suite.

I've also been told "you can have it all, just not all right now." However, by this logic, I had to start planning my family/career balance in my early 20s, and make sure my biological clock was in perfect sync with mother nature. That's just not my reality.

My opinion is colored by the fact that my child-bearing years have intersected with a period of great

professional opportunity, but I think "having it all," by Fortune 500 standards, is nearly an impossible feat for women. Our culture is not one where spending "only" 40 hours a week physically in the office (though more than that working) is enough to make the C-suite track. And at the same time, I wouldn't feel that the physical act of having a child makes me a mom. I think it IS possible to both have a very successful career and fulfilling, rich experience as a parent, given the right amount of support and outsourcing both at home and in the office. However, I don't think it is a coincidence that women who balance "working mom" tend to gravitate toward careers that offer flexible hours and work from home options, which often fall outside that Fortune 500 mold.

I guess, in summary, if Carol Bartz's example is "having it all," I don't want it all.

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Members in the News

We would like to celebrate our members' accomplishments! Please share with us any updates you may have about yourself or fellow TEMPO members.

If you have news to submit for the December UpBeat, please submit by the last day of the month to tempo@tempomilwaukee.org with subject line 'member news'. Submissions must be fewer than 75 words. If they are not, we will use the first 75 words of the submission.

TEMPO Welcomes New Members!



Vicki Holschuh has been leading Goodwill Industries of SE Wisconsin, Inc. retail business for nearly 15 years. She joined Goodwill as the Director of Stores and currently holds the position of Senior Vice President of Retail Services. She holds a bachelors degree in General Business from the University of Wisconsin Whitewater; a Masters in Business Administration from Cardinal Stritch University; a *Post-MBA* certification from Kellogg School of Management at Northwestern University and she is currently working on a certificate in *Women's Senior Leadership* also at Kellogg School of Management. Vicki and her family reside in Muskego, WI.

Welcome Vicki at vicki.holschuh@goodwillsew.com



Sue Martin became Executive Vice President, General Counsel and Corporate Secretary of Wisconsin Energy Corp. and We Energies in March 2012. She is responsible for all legal matters affecting the company. She also is Corporate Secretary to the Boards of Directors and manages all governance matters. Martin also serves as Compliance Officer. She earned her bachelor's, master's and doctoral degrees in English and Literature from the University of Michigan and a juris doctor degree cum laude from the University of Wisconsin.

Welcome Susan at susan.martin@wisconsinenergy.com



Nikki Panico was named the Executive Director of the Southeast Wisconsin Affiliate of Susan G. Komen for the Cure in July 2012. Nikki is responsible for guiding the mission of the Southeast Wisconsin Affiliate as well as managing staff and volunteers. She directs the organization's operations, fundraising initiatives and service programs to raise breast cancer awareness, fund research and provide grant funding for prevention programs across nine Southeast Wisconsin counties. A breast cancer survivor, Nikki has volunteers as Race Co-Chair for the Susan G. Komen for the Cure in 2011, which raised \$1.2 million and drew 19,000 participants.

Welcome Nikki at nikipanico@komensoutheastwi.org



Debbie Rollick has been serving as Executive Director for the American Heart Association in Metro Milwaukee for just over a year. She is responsible for overseeing an office assistant staff of 15 charged with raising funds and working with community partners to fight cardiovascular disease and stroke. Prior to working in Milwaukee, Debbie worked with the American Heart Association in Michigan for nine years, the last six as Vice President of Youth Market. Debbie received a Bachelor of Arts degree from Augustana College. She is married to Nick and has two children, Nick and Ashley.

Welcome Debbie at debra.rollick@heart.org

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Sandy Wysocki, The Business Journal;
Mentor Event

Upcoming events are posted on the website at www.TEMPOmilwaukee.org a few months in advance. Please register online.

Thursday, November 15

Joint TEMPO and Professional Dimensions Meeting

11:00 a.m.—1:30 p.m. | Hilton Hotel
“Pay if Forward”

TEMPO Members: no fee | Guests: \$35

Speaker: Catalyst Researcher Heather Foust-Cummings

Thursday, December 20

TEMPO Holiday Party

11:30 a.m.—1:30 p.m. | Hotel Metro

TEMPO Members: no fee | No Guests

Friday, January 11

New Member Orientation

7:30 a.m.—8:45 a.m. | University Club

For new members only, please. Inquire for more information.

Thursday, January 15

Program Meeting

11:00 a.m.—1:30 p.m.

University Club

TEMPO Members: no fee | Guests: \$35

Speaker: Bob Chernow, Futurist

Friday, January 18

Professional Development Series

7:30 a.m.—9:30 a.m.

Italian Conference Center

TEMPO Members: \$35 | Guests: \$35

Topic: Conversational Leadership

Speaker: Dr. Ray Jorgensen

Thursday, February 21

Mentor Awards

7:30 a.m.—9:30 a.m. | Pfister Hotel

\$75 / individuals



To Register:

1. Visit TEMPOmilwaukee.org
2. Click on “login” circle at the top right-hand side of the screen
3. Your **username** is your first initial and your last name, with no spaces, lowercase.
4. If you’ve forgotten your password, contact the TEMPO Milwaukee office.
5. Click on the event link
6. Click submit [if you are bringing a guest, enter the number of guests and follow the prompts for payment] *TEMPO Milwaukee accepts Visa, MasterCard, DiscoverCard and American Express.*

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Sarah Puchalski

e: spuchalski@tempomilwaukee.org

Office Hours:

Monday-Friday • 8:30 a.m. - 5 p.m.

