

Florida Business Woman

Winter 2018

WHAT DRIVES PERFORMANCE?

The Science Behind What Really Drives Performance (It's Going to Surprise You)

If you're skeptical that this is too touchy-feely for a business setting, the research doesn't lie.

Imagine you could have a skill where—in any given conversation with colleagues, clients, or subordinates—you could be keenly aware of, and even experience, their feelings and thoughts. Sounds like some X-Men-like psychic superpower right? Well, what if I told you that anyone can have this uncanny ability and use its strength and charm to have successful conversations?

Well, you can. The superpower I refer to is called *empathy*. But this skill—and it is a learned skill available to anyone—is often misunderstood because there are variations of it. I'll get to the science of it shortly.

How Do You Define Empathy?

To better grasp what people mean when they talk about empathy, the most common uses for empathy fall in these categories:

1. The type of empathy where we directly feel what others feel.
2. The type of empathy where you imagine yourself in others' shoes.
3. The type of empathy where you imagine the world, or a situation, from someone else's point of view rather than your own.
4. The type of empathy that researchers sometimes call "mind reading." It involves being good at reading others' emotions and body language.

Where do you fit in?

The Research Behind This Superpower

If you're skeptical that this is touchy-feely campfire nonsense with no business value in a transactional world, consider the research.

Global training giant Development Dimensions International (DDI) has studied leadership for 46 years. They believe that the essence of optimal leadership can be boiled down to having dozens of "fruitful conversations" with others, inside and outside your organization. Expanding on this belief, they assessed over 15,000 leaders from more than 300 organizations across 20 industries and 18 countries to determine which conversational skills have the highest impact on overall performance.

The findings, published in their *High Resolution Leadership* report, are revealing. While skills such as "encouraging involvement of others" and "recognizing accomplishments" are important, *empathy*—yes, empathy—rose to the top as the most critical driver of overall performance. Specifically, the ability to listen and respond with empathy (see graph below).

Ray Krznaric, author of *Empathy: Why It Matters, and How to Get It*, sums it up nicely: "Empathy in the modern workplace is not just about being able to see things from another perspective. It's the cornerstone of teamwork, good innovative design, and smart leadership. It's about helping others feel heard and understood." This whole premise does have an air of genius about it, considering that when you take on the perspective of those you are talking with, it engages people on the spot. This can be a difference maker. That's the good news.

The Bad News

The DDI report reveals a dire need for leaders with the skill of empathy. Only four out of 10 frontline leaders assessed in their massive study were proficient or strong on empathy. Richard S. Wellins, senior vice president of DDI and one of the authors of the *High-Resolution Leadership* report, had this to say in a *Forbes* interview: "We feel [empathy] is in serious decline. More concerning, a study of college students by University of Michigan researchers showed a 34% to 48% decline in empathic skills over an eight-year period. These students are our future leaders!"

We feel there are two reasons that account for this decline. Organizations have heaped more and more on the plates of leaders, forcing them to limit face-to-face conversations. Again, DDI research revealed that leaders spend more time managing than they do "interacting." They wish they could double their time spent interacting with others. The second reason falls squarely on the shoulders of technology, especially mobile smart devices. These devices

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BPW/FL Calendar of Events (2019)

<i>February</i> American Heart Month	<i>April</i> 9 Equal Pay Day
<i>March</i> Women's History Month 8 International Women's Day held annually to celebrate women's achievements throughout history and across nations. It is also known as the United Nations Day for Women's Rights and International Peace.	<i>May</i> Lupus Awareness Month <i>June</i> 27-30 State Conference Four Points by Sheraton in Punta Gorda (Charlotte Harbor) \$144 per night Call 941-637-6770

BPW/FL's Mission

To achieve equity for all women in the workplace through advocacy, education and information.

Florida Business Woman

Florida Business Woman, the official publication of BPW/FL, is published three times annually by the Florida Federation of Business and Professional Women's Clubs, Inc. (BPW/FL. Membership subscription is included in Federation dues.

Upcoming advertising and copy deadlines:

State conference issue	April 1, 2019
Summer issue	August 1, 2019
Winter issue	December 1, 2019

Advertising Rates:	Single issue	Two issues	Three issues
Full Page	\$175	\$315	\$420
Half Page	\$100	\$180	\$240
Back Cover (1/2 p)	\$150	\$270	\$360
Quarter Page	\$50	\$ 90	\$120
Business Card	\$25	\$ 45	\$ 60

The rates quoted are for BPW/FL members. Non-member fees are double the member fees. Color ads will show online but the print issues will be black & white. All copy and ads (with check) should be sent directly to the Editor. Please make checks for ads payable to BPW/FL.

Articles of up to one page will be accepted for consideration to be included on a space available basis. Items to be submitted include: officer and state committee chair reports, calendar entries & press releases, photos & articles about local organization events, and articles related to our mission that would be of interest to BPW members.

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Visit BPW/FL at www.bpwfl.org.

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MESSAGE FROM THE PRESIDENT

BPW Members:

Happy Holidays! Yes, I typically say Happy Holidays prior to Christmas because there are approximately 14 religious holidays celebrated in December. Sometimes, it is hard to be inclusive without being intrusive, so while many think Happy Holidays is a “politically correct” thing to say, I say it simply because I don’t know what religious or non religious holidays you may celebrate and I want you to know that I hope that you have a happy one. I also hope that each of you has entered the holiday season happy, healthy and joyous. There is much to be joyous about in BPW/FL.

We will celebrate our 100th anniversary at our annual State Conference this year and I would like to take this opportunity to let you know that the State Conference is scheduled for June 27 – 30, 2019. It will be held at the Four Points by Sheraton in Punta Gorda, Florida (Charlotte Harbor). Our room rate is \$144 nightly (a portion of the room rate

will be applied to conference expenses) and we will not charge members more than \$100 to attend (thank you to the past state presidents for their budget amendment at our last conference). Hotel registration is open now, so please feel free to make your reservation early. It is anticipated that anyone who comes in early on Thursday June 27 will be able to enjoy a sunset cruise at no additional cost. We are blessed to have a number of local organizations close to or in the conference area, BPW/Charlotte County, BPW/Englewood-Venice and BPW/North Sarasota, if you would like more information about the area.

Our Annual State Conference is for all BPW members and I’d like to hear your ideas about what you think this 100th anniversary conference should look like (remember we get another 100th anniversary next year as it will be our 100th conference). Wouldn’t it be great if we had members from 100% of our local organizations in attendance at both the 2019 and 2020 conferences? I am still



looking for members who would like to work on the conference committee.

We are stronger together and I look forward to hearing from you, please do not hesitate to contact me at jerri0679@gmail.com or call me (phone number is in the member directory on the member-only resource page).

Happy Holidays,

Jerri

Jerri Evans
BPW/FL President 2018-2019

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PRES. GEORGE H.W. BUSH, A YOUTHFUL IMPRESSION

My first experience with politicians was in 1988 when my elementary class was tasked with writing a letter of concern to then newly-elected President George H.W. Bush in regards to my personal concerns about global warming and how the government would protect it for future generations. I received back a hand-signed letter from the president reconfirming his policy on the environment; he also included a commanding headshot of himself and the American Flag. This small response had a huge impact on how I viewed our government and politicians. He, well let's be honest, his staff, left a lasting impression in my young mind that your government representatives were just a slight reach away, they could be contacted and would respond to each citizen's concerns.

Over the following years I watched as he made lasting impacts to policy on the environment. He appointed the first environmentalist, William Reilly, to head the EPA, along with others with strong environmental inclinations. Reilly secured the President's agreement to support his pro-environment agenda and his access to the White House, but competing interests ensured conflicts. While considerable regulation was initially passed, during his last two years in office he severely re-

stricted regulation, and in 1992, a total freeze was put on new regulations. On July 21, 1989, Bush sent a bill to Congress proposing amendments to the Clean Air Act. The core amendments were meant to reduce acid rain by limiting sulfur dioxide emissions from coal burning plants, to bring eighty urban areas up to current air quality standards and to lower emissions from over two-hundred airborne toxic chemicals. The final version of the bill included new regulatory programs for control of acid rain and for the issuance of stationary source operating permits, and expansion of the regulatory program for toxic air emissions. Congress passed the bill with large majorities in both houses and Bush signed the bill on November 15, 1990.

He wrote thank-you notes by the dozen, as if he were winning over the country one correspondence card at a time. Just before Christmas one year, he went bone-fishing in the Florida Keys, but he stayed in Washington for the holiday itself so that his bodyguards could spend the day with their families. He treated his traveling press photographers to regular weenie roasts. He dragged Cabinet members up to Camp David for the weekend, whether they wanted to go or not.

He finished his letter to me all that time ago with an endearing sentiment of encouraging the youth of America to continually challenge and engage their elected leadership, as we were the ones to shape the future. He was a man of sincere words and made a lasting impression on a young 9 year old. A few other quotes, I will treasure:

"I plan to put something back into society, and not at the head table, not always in the glamour, certainly not with a lot of news attention."

"Let me tell you, this gender thing is history. You're looking at a guy who sat down with Margaret Thatcher across the table and talked about serious issues."

"I do not like broccoli and I haven't liked it since I was a little kid and my mother made me eat it. And I'm president of the United States and I'm not going to eat any more broccoli."

Rest in Peace,

Amy Bennett, BPW/FL Public Policy Committee Chair

ONE TO ONE POLITICAL CONVERSATIONS

If you want to discuss politics, do it in one to one conversations, preferably outside of hearing range of others who might jump in and drag you down.

Four Do's

1. **Try to understand the other's viewpoint before responding with yours** ("I think you're saying that.... Am I getting that right?" "What else do you think about it?")
2. **Use I statements** ("this is how I see it") **rather than truth statements** ("this is how it is!"). Share your perspective rather than making pronouncements.
3. **Find something in common if at all possible** ("I agree with you that...." "We both want to fix this problem.") Leading with what you agree on softens the other person.

4. **Acknowledge and then respond.** Go back and forth between acknowledging what the other person has said ("I get it that you think") and making your points ("My own view is that...."). This avoids parallel speech making and encourages the other person to not just keep repeating a point that you have already taken in.

Four Don'ts

1. **Don't raise your voice and get agitated.** It takes two to escalate.
2. **Don't ask "gotcha" questions** ("How could you possibly believe that...?") These are attacks rather than real questions.
3. **Don't assign negative motives to the other side** ("Republicans just want to help businesses pollute the environment for profit" or "Democrats want open borders for criminals and terror-

ists.") This leads to defensiveness and counterattack because no one is a villain in their own story.

4. **Don't throw out labels** like "racist" or "socialist" or "libtard." This shuts down or inflames the other person. You can usually make your point without the label.

Better Angels General Rules:

Respect the worth and dignity of the person you're talking with even if you are dumbfounded or appalled by the views they express. Don't let any political difference harm your relationships.

<https://www.better-angels.org/features/better-angels-skills-for-thanksgiving-conversations>

BPW/FL COMMITTEE NEWS

Breast Cancer Fund Committee

The Breast Cancer Scholarship fund is ready to assist any member who knows someone going through breast cancer, whether it be the testing, treatment or recovery phase. A member in good standing may nominate a person two times in a twelve-month period for a \$250 scholarship. The application process is easy; just log on to the member section of the BPW/FL website, click on the link for the Breast Cancer scholarship application, answer a few questions and press submit. We will take it from there. Please do not hesitate to reach out to me at karenlundbpw@gmail.com if you have any questions about the scholarship or how it may assist you or a recipient.

Karen Lund, Breast Cancer Fund Chair

Nominations

In 2019, we will elect a President, a Vice President, a Secretary, and a Nominations Chair. The BPW/FL Bylaws define the requirements for each office, such as years of membership and attendance at state conferences, depending on the office. In addition, all candidates require the endorsement of a Local Organization. If you are considering running for one of these offices, ensure that you meet the criteria. If you have any questions, contact either President Jerri Evans at jerri0679@gmail.com or Nominations Chair Simone Stanton at simonestantonbpw@gmail.com.

Technology

What does cyber security mean to smartphone users? Anyone using a mobile device should remain vigilant on matters concerning cybersecurity. Following are some of the steps you can

take to make sure your phone and its contents are secure.

Passwords: Lock your phone with either fingerprint detection or a password. This will ensure that data on your phone will not be accessed if it's stolen, or you misplace it. Set the timer on your password lock to 30 seconds, or even less.

Back up your data: Consider connecting your device to its associated cloud service so that your data can be backed up automatically, ensuring it is properly encrypted. If you don't have faith in cloud services, connect to a Mac or PC to synchronize your data regularly to preserve your apps, videos, photos, etc.

Beware of third-party apps: For iPhone users, installing third-party apps is not an option. Android users who stay on Google Play and don't allow the installation of apps from unknown sources are quite safe. If you opt to use third-party applications, do background checks to avoid installing malware. Try and read customer reviews on the app, and if it asks to access an array of personal data then do not download or use it.

Beware of social engineering scams: A lot of cybercriminals thrive on spoofing banking apps, emailing malicious attachments and links, and sending fake messages in attempts to collect personal data. Make sure you thoroughly vet communications from unknown sources. If something doesn't seem quite right, it most likely isn't.

Avoid rooting your Android or jail-breaking your iPhone: Both processes might be different but the result is the same—both involve bypassing the operating system's careful design, weakening the security of your mobile device.

Be careful when using public Wi-Fi: Free Wi-Fi tends to excite many people, especially if they don't want to use up all their mobile data. Keep in mind that public Wi-Fi is never secure. Make sure you don't transmit sensitive data or make any banking transactions while using public Wi-Fi.

Set up remote wipe on your device: This option enables all your phone's data to be wiped out remotely in the event your device is stolen or lost. With a remote wipe, you can keep sensitive data on your phone out of the reach of cybercriminals. The remote wipe application can also use GPS to locate your missing phone.

Use anti-malware software: Download an anti-malware app on your mobile phone. This will come in handy when you open a malicious app or email attachment. Anti-malware protection for mobile devices can prevent infection, and loss or theft of data.

Jane Byers, BPW/FL Technology Chair

Tribute

The Tribute Committee was established to keep the members informed of the BPW members that we have lost during the year with a tribute table at State Conference. If you have anything to report, go online to the Member section of bpwfl.org and complete the Tribute Form. It will be emailed to me. I will contact you to obtain a picture for the tribute. You can also contact me at joannorrbpw@gmail.com or 305-393-1863 or 143 N. Bahama Drive, Marathon, FL 33050.

Jo Ann Orr, BPW/FL Tribute Chair

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Woman of the Year: Jessica Muroff
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Experience the power of connecting while helping others. All proceeds from the evening will support the scholarship program of the Tampa Bay BPW Foundation, serving individuals in the Tampa Bay area. Since 1991, the Foundation has awarded more than \$142,500 in scholarships.

Visit www.tampabaybpwfoundation.org for more information.

Proceeds benefit the Scholarship Fund of the Tampa Bay BPW Foundation.



Business and
Professional
Women/Calusa

Advocacy Business Networking Charitable Giving

BPW/CALUSA MEETS THE 3RD FRIDAY OF EACH MONTH 11:30-1:00 AT
Seven Springs Golf & Country Club, 3535 Trophy Blvd, New Port Richey, FL 34655

www.bpwcalusa.org

www.facebook.com/BPWCalusa.org

Here are some of our upcoming events!

Annual Masquerade Ball
Saturday, February 16, 6-10 pm
Seven Springs Golf & Country Club

Please join us for a
monthly meeting!
3rd Friday each month 11:30-1:00
Seven Springs Golf & Country Club



Step Into Our Shoes

Join us for our 2019 Programs

Monthly Luncheon Programs
First and Third Thursday of the Month
400 Beach Seafood & Tap House, St. Petersburg
11:30 am to 1:00 pm
\$20 for BPW members, \$25 for guests

Equal Pay Day Unhappy Hour
Tuesday April 2
Location and time to be determined

www.BPWStPetePinellas.org

BPW/St. Petersburg-Pinellas invites members from throughout the state of Florida to all our meetings and events in hope of strengthening our statewide network.

LEADER: KNOW THY BIASES

Marcus Brotherton

The road sign in my home state of Washington read: “Litter and it will hurt.” I didn’t think twice about it, but our guests from nearby Vancouver, British Columbia, mouthed the slogan out loud and could hardly believe their ears. They were traveling with us to a birthday party of a mutual friend. “Of all the nerve,” said the wife with a shudder. “I get what State officials are trying to do with their ecology campaign, but you’d never see a sign like that in Canada. That message is way too impolite. People would take it as a threat.”

Spot the biases

I chuckled. I’d read that sign lots of times, and it had always struck me as a realistic warning about litter’s impact on the environment, not a personal threat. But the comment from my Canadian friend reminded me we all have our own biases. We see things through a particular lens that’s been shaped and molded by our respective subcultures. Politeness is highly valued in Canada. Citizens from the Great White North tend to go out of their way to say “thank you, excuse me, and sorry.” In ’Merica, we like our road signs to reflect our politics. Blunt.

“Every leader needs to learn to overcome the harmful effects of behaving (or thinking) with blind spots.”

Are you aware of your own biases? Every leader needs to learn to overcome the harmful effects of behaving (or thinking) with blind spots.

Newsroom lessons

Back when I worked as a newspaper reporter, we were trained to ferret out bias—both other people’s and our own. A bias is any particular slant we embrace that’s either for or against something or someone. A bias can rear its head in an outlook, a tendency, an attitude, an opinion. Biases usually develop over time. We might not even know they’re there.

Not all biases are harmful. For instance, maybe you were trained to value the next generation’s contributions. So you instinctively prize internships and constructive role modeling on the job site. It’s possible to hold a positive bias toward helping people, the same way you

might have a positive bias toward avoiding donuts and choosing spinach at mealtime.

Yet biases are often negative. We’ve all heard stories of unfair prejudice against someone’s ethnicity, disability, orientation, or religion. If you avoid certain people or tell jokes about them, then that’s most likely a bias. If you infuse an unwarranted opinion into a report or speech, that’s most likely a bias. If you’re part of a group that practices selectivity in hiring, admitting, or serving people, that may well be a bias too, often with legal ramifications.

What’s the risk of letting bias continue unhindered? When we’re blinded by a bias, we’re shortsighted or unfair in our thinking. Our communication can be hampered. Our biases can come across as insensitive or rude, as in the case of the road sign. Ultimately, our innovation and performance are stifled.

Here are three actions help combat bias:

1. Develop empathy for others

Ask yourself: What’s it like to be your customer, walk through your doorway, and encounter the product or service you’re selling? Learn to see through your customer’s eyes, not your own. Dr. Shelly Cunningham, a graduate school professor of mine, constantly taught that any target audience is not a homogeneous mass of people who all think and behave the same way. Rather, it’s a loose collection of individuals, all with distinct personalities, worldviews, and needs. For instance, in a university classroom, a 50-year-old Korean woman might sit alongside a 21-year-old football star. What’s it like to be that Korean woman? Imagine yourself in her shoes. Or put yourself in the cleats of the 21-year-old. The life experiences of both students will be different, yet a savvy educator works to reach them both.

2. Seek broader perspectives

I recently helped a young Marine write his memoir. The book’s acquisition editor, a man who lived and worked in New York City, received another job and left the company midway through the process. So the project was transferred to a different editor, a woman who lived in

the U.K. It was insightful to see their distinct editorial styles at work. The Marine and I saw the difference in specific word choices and sections of text that were either bolstered or cut. The U.K. editor helped broaden the book’s readership beyond a solely male, military, or American perspective. Ultimately, the book will be more powerful thanks to the new editor. The key for any of us is to intentionally run ideas, messages, and products by people who hold different perspectives than we do. Beware of groupthink. Welcome the unique voices who can broaden understanding.

3. Audit your business for bias

Psychologists tell us that biases are seldom rooted in antagonism. We don’t become biased because we deliberately set out to harm others. Rather, our brains create biases as a way to “navigate the world with marginal effort.”

Conscious decision making uses up a surprising amount of mental energy. So our brains prefer running on default. We tend to make decisions automatically, almost unconsciously, lumping situations and people together, going with what’s convenient, grabbing at the lowest hanging fruit on our mental branches. Problem is, what’s convenient might not work best—or reflect reality.

“We might not be able to escape all our biases, but we can become aware of them, challenge them, and adapt our viewpoints and practices accordingly.”

It takes work to see and break biases. The key is to develop systems to regularly and deliberately look for our blind spots and then help us overcome. Biases can limit opportunities. We need to constantly ask: What biases might be getting in the way? And then take steps to overcome. The key is to develop empathy, seek broadened perspectives, and consistently reflect on and test our own views and values. We might not be able to escape all our biases, but we can become aware of them, challenge them, and adapt our viewpoints and practices accordingly. Ultimately, this helps us become better leaders. We might even be able to put up road signs that are blunt and polite.

<https://michaelhyatt.com/leader-knowledge-biases/>

BPW/Calusa

This year BPW/Calusa replaced our Annual Holiday Bazaar with a Quarter Auction in October. The Quarter Auction was highly successful with the proceeds going to the Joanne Grassi Scholarship Fund. The Board of Directors and members supplied food. A local attorney and supporter Debora Diaz was the event Wine Sponsor. We had a packed room and lots of fun! So much fun and raised a respectable amount of money. We have already scheduled our 2nd Annual Quarter Auction for October 2019.

Our next big event is BPW/Calusa's 5th Annual Masquerade Ball, celebrating BPW/Florida's 100th anniversary. You do not want to miss this event Saturday, February 16, 2019, 6 – 10 pm at Seven Springs Golf and Country Club. Contact any BPW/Calusa member for tickets, two for \$100 or one for \$60.

BPW/Charlotte County

BPW/Charlotte County reconvened for the fall with a presentation in September that focused on fitness. Donnie Morgan from Crossfit Warpath in Port Charlotte discussed the importance of exercise for women as we age. Main point...use it or lose it when it comes to fitness. He emphasized every little bit helps and even demonstrated variations of pushups for beginners with progressions for non-beginners.

In October, we hosted a fundraiser called a "Quarter Frenzy," which is a quarter auction/fundraiser. The event supports not only BPW but also local small businesses. The event raised \$1,200 in one short evening and was a huge success for our scholarship foundation.



Sharon Huck volunteers at the Quarter Frenzy

Our big fundraiser, the annual Fashion Show, is scheduled for Saturday January 19 and the Charlotte County Sheriff's

Office is going to supply all the models this year. We expect this year's fundraiser to be the biggest event we have ever had in both participation and fundraising. Each year we have gotten a little bit better, a little more experienced and more professional in presentation and execution. We should have it down pat in about 10 years!

October's speaker featured Commissioner Pamela Seay from the Charlotte County Airport Authority Board to tell us what is going on at the Punta Gorda airport. You may be aware of Allegiant's dominance in the area and the growth we have experienced as a result of Ms. Seay's leadership. In addition to her credentials as an attorney and a professor, she is an amazing, funny and engaging speaker.

C.A.R.E. (Center for Abuse and Rape Emergencies) was the recipient and presenting speaker for November with a presentation on the Green Dot program. Our group generously collected gift items for clients living in the C.A.R.E. facility this holiday season.

BPW/Englewood-Venice

BPW/EV had a busy fall schedule. The 10th Annual Wine Tasting and Auction Fundraiser was held on October 26 at the Historic Venice Train Depot. It was a fun event. Wonderful food was donated by Venice restaurants and members.



Co-chairs Morina Chmielak and Maryann Terry

Lots of good, fine wines were offered, tasted and purchased. All funds collected will be applied to the Adult Learner Scholarship Fund and to promote BPW/EV. Long-time member Dorothy Korzen spoke at the October dinner meeting on "My Road to Boston". Dorothy will be competing in the Boston Marathon in 2019. Her endurance and perse-

verance finally earned her a place in the famous marathon. Dorothy and her family have been running marathons all over the world.

November's speaker was Kathy Castellano, also a long-time member. She talked about her grandson, Connor, who was diagnosed at age 3 with a disease commonly referred to as "Wobbly Feet Syndrome." The Castellano family and friends have been working hard for the last 10 years holding fundraisers in Englewood and Sarasota bringing awareness to this rare disease (Ataxia Telangiectasia).

Our Women Helping Women project was well supported by our members and enough money was donated to buy clothing and one toy for the children of three single mothers (names provided by the Venice Salvation Army). Enough money was left over to donate \$100 to the Englewood Helping Hands food bank. We received news that Betty Swanson, one of the charter members of BPW/Englewood, passed away recently. Betty was BPW/EV president four times, as well as District Director. Betty was 94 years old.

BPW/EV meets the third Thursday of each month at the Left Coast Seafood Restaurant in Venice. For more information, visit www.bpwev.org.

BPW/Gold Coast

In September BPW/Gold Coast, in preparation for the election in November, invited the League of Women Voters to explain and clarify the ballot and its thirteen amendments. The League has visited our group in the past and our members have found their insight helpful.

In October, we invited a health insurance agent to advise navigating Medicare enrollments for self or relatives. She was also able to provide us with valuable explanations to the ever changing Health Care Exchange. In November, we brought in a CPA to review the tax changes involved in the 2018 tax year. We continue our tradition of having a presentation on taxes annually as our members find it to be useful in both personal and professional spheres.

To celebrate the holiday season, our LO continues to participate in the Back to

(LO) NEWS

Angel program, providing underprivileged children with socks, shoes, underwear, and toys. Our December meeting is to be a holiday social at a member's home.

As always we look forward to what the New Year will bring to BPW/Gold Coast!

BPW/Hernando

BPW/Hernando finished off 2018 with a bang. In September, we hosted more than 15 candidates running for local and state positions. Candidates were asked questions drafted around BPW's five items of public policy. This evening provided BPW members the opportunity to meet their candidates face to face and hear where they stand on public policy matters important to members. In October, BPW/Hernando held their annual breast cancer fundraiser and raised \$3,950, with a record-breaking 50/50 drawing of \$390 going to the winner. This was the day before the big mega millions lottery, so everyone was feeling lucky!

November and December have filled our days with holiday visiting and giving. January begins a new partnership with The Greater Hernando County Chamber of Commerce. Joining with the Chamber, BPW/Hernando will host quarterly luncheons spotlighting the diverse female economic power in Hernando County. BPW/Hernando will kick off this partnership with a panel discussion about the book "Womonomics". For more information on the event keep an eye out on BPW/Hernando's Facebook page.

February will be our 20th annual fashion show. BPW/Hernando's fashion show is the premier charity event in Hernando. For a ticket purchasing contact us at smmelucci@gulfcoastes.com.

BPW/St. Petersburg-Pinellas

BPW/St Petersburg-Pinellas has had an amazing four months during which we had two of our signature events. On August 25, we held our Equality Day Tea in the afternoon. We enjoyed a formal tea while also learning about women in history with our women's history bingo game. On the evening of October 24, in

honor of National Business Women's Week, we held our Working Women's Forum: Gender Equity in Action. We recognized four Pinellas County organizations that strive to achieve gender equity: Grow Financial, Pinellas County Sheriff's Office, Sabal Trust and Tech Data.



Forum panelists, moderator and co-chairs.

In November we selected four scholarship recipients, who will be honored in January.

We held seven luncheon meetings over the last four months on a wide variety of topics. We ended the year with our holiday party at a member's home.

We welcomed five new members over the last four months. In 2019 we are going to try some different options for getting our message out, including a greater emphasis on philanthropy. We'd love to see you at any of our events or meetings!

BPW/Tampa Bay

Tampa Bay BPW Foundation and BPW/Tampa Bay have set the date for our 26th Annual Networking Night and Scholarship Award event on January 17, 2019. This event is our main fundraiser in support of Tampa Bay BPW Foundation's Scholarship Program and we are excited to continue this tradition of supporting young women throughout the Tampa Bay Community. Details about the program are available at www.TampaBayBPW.org and www.TampaBayBPWFoundation.org and we invite our BPW sisters to join us and share this event with others who may be interested in attending. Our Woman of the Year for 2019 is Jessica Muroff, CEO for the Girl Scouts of West Central Florida. We look forward to honoring her accomplishments and continuing work with this wonderful organization, and to celebrating our scholarship recipients at this event.

We are looking to expand our event offerings this year as to timing and venue. If you would like to keep up with BPW/Tampa Bay, please reach out to us at BPWTampaBay@gmail.com to be included in our email listing for future events.

BPW/Upper Keys

Already six months into the fiscal year and we are proud to say our BPW organization is right on track. Looking back, we are proud of a very successful BPW/Upper Keys Political Forum held in October. The membership voted for the BPW/UK Women and Business of the Year 2018, we awarded three wonderful young women with a scholarship in September and our monthly events are well attended, well received and fun.



Shawna Simcic, Jackie Harder, Ilja Chapman, Suzi Youngberg, Theresa Sutter, Miriam Lazcos, Wendy Coffman

Our vision to create more value for the BPW/Upper Keyes members is shaping up nicely. We used an online poll to hear from our members what their expectations are of our membership and how we make their membership valuable to them. The board members are listening.

In January, we are kicking off the Professional Development Series during our January luncheon followed by training sessions in February and March. Topics covered will help our members develop professionally and personally. A mentorship program is almost ready and will be launched in the new year, too.

But most important is still the networking opportunity and the sisterhood among BPW/Upper Keys members. Our slogan once again: Supporting WOMEN is just GOOD BUSINESS Period!

Happy New Year everybody!

STATUS OF WOMEN IN FLORIDA: EMPLOYMENT & EARNINGS

Women have made progress over the past several decades; there are, however, significant areas for improvement for women in Florida. Since the publication of the Institute for Women's Policy Research's 2004 report *The Status of Women in the States*, Florida's grade for women's employment and earnings has worsened from a C- to a D+. *The Status of Women in Florida by County: Employment & Earnings* examines data on women's employment, earnings and occupations and trends over time, including research and analysis necessary to make data-driven decisions.

Key findings:

- Labor force participation for Florida women is among the lowest in the nation, with rates varying widely by county and race/ethnicity.
- Florida ranks 38th in the nation on median annual earnings for women who work full-time, year-round (\$35,000), with women's earnings varying considerably by race and ethnicity.
- If women were paid the same as comparable men, women's average earnings would increase by \$6,300, a raise of over 16 percent.
- Education does not eliminate the wage gap.

Institute for Women's Policy Research, Florida Philanthropic Network
<https://www.fpnetwork.org/resources/>



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2010-2011
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To see a map of where all the BPW/FL local organizations are and to learn about their meeting dates/times/locations, visit <https://www.bpwfl.org/membership/local-organizations/>.

GET YOUR AUDIENCE TO LOVE YOUR IDEA

Your audience will love your idea if you present it to them the right way.

The reason that we give speeches is because we believe in the importance of public speaking and we have something that we want to share with our audience. It is our hope that because of the time, energy, and effort that we've put into creating, practicing, and delivering our speech our audience will understand what we are trying to tell them. In fact, we really want them to fall in love with our idea just as much as we love it. Love, however, is a powerful concept. How are we going to make this happen?

You've Got To Make Their Jaws Drop

Your goal as a speaker is to find a way to make your audience remember your speech. It's probably asking too much to try to get them to remember everything that you tell them, so you are going to have to make some decisions. Specifically you are going to have to identify that one key point that you want your audience to remember long after your speech is done. Once you know what this point is, then you have to take action.

What you are going to have to do is build into your presentation one moment where you deliver information that will cause your audience's jaws to drop. This has to be shocking, surprising, or impressive information that your audience was not expecting. You want to create a moment that has such a lasting impact on your audience that this is the thing that they will be able to remember long after you are done speaking. Your piece of unexpected information will come across as an emotionally charged event and this will boost the probability that your audience will remember what you said.

Every Speech Needs Some Humor In It

I think that most of us have a love / hate relationship with humor. We do understand that humor has a power in it; if you can get your audience to laugh, then they will be on your side. However, humor is a dangerous double-edged sword – you can end up cutting yourself badly if you don't make your audience laugh. We'd all like to use more humor in our speeches, but a lot of us are afraid of the consequences of something going wrong.

What we need to understand is that our audience's brains love humor. The great thing about humor is that it has a tendency to lower an audience's defenses and this will make it easier for you to get your message across to them. An added bonus of using more humor in your speech is that by doing so you will make yourself more likable to your audience and they will want to support what you are talking about. Remember, all you need to do is to get your audience to smile and this does not require you to tell jokes!

Don't Overload Your Audience

One of the challenges that we all face as public speakers is that we are just a bit too good at what we do. We understand that in order to win over our audience we need to do our homework. We need to show up with lists of facts and stats that will prove to our audience that what we are telling them really is the truth. However, it turns out that when we do this, we might be overloading our audience.

People only have a limited ability to absorb new information before they start to shut down. As speakers we need to realize this and tailor our speeches to the unique needs of our audiences. It turns out that roughly 18 minutes is how much

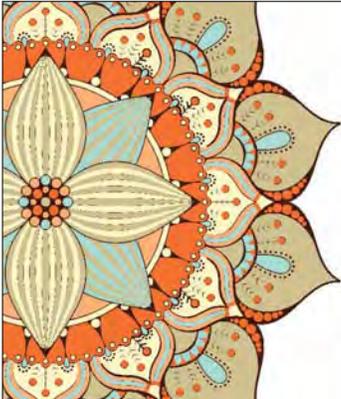
time you get an audience's attention for. What this means is that no matter how long you have to give your speech, you need to make sure that you pack your key message into the first 18 minutes before you start to lose your audience.

What All Of This Means For You

In all honesty the reason that we give speeches is because we want to change the world via the benefits of public speaking. No, one speech is not going to do it. However, if we are able to get our audience to fall in love with the ideas we present, then we'll find ourselves in a position where each time we give our speech we're making the world just a little better.

A key way to make our audience fall in love with what we are telling them is to include a jaw dropping moment. This means we need to include some piece of information they were not expecting to hear. We also have to make sure we include more humor in our speech. This will cause defenses to be dropped and will allow us to connect better with them. Finally, we need to be careful to not overload our audience. Even if you did a great deal of research preparing for your speech, you don't have to share all of it with your audience.

With a little luck every time you give a speech you are talking about something you really believe in. What you want to happen is by the end of your speech you want your audience to believe in what you told them just as much as you do. To make this happen, you need to make your audience fall in love with your ideas. Take the time to create a speech that will make this happen and you'll have an audience that can't get enough of you.
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Performance

(Continued from page 1)

have become the de rigeur for human interactions. Sherry Turkle, in her book, *Reclaiming Conversation*, calls them “sips of conversations.”

Final Thoughts

Keep in mind that empathy shows up in different ways, as I mentioned at the beginning. It’s not just “feeling.” Think how it can translate to both verbal and non-verbal behavior so the person hearing you will feel your empathic nature. And, it goes without saying, people see right through you if your empathy is not expressed in a sincere and authentic way.

Don’t underestimate for a second its true potential.

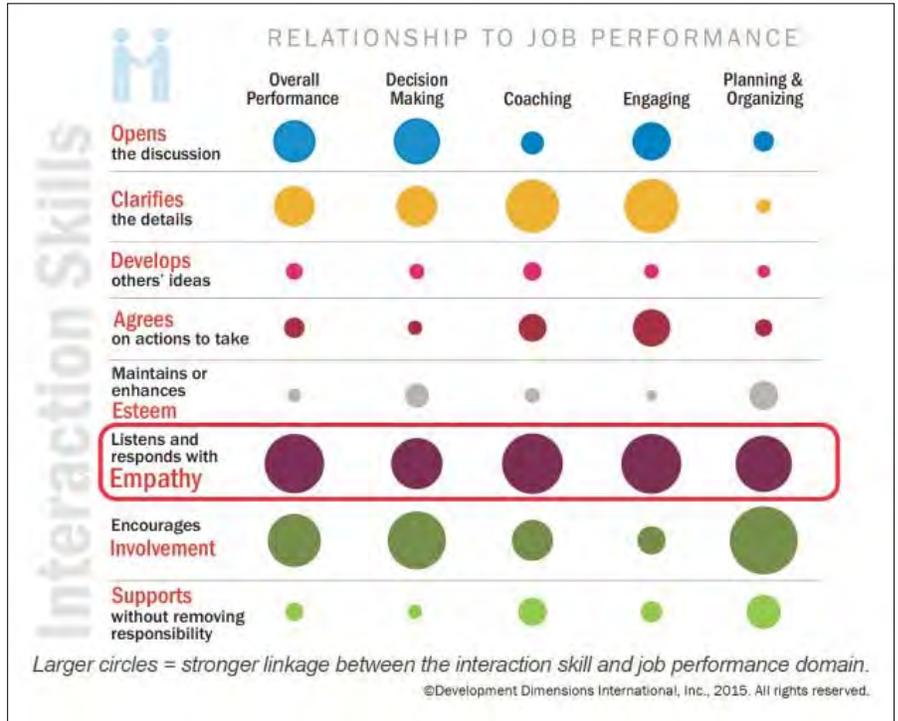
Begin developing leaders to learn this relational skill for competitive advantage.

Your ability to empathize, as a leader, will make a difference in the performance of others. And it is critical to good teamwork.

By Marcel Schwantes

Principal and founder, *Leadership From the Core* @MarcelSchwantes

<http://www.inc.com/marcel-schwantes/the-science-behind-what-really-drives-performance-its-going-to-surprise-you.html>



Make a difference.

Help women obtain higher education in Florida.
Support the BPW/FL Education Foundation.

Since 1965, the Education Foundation has helped women attend colleges and universities by defraying the costs of housing, first through brick and mortar housing on campuses and now also through housing scholarships. We need YOUR help to keep the legacy going forward for generations of Florida women to come!

Donate online at: www.EducationFoundationBPWFL.org
"Like" us at: www.Facebook.com/BPWFLedFdn



Above: Residents at the BPW House in Tallahassee, in partnership with Southern Scholarship Foundation.



THE EDUCATION FOUNDATION

of the Florida Federation of Business and Professional Women's Clubs, Inc.

At left: BPW/FL members visiting the Scholarship House at FAU to celebrate its 20th Anniversary in 2017!

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WOMEN IN THE WORKPLACE 2018

Progress on gender diversity at work has stalled. To achieve equality, companies must turn good intentions into concrete action. Companies report that they are highly committed to gender diversity. But that commitment has not translated into meaningful progress. The proportion of women at every level in corporate America has hardly changed. Progress isn't just slow. It's stalled.

That's what we found in *Women in the Workplace 2018*, a study conducted by McKinsey in partnership with LeanIn.Org. In the fourth year of our ongoing research, we probe the issues, drawing on data from 279 companies employing more than 13 million people, as well as on a survey of over 64,000 employees and a series of qualitative interviews.

Women are doing their part. For more than 30 years, they've been earning more bachelor's degrees than men. They're asking for promotions and negotiating salaries at the same rates as men. And contrary to conventional wisdom, they are staying in the workforce at the same rate as men.

Now companies need to take more decisive action. This starts with treating gender diversity like the business priority it is, from setting targets to holding leaders accountable for results. It requires closing gender gaps in hiring and promotions, especially early in the pipeline when women are most often overlooked. And it means taking bolder steps to create a respectful and inclusive culture so women—and all employees—feel safe and supported at work.

This article presents highlights from the full report and presents six actions that could spark progress.

Revisiting the pipeline

Based on four years of data from 462 companies employing more than 19.6 million people, including the 279 companies participating in this year's study, two things are clear: one, women remain underrepresented, particularly women of color. Two, companies need to change the way they hire and promote entry and manager-level employees to make real progress.

Women remain underrepresented

Since 2015, the first year of this study, corporate America has made almost no progress improving women's representation. Women are underrepresented at every level, and women of color are the most under-represented group of all, lagging behind

white men, men of color, and white women.

For the fourth year in a row, attrition does not explain the underrepresentation of women. Women and men are leaving their companies at similar rates, and they have similar intentions to remain in the workforce. Over half of all employees plan to stay at their companies for five or more years, and among those who intend to leave, 81% say they will continue to work. It's also worth noting that remarkably few women and men say they plan to leave the workforce to focus on family.

Hiring and promotion will be crucial to progress

The two biggest drivers of representation are hiring and promotions, and companies are disadvantaging women in these areas from the beginning. Although women earn more bachelor's degrees than men, and have for decades, they are less likely to be hired into entry-level jobs. At the first critical step up to manager, the disparity widens further. Women are less likely to be hired into manager-level jobs, and they are far less likely to be promoted into them—for every 100 men promoted to manager, 79 women are. Largely because of these gender gaps, men end up holding 62% of manager positions, while women hold only 38%.

This early inequality has a profound impact on the talent pipeline. Starting at the manager level, there are significantly fewer women to promote from within and significantly fewer women at the right experience level to hire in from the outside. So even though hiring and promotion rates improve at more senior levels, women can never catch up—we're suffering from a "hollow middle." This should serve as a wake-up call: until companies close the early gaps in hiring and promotion, women will remain underrepresented.

If companies continue to hire and promote women to manager at current rates, the number of women in management will increase by just one percentage point over the next ten years. But as companies start hiring and promoting women and men to manager at equal rates, we should get close to parity in management—48% women versus 52% men—over the same ten years.

Considering an uneven playing field

Many factors contribute to a lack of gender diversity in the workplace. This year, our report took a closer look at some of them.

Beyond issues such as managerial support and access to senior leaders, it's interesting to look at a few areas that play a role—including everyday discrimination, sexual harassment, and the experience of being the only woman in the room.

Everyday discrimination

Everyday sexism and racism, also known as microaggressions, can take many forms. Some can be subtle, like when someone mistakenly assumes a coworker is more junior than they really are. Some are more explicit, like when someone says something demeaning to a coworker. Whether intentional or unintentional, microaggressions signal disrespect. They also reflect inequality—while anyone can be on the receiving end of disrespectful behavior, microaggressions are directed at people with less power, such as women, people of color, and lesbian, gay, bisexual, transgender, and queer people.

For almost two-thirds of women, microaggressions are a workplace reality. Most commonly, women have to provide more evidence of their competence than men and have their judgment questioned in their area of expertise. They are also twice as likely as men to have been mistaken for someone in a more junior position. Black women, in particular, deal with a greater variety of microaggressions and are more likely than other women to have their judgment questioned in their area of expertise and be asked to provide additional evidence of their competence.

Lesbian women experience further slights: 71% have dealt with microaggressions. The nature of these encounters is often different for them: lesbian women are far more likely than other women to hear demeaning remarks in the workplace about themselves or others like them. They are also far more likely to feel like they cannot talk about their personal lives at work.

These negative experiences add up. As their name suggests, microaggressions can seem small when dealt with one by one. But when repeated over time, they can have a major impact: women who experience microaggressions view their workplaces as less fair and are three times more likely to regularly think about leaving their jobs than women who don't.

Sexual harassment

Sexual harassment continues to pervade the workplace. 35% of women in corporate

(Continued on page 14)

Workplace 2018

(Continued from page 13)

America experience sexual harassment at some point in their careers, from hearing sexist jokes to being touched in a sexual way.

For some women the experience is far more common. 55% of women in senior leadership, 48% of lesbian women, and 45% of women in technical fields report they've been sexually harassed. A common thread connects these groups: research has found that women who do not conform to traditional feminine expectations—in this case, by holding authority, not being heterosexual, and working in fields dominated by men—are more often the targets of sexual harassment.

98% of companies have policies that make it clear sexual harassment is not tolerated, but many employees think their companies are falling short putting policies into practice. Only 62% of employees say that in the past year their companies have reaffirmed sexual harassment won't be tolerated, and a similar number say that they've received training or guidance on the topic. Moreover, only 60% of employees think a sexual-harassment claim would be fairly investigated and addressed by their company—and just one in three believe it would be addressed quickly.

There are also stark differences in how women and men view their company's efforts to create a safe and respectful work environment. Only 32% of women think that disrespectful behavior toward women is often quickly addressed by their companies, compared with 50% of men. Women are far less confident that reporting sexual harassment will lead to a fair investigation. And they are twice as likely as men to say that it would be risky or pointless to report an incident.

These numbers indicate the urgent need for companies to underscore that bad behavior is unacceptable and will not go overlooked. Leaders at all levels should set the tone by publicly stating sexual harassment won't be tolerated and by modeling inclusive behavior. HR teams should receive detailed training so they know how to thoroughly and compassionately investigate claims of harassment, even if they involve senior leaders. And companies would benefit from putting an audit process in place to ensure that investigations are thorough and sanctions are appropriate.

The 'Only' experience

Being "the only one" is still a common

experience for women. One in five women say they are often the only woman or one of the only women in the room at work: in other words, they are "Onlys." This is twice as common for senior-level women and women in technical roles: around 40% are Onlys.

Women who are Onlys are having a significantly worse experience than women who work with other women. More than 80% are on the receiving end of microaggressions, compared with 64% of women as a whole. They are more likely to have their abilities challenged, to be subjected to unprofessional and demeaning remarks, and to feel like they cannot talk about their personal lives at work. Most notably, women Onlys are almost twice as likely to have been sexually harassed at some point in their careers.

Far fewer men are Onlys—just 7% say that they are often the only or one of the only men in the room—and regardless of their race and ethnicity, they face less scrutiny than women Onlys. By and large, white men who are Onlys have a better experience than any other group of Onlys, likely because they are broadly well represented in their company and are a high-status group in society.

Women Onlys have a more difficult time. Because there are so few, women Onlys stand out in a crowd of men. This heightened visibility can make the biases women Onlys face especially pronounced. While they are just one person, they often become a stand-in for all women—their individual successes or failures become a litmus test for what all women are capable of doing. With everyone's eyes on them, women Onlys can be heavily scrutinized and held to higher performance standards. As a result, they most often feel pressure to perform, on guard, and left out. In contrast, when asked how it feels to be the only man in the room, men Onlys most frequently say they feel included.

Being an Only also affects the way women view their workplace. Compared with other women, women Onlys are less likely to think that the best opportunities go to the most deserving employees, promotions are fair and objective, and ideas are judged by their quality rather than who raised them. Not surprisingly, given the negative experiences and feelings associated with being the odd woman out, women Onlys are also 1.5 times more likely to think about leaving their job.

Mapping a path to gender equality

The vast majority of companies say that they're highly committed to gender and

racial diversity—yet the evidence indicates that many are still not treating diversity as the business imperative it is. That's apparent in the lack of progress in the pipeline over the past four years.

Take gender diversity as an example. In contrast with what companies say about their commitment, only around half of all employees think that their company sees gender diversity as a priority and is doing what it takes to make progress. Around 20% of employees say that their company's commitment to gender diversity feels like lip service. And few companies are making a strong business case for gender diversity: while 76% of companies have articulated a business case, only 13% have taken the critical next step of calculating the positive impact on their business.

There are six actions companies need to take to make progress on gender diversity. Without action on these fronts, the numbers will not move:

- Get the basics right—targets, reporting, and accountability.
- Ensure that hiring and promotions are fair.
- Make senior leaders and managers champions of diversity.
- Foster an inclusive and respectful culture.
- Make the Only experience rare.
- Offer employees the flexibility to fit work into their lives.

We know many companies—especially those that participate in this study—are committed and taking action. But this year's findings make it clearer than ever that companies need to double down on their efforts. This report includes concrete, evidence-based steps that companies can take right now that will make a major difference. We hope companies seize this opportunity. We can't get to equality until they do.

By Alexis Krivkovich, Marie-Claude Nadeau, Kelsey Robinson, Irina Starikova (McKinsey partners); Nicole Robinson (McKinsey consultant); and Lareina Yee (McKinsey senior partner)

This is an edited extract from Women in the Workplace 2018, a study undertaken by LeanIn.Org and McKinsey. It builds on the Women in the Workplace reports from 2015, 2016, and 2017, as well as similar research conducted by McKinsey in 2012. For more information, visit womenintheworkplace.com.

<https://www.mckinsey.com/featured-insights/gender-equality/women-in-the-workplace-2018>

NEWS FROM THE EDUCATION FOUNDATION

The Education Foundation of the Florida Foundation of Business and Professional Women's Clubs, Inc. (aka EFFFBPWC, Inc. and/or the BPW/FL Education Foundation), a 501(c)(3) tax-exempt non-profit organization, was established in 1965 by the members of BPW/FL. Its purpose is to provide housing opportunities for female college students at state college and university campuses across the state of Florida.



Greetings, BPW/FL members!

Your Education Foundation Board of Directors has been hard at work behind the scenes to further our mission of providing housing opportunities for young ladies around the state pursuing higher education. We've been putting together a task force to strategize the ways that we can take those opportunities to the next level, utilizing the funds bequeathed to BPW/FL from the Past State President Jackie Fleener. I'm pleased to report that we have ten members who have volunteered, representing five different local organizations and members-at-large.

Among the changes we've been implementing since the streamlining actions taken at State Conference in June is that each of our two Scholarship Houses has appointed a liaison to the Board from among their residents. The Florida Atlantic University BPW House is represented by Chyanna Walters, and the Tallahassee BPW House is represented by Laran Dixon. As part of their roles as liaisons, they are receiving student memberships, so they'll be able to experience what it's like to be part of BPW. We'll be encouraging attendance from both of the Houses at the next State Conference.

We provided goody bags to both Houses as they began their fall semesters, which were well received. Chyanna and Laran have kept us up to speed on their House activities, including Halloween and Thanksgiving events recently held. Laran made sure we knew that the Tallahassee House fared well in the recent hurricane, and actually provided safe housing to others who found themselves in need as a result of storm damage. By the time you read this, both Houses will be in or have just finished with exam week and breaking for the winter holiday. We'll welcome the spring residents with goody bags as well.



At St. Petersburg College (SPC), we've selected three recipients for the spring semester scholarships. You may recall that SPC does not have on-campus housing, so those scholarship monies make a difference in paying housing costs, which makes a huge difference in how many classes they can take in any given semester and ultimately how long it takes them to earn their degrees.

The Board is already planning some fun fund-raising activities for the next State Conference. We'd like to encourage every local organization to put together a basket that members can purchase chances to win. In fact, since it'll be BPW/FL's 100th Anniversary, we're hoping that you'll go all out – we'll have a People's Choice opportunity to pick the favorite basket donated! If you'd like to help, just let us know.

We hope that all BPW members understand that their BPW/FL membership makes them members of the Education Foundation. We hope that all local organizations will educate their members about the extraordinary work that the Education Foundation does on their behalf. And we hope that all members and LOs will help support the Foundation's efforts – whether financially or by volunteering their time, treasure or talent. We're proud of our legacy and hope that all of our members are, too.

Tami Simms, President
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