A wealth of research shows that female leaders, much more than their male counterparts, face the need to be warm and nice (what society traditionally expects from women), as well as competent or tough (what society traditionally expects from men and leaders). The problem is that these qualities are often seen as opposites. This creates a “catch-22” and “double bind” for women leaders. Carly Fiorina, the former CEO of HP, depicted it this way: “In the chat rooms around Silicon Valley, from the time I arrived until long after I left HP, I was routinely referred to as either a “bimbo” or a “bitch”—too soft or too hard, and presumptuous, besides.”

To alleviate this double bind, societal expectations — for what it means to be a woman and what it takes to lead — must change. But until we get there, female executives still have to navigate these tensions. We wanted to know how successful women do it, day-to-day. So we conducted extensive interviews with 64 senior women leaders (all at the VP level or higher) from 51 different organizations in the United States: CEOs, general managers, and executives across functions, working in various industries. We found that there are four paradoxes, all stemming from the need to be both tough and nice, that these women confront. We also identified five strategies they use to manage them.

Four Balancing Acts

Paradox 1: Demanding yet caring. The female executives we studied told us they must demand high performance from others, while also demonstrating that they care about them. For example, Norma*, an HR executive in financial services, recalled how, in a past project, her perseverance led to successful project outcomes but also earned her some negative feedback: “I remember a program that I designed that everyone was doubting… and I truly just knew deep in my heart and… gut that it was going to work. So I kept pushing forward… and it was a huge success… I’ve gotten feedback on being intimidating and that kind of stuff. Would I get the same feedback if I were a man?”

Paradox 2: Authoritative yet participative. This paradox lies between asserting one’s competence, and admitting one’s vulnerability and asking others to collaborate. On the one hand, women leaders learned to project assertiveness, because without doing so, they risked being perceived as not credible, especially at the beginning of a new business engagement. They learned to “toughen up,” “speak louder,” and “act decisively.”

On the other hand, to prevent being perceived as arrogant, women leaders were also quick to acknowledge their own weaknesses and work with others. For example, Claire, a general manager in manufacturing, commented: “I’d learned about [my] tendencies of being directive. I’m having to manage and maybe take it down and go slower, go slow to go fast, to bring people along and to ensure that we have alignment.”

Paradox 3: Advocating for themselves yet serving others. The third paradox involves meeting one’s needs and goals as well as others’. Focusing too heavily on one side can cause serious trouble. For example, Cameron, a strategy executive in an accounting firm, told us how she would share her knowledge with others, only to later feel taken advantage of when they failed to reciprocate. By contrast, Meredith, a general manager in health services, was almost removed from a leadership team because she was seen as too aggressive in negotiating with internal stakeholders in order to promote her own goals.

Paradox 4: Maintaining distance yet being approachable. Our study subjects sometimes struggled to be seen as leaders, separate from colleagues and team members, while also developing close relationships. To generate respect, women leaders kept a distance from others, maintaining an impersonal “leadership presence” that was marked as “professional,” “objective,” and “serious.” At the same time, they noticed that they might then create impressions of being “stiff,” “ego-centric,” and “apathetic,” making it difficult to earn trust and commitment.

To bridge this, many explicitly and emphatically worked to convey the intimate human side of themselves, so they were instead seen as “accessible,” “warm,” “social,” “personable,”...
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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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Hello BPW/FL Members:

I am having a hard time believing that we are already in spring and that our 100th Anniversary Conference, “100 Years Strong”, is right around the corner.

First, unfortunately, it is with much sadness that I must make you aware of the resignation of our Business Manager, Cory Adler. Cory has been working as the business manager for a number of years and under several BPW/FL presidents. She has shown grace, compassion and competency in her position. Cory will be missed as our business manager and its mission will remain one of her priorities.

With Cory’s resignation comes a new Business Manager, Tiki Bates. Tiki will begin as the new BPW/FL Business Manager on April 1 (which means by the time you are reading this Tiki has already jumped into her new position with both feet). Please take a minute to go to the BPW/FL website at bpwfl.org to learn a little more about Tiki and how to contact her via email and phone. Tiki comes to us with wonderful recommendations and the Executive Committee and I are happy to welcome her aboard and look forward to working with her.

In case you haven’t seen the email I sent or heard your presidents talking about it, the conference will be held June 27-30, 2019. Our conference hotel is the Four Points by Sheraton on Charlotte Harbor, in Punta Gorda, Florida. The conference education and business meetings will be held approximately one block away at the Charlotte County Convention Center. There will be a sunset cruise on Thursday June 27 leaving from Fisherman’s Village at no additional cost to members (please see conference registration for more information). Guests are welcome to attend at a nominal fee.

We are planning an amazing 100th Anniversary Conference. We have listened to you through the last few years of surveys and we are hopeful that you will find that you have some additional time to enjoy the area. If you haven’t made your reservation with the hotel, please do so soon, before they sell out! You must, however, call the hotel, as they have been in a transition with a recent purchase by Marriott and have not been able to get a conference registration link and if you try to register online, you will be advised that the hotel is sold out—that is because we have approximately 90% of the hotel reserved for conference attendees. If you call and are advised that they are sold out, PLEASE do not panic; simply email me at jerri0679@gmail.com so that I can contact the overflow property (across the street) and advise them of the need.

Part of the business meeting will be officer elections. While it is too late to submit your nomination in the traditional manner, you can still do so from the floor at conference (please see the candidate data form, Bylaws Article X and Handbook Chapters 5 and 11), which requires endorsement by a local organization (which would need to be done in advance). The offices up for election are: President, Vice President and Secretary (President-Elect is elected in even years and the Treasurer is a two-year position elected in even years). We will also be electing a Nominations Chair.

I would also like to remind all members your state leadership is here to serve you, the members. We are only as strong as each of you makes us. If you have something that you think we should be aware of or might be able to help with, or you simply want to ask a question or say hello, we are here for you. Our email contact information is on the website and our phone numbers are in the BPW/FL Directory; please do not hesitate to contact us and always remember that we are members, too! I can’t speak for others, but I sure know how many times I have reached out to prior leadership or other members for guidance or historical knowledge. We are here to support one another. Let us not forget that per Mary Stewart’s Collect, “that in the big things in life, we are at one.”

As this is the last FBW for this fiscal year, I would like to take this opportunity to thank the local organization presidents, the Executive Committee and all committee chairs (standing and special) for your commitment to BPW/FL, its mission and the public policy platform. We have seen a strengthening in our membership, outreach and influence throughout the state this year and that is a direct result of your commitment. Thank you.

We are stronger together.

Jerri

Jerri Evans
BPW/FL President 2018-2019
Benjamin Franklin knew he was smart — smarter than most of his peers — but he was also intelligent enough to understand that he couldn’t be right about everything. That’s why he said that whenever he was about to make an argument, he would open with something along the lines of, “I could be wrong, but…” Saying this put people at ease and helped them to take disagreements less personally. But it also helped him to psychologically prime himself to be open to new ideas.

History shows that we tend to choose political and business leaders who are stoic, predictable, and unflinching, but research indicates that the leadership we need is characterized by the opposite: creativity and flexibility. We need people who can be like Franklin — that is, smart and strong-willed enough to persuade people to do great things, but flexible enough to think differently, admit when they’re wrong, and adapt to dynamic conditions. Changing our methods and minds is hard, but it’s important in an era where threats of disruption are always on the horizon. In popular culture, we might call this kind of cognitive flexibility, “open-mindedness.” And with growing divisions in society, the survival of our businesses and communities may very well depend on our leaders having that flexibility — from Congress to the C-Suite.

Unfortunately, for decades academics have argued in circles about the definition of open-mindedness, and what might make a person become less or more open-minded, in part because there’s been no reliable way to measure these things. Recently, however, psychologists have given us a better way to think about open-mindedness — and quantify it.

The breakthrough happened when researchers started playing with a concept from religion called “intellectual humility.” Philosophers had been studying why some people stubbornly cling to spiritual beliefs even when presented with evidence that they should abandon them, and why others will instead quickly adopt new beliefs. Intellectual humility, the philosophers said, is the virtue that sits between those two excesses; it’s the willingness to change, plus the wisdom to know when you shouldn’t.

A few years ago, scientists from various universities started porting this idea into the realm of everyday psychology. Then in 2016, professors from Pepperdine University broke the concept of intellectual humility down into four components and published an assessment to measure them:

- Having respect for other viewpoints
- Not being intellectually overconfident
- Separating one’s ego from one’s intellect
- Willingness to revise one’s own viewpoint

An intellectually humble person will score high on all of these counts. But by breaking it down like this, the Pepperdine professors came up with a clever way to help pinpoint what gets in the way when we’re not acting very open-minded. (I, for example, scored low on separating my ego from my intellect — ouch!)

Still, philosophers focused on these concepts think there is one more piece to the puzzle. “I’m fussy about this,” explains Jason Baehr of Loyola Marymount University. He defines open-mindedness as the characteristic of being “willing and within limits able to transcend a default cognitive standpoint in order to take up seriously the merits of a distinct cognitive standpoint.” His point is that you can be intellectually humble (open to changing your mind about things), but if you’re never curious enough to listen to other viewpoints, you aren’t really that open-minded.

There is however, Dr. Baehr points out, a trait from the time-tested Big 5 Personality Assessment that helps fill in that gap. The trait is openness to experience, or a willingness to try new things or take in new information. If openness to experience means you’re willing to try pickle-flavored ice cream, intellectual humility means you’re willing to admit you like it, even if you initially thought you wouldn’t. A person who scores high on both of these will be likely to listen to people, no matter who they are, and have a kind of Ben Franklin-like cognitive flexibility after listening.

For my recent book, Dream Teams, I combined these two assessments — the Pepperdine Intellectual Humility test and the Big 5 Openness to Experience test — and conducted a series of studies of thousands of American workers with it to find correlations between open-minded people and the way they live and work. You can take that assessment here. The results indicated that most people overestimate themselves: 95 percent of people rated themselves as more open-minded than average, which, of course, cannot be true! But this suggests that most leaders don’t know how much of a blind spot intellectual humility is in their work.

My studies showed that certain activities generally correlate with higher intellectual humility across the board. Traveling a lot — or, even better, living for extended periods in foreign cultures — tends to make us more willing to revise our viewpoints. After all, if we know that it is perfectly valid to live a different way than we do, it makes sense that our brains would be better at accepting new approaches to problems at work. This aligns with recent research on the neuroscience of how storytelling helps us build empathy for other people. Fiction readers tend to score higher in intellectual humility, perhaps because their brains are a little bit better trained to seek out stories that vary from their own, and see characters’ experiences and opinions as potentially valid. Preliminary research also shows us that practicing mindfulness meditation, learning about the ins and outs of your own ego using a framework like the Enneagram, and learning about Moral Foundations Theory through programs like Open Mind Platform help us operate with more intellectual humility.

There’s a lot more work to be done exploring ways to increase our intellectual humility — including research on how to definitively increase scores on each of the factors — but in the meantime, Ben Franklin demonstrated at least one tack we can all use right away: Because he wanted to learn and grow, he worked to deflate his own intellectual confidence. That trick of saying, “I could be wrong, but…” wasn’t just a way to get his conversational opponents to be less defensive; it also forced him to be open to changing his mind. After all, if someone countered his argument and won, he could still say, “See! I was right! I said, ‘I could be wrong,’ and I was!”

BPW/FL COMMITTEE NEWS

Breast Cancer Fund Committee

The Breast Cancer Foundation has approved 23 scholarships ($5,750) year to date. Applying for a scholarship is easy; just visit www.BPWFL.org, log into the members section, scroll to the breast cancer scholarship section, click on the link, complete the application and that’s all. We will do the rest. Once the scholarship is approved by the Executive Committee, a check will be mailed to the recipient or to the member nominating the recipient. I look forward to seeing what innovative and successful fundraisers the local organizations have done this year. Be sure to bring your check to conference to present at the breast cancer fundraiser on Friday evening. More information will follow on the event at conference.

If you have questions on the breast cancer fund, please do not hesitate to reach out to me at karenlundbpw@gmail.com.

Karen Lund, Breast Cancer Fund Chair

Leadership

If a local organization has held Individual Development, Young Careerist, or Women in Transition events throughout this past year, please contact me at 727-735-4575 or vicki.faulkner@gmail.com. Let me know if there are any questions about planning Leadership modules for next year. I am here to help and look forward to any speeches and competition in June at state conference.

Vicki Faulkner, BPW/FL Leadership 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 jerrir0679@gmail.com or Nominations Chair Simone Stanton at simonestantonbpw@gmail.com.

Public Policy

The 2019 60-day Legislative Session began on March 5 and is expected to end on May 3. Two of the issues highlighted by the League of Women Voters Florida (health care and reproductive rights) overlap with BPW/FL’s Public Policy. Find more information at lwvfl.org. The American Association of University Women (AAUW) Florida derives its priorities from the national public policy platform and two of the issues coincide with ours: economic self-sufficiency for women and equality for a diverse society. You can sign up for Two-Minute Activist legislative alerts at aauw.org.

Technology

The Empowering Internet Safety Guide for Women

Have you ever been harassed in the street? Received a crass message on a dating app? Had a coworker make a comment about your appearance that just didn’t sit right?

You’re not alone. With the #MeToo movement, it’s easy to log onto Twitter or Facebook and see just how many women are victims of sexual harassment. Whether in person or online, women everywhere have experienced it in one way or another. And with all the new ways the internet has opened avenues of communication, online harassment is more prevalent than ever.

However, there are ways we can protect ourselves. This focuses on five ways to protect yourself on Twitter.
1. Use Multiple Profiles
2. Report and Block Abusers
3. Don’t Geotag
4. Prevent Doxing
5. Prevent Hackers from Taking Over Your Twitter Account

The complete article can be found on: https://www.vpnmentor.com/blog/the-empowering-internet-safety-guide-for-women/

Jane Byers, BPW/FL Technology Chair

Tribute

Please remember to send me the information on members who have passed away since June 1, 2018. The form to complete is in the Members Only section on the website. I would also like to receive a picture if possible. You can mail the picture to me, Jo Ann Orr, 143 N. Bahama Drive, Marathon, FL 33050 or email it to joannorrpbw@gmail.com. You can also reach me by phone at 305-393-1863.

See you at conference in June.

Jo Ann Orr, BPW/FL Tribute Chair
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

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.

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
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There’s always someone who says, “We need to increase our membership from 5,000 to 10,000 in the next three years.” But too often nobody really knows what our target membership should be, and nobody really knows how to do “smart growth” in membership. Here are the eight strategic errors I see all the time in clients and the organizations to which I myself belong:

**EIGHT STRATEGIC MISTAKES WITH MEMBERSHIPS**

*By Ellis Robinson*

Mistake #2: Overimportant as capturing them while they are size of their first donation is not as im-

bership for the usual annual amount. The at the next event, or 16 months of mem-

to give membership amount you should be able to give “early bird” and other kinds of discounts. You could offer them 5% off at the next event, or 16 months of membership for the usual annual amount. The size of their first donation is not as important as capturing them while they are right in front of you.

**Mistake #2: Over-using membership numbers in public.** Unless they’re really big (like a million paid members), we tend to talk about membership numbers too much, usually to people who are unimpressed by them. Say you’re an NAACP or an environmental organization in a metropolitan community. You may have 2,500 members and only you know how hard it was to get this many of your supporters to join. But the City Council or a foundation is unlikely to be awed by the number 2,500, since they hear big numbers all the time. Instead: if you’re the NAACP, talk about how you represent the 300,000 African Americans in the community; if you’re an environmental organization talk about how you represent the 150,000 people who use the park each year. Remember, your work doesn’t just benefit your members, it benefits your community!

**Mistake #3: Thinking membership benefits are important.** Except for a zoo or museum where people join to get discounted admission, most people don’t join community-based membership organizations for discounts to Disneyland or a local boutique. Every organization is different, but most people join because:

- They appreciate what you do (a neighborhood center, a cause).
- Out of guilt (I know I should write a letter to my congressperson, but I’ll send this group money instead.) They’re glad you’re speaking out and they’re willing to pay for you to do it. (They do want to know what their money has been doing.)
- Joining is a way for them to feel part of a specific community (like their neighborhood, their ethnic group, their fellow anti-toxics people, like-minded arts devotees).
- You give them a chance to dream. Most of the people who join adventure cycling groups never travel across country on a bike, but they all dream about it. So when you ask people to join, focus on these reasons as benefits, not on key chains, magnets and other gewgaws.

**Mistake #4: Not asking people to renew several times.** The most common reason people don’t renew is because they think they’re still a member. You’re still sending them the newsletter so they figure they’re still a member, or they think maybe someone else in their household renewed. Instead of asking once, follow this schedule: First renewal: Two months ahead of expiration date. Second renewal: month when their membership expires. Third renewal: Remind them the next month with a phone call or a hand-addressed envelope. Keep asking until your renewal campaigns fail to break even. Then, include your lapsed members in your prospecting campaigns and consider mailing them your year-end appeal.

**Mistake #5: Boring members by telling them what your organization does.** Instead: tell them how the value you provide makes a difference in their lives or in the lives of people they care about. And tell this through personal stories. Instead of a staff-written article about what happened at the city council meet-

\*Mistake #6: Relying too much on electronic communication. That says it all.\*

**Mistake #7: Thinking that all members are equally valuable.** All members are important, but some members are more important than others because they also bring you access, influence, special skills or other resources. First, it’s crucial to have certain constituents among your members. For instance, an Alaska marine fisheries organization has to have Alaskan fishermen in their membership to be credible (and there’s not a more independent, less-likely-to-join-anything group of people!). Second, your organization might need members from a certain small town or area, to serve as your “eyes and ears” near a project you are tackling. Program success may also require your membership to include constituents who are in the district of an influential state senator. Rather than just trying to “increase membership” be strategic about what kind of members you need for what, and develop focused campaigns for each.

**Mistake #8: Announcing a membership drive.** It’s not necessarily interesting or beneficial to current members that you’re out to get more members. It may be perceived that the current members aren’t good enough — and will lose their “insider” status. After the fact you can (and should) say you’ve doubled (or increased) your membership — and thereby your influence, resources, and effectiveness.

Ellis Robinson authored The Nonprofit Membership Toolkit (available at josseybass.com or amazon.com). She lives and works on Sanibel Island, Flori-
da, enjoying home-grown bananas and citrus, visits from red-bellied woodpeck-
ers and ibis, errands by bicycle, and va-
cations with her four beautiful, charming and brilliant granddaughters.
WOMEN SUPPORTING EACH OTHER AT WORK

Don’t underestimate the power of women connecting and supporting each other at work. As my experiences from being a rookie accountant to a managing director at an investment bank have taught me, conversations between women have massive benefits for the individual and the organization. When I graduated college in the 1970s, I believed that women would quickly achieve parity at all levels of professional life now that we had “arrived” — I viewed the lack of women at the top as more of a “pipeline” problem, not a cultural one. But the support I expected to find from female colleagues — the feeling of sisterhood in this mission — rarely survived first contact within the workplace.

When I was a first-year accountant at a Big Eight firm, I kept asking the only woman senior to me to go to lunch, until finally she told me, “Look, there’s only room for one female partner here. You and I are not going to be friends.” Unfortunately, she was acting rationally. Senior-level women who champion younger women even today are more likely to get negative performance reviews, according to a 2016 study in The Academy of Management Journal.

My brusque colleague’s behavior has a (misogynistic) academic name: the “Queen Bee” phenomenon. Some senior-level women distance themselves from junior women, perhaps to be more accepted by their male peers. As a study published in The Leadership Quarterly concludes, this is a response to inequality at the top, not the cause. Trying to separate oneself from a marginalized group is, sadly, a strategy that’s frequently employed. It’s easy to believe that there’s limited space for people who look like you at the top when you can see it with your own eyes.

By contrast, men are 46% more likely to have a higher-ranking advocate in the office, according to economist Sylvia Ann Hewlett. This makes an increasing difference in representation as you go up the org chart. According to a 2016 McKinsey report, Women in the Workplace, white men make up 36% of entry-level corporate jobs, and white women make up 31%. But at the very first rung above that, those numbers change to 47% for white men and 26% for white women — a 16% drop. For women of color, the drop from 17% to 11% is a plunge of 35%. People tend to think that whatever conditions exist now are “normal.” Maybe this (charitably) explains men’s blind spots: at companies where only one in ten senior leaders are women, says McKinsey, nearly 50% of men felt women were “well represented” in leadership.

Worse than being snubbed by the woman above me was the lack of communication between women at my level. Of the 50 auditors in my class, five were women. All of us were on different client teams. At the end of my first year, I was shocked and surprised to learn that all four of the other women had quit or been fired — shocked at the outcome, and surprised because we hadn’t talked amongst ourselves enough to understand what was happening. During that year, I’d had difficult experiences with men criticizing me, commenting on my looks, or flatly saying I didn’t deserve to work there — but I had no idea that the other women were having similar challenges. We expected our performance to be judged as objectively as our clients’ books, and we didn’t realize the need to band together until it was too late. Each of us dealt with those challenges individually, and obviously not all successfully.

I resolved not to let either of those scenarios happen again; I wanted to be aware of what was going on with the women I worked with. As I advanced in my career, I hosted women-only lunches and created open channels of communication. I made it a point to reach out to each woman who joined the firm with an open door policy, sharing advice and my personal experiences, including how to say no to traditionally gendered (and uncompensated) tasks like getting coffee or taking care of the office environment. To personal assistants, who might find some of those tasks unavoidable, I emphasized that they could talk to me about any issues in the workplace, that their roles were critical, and that they should be treated with respect. The lunches were essential, providing a dedicated space to share challenges and successes. Coming together as a group made people realize that their problems weren’t just specific to them, but in fact were collective obstacles. All of this vastly improved the flow of information, and relieved tension and anxiety. It reassured us that though our jobs were challenging, we were not alone. In doing so, I hope it lowered the attrition rate of women working at my company — rates that are, across all corporate jobs, stubbornly higher for women than men, especially women of color.

My daughter has arrived to a workplace that has not changed nearly as much as I had hoped — although 40% of Big Four accounting firm employees are women, they make up only 19% of audit partners. Only one in five C-suite members is a woman, and they are still less likely than their male peers to report that there are equal opportunities for advancement.

So, what are women in the workplace to do, when research shows that we’re penalized for trying to lift each other up? The antidote to being penalized for sponsoring women may just be to do it more — and to do it vocally, loudly, and proudly — until we’re able to change perceptions. There are massive benefits for the individual and the organization when women support each other. The advantages of sponsorship for protégés may be clear, such as access to opportunities and having their achievements brought to the attention of senior management, but sponsors gain as well, by becoming known as cultivators of talent and as leaders. Importantly, organizations that welcome such sponsorship benefit too — creating a culture of support, and where talent is recognized and rewarded for all employees. Sponsorship (which involves connecting a protégé with opportunities and contacts and advocating on their behalf, as opposed to the more advice-focused role of mentorship) is also an excellent way for men to be allies at work.

But there’s still so much work that needs to be done. I’m thrilled by the rise of women’s organizations like Sallie Krawcheck’s Ellevate Network, a professional network of women supporting each other across companies to change the culture of business at large. (I’m especially fond of it because it began as “85 Broads,” a network of Goldman alumnae that drew its name from the old GS headquarters address before Krawcheck, a Merrill alumna, bought and expanded it.) That network spawned a sibling, Ellevest, an investment firm focused on women and companies that advance women. Other ventures include Dee Poku-Spalding’s WIE networks (Women Inspiration and (Continued on page 18)
Join us June 27-30, 2019 as BPW/FL celebrates its 100th Anniversary. A dynamic conference is in the planning. We will be staying at the beautiful Four Points Sheraton in Punta Gorda, FL. This resort is located on Charlotte Harbor with beautiful water views from guest rooms. TT's Tiki Bar located on the property overlooking the Harbor with live music, food and drinks nightly. After a full day and evening relax in the swimming pool, hot tub or fitness room. Guest robes are provided in room, as well as a refrigerator and coffee.

The hotel is an easy walk to the downtown district and the Charlotte Harbor Event and Conference Center. Please contact the hotel at 941-637-6770 to make your reservation.

Education, business meetings and our banquet will be held in the Charlotte Harbor Event and Conference Center. The Conference Center is an easy walk from the hotel, taking either the direct route or the more leisurely Riverwalk stroll. The Conference Center offers panoramic waterfront views of the Peace River and Charlotte Harbor. A state-of-the-art facility that opened in January 2009, the Charlotte Harbor Event and Conference Center consists of beautiful decor, professional and flexible multi-purpose spaces, top food service management, waterfront vistas, and warm hospitality. The Charlotte Harbor Event & Conference Center is managed by SMG (www.smgworld.com).
## 2019 Annual State Conference – “100 Years Strong” – Schedule
**June 27 – 30, 2019, Four Points by Sheraton in Punta Gorda**

### Thursday, June 27, 2019

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<td>2:00 – 3:30 p.m.</td>
<td>2018-2019 BPW/FL Executive Committee Meeting (Executive Committee Only)</td>
</tr>
<tr>
<td>3:45 – 5:00 p.m.</td>
<td>2018-2019 BPW/FL Board of Directors Meeting</td>
</tr>
<tr>
<td>3:30 – 5:00 p.m.</td>
<td>Registration</td>
</tr>
</tbody>
</table>

### Charlotte Harbor Event & Conference Center

#### Educational programming designed to build attendees Personally, Professionally and Politically

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 a.m. – 11:00 p.m.</td>
<td>Hospitality Room Open (Will close during education sessions)</td>
</tr>
<tr>
<td>7:30 a.m. – Noon</td>
<td>Registration</td>
</tr>
<tr>
<td>8:00 a.m. – 5:00 p.m.</td>
<td>Vendors Open</td>
</tr>
<tr>
<td>7:45 a.m. – 8:45 a.m.</td>
<td>First Timers’ Orientation</td>
</tr>
<tr>
<td>8:50 a.m. – 9:00 a.m.</td>
<td>Welcome from BPW/FL President Jerri Evans</td>
</tr>
<tr>
<td>9:00 a.m. – Noon</td>
<td>Two 90 minute programs, specific time slots to be determined</td>
</tr>
<tr>
<td>Noon – 1:30 p.m.</td>
<td>Glass Ceiling Luncheon</td>
</tr>
<tr>
<td>1:30 – 3:00 p.m.</td>
<td>Keynote Speaker: Fawn Germer</td>
</tr>
<tr>
<td>3:00 – 7:00 p.m.</td>
<td>On Your Own</td>
</tr>
<tr>
<td>Evening</td>
<td>Breast Cancer Fundraiser</td>
</tr>
</tbody>
</table>

#### Saturday, June 29, 2019

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:30 a.m. – 10:00 a.m.</td>
<td>Registration</td>
</tr>
<tr>
<td>7:30 a.m. – 11:30 p.m.</td>
<td>Hospitality Room Open (Will close during member meetings/cocktail hour/banquet)</td>
</tr>
<tr>
<td>8:00 – 9:00 a.m.</td>
<td>Past State Presidents Breakfast (PSPs Only)</td>
</tr>
<tr>
<td>8:00 a.m. – 4:00 p.m.</td>
<td>Vendors Open</td>
</tr>
<tr>
<td>9:15 – 9:30 a.m.</td>
<td>Welcome</td>
</tr>
<tr>
<td>9:30 – Noon</td>
<td>BPW/FL &amp; Education Foundation Business Meetings/Elections</td>
</tr>
<tr>
<td>Noon – 1:30 p.m.</td>
<td>Education Foundation Luncheon</td>
</tr>
<tr>
<td>1:30 – 2:30 p.m.</td>
<td>Awards Ceremony</td>
</tr>
<tr>
<td>2:45 – 4:00 p.m.</td>
<td>BPW/FL &amp; Education Foundation Business Meetings/ Elections (cont. if necessary)</td>
</tr>
<tr>
<td>4:15 – 5:15 p.m.</td>
<td>Council of Presidents Meeting (earlier if business meetings end earlier)</td>
</tr>
<tr>
<td>6:30 – 7:30 p.m.</td>
<td>Cocktail Hour</td>
</tr>
<tr>
<td>7:30 – 11:00 p.m.</td>
<td>INSTALLATION BANQUET</td>
</tr>
</tbody>
</table>

### Four Points by Sheraton

#### Sunday, June 30, 2019

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:30 – 10:30 a.m.</td>
<td>2019-2020 BPW/FL Board of Directors Meeting</td>
</tr>
<tr>
<td>10:45 – 11:45 a.m.</td>
<td>2019-2020 BPW/FL Executive Committee Meeting</td>
</tr>
</tbody>
</table>
2019 Annual State Conference – “100 Years Strong” – Registration
June 27 - 30, 2019, Four Points by Sheraton and Charlotte Harbor Events Center

CONFERENCE REGISTRATION

| Online: Visit www.bpwfl.org and click on ‘Events’ | Mail: Complete this form. If paying by check, make payable to BPW/FL State Conference. | Mail to: BPW/FL  
P.O. Box 421  
Safety Harbor, FL 34695 |
|-------------------------------------------------|--------------------------------------------------------------------------------|--|

Name _____________________________________________
Mailing Address ___________________________________
City/State/Zip _____________________________________
Email _____________________________________________
Contact Number ____________________________________
Local Organization/Local Position _____________________
Dietary Restrictions/Allergies ________________________

Attending as (check one box):
☐ State Officer  ☐ State Standing Committee Chair
☐ Past State President  ☐ LO President
☐ Member in Good Standing  ☐ Member – First Timer for Conference
☐ Young Careerist  ☐ Parliamentarian
☐ Business Manager  ☐ Non-member

REGISTRATION FEES

<table>
<thead>
<tr>
<th>Description</th>
<th>Through 6/1</th>
<th>After 6/1</th>
<th>Select with X</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday night sunset cruise (member)</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td>Thursday night sunset cruise (non-member); name:</td>
<td>20.00</td>
<td>20.00</td>
<td></td>
</tr>
<tr>
<td>Full Conference (member)</td>
<td>$100.00</td>
<td>$150.00</td>
<td></td>
</tr>
<tr>
<td>Full Conference (non-member)</td>
<td>$200.00</td>
<td>$250.00</td>
<td></td>
</tr>
<tr>
<td>All Day Friday only (includes lunch) (member)</td>
<td>$50.00</td>
<td>$60.00</td>
<td></td>
</tr>
<tr>
<td>All Day Friday only (includes lunch) (non-member)</td>
<td>$75.00</td>
<td>$85.00</td>
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</tr>
<tr>
<td>All Day Saturday only (includes lunch) (member)</td>
<td>$50.00</td>
<td>$60.00</td>
<td></td>
</tr>
<tr>
<td>All Day Saturday only (includes lunch) (non-member)</td>
<td>$75.00</td>
<td>$85.00</td>
<td></td>
</tr>
<tr>
<td>Saturday Installation Banquet Only (member)</td>
<td>$50.00</td>
<td>$60.00</td>
<td></td>
</tr>
<tr>
<td>Saturday Installation Banquet Only (non-member)</td>
<td>$75.00</td>
<td>$85.00</td>
<td></td>
</tr>
<tr>
<td>Saturday Business Meetings only</td>
<td>$0.00</td>
<td>$0.00</td>
<td></td>
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</tbody>
</table>

TOTAL DUE: ________________________________

Meal choices (select one for each meal):

Friday lunch:  ☐ Pork Chop  ☐ Chicken  ☐ Fish  ☐ Vegetarian;
Saturday lunch:  ☐ Entrée Salad w/Chicken  ☐ Vegetarian;  Banquet:  ☐ Sirloin  ☐ Chicken  ☐ Salmon  ☐ Vegetarian
Banquet Desert:  ☐ Chocolate Lava Cake  ☐ Key Lime Pie

NOTE: Breakfast is not included in the conference fee.
Continental breakfast items will be available in the BPW/FL hospitality room.
Hotel reservations must be made directly with the Four Points by Sheraton.

If paying with MasterCard, Visa, or AmEx:
Credit Card# ________________________________
Expiration Date _____________________ Security Code ___________________  
Signature ________________________________

Refund requests must be in writing to the Conference Treasurer by June 22, 2019. Exception: In the event of a member’s family or personal emergency, a refund request must be received by June 27, 2019. 80% of the fee will be refunded if funds are available after closing out conference.
Is proud to endorse Jerri Evans for President of BPW/FL and Kristin Smith for Secretary of BPW/FL.

We are grateful to both these women for their service to our local and statewide organizations and are delighted that they wish to continue contributing their time and talent to creating a strong and vibrant BPW/FL in 2019-2020.
BPW/FL Proposed Legislative Platform 2019-2020

America was founded on the principal of equality for all and derives its strength from individuals working together for a common good. This public policy platform is BPW/FL’s blueprint for our work in respect, justice and equality for working women. Women should have the opportunity to be well educated, healthy, economically strong, and secure and their families should be able to live and work in communities that are environmentally clean. This public policy platform represents a vision based on supporting and defending American values as they specifically relate to working women’s hopes and dreams for the future. We will work with elected officials and activists to achieve this vision in government and in our communities.

ITEM 1: Equality for All
BPW/FL members acknowledge the fundamental equality of all persons and are devoted to the defense of their inherent dignity. We believe in fairness and inclusion so that all have the opportunity to reach their fullest potential. We protect our communities and our liberties, ensuring peace, justice, freedom and humanity. We believe that the rights of women require constant vigilance and a thorough examination of laws to eliminate those that harm women disproportionately. Therefore, BPW/FL supports legislation that calls for equality for all, including, but not limited to, passage of the Equal Rights Amendment, which states: “Equality of rights under the law shall not be abridged or denied by the United States or by any state on account of sex.”

ITEM 2: Economic Equity, Opportunity and Self-Sufficiency
BPW/FL supports legislation which assists women in obtaining pay equity and equal employment opportunities; promotes opportunities for women-owned businesses; encourages women-owned businesses to compete at the local, state and federal governmental levels; promotes affordable, quality dependent care to help ensure economic self-sufficiency for women; and supports social security reform options that benefit women.

ITEM 3: Safe Workplace
BPW/FL supports legislation that creates a safe workplace; a workplace free from violence, harassment and assault. We support legislative funding and education that will ensure workplaces are free from all forms of violence, harassment and assault.

ITEM 4: Health Care
BPW/FL supports legislation that ensures reproductive choice and full access to all reproductive health education and services, including prescriptions. We support legislative funding and initiatives for women’s health care needs, with special emphasis on heart disease, stroke, lung cancer and breast cancer early detection, treatment, and recovery. We support the expansion of Medicaid in Florida, recognizing that working women and their families have the largest need for affordable and accessible health care.

ITEM 5: Environment
BPW/FL supports legislation that ensures clean air, water, soil and energy. We support legislative funding that will ensure the continuation of clear air, water, soil and energy and specific interactions with the environment. We support these environmental concerns as they relate to women’s health, wealth and well-being and recognizing the large impact the environment has on them individually and their families.

CODE OF ETHICS

1. In order that all the members are given a chance to know the candidates, each candidate shall be introduced at a regular business meeting of the Annual State Conference.
2. An open forum for candidates for State Office will be held during the Annual State Conference prior to election. The procedure shall be as established in Article XII, Section 10 of the State Bylaws. The candidates' open forum, with the Chair of Nominations present, will be in addition to a three-minute presentation of each candidate to the Conference body during a business meeting.
3. Any entertainment honoring candidates shall be simple and shall not interfere with the Annual State Conference meetings or business.
4. Members may wear campaign material on their persons, purses or folders. No giveaway items of any kind shall be permitted.
5. Any individual is free to speak to others in behalf of the candidates but good taste precludes speaking in opposition to any candidate.
6. Members should be free to support candidates on the merits of the candidates themselves, and not be bound by the instructed vote of their local organization if instructions should be in conflict with their findings upon learning the qualifications and meeting the candidates at the Annual State Conference.

Are you looking for natural options? Karen Doyon can help! Call her at 727-277-1449 karendoyon.com karendoyonYL@yahoo.com Independent Distributor #4013407

CAROLE J. TOLOMEO
OFFICE MANAGER

(954) 935-5412 TEL  
(954) 935-5476 FAX

MARGATE POLICE DEPARTMENT  
5790 MARGATE BOULEVARD  
MARGATE, FLORIDA 33063
BPW/Calusa

BPW/Calusa is so excited about this year celebrating 100 years of BPW/FL. We began the year with our 5th Annual Masquerade Ball and reveling in the longevity of Business and Professional Women of Florida. The Masquerade Ball was a great success raising money for the Joanne Grassi Scholarship Fund. Current scholarship applications are available on our website and will be awarded during our July general meeting.

Our organization had a shock in September when our longest-standing member Joanne Grassi moved to the Sanford area. Her legacy in our organization lives on with our scholarship fund. Other changes within our organization came in May with Jackie Skelton from JR World Travel becoming our next President.

We are excited about this year’s upcoming State Conference. Our group has increased our membership for the beginning of this year and hope to bring these new members to the conference.

Lastly, Save the Dates! October 4 is our 2nd Annual Quarter Auction. Last year’s event was so successful and so much fun that we decided to continue with this as our fall event. Then February 22, 2020, is the 6th Annual Masquerade Ball. You do not want to miss this great evening of dress-up and fundraising!

BPW/Englewood-Venice

On December 8, 2018, BPW/Englewood-Venice (BPWEV) held the Hats Off To Women Workshop at the Venice Area Chamber of Commerce. The event was very successful and the funds raised were donated to the BPWEV scholarship fund. Combined with the money raised for scholarships at the Wine Tasting held in October at the Historic Venice Train Depot, BPWEV is happy to announce that this year we are offering four $1,000 scholarships to adult learners. Deadline for applications is April 30, 2019. Go to www.bpwev.org for information and applications.

Our January Speaker, Karen Sheppard, from Salon Ciao Bella in Venice presented many beauty tips, creating new styles and color effects to enhance your beauty look and accommodate your lifestyle. One of our members received a total hair and make-up treatment by Ms. Sheppard before the dinner meeting. She looked absolutely gorgeous!

Dr. Abbey Tyrna presented a very informative and educational program on the causes, effects and possible solutions for controlling the outbreaks of Red Tide at the February meeting. Clarke Pressly, President of the Venice Area Historical Society, was the speaker at the March meeting. In April the new board will be installed and for May BPWEV is planning a second BFF event.

BPWEV meets the third Tuesday of each month at the Left Coast Seafood Restaurant in Venice. For more information visit www.bpwev.org.

BPW/Hernando

On March 20 Amy Bennett, Sara Melucci, Christine Quigley, Linda Weiner and Dorothy Baudry set up a BPW/Hernando Youth of Business and Professional Women of Florida luncheon at the Historic Venice Train Depot. We are happy to announce that this year we are offering four $1,000 scholarships to adult learners. Deadline for applications is April 30, 2019. Go to www.bpwev.org for information and applications.

BPW/St. Petersburg-Pinellas

BPW/St Petersburg-Pinellas had an amazing four months during which we had one of our signature events. On April 2, we held our 16th annual Equal Pay Day Unhappy Hour at Rococo Steak. St Petersburg Mayor Kriseman and Pinellas County Commissioner Charlie Justice both presented proclamations and information about pay equity was shared with all 70 attendees. Committee Chair Kristin Smith and her committee did an amazing job.

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recognizing Jane Byers as member of the year and awarding Jerri Evans the Helen K Leslie award for service and dedication.

We tried some different options for getting our message out, including a greater emphasis on philanthropy. Ten members attended the annual Martin Luther King Leadership Breakfast in January, in February 13 members and 10 guests attended a shopping night at the HSN Emporium, and in March six members attended the Girls Inc of Pinellas gala fund-raiser and eight members and guests participated in two Habitat of Humanity builds. More of these types of activities are planned for the future.

We’d love to see you at any of our events or meetings! Find us at www.bpwstpetepinellas.org.

**BPW/Tampa Bay**

Tampa Bay BPW Foundation and BPW/Tampa Bay hosted 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 were excited to award scholarships this year to three young women from the Tampa Bay Community. In conjunction with this event, we also honored Jessica Muroff, CEO of the Girls Scouts of West Central Florida, for her contribution to young girls and women throughout our community. We were honored to have the opportunity to celebrate her accomplishments. Details about this annual event, our Scholarship Program, and photos from this year’s celebration are available at www.TampaBayBPWFoundation.org, www.TampaBayBPW.org, and the Facebook pages for both entities.

We are changing our program schedule this year to better suit the needs of our members. For those who have enjoyed our luncheon events, please note that such events will now take place on the 3rd Tuesday of March, June, September and December at Maggiano’s. Additional events, such as workshops, lunch-and-learn opportunities, business meetings and other opportunities of interest to our members are in development and will be scheduled throughout the year. 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**

Greetings from the BPW/Upper Keys. This year, we seem to be all about “outside the box” thinking. We are trying to find new ways to provide value to our members and to get them more involved. We still offer our monthly luncheons and evening events. We support the community by inviting local charities to present their cause during our events. At the same time, we raise monthly at least $250 in sponsorship fees, which go toward our adult women scholarships to help women further their education.

Additionally, we designed and implemented a Professional Development Series with our membership in mind. How can they grow, professionally and personally, to make their endeavors successful? The first session started by sharing active-listening techniques. In February, our presenter taught us how to understand and communicate with the different generations in our society. In the third session our trainer, Douglas Brewer, helped us further develop our professional branding. We have been blessed to have found our trainer as he donated most of his time to our organization and created the workshop tailored to our group.

This quarter, we launched a mentoring program, which will offer our members the opportunity to grow in ways that they might not have considered. But do you know which person would be the perfect fit for you to team up as a mentor or mentee, and in what? We created a speed networking event, which gave members a great opportunity to meet and learn more about others—inside the membership and in the community. Because of the speed networking event, they might even find a possible mentor or mentee who can benefit from their professional or personal development in life.

The BPW/Upper Keys is looking forward to learn from the experiences and stories of all LOs during the BPW/FL state conference in June.
TAMING THE EPIC TO-DO LIST

The to-do list can be an indispensable tool when used to mindfully manage your time. But used indiscriminately, you become its servant. The first step in making your list work for you is to be clear on what job you’re “hiring” it to do. Most of us fail to do this, and so our lists are crammed with urgent priorities we must get done immediately (send revised slides to client), important tasks we’re afraid of forgetting because they have no specific due date (book a vacation), and basic tasks that we add to the list because it makes us feel good to check something off (order more pens — done!). Then day after day, we check off the basic items, get the urgent things done (which we probably would have done even were they not on a list) and procrastinate on the other items.

To avoid this problem, I use three lists and a calendar. Each has its own specific function. Specifically, List #1 is for important but non-time-sensitive projects. List #2 is for items that need to be completed today. If I can’t complete the task immediately as it arises, I will record it knowing that I am committing to completing everything on that list before leaving the office for the day. The third list is a not-to-do list, to remind me of things I’ve consciously decided aren’t worth my time. Writing these down keeps them from sneaking back onto my to-do list.

The calendar is for blocking out time to accomplish important matters on schedule. For example, instead of putting an item like “write speech” on my to-do list, I put it on my calendar, blocking out the necessary prep time to get it done. I do this as soon as I book the speech. Then there’s no chance that I’ll notice the day before, “Oops, I’m supposed to give that speech tomorrow!” And putting it on the calendar right away means that if I don’t actually have time to write the speech, I can see that at the outset and (regrettfully) decline the opportunity.

I consider that block of time an unbreakable appointment.

Identifying — and scheduling — your priorities

Time is a finite resource, but people rarely budget their time with anywhere near the rigor they apply to their finances. It is important to take a strategic approach to determining how you spend your time if you want to be sure you will achieve your highest priorities. Taking the time to develop a clear mission — your personal purpose — and a vision of what success looks like is essential if you are to be judicious about determining what is important enough to get on your list in the first place.

Start by looking at what’s already on your to-do list. Ask yourself how each task does or does not contribute to accomplishing your goals — your vision of success. Does it really need to be done? If so, does it have to be done by you? If the answer to either of those is no, these items can be ditched or delegated and come off your list.

Next, create your not-to-do list. Once you accept that you have more to do than time to do it all, that is actually a liberating concept. This realization forces you to acknowledge there are lower priority items that you will likely never complete. Delete those non-essentials, put them on your not-to-do list, and commit to letting them go. This will prevent you from wasting precious time continually re-evaluating whether you might get to them that could be better invested in actually completing your work.

As new tasks arise, determine if they meet your criteria for inclusion — contributing to your mission and fulfilling your vision of success. If the answer is no (and you won’t get fired or otherwise hurt for not doing them), it should go on your not-to-do list. Items that are neither important nor urgent also belong on your not-to-do list.

Once your list is pruned and prioritized, estimate how long you expect each task will take to complete. You will want to address all important items, urgent or not. Consider putting important items that are not time-sensitive on your calendar if they will take significant time to complete.

Most people find it energizing to cross items off their list and why wouldn’t they? Accomplishing tasks causes your brain to release dopamine, which is also known as the “feel-good neurotransmitter.” If getting started is a challenge for you, look for a task that will be quick to complete and, as the Nike ads famously say, just do it. Accomplishing several simple tasks can build a sense of momentum and keep you moving forward. For more complex projects, create a list of the critical success factors you will need to complete them and tackle them one at a time. Breaking a large undertaking into small, bite-sized tasks can help reduce overwhelm and the resistance that often goes along with that feeling.

This exercise should be energizing and inspiring, releasing you from feeling stuck, overwhelmed, or resentful. Clear the decks to make the time and space you need to get to what you really want to accomplish. Does gaining more control over how you spend your time feel both urgent and important? If so, put an appointment on your calendar to review and prioritize your to-do list according to these criteria. Today.

Allison Rimm is a management consultant, speaker, and executive coach devoted to nurturing a positive, productive workplace. Find her on LinkedIn. https://hbr.org/

“I think the woman who is able to earn her own living and pay her own way should be as happy as anybody on earth. The sense of independence and security is very sweet.”

~ Susan B. Anthony
Leadership (Continued from page 1)

“friendly,” “informal,” and “easy to connect with.” Dawn, CEO of a nonprofit organization, explained how she did this through something as simple as clothing: “I dress just ever so slightly more formal than employees, except on Fridays when I dress very informal to show that I’m also not stiff and unapproachable. Generally we have fun, but there is a little bit of distancing that I try to maintain… I want people to see that I’m fair-minded and not playing favorites.”

Strategies for Managing the Tensions

Our findings suggest that to successfully navigate these paradoxes, women leaders first need to become aware of them, teasing out the different tensions rolled up into the central nice/tough double bind. Then, they can develop and customize a repertoire of strategies to manage, thereby enhancing their effectiveness and resilience. We identified five:

Adapt to the situation. Most of our study subjects told us that they demonstrate niceness and toughness in different situations, toward different audiences. For example, to signal both distance and approachability, Melissa, a general manager in a manufacturing firm, said: “I specifically don’t sit at the head of the table at certain times. [It] depends on the meeting and the environment. At certain times, I want to send the signal I’m just one of the team today, and other times I want to be very clear that I’m here to make a decision, and then I take a slightly different stance.”

Go in order. Another strategy is to be nice (or caring and collaborative) first, then tough (or demanding and directive). First, you build relationships, establish trust, and engage people, and then you follow up with harder behavior or language to challenge the status quo or achieve goals. For example, Marilyn, a general manager in a financial services firm, talked about her philosophy of working with others: “I think it’s just building that day-to-day relationship where people want to help you succeed. And so when you… advocate for something, people generally bend over backwards to figure out how to help you get it done.”

Similarly, Ruth, a new product development executive in manufacturing, talked about an incident in which she pushed to shut down a project that some of her peers considered their “babies.” She was able to do so without incurring resentment because she had first “invested a lot of time in developing strong collaborative relationships,” which was later helpful, since then, she said, “You can get past some of the politics… I’m not trying to make you look bad. I just want to work for the betterment of the business.”

Look for win-wins. Many women we talked to focused on identifying opportunities where niceness and toughness converge—what they sometimes called a “win-win” strategy. For example, Dorothy, a general manager in health services, described her mindset this way: “The most important thing is understanding the values, the traits, the goals of that person that you’re trying to influence… So, I always try to know what it is that I’m trying to achieve, tie that back to something I know they want to achieve.”

Be tough on tasks and soft on people.

With this strategy, women leaders focused on simultaneously being nice to people and tough on tasks. For example, Sally, a state legislator, shared her experience: “I learned that we could vehemently disagree on an issue, and when we walked out of the room, we were friends. I really came to see the importance of being able to separate [that] out.”

Denise, a strategy executive in a financial organization, shared another example: When a colleague presented an unsatisfactory proposal, she used a soft approach to deliver a hard message: “I wanted to lay enough on the table to say, ‘Boy, this is very interesting… Can we do some more research on this? Can we test this against some other organizations?’ That’s an example of where you can get an idea across without saying: ‘Hey listen, I think this is really dumb, and we’re not going to do it.’ I’m much more effective as a leader if I lead with a question.”

Reframe. We found that the leaders also tried to reframe what it meant to be nice and tough. They focused on connecting the two and reinforcing positive associations. This involved recasting behaviors that might be considered weaknesses as strengths. For example, women leaders described displays of vulnerability as reflecting inner confidence—feeling secure enough to comfortably reveal their own faults and weaknesses. Shannon, a president in a manufacturing company, explained, “I am very confident in saying ‘I don’t know the answer but I’m keen to find out’ or ‘I don’t know the answer but I know I have the ability to find out.’”

Another approach was to frame assertive behaviors that others might find threatening as originating from genuine care. For example, Lorraine, Jordan, and Norma described giving negative feedback or disagreeing as trying to help others.

In the long run, organizations and society must produce systematic change to alleviate conflicting expectations for women and additional hurdles for their leadership. But as long as female executives face the double bind, they will need to find ways to manage it.

*All names have been changed*

Enterprise), a leadership network whose mission is to support women in their career ambitions by providing real world learning via access to established business leaders. I am attempting to make my own dent in this area, having endowed the McNulty Institute for Women’s Leadership at my alma mater, Villanova, which supports new research and leadership development opportunities for women.

These are wonderful supplements, but they can’t replace the benefits of and the necessity for connections among women inside a company — at and across all levels. It reduces the feeling of competition for an imaginary quota at the top. It helps other women realize, “Oh, it’s not just me” — a revelation that can change the course of a women’s career. It’s also an indispensable way of identifying bad actors and systemic problems within the company. It need not be a massive program, and you don’t need to overthink it — in fact, there’s a healthy debate about affinity groups run from the top down. Whether you are a first-year employee or a manager, just reach out and make those connections. I’m guessing you’ll find that the return on investment on the cost of a group lunch will be staggering.

Anne Welsh McNulty is co-founder and managing partner of JBK Partners; https://hbr.org/
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!

It’s hard to believe that we’re closing in on State Conference. We hope that your local organization (LO) piggy banks are bursting at the seams with donations to turn in at Hawg Callin’! We’re also excited about the baskets being prepared for the “opportunity auction.” Don’t forget that there will be a People’s Choice award for the best LO basket – will it be yours? The Foundation counts on the support of its members and LOs to carry on the good work of the organization, and we are grateful for your participation.

You’ll have an opportunity to meet some of our Scholarship House residents at State Conference as well – it’s a fantastic way to see firsthand what a difference the Foundation makes to the young women who live in our Houses in Tallahassee and at Florida Atlantic University in Boca Raton. House liaisons Laran Dixon and Chyanna Walters are coordinating this effort, and we look forward to welcoming the ladies.

Have you ever visited a Scholarship House? If you find yourself in Tallahassee or Boca Raton, make a point to stop in for a quick visit, or join them for dinner. You are all invited! We send the House residents goody bags from the Board of Directors at the beginning of each semester (see below for those being delivered to Tallahassee House), but any time that they can interact with BPW members it’s a great way for them to know who BPW is and to know that they’re important to us.

Of course, we also have two other scholarship programs that don’t involve brick-and-mortar houses. The Foundation gives scholarships each semester at St. Petersburg College and an annual scholarship to female nursing students attending the University of North Florida. We’re hopeful that we might be able to expand those scholarship opportunities statewide in the future, as well. Stay tuned for progress updates on that.

CALL FOR NOMINATIONS

All LO presidents should have received and distributed the official call for nominations for the Education Foundation Board of Director positions to be elected at State Conference. There are three director positions (two year terms) and a one-year unexpired term to fill the Secretary position. All BPW/FL members in good standing are eligible to serve, and LO endorsement is not required. Nominations are due by June 1. For more information or for a nomination form, contact Christine Weigle at 727-515-4376 or email cweigle@verizon.net.

Not able to commit to a full board position? There are several committees on which BPW members can serve without being on the board. If you have a knack for parliamentary procedure, you might consider serving on the Bylaws committee. There’s also a task force working to develop guidelines and plans for the use of funds bequeathed by Past State President Jackie Fleener, and there are two scholarship selection committees. Get involved in whatever capacity you can – you won’t regret it!

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