



GET ON BOARD

CAWEE talked with Raf DiCecco, CMC, ARD Consulting Services Ltd. who has been involved in several boards and community governance groups in her career as a senior executive with the Ontario Provincial Government and as a management consultant. Raf offers good practical advice to women getting involved in boards.

When is a good time to consider getting involved on a board?

There is not a right or wrong time but you should have both time to commit and a need to get involved.

My first board was at a point in my career where I was in a junior position but wanted to move up. Membership at that time was a great opportunity to interact with some very high level people who were also volunteering their time. I was able to practice operating at this level and be directly involved with governance responsibility - activities that otherwise were not available at that time for me.

My involvement became a kind of "dress rehearsal" where I could exercise skills in leadership, decision-making, etc. in a safe place, and then could go forward to demonstrate those skills in my work.

How do you select a Board?

You need to pick the right board where you can make a contribution, but also so you get back something.

Women often will select a board where they identify with the issues (e.g. women's issues). My advice is to get involved in a board where there is an opportunity for learning and a different focus from what you are used to doing. This often means stepping out of your comfort zone.

So what do you consider before saying yes?

- 1) Ask yourself if the appointment will contribute to your career plan - where you are now and where you want to be.

- 2) Do an analysis of the fit, what you will be able to contribute and what you will get back.
- 3) Understand what the board is about; attend a couple of meetings to test it out.

How do you make the most of your involvement?

1. Be prepared to negotiate your particular style, understanding that the board is an entity. You can't expect to go in and change everything.
2. Be realistic, tolerant and flexible in order to contribute to the dynamics of the board.
3. Don't take things personally.
4. Keep emotions in check.
5. Understand the board is a democratic process and you are one of many voices.
6. Understand a board is a democratic process and you are one of many voices.

What were some of the skills you learned?

Discovering how to get my voice heard was an important learning for me. I realized early on that you have "power" on a board not because of what you say, but how you say it. I also learned that the power was in the chairperson. I found that by sitting next to the chair and learning how to say what I wanted to contribute gave me the power as well.

I also learned from being the only woman on one particular board, how to play in the same room with "the boys", I found out how they talked, how they negotiated, and how they did business.

What is your current involvement in Boards?

Canadian Association of Women Executives
& Entrepreneurs
Leonardo Da Vinci Academy
Vita Nova ✨

At CAWEE our mission is to provide opportunities for all women at every stage of their career, to empower other women in the development and advancement of their business' and professional lives, fostering financial independence, professional development and personal satisfaction.

WHAT'S INSIDE

2 President's Message

2 Here We Grow Again

3 CAWEE Meets

4 Business Overheard

5 Your Voice, Achieving a
Balanced Board

6 The Woman Within, Marnie Walker

7 CAWEE Names in the News

8 10 Steps to Get On Boards



CAWEE

CANADIAN ASSOCIATION
OF WOMEN EXECUTIVES
& ENTREPRENEURS

a world within

acclaim

quarterly news - Fall 2004

Editor:

**COMMUNICATIONS
COMMITTEE**

Contributing Writers:

**RAF DICECCO
NORMA BANDLER
MAJA REHOU**

Design & Layout:

**ORBITAL GRAPHIC DESIGN
& ADVERTISING**

WWW.ORBITALONLINE.COM

MISSION STATEMENT

Canadian Association of Women Executives & Entrepreneurs (CAWEE) provides an environment for successful business women to grow and develop both professionally and personally through business and community involvement.

ACCLAIM AD RATES

**WEB LINK FROM CAWEE
SITE TO YOURS:**
\$300.00 (plus GST)

**YOUR AD IN ACCLAIM
(price per insertion):**
1/8 Page \$75.00 (plus GST)
1/4 Page \$250.00 (plus GST)
1/2 Page \$500.00 (plus GST)
Full Page (for 1-3 issues)
\$1000.00 (plus GST)
Full Page (4 issues or more)
\$1000.00 (plus GST) gets you:
a one year web link,
or list recognition at breakfast
meetings, or logo recognition
on quarterly mailer

Upcoming 04/05 Deadlines
January 10,
March 10, July 10

**Email info@cawee.net
to book space**

WWW.CAWEE.NET

PRESIDENT'S MESSAGE

by: Judy Smiley

As you read this issue of ACCLAIM we hope you'll start to think about opportunities for yourself to get involved with a board. Even if you decide that the timing isn't right for you now, or perhaps you are still searching for the right board to become involved with, I hope you will make use of the enclosed articles and tools to help you on your way. Another thing that you can do is take the 'board' philosophy of having a group of talented and experienced professions working on behalf of a goal and build yourself a board or an Advisory Council. You can put an Advisory Council into place for your own career advancement or for your company as it strives to reach its targets.

Here are some of the steps you can take to create an Advisory Council for your company.

- First, define why you want an Advisory Council. To grow? To reach new markets? To bring specific expertise on board?
- Next, think of everyone you know or have ever met who has the specific experiences and expertise you're seeking. Or if they don't, who do they know who does?
- Then arrange a meeting. Give them a snapshot of your goals and ask for their feedback. Ask

them if they would be interested in being an Advisor.

- Determine whether or not this will be a paid board. At CAWEE we are all volunteers who bring our expertise to the table as an opportunity to give back.
- And lastly, clearly define the expectations you have for an Advisor and get them to do the same of you. Like any business relationship, communication is key.

If you want to put an Advisory Council together for yourself, consider searching for a mentor who has the skills and expertise you are seeking to develop. Be clear about your goals and desires and enjoy building a relationship with someone you trust and respect. The topic for our November 11th breakfast is about finding mentors and developing a mentoring partnership. If you miss this meeting, visit our website for a review of the event.

Until then, have fun and remember - it is always valuable to ask for advice from those you trust when big decisions need to be made.

Cheers,

Judy Smiley

CAWEE INSIDER: HERE WE GROW AGAIN

A WARM WELCOME TO THE FOLLOWING NEW MEMBERS:

Eileen Stewart, TWEAK HOME STAGING
Luba Nikolovski, FREEDOM 55 FINANCIAL
Sarah Prentice, FREEDOM 55 FINANCIAL
Branka Nikolovski, RESEARCH DIMENSIONS
Dawn Williams, MEDISYS HEALTH GROUP
Leslie Chisholm, BANK OF NOVA SCOTIA
Kerrey Freeland, BANK OF NOVA SCOTIA
Kathern Hunter-Wolff, YWCA LEAP PROGRAM
Toni Abramson, THE ADLIB GROUP INC.
Joy Neuhold, JN SOFTWARE CONSULTING
Mary-Jean Jacobson, ENTERTAINERS ONLINE

Maja Rehou, WORDFORCE COMMUNICATIONS
Elizabeth Cockle, MARKETING WRITER
Joanne Domanski, BRYDSON GROUP LTD.
Natalie Fong-Yee, CIBC WOOD GUNDY
Erin Kuzz, SHERRARD KUZZ LLP
Jodi Lumsden, RED VELVET SKY
Susan Quinn, X-DESIGN INC.
Mary Beth Holmes, MARY KAY COSMETICS
Cinnie Noble, INTERNATIONAL COACHING FEDERATION
BOARD OF DIRECTORS

CAWEE MEMBERS

WHO SERVE ON BOARDS

ACCLAIM asked CAWEE members to tell us what boards you serve but we only heard back from a few of you! Tell us for next issue and we'll publish the list again.

Anne Sowden, Association of Image Consultants International

Beth Parker, Fred Victor Centre

Norma Bandler, The Credit Valley Hospital Foundation

Raf DiCecco, Leonardo Da Vinci Academy, Vita Nova

Joanne Duchastel, Software Human Resource of Canada

Cinnie Noble, International Coaching Federation
Board of Directors

Marnie Walker, IMC program at U of T; Rotman School of Business, advisory board for Enterprising Women

Board of Directors, CAWEE

Judy Smiley	Patti Knight	Helga Teitsson,
Raf DiCecco	Beth Parker	Leigh Taylor
Lara Gallagher	Kathryn Quirke	Pat Vann
Zofia Hall	Nancy Shapiro	

Thank you!

Many thanks to everyone (over 25%) who responded to our ACCLAIM survey. We'll publish the results next issue.

CAWEE BREAKFAST CLUB - MEET ME AT THE ALBANY

November 11 • December 16

Breakfasts are held the second Thursday of every month at The Albany Club, 91 King Street E, 7:30AM. Pre-registration is necessary. Those who pre-register and prepay by noon the Tuesday prior to the event are listed in a roster distributed to members, with full contact and business nature information (please provide a short business description upon registration).

NOVEMBER 11, 2004 TOPIC - **RELATIONSHIP BUILDING FOR SUCCESS**

Barbara J. Hendrickson is a senior securities lawyer with the international law firm of Baker & McKenzie in their Toronto office. She is a published author, speaker and relationship builder extraordinaire.

Barbara will talk about her strategies for growing networks, building relationships and finding mentors.

DECEMBER 16, 2004 TOPIC - **GETTING PASSION OUT OF YOUR PROFESSION**

Nina Spencer is a professional keynote speaker and management development facilitator who informs and inspires her participants to reach for the best within. Nina is a recurring guest of radio and television programs, such as Breakfast Television, CHUM and CBC 1.

*Albany Club,
91 King St. East (between Yonge and Church)
November 11, 7.30 AM*

CAWEE members: \$25 (plus GST)

Affiliates: \$35 (plus GST)

Non-members: \$45 (plus GST)

Subway: King Station and walk one block east on King

Parking: Parking lot on Church Street just north of King

CAWEE HOLIDAY COCKTAILS - ICE BREAKER

It's all about connections – meeting and greeting over cocktails. So, wind down, wind up, look for business, find a source, get advice, provide words of encouragement!

Full roster provided. Pre-register to be included in the list.

Date: Thursday, November 25, 2004

Place: 56 The Esplanade , Suite 401

Time: 5:30 to 8:30pm

RSVP to all upcoming events in advance. Contact Marilyn Ryder, CAWEE

Tel: 416-756-0000 Fax 416-862-0315

Register on-line at www.cawee.net or email info@cawee.net for further information, registration details, and to book your space.

LUNCH N' LEARN - **ESTABLISHING EXECUTIVE PRESENCE**

Dorothy Lazovik
Wyldeewood International

Whether dealing with clients, board members, peers, investors or employees, their perception of you often determines how successful you are. Dorothy Lazavik has over 20 years of experience assisting individuals distinguish themselves amongst their peers and in their industry.

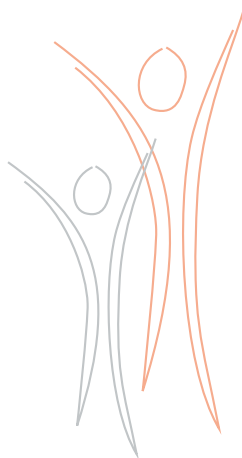
Date: Wednesday, December 1st, 2004

Place: Children's Aid Foundation 25 Spadina Road, Toronto

Time: 11:30am - 12:00pm Lunch and Mingle
12:00pm - 1:30pm Workshop

Cost: Member \$60.00 (incl GST) Affiliates: \$70.00 (incl GST) Non-member \$80.00 (incl GST)

Public Parking is available next to the building. If taking the TTC, you can exit at Spadina on the Bloor/Danforth & Yonge/Bloor lines.



Canadian Woman in Corporate Governance

In 2001, women held 9.8 percent of all board seats in Financial Post 500 companies, up only one percentage point from the 1998 level of 6.2 percent. In the United States, by comparison, women hold 12.4 percent of Fortune 500 board seats.*

A recent study by Spencer Stuart Canada was slightly more optimistic, finding that at the largest 39 Canadian firms the number of women directors is the same as in comparable U.S. firms. As well, 74 percent of its broader sample of 100 top companies have a woman director, but only 38 percent of those companies had two or more female directors.

That means nearly two-thirds of Canada's top companies – 62 percent – had no female directors or only one, even though the average board has 12 directors. "It's shocking," says Carole Taylor, the 57 year old chairperson of the CBC. "I'm always surprised at how slow cultural change is."

*Catalyst, the research and advocacy group working to advance women in business, 2004.

Right and Bright

"The service of women on boards is symbolically important, particularly as the face of culture, society and the workplace change so rapidly, and the service of women on boards also makes a practical difference to how the board functions, the strength of its governance, and how this improves the board's overall effectiveness.

Excerpt from "Women on Boards... Not Just the Right Thing, But the Bright Thing" , Conference Board of Canada. Order full report at 1-866-711-2262 or 613-526-3280 and ask for the Publications Department.

Preparing for board appointments

At a recent address at the Scotiabank Women in Business Event, guest speaker The Honourable Barbara McDougall spoke on the role of leadership for women, a role which increasingly will include membership on corporate boards. Although Ms. McDougall cautioned women against believing that the only way to leadership was through "getting to

the top", she advised that women seeking appointments on corporate boards would be wise to develop their financial skills.

"Corporate Board members must all approve the budget," she said, "For this reason, a woman who has been a CEO, a CFO, or possesses financial skills is often the first choice for these kinds of appointments."

Ms. McDougall has significant Board experience and is a Director on the Board of the Bank of Nova Scotia.

Beth Parker, October 26

Taking Action

For women interested in corporate governance, the association to check out is The Institute of Corporate Directors (ICD). ICD is the only membership association in Canada solely representing the profession of directors. The ICD provides education, accreditation, publishing and support services to boards, directors, aspiring directors and organizations.

Resources and Links (available through the ICD website):

What Directors Need to Know: Corporate Governance, by Carol Hansell

Carol Hansell is Canada's foremost authority on corporate governance, and this invaluable resource introduces directors to basic concepts in corporate governance, with particular emphasis on their own duties and responsibilities.

Excellence in the Boardroom: Best Practices in Corporate Directorship, by William A. Dimma.

William Dimma answers the mystery of what goes on behind the closed doors of corporate boardrooms, and offers a unique, first-hand perspective on how boards operate, and how they should function.

Report of the Blue Ribbon Commission on the Role of the Board in Corporate Strategy

An analysis and critique by Dr. Christopher K. Bart, Ph.D., C.A. Professor of Business Strategy McMaster University & Corporate Missions Inc. ❁

ACHIEVING A BALANCED BOARD

by: Norma Bandler

Norma Bandler has been President of The Credit Valley Hospital Foundation since 1992. She has lectured in Canada, the United States, Great Britain, Israel and Europe and leads Workshops on Board Development in the Non Profit sector on a regular basis.

Board members today have renewed expectations placed on them regarding integrity, ethics and transparent accounting practices as well as the usual responsibilities for governance and policy. With changing expectations, Boards today can be caught with gaps in representation and struggle to

a determination is made regarding what skills currently exist and which ones are missing to guide policy and help management achieve success. For example, if the organization is small and has little profile with no marketing staff, it makes sense to recruit someone who not only has marketing knowledge and experience but also who can deploy further workers to help meet the goals of the organization. Similarly, if an organization has experienced recruitment problems or high turnover, perhaps a Human Resource professional is needed on the Board.

Growing a strong Board

At the Credit View Hospital Foundation, key deliverables are identified in the business plan on an annual basis; strengths of the existing board members are listed, the Board as a whole identifies strengths and challenges, then determines as a group the kind of new member(s) required. The results of this exercise are

given to the Nominating Committee, who also participated in the evaluation. Individuals volunteer or are 'courted' to learn about our organization and our Board structure.

It can take some years to be chosen for the Board, depending on each year's annual assessment of need. However, when everyone participates in the analysis in an open fashion, the task of the Nominating Committee is made easier and the candidates are brought forward for the right reasons. Members joining the Board are welcomed for their complimentary skills and the entire team is then free to focus on the goals of the organization.

A finely tuned board is rewarded with a high level of respect for each other, satisfaction in achieving the goals of the organization and the knowledge that annual evaluations continue to add to their strengths.

Norma Bandler is President of The Credit Valley Hospital Foundation and can be reached at nbandler@cvh.on.ca ✨

"A finely tuned board is rewarded with a high level of respect for each other, satisfaction in achieving the goals of the organization and the knowledge that annual evaluations continue to add to their strengths."

meet their fiduciary and accountability responsibilities. It is for this reason that a "needs assessment" is required on an annual basis.

The role of the Nominating Committee is of utmost importance. Not only does this committee maintain constant vigilance in its search for new board members, it also ensures the function and satisfaction of existing members in order to remain current, realistic, competent and productive. Without these factors an organization can falter and staff can lose focus and commitment.

Conducting a needs assessment

A needs assessment therefore must look at the following factors:

- What is the Mission of the organization?
- What are the deliverables?
- Who are the organization's stakeholders or constituents?

After reviewing the answers to these questions,



CAWEE
CANADIAN ASSOCIATION
OF WOMEN EXECUTIVES
& ENTREPRENEURS
broaden your perspective

The Woman Within

MARNIE WALKER:

A WOMAN WITH A LOVE FOR LIFE

by: Maja Rehou

If you were to pass Marnie Walker on the street, with her mild manner and openness, you wouldn't guess she is the founder of a multi-million dollar transportation company. But, with her wild curls and infectious smile you can tell she is someone who loves people and life.

In high school she was forced to overcome a serious illness that forced her to use crutches and canes for eight years. A situation that might have made others desperate and hopeless, left Walker "fearless and confident, like she could take on anything." This

and encouraged her through the many challenges and helped her succeed, Marnie hopes by helping others, she will be able to give back something in return. As a way to give back she helped employees in need, established 'Overcoming Adversity' bursaries for female students at her alma maters, Sutton District High School and the York University's MBA program, and shares her insights as a keynote speaker.

What is the secret to her success? Strategic thinking, hard work and a sharp focus. She tries not to get distracted by all of the noise around her. Walker says it is very easy to get side tracked from your goals, and suggests taking a break to rejuvenate and clarify one's thinking.

She has a summer home on Lake Simcoe with a woodland garden that she calls the

"Magic Forest." It is magical because it is where she goes to clear her mind and get a fresh perspective on things, a place where her creativity has a chance to flourish.

When not strolling through her woodland garden, she and her husband, Bill Fahey travel to various parts of the world to visit art galleries and experience other cultures. Walker thrives on diversity and says it is one of the most enjoyable parts of life. Getting to see and experience other people's perspectives, either through their art or lifestyle, gives her perspicacity into how other people view the world.

Marnie Walker was ranked 45th in Profit and Chatelaine's Top 100 Women Business Owners of 2003, a finalist, and the only Canadian, in New York's Enterprising Women awards, and a finalist for the 2004 Ernst & Young Entrepreneur of the Year Award.

Walker has recently sold Student Express and is pursuing other business opportunities.

To learn more about this fascinating Woman Within, visit her website at www.marniewalker.com.

Maja Rehou is a new member of CAWEE, and owner of WordForce Communications. She can be reached at info@wordforce.ca

"It all began with only her **visa,**
a business plan and her ability to
see an opportunity
that others hadn't."

experience resulted in an incredible inner strength and a deep understanding of what challenges people with special needs face every day. In 1989, using these insights and the business savvy she acquired from her corporate career in marketing and advertising, she started Student Express Limited, a busing company providing transportation for people with special needs.

It all began with only her visa, a business plan and her ability to see an opportunity that others hadn't. Her goal was to transport people safely and with dignity. She was driven to create a company that serviced a niche market that other companies felt was too difficult.



In that first year, with nine buses, Student Express Limited generated revenues of \$240,000. Today it is a multi-million dollar business employing 295 people, with a fleet of 250 buses generating revenues over \$10 million.

Overcoming her illness was a turning point in her life. Showing her that everyone deserves to be treated with respect, she came to appreciate the diversity of people and the importance of health. Aware of the importance of those who supported



Joanne Duchastel has been appointed to the Board of the Software Human Resource Council of Canada (SHRC).

As President of INFO J.E.D./JEDNM Inc. for the last 18 years, Joanne has coordinated the delivery all of the major enterprise-wide projects to clients.

Known for her client-oriented approach, she demonstrates a capacity to understand complex organizational situations and to propose and coordinate appropriate technological solutions

Joanne started managing web-based projects in 1995 with the creation of the INFO J.E.D and J.E.D New Media Inc. J.E.D.NM Inc. is based in Montreal, and has been at the forefront of the technical education movement, developing customized e-learning solutions to help adult learners meet particular skill and competency levels in the workplace since 1987.

These customized e-learning solutions make use of JEDlets- interactive, entertaining and informative e-teaching tools built for busy instructors who need straightforward and practical information to enhance skills and competencies in a wide variety of subject areas.

JEDNM clients include Canada Post Corporation, the Imperial Bank of Commerce, the Local Oklahoma Bank, Industry Canada, and the Center for Canadian Management Development.

Joanne is an affiliate member of CAWEE. Visit her website at www.jedlet.com

Marnie Walker, founder of Student Express Ltd., was recently ranked 37 on the 2004 Profit W100: Canada's Top Women Entrepreneur survey. With Student Express revenues at more than \$10 million, Walker's ranking moved up to 37th from 45th spot last year.

Be part of NAMES IN THE NEWS. Send us your news. Send us where you (or other members) have been sited and cited!

AN INSPIRATIONAL EVENING WITH LANA DUKE PUTTING A LITTLE SIZZLE INTO YOUR BUSINESS!

Three well established and growing businesswomen's associations hosted an evening with Lana Duke on November 4, 2004, looking to discover how to turn their businesses into international brands.

The three groups comprised of women from CAWEE, Women in Food Industry Management (WFIM) and Organization of Women in International Trade - Toronto (OWIT).

Lana Duke has been called the "secret weapon" behind Ruth's Chris Steak House. The owner of four successful Ruth's Chris restaurants in the United States and Canada, she is putting her three decades of experience to work to expand her own business and to help other entrepreneurs in today's challenging business environment.

Her goals today are to continue to grow her businesses and to help others be more successful. A nationally known speaker on business and motivation Lana recently completed a series of engagements in Canada, where she spoke about "The Sizzle! How We Built a Leading International Brand from Scratch (And How You Can, Too)".



YONGE
STREET
MISSION

2004 CAWEE
CHARITY OF CHOICE

TALK ABOUT YOURSELF!

CAWEE looks for articles for ACCLAIM, as well as news about members. Next issue our theme is "**Productivity: attaining it, maintaining it, regardless of your business**". Send all ideas for stories to ACCLAIM Editor, info@cawee.net 500 words, **deadline is January 10, 2005.**

10 STEPS TO GET ON BOARDS

1. Do your own job very well. Make sure you play a leadership role and that people understand how effective you are. Get on various committees at work that will give you a broader view of business affairs; stay away from being narrowly focused.
2. Join public or philanthropic boards, and be an active member. Pick ones that are in the spotlight and might get media attention, such as a hospital or school board. Pay attention to who sits on the board you are considering, since you want at least some members to be in a position to help you make the leap to a corporate board if they like your work.
3. Find a mentor on that board who can guide you through the intricacies of governance. And pay attention to your style of asking questions. As a director, you have to ask questions that are intent on learning, without appearing to be in-your-face or cross-examining staff of the company.
4. Become a leader in your field. Give speeches on professional or business issues, or teach, showing yourself as knowledgeable and articulate.
5. Keep abreast of governance issues by reading books and magazines. Join the Institute of Corporate Directors and attend their breakfast meetings or occasional conferences, where you will be mixing with directors and CEOs. Subscribe to publications such as: The Journal of Corporate Governance, Corporate Board Member, or Corporate Governance: An International Review.
6. Research it. Find a topic of governance that intrigues you, and submit an article to a specialty journal like The Institute's magazine, Director, or a publication like the Globe and Mail, which might be read by the people who choose directors.
7. Network, network, network. Many of the women currently on boards can trace their first nomination to somebody they knew, who championed their cause.
8. Avoid making unusual career leaps. Anne Fawcett, managing partner of The Caldwell Partners, warns that logical career progressions are valued by boards: "Career adventurers don't give comfort. Boards are conservative in weighing candidates."
9. Make your interest in boards known to search firms. But be careful beyond that. Bill Dimma, who has probably sat on more boards than any body else in this country, says "it's the kiss of death to ask outright." Others say that in the right circumstances, you can make your interests known to a friend who is a director of some company or its CEO, but do so very carefully so that it doesn't embarrass either of you or reduce your chances.
10. If asked to sit on a board, don't agree immediately. Ask questions about why you were chosen, what you are expected to contribute, and what the time requirements are.

**Network,
Network,
Network.**

*Excerpt from: "The Ultimate Power Seat",
Scarlett Magazine* ✨