



LEADERSHIP AT ALL LEVELS MAKING A DIFFERENCE IN MEXICO

by: Jessica Hwang

Jessica Hwang is a network engineer at Bell Canada, member of CAWEE and a volunteer for TIAW's microenterprise development program. She attended a donor trip to with seven other women to Hidalgo and Cuernavaca near Mexico City to attend the launch ceremony of two new village banks.

Confused and weary in Mexico City, I held up a sign at the airport that read "TIAW". With no luck, I took my one piece of email to the "official" taxi by myself to meet the rest of the seven women at our hotel. Most of us never met before this trip. With various backgrounds and interesting experiences,

and wash their bowls. They received average loans of \$150 to start their business farming chickens and rabbits. (\$150? That's the cost of my shoes!)

At first, our curiosity seemed to instill hostility in these women. We asked, "How much do they receive? When do they repay their loans? How many chickens do they buy?" With long depressed wrinkles, the eldest women replied, "Why are they asking so many questions? Do they want to take control of our farm? Do they want to take our land?" A look of weary and distrust were portrayed in their expressions. They want to hold on to the one opportunity

Leadership exists **at all levels:** individuals **such as us** **...impoverished women** starting their own business.

we bonded with a similar passion; a passion to foster economic empowerment for women around the world.

We met the local partners managing the banks, Pro Mujer and FINCA. At the first village bank (Hidalgo) with Pro Mujer, the women were already on their fourth cycle of loans, proving the effectiveness of the program. They were expanding their business selling clothes or starting variety stores. Here they are grouped into teams and jointly liable for each other's loans. Training is offered on subjects ranging from family, abuse, self-esteem, and business planning. Some of them didn't even know what self-esteem was! The dedicated manager at Pro Mujer, Armondo, envisioned that in five years the program would expand into other Mexican states, grow the clientele base to 200,000 (already 3800 in one year), and commercialize the micro finance program.

The women at the second bank were first time borrowers and generally poorer. I stepped into their humble dwelling as I tried to resist thinking about getting dirt on my dress. I watched children play with sticks while I remembered complaining about not getting an authentic Cabbage Patch Kid doll at their age. They used rainwater to cook their food

that they have; the one ticket to escape poverty. We were there to help and there they were thinking we were going to take that away from them. It was sad and ironic. By the afternoon, they were more accepting and offered us food!

Prior to this trip, I believed that individuals could never make a difference to alleviate poverty in this world. After all, if the powerful government can't do it, how can we? I was wrong. The inspiring individuals I met on this trip have challenged my perspectives. Patricia Hinnen, chair of TIAW's Microenterprise program, works endlessly to pursue her passion in microfinance. Gerardo Tralosheros, senior official of the APEC delegation 2002, General Director of Multilateral Trade Affairs for the Mexican Secretary of Economy, has changed many people's lives by bringing microfinance as a permanent working group in APEC for 21 nations. Their dedication, benevolence and leadership inspired us all.

Leadership exists at all levels: individuals such as us facilitating these programs and the impoverished women starting their own business. It is when layers of bureaucracy, process and complexity hinder the effectiveness of innovational programs. The women, potential leaders of tomorrow, prove

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CAWEE

CANADIAN ASSOCIATION
OF WOMEN EXECUTIVES
& ENTREPRENEURS

a world within

acclaim

quarterly news

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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.

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1/8 Page \$75.00 (plus GST)

FLYER INSERTION
Entrepreneur
\$99.00 (plus GST)
Corporate
\$199.00 (plus GST)

Contact info@cawee.net to book.

WWW.CAWEE.NET

PRESIDENT'S MESSAGE

by: Patti Knight

Everyone speaks about the qualities of leadership from the outside, looking at the leader. But few of us share the feelings from the inside looking out. It's somehow viewed as conceited or egotistical to discuss one's own feelings on the subject. We would rather speak in abstract terms as an observer of leadership rather than as a participant. But to create good leadership skills, one must also know how it feels to be a leader.

It's not the bombastic back-slapping cheer leader attitude that necessarily leads the way. The ability to stay calm, internally, and see the path your team needs to travel, while chaos and emotions abound, provides a wonderful foundation for great leadership to grow. The ability to be humble and forgiving,

when others are emotionally charged, provides inner strength and a reasoned approach to problem solving. The willingness to question your own beliefs and decisions, and challenge yourself to think outside your normal boundaries will provide you with new insight into old problems. Having the strength to reach out into the firestorm of business, competition, and uncertainty; nervous but confident that you can overcome the challenges ahead, creates an exhilarating rush of energy others will follow.

Becoming a leader is as much a state of mind as it is a statement of authority. We hope you will find this issue of Acclaim interesting and informative. ❄

CAWEE INSIDER: CAWEE Grows Again!

A WARM WELCOME TO THE FOLLOWING NEW MEMBERS:

Lorraine Holding, WORKFORCE DYNAMICS

Dorothy Kizoff, PERMANENT MAKE-UP ARTISTRY INC.

Donna Smith, VISUAL INTEGRITY INC.

Joanne Dereta, ASSANTE CAPITAL MANAGEMENT

Jean Morris, JCM & ASSOCIATES

Shahirose Popatia, TRIZECHAHN CORPORATION

“A leader needs to lead by example. Great leadership happens when vision, determination, drive, and consideration of customers and employees are demonstrated every day by the leader. Consultative approaches and consensus management have their place in problem solving, but leaders need to be ready to step into the fray, carry the torch and guide the organization to new heights or thru difficult times.”

In my view, Mayor Guiliani of New York, is a great example of how a leader becomes a great leader. He brought a tremendous team of experts and ordinary people together to address a disaster and yet he was always visible and supportive throughout. One truly felt that he was in charge and that his level head and calm approach guided the city thru that very difficult time. ”

Patti Knight
Jagsphere Inc.

CAWEE Fall Barbeque Mini Golf & Major Networking

Join us for golf greens, salad greens and green olives in your martini!

DATE: Thursday, September 18, 2003
PLACE: The Docks Entertainment Complex
11 Polson Street @ Cherry Street

5:30 pm Sign up for Mini Golf
5:45 pm Off to the Links
7:00 pm Buffet Dinner Begins
8:00 pm Awards Presentation
8:30 pm Losers' Lament at the "19 th Hole"

PRICE: \$60 for members and \$80 for non-members, GST included
Register by calling Marilyn Ryder 416-756-0000 or my email, info@cawee.net.

BREAKFAST NETWORKING - A CONTACT SPORT!

September 11* • October 9 • November 13 • December 11

CAWEE's monthly breakfast get-togethers attract professional, executive and entrepreneurial women from all over the Greater Toronto Area. These business socials take place the second Thursday of every month at Movenpik Marché in BCE Place from 7:30 a.m. to 9:00 a.m.

* **CAWEE Corner, September 11, 2003**

Topic: The Art and Science of Effective Voice Mail Messaging

Patti Knight, JagSphere Inc.

Having to earn the right to speak to a busy business executive is a well known fact. How to earn the right is another matter. 'Target Prospecting' is Ms. Knight's methodology for effective cold calling developed, tested and proven successful over the past 10 years by contacting over 30,000 corporate decision makers each year across the North American Marketplace. She will share some of her secrets with us during September's CAWEE Corner.

Breakfasts are held the second Thursday of every month at Movenpik Marche, BCE Place, Bay and Front Streets, 7:30AM. Parking underground, or the King Street subway exit.

Cost: \$10 for members and \$20 for non-members. (inc. GST). Purchase your own breakfast.

Note: Pre-registration is necessary. Those who pre-register and prepay by noon the Tuesday prior to the event are listed in a roster distributed at the meeting, with full contact and business nature information. *(please provide a short business description upon registration).*

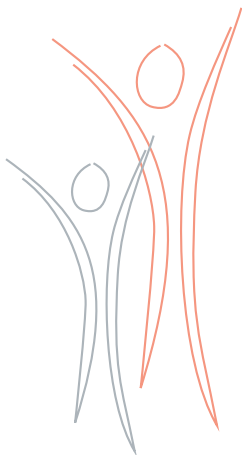
LUNCH 'N' LEARN

This professional series of noon-hour workshops and presentations are led by experts from within CAWEE membership as well as leading professionals from all sectors of Canadian and international business.

Mark your calendars: October 21, November 25. Topics to be announced.

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.



**“ I believe that today's business leaders require
charisma and inner strength. The competition is fierce;
to succeed requires memorability. ”**

Nancy Shapiro
Koskie Minsky

The New Leadership, the New Leader

by: Judy Smiley

The Emergence of New Leadership

Lately, watching and hearing about countless corporate misdeeds and executive scandals has tainted my opinion of leaders and forced me to evaluate leaders in all areas of my life with a sharper eye and more critical view. After discussing this opinion with other business people and friends, I have come to the conclusion that more and more people are losing their faith and trust in leaders, whether corporate, political or religious. Based on these discussions I began shaping the principles of what I describe as the "New Leadership".

Driven by positive action, the New Leadership is defined as leadership that guides others toward a common goal using the principles of motivation,

proven that people are moved to action more quickly and passionately by positive affirmation than by merely re-stating goals or showing targets. Mark Twain once said, "a man can live two weeks on one compliment". The New Leadership is focused on positive results and positive people skills. Focus on the strengths of individuals and challenge them through recognition to fortify their weaknesses.

Accountability

The third principle of New Leadership is accountability. Give people responsibility for their actions and make them accountable for the results. If no one were held responsible for his or her actions, no company could ever be successful.

...those who are **focused on results** but
driven by the principle of the
New Leadership will be the successful
leaders of the future.

affirmation and accountability. Motivation of individuals, affirmation of their contributions and accountability of their actions all drive the results of the group. New Leadership combines these principles with the characteristics of the New Leader to make things happen.

Motivation

Motivation is the first principle of New Leadership. By rallying people, building on their strengths and recognizing their motivational needs, the New Leadership effects positive action. Uncovering each individual's motivational needs within the group allows the a new leadership style of motivation to flourish. Monetary rewards, external recognition, internal satisfaction are some of the various forms of motivational needs. The New Leadership takes all of this information into consideration when developing an action plan and builds programs for appropriate reward.

Affirmation

The second principle of New Leadership is affirmation. Positive recognition for an individual's or group's actions is known to affect positive action. Many great teachers and leaders have

Commitments would go unnoticed, service levels would diminish, and relationships would erode. The secondary role of accountability is the personal satisfaction an individual feels when he or she has been given a responsibility and is being trusted to follow through.

It is through these three principles of motivation, affirmation and accountability that New Leaders can be recognized within the New Leadership. It also is the New Leaders who will inspire positive change and bring about good in the world. They will overcome challenge and adversity and be rewarded with admiration, personal accomplishment and the respect and loyalty of their followers. Those who refuse to accept the New Leader and the New Leadership will be left behind. Whether in the classroom, the boardroom or on the battlefield, those who are focused on results but driven by the principles of the New Leadership will be the successful leaders of the future.

Judy Smiley is a strategic marketing consultant who specializes in helping entrepreneurs find innovative and effective ways of building their bottom-line. She can be reached at jlsmiley@rogers.com or 416.423.4180. ✨



CAWEE
CANADIAN ASSOCIATION
OF WOMEN EXECUTIVES
& ENTREPRENEURS
a world within

The Woman Within

EVEN TRAPEZE ARTISTS USE A NET LEARNING FROM LEADERS IN LIFE BALANCE

by: Treasa Labaj

Continuing with our series on creating life balance, in this issue we'll take a look at getting and offering support in our quest for balance. Please e-mail any stories/comments to Treasa@transformationalconcepts.com to be included in future issues. Thank you to those who have submitted stories so far - we'll be sharing them soon!

Would you attempt a trapeze act without a safety net? Then why do it with your life?

Getting support is not a bad thing. We do it every day. We hire accountants, painters, personal trainers, babysitters and mechanics to help us with everyday tasks when we do not have the skills or the time. So why don't we ask for help with life?

...the people that come
into our lives are the
living pages from a universal
"How To Do Life"
book.

When we are born, we don't get a manual outlining how we should do things, approach problems or deal with dilemmas. Or do we? Maybe the people that come into our lives are the living pages from a universal "How To Do Life" book. Through their experiences, they become a great source of information, inspiration and motivation.

Think for a moment about people you admire in business, personally, or emotionally: what do they have that you would like to have or emulate? Is it their career success? Flair for fashion? Ease in speaking in public? Ability to juggle myriad priorities and not seem ruffled?

Here's the good news: thinking about it is the hard part! The easy part is asking these people about their secret - how do they do it? You'll be surprised at the positive reaction and support you'll get for the cost of a coffee or lunch. People take pride in what they know and what they've accomplished. In fact, most of us don't even recognize what we've accomplished until someone asks us how we do it.

It's at this point that we also see that we do have something to offer in the way of life balance secrets, inspiration and experiences (good and bad!) that can help our colleagues, friends and family in their own situations.

In sharing stories, we both teach and learn that life is all about ups and downs - the success we enjoy may have come through sacrifice or after a long period of bad luck. Think about the profiles on Biography - most show the hardships, bad luck and tragedy behind the fame.

Armed with information about other's life experiences, we are able to approach our own situations with renewed energy. We have learned some new secrets and found a new perspective from which to create balance and success in our own lives.

It's okay to be a grasshopper learning from a master - you know, "wax on... wax off." How else are you supposed to find out the short cuts?

And if have experience and insights, don't be afraid to share them with those who may be struggling. Remember all the times we say, "If I knew then what I know now..."? You can save someone the angst that you went through. You become someone else's safety net.

Women have come a long way in the last hundred years. If we can make it even easier for those who are following in our footsteps, think of how much more we can accomplish.

Treasa Labaj is a strategist and coach who develops and implements solutions to help transform people and organizations. For more information, contact Treasa@transformationalconcepts.com.

Leadership At All Levels - continued from cover

to be very business savvy and creditworthy. The training they receive helps them to achieve clear and simple goals: to support their families, escape poverty and associated issues, and finally to learn the basics of business. I invite the top CEO's of corporate America to these trainings.

For more information, or if you are interested in participating as a volunteer, donations, etc, visit www.tiaw.org. Jessica Hwang can be reached at jishwang@yahoo.com ✨



CAWEE Fall Barbeque 2003

Mini Golf & Major Networking At The Docks



Join us for golf greens, salad greens and green olives in your martini!

This year CAWEE's annual adventure to exercise our bodies and our networks is at

The Docks Entertainment Complex
by the eastern waterfront.

Link up with a friend and take on all comers. Low score, high score, best putt, backward putt, most new contacts - everyone wins.

Thursday, September 18, 2003

The Docks Entertainment Complex
11 Polson Street @ Cherry Street

AGENDA

- 5:30 pm Sign up for Mini Golf
- 5:45 pm Off to the Links
- 7:00 pm Buffet Dinner Begins
- 8:00 pm Awards Presentation
- 8:30 pm Losers' Lament at the "19th Hole"

Members: \$60.00 (inc. GST)

Guests: \$80.00 (inc. GST)

Payment Method: Cheque Enclosed, VISA, MasterCard

Cancellation Policy: No refunds for cancellations later than close of business September 16th, 2003

Fax to 416-862-0315 or email your registration to info@cawee.net

“Authenticity, compassion, empathy,
passion and a compelling vision are the qualities
of a leader that I would want to follow.**”**

Belinda Clemmensen
Clemmensen Consulting

TALK ABOUT YOURSELF!

This is your chance. CAWEE looks for articles for ACCLAIM, articles from you. Next issue our theme is **"Sales: making them, closing them, pursuing them"**. Send all ideas for stories to ACCLAIM Editor, info@cawee.net 500 words, deadline is **September 30, 2003**.