



REAL SUCCESS

DISCOVERING "JUST ENOUGH"

Two Harvard researchers took a fresh look at the assumptions behind success in an attempt to define "real, enduring success" that would be "emotionally renewing, not anxiety provoking." Here is an excerpt from their book:

Chasing Success

Pursuing success is like shooting at a series of moving targets. Every time you hit one, five more pop up from another direction.... We feel pressure to work harder to earn more money, exert more effort, possess more toys. Standards and examples of "making it" constantly shift, while a fast-paced world of technological and social change constantly poses new obstacles to overcome.

In the face of such instability, many people assume success requires a winner-takes-all approach. They believe that success depends on putting all your energy into achieving one goal, be it a single-minded focus on your job or a commitment to being the best soccer mom in your community. But no matter how noble, one goal can't satisfy all of a person's complex needs and desires.

Characteristics of "successful"

Imagine a kaleidoscope that is one that is your own vision of a successful life. This kaleidoscope also has four chambers—happiness, achievement, significance, and legacy—and you can add brilliant glass pieces (goals sought and fulfilled) over a lifetime, making your unique pattern richer and richer. [Like a kaleidoscope] success is about choice, movement, pattern, and a structure that holds all the separate activities together.

Like a kaleidoscope, you have to hold this pattern up to the light. By regularly assessing the picture you are creating in all four chambers, you can quickly spot "holes"—places you feel require more attention—in your activities and be assured that you are justified in interrupting other work to attend to them. The rest of the chips will be enough for the moment, but not enough for the rest of your life.

Looking at your own success

Take a piece of paper and draw four intersecting circles: happiness, achievement, significance, and legacy. Under each title, list self, family, work, and community. Jot down examples of your successes or great satisfactions in each category.

Now hold your kaleidoscope up to the light and ask:

1. How integrated is my profile? Are some domains empty or too full?
2. How varied is my profile? Where are most of my greatest successes and satisfactions so far? Where are the holes? The obsessions?
3. What have I learned? Where is my time going? How does it speak to what I really want? Am I favouring what I do best and neglecting my need for fulfillment in all four categories?

The concept of "just enough"

When you have a clear idea of the big picture in your kaleidoscope of success, it becomes easier to determine "enough" in any one activity. Without losing your energy for high aspirations, you set reachable goals.

"Just enough" is the antidote to society's addiction to the infinite "more." Seen in that light, it becomes a vehicle for actively making choices that allow you to do and get more, not less, through achieving satisfaction in more areas of your life.

People who achieve enduring success rely on a kaleidoscope strategy to structure their aspirations. Not only do they continually create new chips in each of the four categories, but they also choose their actions so that the whole picture will display a pleasing proportionality. ...They also recognize the importance of setting their own standards for "enough" and not falling prey to the lure of the infinite "more."

Exerpts from "Just Enough: Tools for Creating Success in Your Work and Life," by Laura Nash and Howard Stevenson, John Wiley & Sons.

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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 &
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provides an environment for
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to grow and develop both
professionally and personally
through business and
community involvement.

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OUTGOING PRESIDENT'S MESSAGE

by: Patti Knight

This is my last message to you as CAWEE President. It has been an exciting time filled with new ideas, beginnings and services for our members. In reflecting on the progress we have made as an association, it gives me great pride to have been at the helm during the past three years. I would like to thank all the members of the Board of Directors for their ideas, support and hard work as we reshaped the organization and brought new services with more focus to our membership and the business community.

There are many successes. We have our own magazine, Exclaim, our online newsletter, Acclaim; a wonderful annual awards event, the ExtraOrdinary Woman of the Year; a new web site, new image, and our Affiliates Program. Our charity work has supported a micro-credit bank in Bolivia through Gems of Hope and provided visibility and support for Stop 86, Paddle for the Cure and Toronto's Yonge Street Mission. Our Breakfast Networking Events

continue to be a welcome format for business entrepreneurs; and our Lunch N Learn series has gained wide acceptance as excellent mini-training sessions.

I know that your new president, Judy Smiley, brings energy, ideas and a willingness to move CAWEE further up our ladder of success. Judy's vision of a progressive, interesting organization for dynamic women will be met under her tutelage. I look forward to supporting her during her leadership and wish her and all the Board the very best in their continuing endeavour to make CAWEE the business women's association to join in Canada.

Thank you for the honour of being your president. It has been quite a journey - one I will remember with fondness for years to come. ✨

Patti Knight

President, JagSphere Inc.

INCOMING PRESIDENT'S MESSAGE

by: Judy Smiley

I must first say thank you to Patti Knight for her exceptional leadership and mentoring of both the association and myself. Under Patti's direction, the organization has made phenomenal leaps forward for women business owners and executives - may I even say that the path has been marked. With a solid five-year plan and a team of amazing and dynamic Directors, we are poised to take CAWEE to the next level as a national association.

The next two years represent a pivotal moment in our history. When CAWEE started 28 years ago we virtually had no competition. Today we not only compete with other associations and networking groups, we compete with ourselves for time. That is why it is my foremost goal as your president to ensure that CAWEE events are relevant, informative and inspiring. As women we work and we play, and we do so with purpose and for one reason - to

make ourselves better. It is CAWEE's mandate to provide services, programs and events that help you do that. We've already launched CAWEE Cocktails, the online CAWEE Forum and as you will see in this issue of Acclaim, we're constantly upgrading and refining our content to serve you better. These are only minor glimpses of what the future holds for the association.

It is my sincerest wish that over the next two years each and every one of us succeed in our businesses and professional lives. I hope you will continue to include CAWEE in those successes. ✨

Judy Smiley, MBA

*Strategic Marketing & Business Development,
Wings & Ink Inc.*

BREAKFAST NETWORKING - PART OF A SUCCESSFUL STRATEGY!

May 13 June 10* July 15 August 12 September 9*

CAWEE's monthly breakfast events attract professional, executive and entrepreneurial women from all over the Greater Toronto Area. Join us every second Thursday of every month at Movenpick Marché in BCE Place from 7:30 a.m. to 9:00 a.m.

***CAWEE Corner**

TOPICS

June 10: Preventing Injury in the Workplace, Dr. Cynthia Chan

Learn how to set up your desk/computer station properly including easy stretches/tips to minimize repetitive neck, arm and wrist strain.

September 9: Fashion to make the right statement, Noreen Pigden & Anne Sowden

Cost: **\$10** for members and **\$20** for non-members and **\$30** for each additional visit (prices incl. GST). Purchase your own breakfast.

Non-members may attend two (2) breakfasts before being requested to join.

Parking underground, or the King Street subway exit.

Note: Pre-registration is necessary. Please provide a short business description upon registration. 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 information.

LUNCH N LEARN

Lunch N Learn is a CAWEE professional development initiative for business executives and entrepreneurs held at noon-hour workshops. Book early. These events are so good that they sell out early!

May 18 - It's Time To Get Engaged!

Join us for a Lunch N Learn that will introduce you to the power of "**Engagement**". The ability to "engage" others in your organization and get employees involved is vital to successful teamwork and results.

Workshop leader, **Maureen Bogoroch-Ditkowsky**, is a lawyer, coach, author and leadership consultant. Maureen designs strategies for organizational effectiveness and provides "success coaching". Learn about the leadership and skills necessary to engage, energize and empower people.

Time: 12:00 PM to 1:30 PM

Place: Children's Aid Society Building, 25 Spadina Road. Public parking available next to the building or take subway to Spadina West station.

Cost: **\$60** for members and **\$80** for non-members (inc. GST).

And now, mix it up with CAWEE COCKTAILS!

May 25, June 22, July 27, August 24

CAWEE announces a new series of networking sessions for the end of the business day. Come for cocktails at the Duke of York, in the heart of the city, and connect with fellow female business professionals. Wind up, wind down, find a source, get advice, find encouragement. Make networking a natural part of your week, not an interference.

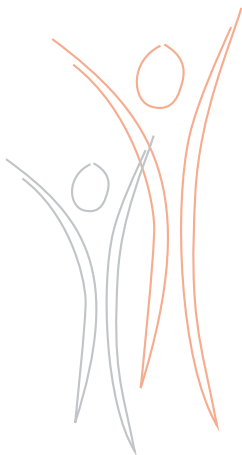
Our first ever cocktails evening will be held on April 27, 2004 from 5:30 to 7:30 at the Duke of York.

When: Every 3rd Tuesday of the month. Pre-registration is necessary.

Cost: **\$10** for members, **\$20** for non-members (inc. GST).

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.



Successfully meeting goals

"Remember that your endpoint is a focus point not just a target. Don't fret too much about being perfectly clear as to what lies ahead. Just go as far as you can go. From there you can see farther. There is no falling short, only moving closer to or away from your goal."

Joanne Thomas Yaccato, "Raising Your Business"

Canada thanks you

Between the third quarter of 2002 and the third quarter of 2003, small businesses (businesses with fewer than 100 employees) created approximately 45,500 jobs or 36 percent of net new jobs in the Canadian economy in 2003.

SME Quarterly, Feb. 2004

Your next big thing

"I would look at getting involved in a business that takes advantage of the coming boomer migration to country living....boomers looking for a spot to build their dream retirement home."

R. Switzer, Futurist, Profit Magazines's Annual Opportunity Guide, Dec. 2003

Getting it all done

"Almost everyone complains about not having enough time to deal with all the demands on them, but, in reality, a highly fragmented day is also a very lazy day. It can seem easier to fight fires than to set priorities and stick to them. The truth is that managers who carefully set boundaries achieve far more than busy ones do."

S. Ghoshal and H. Bruch, Managing Yourself, Harvard Business Review, March 2003

Staying on the top of to do lists

Make smarter choices
Take time to plan
Set priorities
Impose deadlines

Chatelaine, Nov. 2003

Where are the women?

Margaret Heffernan, the outspoken former CEO of the CMGI company iCast goes apoplectic at what she calls the perennial "little black dress stories" - tales of how various women have stepped down from their big jobs to spend more time with their families. Their implicit message, she says, is that women can't cut it and would prefer to be back in the kitchen. Instead, she says, the conclusion we should be drawing is, "Another company just f#### up big time. Another company just trained somebody and made them incredibly skilled and still couldn't keep them."

Heffernan says the hordes of women refusing to play the career-advancement game aren't doing so because they can't hack it, but because they've lost faith in the institutions they've worked for and are tired of cultures driven by hairy chested notions of how companies must function. Instead, they are founding businesses where they can use their own experience in an environment they can better control.

"They leave to create companies where they don't have to be the change agents, where they can start from scratch without the fights, without the baggage, and without the brawls," she says.

L. Tischler, Fast Company, March 2004

On successful leadership

"...in the office we lay aside our everyday intuitive skills in human relations and put on the mask of an employer or an executive. We try to handle our tasks with orders or directives impersonally aimed at whoever happens to be responsible for their execution, forgetting that effective mobilization of human resources always requires the voluntary participation of all.

Leadership is an interaction among people. It requires followers with particular traits and particular skills and a leader who knows how to use them."

W.C.H. Prentice, Understanding Leadership, Journal of Psychology, 1946

"The gap between knowing what you want to do and doing it is full of distinctly unglamorous, undreamy pragmatic actions."

Anna Johnson, Three Black Skirts ✨

ESSENTIAL TIPS FOR BUSINESS SUCCESS

by: Nancy Shapiro

In my practice I see the same types of errors leading to problems again and again. I strive to educate my clients to avoid falling into patterns that will inevitably lead to problems, and to assist them proactively in avoiding litigation where possible. Certainly avoiding litigation and its costs will go a long way to helping you achieve business success. The following are tips concerning some of the most frequently overlooked issues that, if followed, can save time, money and aggravation in the future.

Internal organization

1. Consider your business structure (sole proprietorship, partnership or corporation).
 - Do not think you are too small to be a corporation.
 - Consider whether more than one corporate entity is advisable given your business activities.
 - Seek appropriate legal and tax planning advice to minimize legal and tax liability.
2. Ensure that you have professionally prepared agreements with partners/shareholders, etc.
3. Keep minute books current as well as all corporate filings with the Ministry to avoid the inadvertent dissolution of your corporation.

Dealing with third parties

1. Whenever possible, use professionally prepared contracts with those you deal (i.e. clients and customers).
 - Include standard terms about payment, responsibilities, etc.
 - Set out delivery dates, stipulate when it will be necessary to extend.
 - Set out costs and what is included.
 - Minimize disputes about what is owed later.
2. Always use your proper corporate or business name in all third party dealings.
3. If a dispute develops, deal with it immediately in writing and keep notes of all verbal discussions.

Employment tips

1. Contracts should be signed for all personnel at the time of hiring.
 - Among other things, contracts should set out "notice required to be paid upon termination." This can save you substantial money when and if you need to let someone go, (i.e. weeks of pay as opposed to months).
 - In the absence of such an agreement, courts have awarded as much as 24 months pay in lieu of notice.
2. Obtain legal advice prior to the termination
 - Have a lawyer assist in drafting or to review the termination letter.
3. When you believe that progressive discipline is appropriate, seek legal advice to ensure that appropriate steps are taken and that it is documented as necessary.
 - If termination follows, what you have documented will be crucial.

General

Success is ultimately found within. Always remember what success means to you and strive to keep those objectives in mind in your day-to-day dealings. It will help you remember your true priorities, both personal and professional.

You will note that many of the tips involve the early seeking of legal advice. This is often the key to avoiding the expense of litigation down the road. Seeking professional counsel early on can save a great deal of money later. ✨

Nancy practices as an associate in Koskie Minsky's litigation department in corporate and commercial matters, including: contract, construction, wrongful dismissal, real property, shareholder remedy and professional negligence litigation. She can be reached at nshapiro@koskieminsky.com, or visit www.koskieminsky.com



CAWEE
CANADIAN ASSOCIATION
OF WOMEN EXECUTIVES
& ENTREPRENEURS
a world within

The Woman Within

COMMUNICATING SUCCESS

CONFIDENCE, CREDIBILITY AND COMFORT

by: Anne Sowden

If you think back to the last networking event you attended, you probably formed impressions of people you hadn't met before based on how they looked and sounded, not on what they actually said. Sometimes we're concentrating so hard on what to say that we forget words are just a small part of communication. In *Branding Yourself*, author Mary Spillane says that only seven percent of our immediate impact comes from what we say. Ninety-three percent of the way we come across is attributable to our appearance, our behaviour and the sound of our voice.

anyone, arrive and offer to help. You'll soon know a lot of people and, more importantly, everyone will remember you.

Your attitude also speaks volumes. For example, someone I met several times has a unique business. Every time I have spoken to her, she complains—the room is too cold, there is no one here, I don't know why I came, etc. She may have a great business but she is sabotaging herself with her attitude. She needs to either stay home or take a deep breath and tell herself this is going to be a great meeting—and it will.

You **cannot** choose *not* to **communicate**.

Our voices also send important messages. It is not what you say but how you say it. If you speak softly, you may be perceived as indecisive. If you speak quickly, you may come across as enthusiastic.

When dressing for business, one of the biggest challenges women face is being seen as successful but also fashionable. A man would have to dress very, very badly for anyone to notice, but a woman is always fair game. Out of date clothing sends the message that you, and your skills and expertise also are outdated. For women, the key to projecting power and expertise is wearing a jacket. In any business situation, a jacket will give you that instant credibility - without the 80's shoulder pads. Should you wear a skirt or pants? The most formal look is still a skirt (around about knee length) but if you are most comfortable in pants, wear them.

But if you speak too quickly, you may appear nervous. You can, of course, hire a voice coach. You also can help yourself. Tape yourself and then listen (I know it's hard). Then practice until your tone sends the right message.

You cannot choose not to communicate. Even when you don't say a word, your appearance and attitude speak for you. Think carefully about the messages you are sending and how they can help you communicate success. ✨

Women often sabotage themselves with their body language and attitude. We hesitate to shake hands or make eye contact. Even a slight pause can signal insecurity or indecisiveness. So get in there, walk up to someone, make eye contact, offer your hand and introduce yourself. If you are uncomfortable in situations where you don't know

Anne Sowden, AICI CIP, Here's Looking at You, provides individuals and businesses with practical solutions to ensure professional success. Through image enhancement, she empowers clients to achieve increased confidence, effectiveness, credibility and trust. She can be reached at: www.hereslookingatyou.ca

CAWEE You go girl!

Anne Sowden of *Here's Looking at You* was recently quoted in the **Toronto Business Times** (March 2004) where she suggested in an article titled Take your office from draft to fab, "Toronto professionals have become pretty draft dressers. Have you noticed? Browns, lacks and grays seem to dominate the streets."

Go for it, Anne!

Patti Knight was recently quoted in SCARLETT magazine, published out of Vancouver that has wide distribution across Canada as an insert in the Globe & Mail as well as stores including Chapters/Indigo, Book City, etc.

SCARLETT describes itself as the magazine that "chronicles the journeys of a whole generation of women who have embraced ambition as part of their personal and professional lives. These are women who have decided that their vocation – be she an artist, a scientist, an executive, an entrepreneur or a CEO – is an important part of their life and identity."

Now, that's our Patti!

Woman of the Year

"I used to define success in relationship to my business and my profile – high or low. That has all changed as I have matured – "grown up". What makes me successful is my family, my friends, my associates, my protégés, and my community involvement – in short my life.

"I am overwhelmed, winning the CAWEE *ExtraOrdinary Woman of the Year* Award. Thank you".

Elizabeth Tower, President of Tower ProSearch, was named *ExtraOrdinary Woman of the Year* at the annual IWD Event held in March. Liz is an HR recruitment specialist with over 30 years experience targeting the logistics supply chain field.

Also nominated for the prestigious award included CAWEE member **Belinda Clemmensen**, Clemmensen Consulting.

Congratulations to all the finalists: Lillyann Goldstein, President & CEO, Wallace Studios; Delores Lawrence, NHI Nursing & Homemakers; Susan McLarty, Director of Sales, IT World Canada Inc; Akela Peoples, M.Ed., Executive Director, Youth in Motion.

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

CAWEE INSIDER: HERE WE GROW AGAIN

A WARM WELCOME TO THE FOLLOWING NEW MEMBERS:

Carolyn J. Clark, FAIRMONT HOTELS & RESORTS

Denise LeBel, SALES MANAGER

Catherine Moffitt, MOTIVACTION RESOURCE GROUP INC.

Farzana Nanji, NANJI & NANJI

Mary Newman, BRAND 360 DEGREES INC.

Debbie Sanche, INNOVATIVE ORGANIZER

Mary Weber, VOICE EMPOWERMENT



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TALK ABOUT YOURSELF!

Ethics and Professional Conduct. CAWEE looks for articles for ACCLAIM, as well as news about members. Next issue our theme is "**Professional Development**". Send all ideas for stories to ACCLAIM Editor, info@cawee.net 500 words, **deadline is July 1, 2004.**



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