



# OWBA Network

NEWSLETTER OF THE  
OHIO WOMEN'S BAR ASSOCIATION

**Pamela D. Houston**  
*President*

**Robin E. Harvey**  
*Vice President*

**Jennifer L. Whitney**  
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*Secretary*

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*President-Elect*

## Strength in Diversity

*President's Message*



Pamela D. Houston  
President

*Diversity:*

- 1: the condition of being diverse: variety; *especially*: the inclusion of diverse people (as people of different races or cultures) in a group or organization.
- 2: an instance of being diverse, as in the diversity of opinion (taken from Merriam-Webster Online Dictionary)

The strength of every organization is derived from its members.

While those members must be devoted toward the goals of the organization, they also should have varied ideas of how those goals can be accomplished. I believe that diversity helps an organization, not to mention the workplace, to achieve much more than its stated goals. Diversity not only strengthens an organization, but it creates more valuable and quality events. The OWBA is fortunate to have many members of the bar, both female and some male, the bench, and those who come from different backgrounds. Our membership spans the State which provides us with priceless opportunities to network.

The OWBA has come a long way from its creation in 1991. For those of you who attended the Crystal Jubilee in Columbus in January 2006, you saw first hand the accomplishments of our Past Presidents, as well as the state-wide support our members provide to the OWBA. Like those presidents, I take great pride in my role as President of the OWBA. Our intent is to keep the fire burning as we pass the torch from one board to the next. My goals for this year are to (1) create greater diversity within the OWBA; (2) create a greater presence of the OWBA and (3) make this organization more valuable to its members than ever before. By accomplishing the first two goals, I believe that the third will fall into place.

I hope that most of you who are reading this were able to attend our Annual Meeting this past May. Joyce Beatty's passionate speech about women in politics, as well as Betty Montgomery's focus on a family friendly work environment, created immense inspiration among the attendees. At that meeting, I was fortunate to meet many attorneys who are not yet members of the OWBA. We need you to be a part of our growing and successful organization! To those of you who are members, please reach out to attorneys you know who can benefit from membership in the OWBA and who can bring their knowledge, experiences and other skills to share with us. Everyone brings something unique to the table. It is that uniqueness which is going to power us into the future, both personally and professionally.

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 (Chardon) 440-285-2222

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 (Toledo) 419-241-6000

**Diversity (Continued from Previous Page)**

We have much to look forward to this year. Our golf outings always are a great way to meet new people and socialize with those you already know. On September 25, 2006 in Medina, Ohio at the Blue Heron golf course, we are excited to have LPGA pro Jane Eigner Mintz teaching a clinic for beginner golfers, as well as an 18-hole course. Our Columbus golf outing is scheduled for September 2006 as well, with details to follow. We also have several *Business Over Breakfast* and *Networking at Noon* events scheduled. Please plan to attend at least one of those events near you. We also are planning a dinner event in late fall to celebrate the accomplishments of women. Information about this event will be released shortly.

Another important and exciting matter is the creation of our new website which will be unveiled within a matter of weeks! The site promises to be more user friendly and will have a *Members Only* section. More content will allow us to share information with our members without resorting to the use of the Yahoo listserve, which is rejected by many firms.

In closing, I want to send out a special thanks to two of our Past Presidents, Halle Hebert and Michelle Sheehan, who continue to be great supporters of the OWBA. Congratulations to Halle on the birth of her daughter, Alexis. To the OWBA Officers and Board Members, thank you for your commitment and support. I am grateful to have this opportunity to work with you. Finally, I would be remiss if I do not thank the heart and soul of the OWBA, Violet Imre.

**Memorable Quotes!**

We have gathered some notable quotes relating to women. Some are humorous, others are insightful. If you come across a quote you enjoyed, send it our way for possible publication in an upcoming issue!

*Well behaved women rarely make history --*  
 Laurel Thatcher Ulrich

*The history of all times, and of today especially, teaches that...women will be forgotten if they forget to think about themselves --*  
 Louise Otto

*Woman is the companion of man, gifted with equal mental capacity....there is no occasion for women to consider themselves subordinate or inferior to men. --*  
 Mohandas K. Gandhi

*When people ask me why I am running as a woman, I always answer, "What choice do I have?" --*  
 Pat Schroeder

*Remember, Ginger Rogers did everything Fred Astaire did, but she did it backwards and in high heels. --*  
 Faith Whittlesey



# Save the Date!

Date	Event	Location
<b>Friday, August 25, 2006</b> 7:30 a.m.	“Business over Breakfast”	Bob Evans 3319 North Ridge East Ashtabula, OH 44004 (Near Route 20 and Route 11)
<b>Tuesday, Sept. 12, 2006 Noon</b>	Full Board Meeting	Via teleconference
<b>Thursday, September 14, 2006</b> 5:30 to 7:30 p.m.	“Meet the Candidates” Night	Hilton Columbus at Easton Town Center hosted by NAWBO. Register online at: <a href="http://www.nawbocolumbusohio.com">www.nawbocolumbusohio.com</a>
<b>Monday, Sept. 18, 2006 9:00 a.m.</b>	The YWCA and OWBA Golf Classic	Blue Heron Golf Club in Medina Register online at <a href="http://www.ywca.org/cleveland">www.ywca.org/cleveland</a>
<b>Friday, September 22, 2006</b> 12:30 to 1:30 p.m.	A Lawyer’s Plan for Leadership 5-Part Series in Fall 2006—Spring 2007 <i>Raising Your Leadership Profile Through Community Service</i>	Hosted at the Cleveland Bar Association (The Galleria, Second Level. Visit <a href="http://www.clevelandbar.org">www.clevelandbar.org</a> to register. See Pages 5-7 for Details.
<b>Tuesday, Oct. 10, 2006 Noon</b>	Executive Committee Meeting	Via teleconference
<b>Thursday, October 19, 2006</b>	<i>Judge the Judges</i> Night	Presented by the League of Women Voters of Cuyahoga County, with the support of OWBA. Location: The Women’s Pavilion in Lakewood Park (at Lake and Belle Avenues)
<b>Friday, October 27, 2006</b>	Business over Breakfast	To Be Announced
<b>Friday, October 27, 2006</b>	A Lawyer’s Plan for Leadership 5-Part Series in Fall 2006—Spring 2007 <i>Enhancing Your Personal Leadership Brand</i>	Hosted at the Cleveland Bar Association (The Galleria, Second Level. Visit <a href="http://www.clevelandbar.org">www.clevelandbar.org</a> to register. See Pages 5-7 for Details.
<b>Autumn 2006</b>	Columbus Golf Outing	Detail, Location To Be Announced
<b>Autumn 2006</b>	Women in Law and Leadership Dinner	Location (Cleveland) Details To Be Announced
<b>Friday, November 7, 2006</b>	A Lawyer’s Plan for Leadership 5-Part Series in Fall 2006—Spring 2007 <i>Negotiating Your Leadership Future</i>	Hosted at the Cleveland Bar Association (The Galleria, Second Level. Visit <a href="http://www.clevelandbar.org">www.clevelandbar.org</a> to register. See Pages 5-7 for Details.
<b>Tuesday, November 14, 2006</b>	Full Board Meeting	Via teleconference
<b>Tuesday, December 12, 2006</b>	Executive Committee Meeting	Via teleconference
<b>Tuesday, January 9, 2007</b>	Full Board Meeting	Via teleconference
<b>Friday, January 26, 2007</b>	Business over Breakfast	Details, Location To Be Announced

- Yes! Please register me for \$125 including 18 holes OR clinic, lunch, dinner and beverages. (\$55 tax deductible) (YWCA or OWBA member receive a \$10 discount!)
- Yes! Please register my foursome for \$500 including 18 holes OR clinic, lunch, dinner and beverages. (\$220 tax deductible) (Be sure to include names and information on back of card.)
- Yes! My company is interested in sponsoring the golf outing. (See sponsor list on back of invitation.)  
 \_\_\_ Eagle Sponsor \$1,500    \_\_\_ Birdie Sponsor \$600    \_\_\_ Hole Sponsor \$400

Contact Name \_\_\_\_\_ Email \_\_\_\_\_  
 Company \_\_\_\_\_  
 Address \_\_\_\_\_ Phone \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Please make checks payable to YWCA or include the following credit card information  
 \_\_\_ VISA    \_\_\_ MASTERCARD    \_\_\_ AMERICAN EXPRESS  
 Account # \_\_\_\_\_ Exp. Date \_\_\_\_\_

**YWCA AND OWBA GOLF CLASSIC  
 IN PARTNERSHIP WITH EWGA**

proceeds benefit the YWCA and OWBA



**Eagle Sponsor \$1,500**

- One foursome including lunch, dinner and beverages
- Company name on signage at registration table
- Company logo on GPS system that will run throughout event
- Name listed on all media placements, event programs, YWCA website, and OWBA Annual Membership Directory
- Company advertisement in one edition of OWBA's quarterly newsletter
- Invitation to sponsor a memorable contest for golfers such as the longest drive or closest to the target
- Invitation to offer a giveaway to all golfers in hospitality bags
- Tax deductible portion - \$1,080

**Birdie Sponsor \$600**

- Signs with company name and logo on driving range, putting green and at half-way house
- Name listed on event program
- Invitation to offer a giveaway to all golfers in hospitality bags
- Tax deductible portion - \$500

**Hole Sponsor \$400**

- Company name on GPS system on your designated hole
- Name listed on event program
- Tax deductible portion - \$400



**Please join us for the YWCA &  
 Ohio Women's Bar Association  
 Golf Classic**

**Monday, September 18, 2006**

**Blue Heron Golf Club, Medina**

**9:00 am tee time | 9:00 am clinic**

**Dependant upon pace of play, dinner adjourns by 5:00 p.m.**

**hosted in partnership with the Executive Women's Golf Association**

*\* the Clinic is limited to 50 participants, so register now!*



**GOLFER ONE**    check if same as contact

Name \_\_\_\_\_  
 Email \_\_\_\_\_ Phone \_\_\_\_\_  
 Company \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

18 holes                       Clinic

**GOLFER TWO NAME**

Email \_\_\_\_\_ Phone \_\_\_\_\_  
 Company \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

18 holes                       Clinic

**GOLFER THREE NAME**

Email \_\_\_\_\_ Phone \_\_\_\_\_  
 Company \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

18 holes                       Clinic

**GOLFER FOUR NAME**

Email \_\_\_\_\_ Phone \_\_\_\_\_  
 Company \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

18 holes                       Clinic

# A Lawyer's Plan for Leadership

A 5-part Series  
Fall 2006 – Spring 2007

Hosted by:  
Cleveland Bar Association, Women in Law Section  
Ohio Women's Bar Association  
YWCA Greater Cleveland



## Raising your Leadership Profile through Community Service

Friday, September 22

We want others to notice our hard work and strong performance. We want others to say good things about us when we are not in the room. We want to be recognized as the good lawyers that we are. So, how do we get people to take notice? One simple strategy is maximizing community leadership opportunities.

Community leadership, however, is not the same as volunteering. To make this strategy work, you need to be planful about how and where you devote your time. You need to choose your charity or professional organization carefully, and you need to be strategic about seeking a leadership role.

Join this luncheon to learn how to make the right moves in community service to raise your leadership profile and get others talking about you.

What you can expect to learn:

- How lawyers raise their leadership profile through community service and what the benefit of doing so is
  - How to select an organization with which to become involved
- What is expected of you once you join an organization's board/committee

### Speakers:

**Margie Flynn**, principal & co-owner, BrownFlynn Communications

**Jan L. Roller**, partner, Davis & Young

All programs hosted at the Cleveland Bar Association  
The Galleria, Second Level • 12:00 – 1:30pm  
\$25 for YWCA/OWBA/CBA members • \$45 non-members  
(add \$20 to receive CLE credit)  
Visit [www.clevelandbar.org](http://www.clevelandbar.org) to register



Expose thousands of women attorneys to your company!

Become a sponsor for:  
**A Lawyer's Plan for Leadership**

**Women's Leadership Series offered in Fall 2006 – Spring 2007**

Hosted by:  
Cleveland Bar Association ~ Women in Law Section  
Ohio Women's Bar Association  
YWCA Women's Leadership Initiative

**Sponsor the entire series for \$1,500 and get 40,000 exposures for your company! We will promote your company by:**

- Placing your company name or logo on all communications inviting women attorneys to this series, including:
  - At least 15 e-announcements, each distributed to 1,250 women in the legal profession by the Cleveland Bar Association
  - At least 12 placements in the YWCA eNewsletter distributed to 1,300 professional and executive women
  - At least 10 e-announcements distributed to 500 women in the legal profession by the Ohio Women's Bar Association
  - Recognition on the CBA, OWBA and YWCA web sites publicizing the events for eight months.
- Placing information about your company or a small gift at every seat at all five events.
- A representative from your company will be invited to the podium at one of the events to introduce your products or services.
- Invite two guests, employees, clients or friends to attend each of the workshops. (An \$450 value)

**Sponsor single events for \$300 each and get 7,500 exposures for your company! We will promote your company by:**

- Place your company name or logo on all communications inviting women attorneys to the workshops of your choosing, including:
  - At least 3 e-announcements, each distributed to 1,250 women in the legal profession by the Cleveland Bar Association for each workshop
  - At least two placements in the YWCA eNewsletter distributed to 1,300 professional and executive women for each workshop
  - At least two e-announcements distributed to 500 women in the legal profession by the Ohio Women’s Bar Association for each workshop
  - Recognition on the CBA, OWBA and YWCA web sites publicizing the events for one month prior to each workshop.
- Place information about your company or a small gift at every seat at the workshop.
- Invite two guests, employees, clients or friends to attend the workshop. (A \$90 value)

**Yes, I want to be a sponsor!**

- The entire series for \$1,500
- The following individual workshops for \$300 each:
  - Raising your Leadership Profile through Community Service  
Friday, September 22
  - Enhancing your Personal Leadership Brand  
Friday, October 27
  - Negotiating your Leadership Future  
Friday, November 17
  - A View From the Top: Leadership Succession Planning for Lawyers  
Friday, January 26
  - How Powerful Women Get Their Way  
Friday, March 2

Contact Name \_\_\_\_\_

Company \_\_\_\_\_

Phone \_\_\_\_\_ Email \_\_\_\_\_

Please make checks payable to \_\_\_\_\_ or include the following credit card information:

Visa       MasterCard       American Express

Account # \_\_\_\_\_

Exp Date \_\_\_\_\_ Signature \_\_\_\_\_

Questions?  
Contact Sondra Miller at the YWCA  
216-881-6878 x 242 or [smiller@ywcaofcleveland.org](mailto:smiller@ywcaofcleveland.org)

# **A Lawyer's Plan for Leadership**

**5-part Series in Fall 2006 – Spring 2007**

Hosted by:

Cleveland Bar Association, Women in Law Section  
Ohio Women's Bar Association  
YWCA Greater Cleveland

## **Raising your Leadership Profile through Community Service**

**Friday, September 22**

We want others to notice our hard work and strong performance. We want others to say good things about us when we are not in the room. We want to be recognized as the good lawyers that we are. So, how do we get people to take notice? One simple strategy is maximizing community leadership opportunities.

Community leadership, however, is not the same as volunteering. To make this strategy work, you need to be playful about how and where you devote your time. You need to choose your charity or professional organization carefully, and you need to be strategic about seeking a leadership role.

Join this luncheon to learn how to make the right moves in community service to raise your leadership profile and get others talking about you.

## **Enhancing your Personal Leadership Brand**

**Friday, October 27**

High performance is the baseline for all career advancement. But in addition to performance, you have to send the right messages to your colleagues, customers, management and direct reports. Are you projecting the image of a leader or a forever worker-bee? How do others perceive your leadership potential?

Join this luncheon to learn about:

- messages you might be sending without knowing
- credibility robbers that diminish your professionalism
- how to gauge the perceptions of others
- how to change a perception that others have of you

## **Negotiating your Leadership Future**

**Friday, November 17**

Do you negotiate for yourself with the same passion and energy that you exhibit when you negotiate for others? Many suggest that women don't get what they want simply because they do not ask for it. Rather than wait for career advancement or a reduced work schedule to happen *to* you, learn how to make it happen *for* you.

Join this luncheon to learn how to ask for what you want – a raise, a promotion, flex-time or a severance package – in a way that meets your needs and the needs of your employer.

## **A View From the Top: Leadership Succession Planning for Lawyers**

**Friday, January 26**

Many people strive for the top seat in an organization, but few people get there. So, how do you position yourself for the top job? What leadership traits can set you apart from the rest?

Join us for this session on "everything you always wanted to know but were afraid to ask," including what it is like to view your organization from the top down and what existing leaders are looking for in the next generation of talent.

**How Powerful Women Get Their Way**  
**Friday, March 2**

Influencing others to follow your ideas is one of the hardest jobs for a leader. You have to get invited to the right meetings. You have to figure out how to get invited to the table and how to make opportunities to offer advice and input. You have to fight your way through the cluttered dialogue to make sure your ideas are considered. And then you often have to work hard to make sure you get the credit for the ideas you submitted.

Join this luncheon to learn secrets from other women about how they made their voices heard. Learn some simple techniques, such as "reverse stripping" and "lining up your ducks," that can make it easier for you to be an influencer, and not just a passive participant. ■

## Members in the News



**Cynthia A. Lammert** has joined Reminger & Reminger Co. L.P.A.'s Cleveland Office and joined the Firm's real estate practice group.

Ms. Lammert previously served as vice president/general counsel for Howard Hanna Smythe Cramer, where she started its legal department in 1992. She handled all legal functions for the corporation's 40 offices, including transactional, corporate, risk and litigation management, and employment.

Ms. Lammert's expertise includes Ohio real estate brokerage license law, REALTOR® trade association arbitration and ethics matters, and civil rights. She has appeared before the Ohio Real Estate Commission and Ohio Civil Rights Commission and is also an approved Ohio Division of Real Estate continuing education instructor.

As part of Reminger's real estate practice group, she will concentrate on general real estate law, including representation of real estate brokers and licensees as well as buyers and sellers in residential, vacant land, condominium and new construction transactions.

Ms. Lammert obtained her juris doctorate from Case Western Reserve University and was admitted to the Ohio bar in 1991. She is a recognized industry author, speaker, presenter and panelist. She is a member of the Cleveland, Ohio, and American Bar Associations.



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**Halle M. Hebert** (OWBA's 2004-05 president) and her husband Jason have welcomed their first daughter, Alexa Ryann Hebert on June 4, 2006. She weighed 6 lbs., 14 oz. and was 19 inches long. Alexa and parents are doing well. Congratulations, and Best Wishes!

# THE LINKS TO LEADERSHIP

By Dena M. Kobasic

It doesn't take an MBA to know that relationships are the key to business success. We take advantage of every opportunity to culture and develop business relationships outside of the office. We invite clients to dinner. We ask them to join us at charity events. We take them to loges at sports venues. And we ask them to hit the links.

"Links!" you say. "But I don't play golf. And I don't want to learn."

Unfortunately for some women sports—golf in particular—are relationship-building avenues that they shy away from. Women are often intimidated. They think they aren't good enough to play with the guys, or they don't like sports and don't think they should have to learn to play.

One woman I know is the lone woman on her company's management team. Every year, the team's strategic planning retreat is held at a golf course. She refuses to learn how to play, so she is the only one missing the conversation. She doesn't think she should be forced to enjoy golf.

She's right. She shouldn't be forced, but the reality remains: Few women who don't play golf will ever make it into an executive suite. The golf course allows for several uninterrupted hours of face time with clients, executives and important business colleagues. It's an opportunity virtually unduplicated by any other activity.

The golf course is not only a place for entertaining clients, but is often an informal decision-making forum for those in managerial and executive positions. If you choose not to play, you are excluded from conversations that affect the future of your company and career.

Golf also reveals a great deal about a person's character. How golfers handle poor shots or converse with others can say a great deal about how they handle themselves in the office. I have heard numerous stories about people choosing not to do business with someone because of a lack of integrity on the course.

In a 2004 study conducted by *Golf Digest* and Oppenheimer Funds, 73 percent of businesswomen surveyed stated that they had developed relationships and networked on the golf course. Fifty percent of executive women believed that their ability to talk about golf contributed to their success. Twenty-two percent reported closing a deal while playing.

Despite these benefits, golf can still be intimidating for women. Many don't have a great deal of experience playing and therefore pass on invitations to join a four-some. But learning a few rules and spending a little time on the driving range before you head to the course can take you a long way.

Etiquette is critical. Learning a few basics is worth the time. Your colleagues on the course will want to see you show respect for the game. Take an hour to do your research. Know how to dress, where to park the cart and how to maintain the pace of play. The rules are simple, and observing the basics will take you a long way.

What if you are no good? So what! Only about 10 percent of all male golfers are really good, and 10 percent are really terrible. Everyone else is somewhere in the middle. The stats are not much different for women. You don't need to win every round: you just need to hold you own. The more you play, the less intimidated you will feel.

In reality, even some people who have been playing for years have yet to master the sport—that is part of the game's appeal. Even for senior executives, who seemingly have all the answers in the boardroom, the green is still a challenge.

So grab some clubs, hit the driving range, take some lessons and be confident enough to use the green to propel your career forward.

*In addition to hitting the links, Dena M. Kobasic is a partner in Thompson, Hine's Business Litigation and Product Liability practice groups.*

The YWCA, in collaboration with the Executive Women's Golf Association, offers a place for women to learn the basics at its annual Golf Classic on September 18. Rather than play 18 holes, women can attend a half-day clinic with an LPGA pro, then practice what they have learned on the course with other golfers new to the game. For more information, visit

[www.ywca.org/cleveland](http://www.ywca.org/cleveland)

Article originally written for *Northern Ohio Live*. Reprinted with permission from Dena M. Kobasic and *Northern Ohio Live*.

# ABCs of taking charge

JANET H. CHO  
Plain Dealer Reporter

**A**fter years of toiling away in cubicle obscurity, you've finally caught the eye of the big kahunas in management: You're the new boss of your unit.

Your colleagues are now looking to you for direction and leadership. They're counting on you to come up with the big ideas. Some may even expect you to fail.

Now what are you supposed to do?

Here's the good news: Nobody expects you to know everything right away, and you will definitely turn people off if you act like you do.

Instead, you should consider this your golden opportunity to listen and learn.

You know how the first 100 days of a new president's administration sets the tone for the rest of his term? Well, that's how you should treat your first three months in office, said Leslie Yerkes, president of Catalyst Consulting Group Inc. of Cleveland and author of "They Just Don't Get It! Changing Resistance Into Understanding."

What you say and how you act in your first days can make the difference between hearing, "Uh-oh, this doesn't look good," and "Wow, this is going to be cool." "You shouldn't enter like a Sherman tank," she

said. "How you behave and use your power will set a tone and a tenor for the rest of your time with these people. And it's really hard to undo a poor first impression."

## Mistake No. 1: acting bossy

The No. 1 mistake new leaders make is acting bossy, said Liz Ryan, chief executive and founder of WorldWIT ([www.worldwit.org](http://www.worldwit.org)), a global online network based in Boulder, Colo., of more than 40,000 professional women worldwide.

For some people, getting promoted gives them the overwhelming urge to turn to their perfectly capable colleagues and tell them what to do. Instead, Ryan said, new bosses should start with the assumption that their staff is more than qualified to get the work

done. A better approach might be: "I am assuming you know way more about your job than I do, but I don't know what you're working on."

"Ease your way into it," she said.

The second-biggest mistake new bosses make is thinking they're supposed to have all the answers. They wrongly assume that if they don't start barking orders, people will assume they don't know what they're doing and they will look foolish. But in reality, admitting you don't know makes you more approachable and builds credibility, especially if you're willing to learn.

A third major mistake new bosses make is disrespecting people. Instead of trying to understand why something went wrong, they bulldoze over their underlings, publicly berate them for their errors and tell them how they should have done it.

That destroys any goodwill the person might have had before being promoted and costs him the respect of his staff. It could also underscore how ill-prepared the person was for her new role.

This is the time for building bridges, not burning them. Ryan suggests opening the dialogue with: "Tell me about what you guys do over here in accounting," and letting them talk. "You want to learn. You will never have the chance again with that fresh insight, those newbie eyes."

SEE BOSS | B5



## BOSS

FROM B1

### Develop patience in people management

Becoming the boss doesn't mean you automatically acquire great people-management skills. In fact, chances are, you didn't get any training before assuming your new role.

Start off on the right foot with the people you work with by emphasizing that this is a joint effort and that you can't succeed without them, said Diana Bilimoria, associate professor of organizational behavior at the Weatherhead School of Management at Case Western Reserve University.

"Talk about how excited you are about the new opportunity, how you're counting on them to help you be successful as a team, emphasizing the excitement of working together and how much you're looking forward to jointly producing new things," she said. Creating a positive, upbeat tone early will do wonders for morale. Speak in the plural: "We" instead

of "I," "us" instead of "me."

Just because you've been promoted doesn't mean everyone suddenly wants to do things your way. "Do lead, not in a show of power or domination, but in a sense of inspiring. How can we get things done?" Bilimoria said.

Be aware that some of the people you supervise may be older than you are, some may have been with the company longer than you have, and a few may even be wondering why they didn't get the job.

"Coming in on the first day with a brand-new vision or a brand-new idea of 'This is how we're going to do it now' can come across as a little arrogant,"

### Convey to the staff your own enthusiasm

Lawler Kang, chief executive of IK Ventures, a consulting firm in Manchester-by-the-Sea, Mass., and author of "Passion at Work: How to Find Work You Love and Live the Time of Your Life," recommends meeting with everyone who reports to you, both one-on-one and as a group.

"Find out what they're pas-

sionate about, why they like working for the company," and what's the best part of their jobs, he said. Use the opportunity to convey your enthusiasm and align their passions with yours.

"If you can really tap into people's passions and what they want out of life, then your work can be much more successful" and your job much smoother, he said. One of the obvious advantages of having just come up from the ranks is that you probably already have a good sense of what they are passionate about.

Ask your team members to define success, both personally and professionally. Then ask them the same question in a broader context: "How do you want to define success for this group?"

"When I took over the customer service department of a manufacturer, we developed a tagline: 'Whatever you need, consider it done.' It became a rallying point for the group," he said. Whatever your industry, whatever it is your workers do, you want them to be engaged and enthusiastic about it, not merely consider it a job.

When Linda Bluso was named partner-in-charge of the 34 peo-

ple in Brouse McDowell LPA's Cleveland office last summer, she took the time to ask each of her colleagues in the law firm how she could help them succeed. But she held off making any changes until she understood everyone's perspective.

"You could have the greatest vision, but if you don't have any followers, then you're not leading," she said. "You have to communicate your overall plan, but implement it in small bites."

### Listen to employees and learn from them

Make sure the lines of communication stay open, that you still spend time walking around the shop floor and finding out what's on people's minds, said Bluso, a practicing business and real estate attorney who also mediates business disputes.

Keep your ears open to new ideas and your office door open to feedback, both good and bad.

"When Ed Koch was mayor of New York City, he won applause for asking crowds of New Yorkers at every opportunity, 'How'm I doin'?' You should do the same. As a new manager, humility is

key," Ryan said.

"Every time you sit down for a one-on-one with one of your subordinates, ask: 'What could I be doing to help you in your job? How could I be a better manager for you?' After five or six repetitions, people will begin to believe that you truly want feedback and they'll give it to you."

Take the time to cultivate relationships, to learn people's names and remember what they do. Spend more time asking questions than talking about yourself.

Praise your staff for a job well done, Ryan said. "When someone steps up, say so: 'Jane, amazing job on that presentation. Thanks.' 'Mark, you're the expert on this program. You rock!' If it's sincere, you can't overdo it. Don't compare your employees to one another, but let them know when they've saved the day, or just the half-hour."

Your new job changes more than your title, Kang said. It also changes the dynamics of your workplace friendships. You can't hang out with people the same way you did before you became boss.

"Don't try to maintain the

same 'hey, buddy' relationships with people — unless they invite you in," he said.

In addition to having a general mistrust of management, your employees need to have some space. One day you're complaining about management, the next day you are management. No wonder they feel awkward or resentful around you.

Treat your staff with respect, keep them informed and ask them for input, even if you think you already know what you want to do. "Asking for opinions doesn't mean that you're giving up the right to make the final call; it just helps you make a better decision," Ryan said.

In the same way, celebrate successes. "Send a group e-mail and let people know when you've hit a milestone. Take them to lunch when you knock the cover off the ball. Even on small budgets, there are ways to let people know they're moving in the right direction, and that you're paying attention."

To reach this Plain Dealer reporter: [jcho@plained.com](mailto:jcho@plained.com), 216-999-5069

## Do's and don'ts for new leaders

### DO:

- Be humble.
- Ask lots of questions.
- Meet one-on-one with everyone you'll be supervising.
- Use plural nouns whenever possible.
- Create an enthusiastic, upbeat, inspiring atmosphere.
- Seek out mentors, both inside and outside your company.
- Keep your ears open to new ideas and your office door open to feedback.

### DON'T:

- Be bossy.
- Go around barking orders.
- Bully or belittle the people who report to you.
- Be afraid to admit you don't know something.
- Assume you know more than your colleagues about how to do their jobs.
- Forget to praise your staff in public and criticize them in private.
- Stop learning about your company, your industry and your competition.

— Janet H. Cho

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## Is It Time To Update Your Resume?

The motto “Be prepared,” isn’t just great advice for Boy Scouts; it’s also great career advice. You never know when the perfect career opportunity will present itself. If a recruiter called you today with your dream job, would you be prepared to send out an up-to-date resume right away?

There are four critical times to update your resume:

- At least once a year
- Any time your career focus changes
- When you anticipate layoffs with your company
- When you begin to feel dissatisfied with your current position

### **1. Update your resume every year.**

This is where many people fall short. When that recruiter calls with the perfect job, you may suddenly find your resume is years out of date, and you’ll have to scramble to catch up.

Keep your resume current by including your best accomplishments each year. Don’t count on your memory to recall everything you achieved in years past! You are likely to overlook critical achievements and contributions. If you need assistance, a resume coach may be able to help you through the process with some targeted questions on your most recent jobs.

### **2. Update your resume when your career focus changes.**

If you want to change your career path, then you also need to change your resume. There are several ways to shift the focus away from your current job and toward your new career.

By focusing on the skills that will be useful in your new career, you can position yourself as a stronger candidate for the job. Highlight those transferable skills in your new resume, bringing them front and center.

In addition to highlighting your transferable skills, shift your list of accomplishments to support those skills. Accomplishment statements give credibility to transferable skills and prove your ability to cross industry or occupational lines. Well-crafted accomplishments make a big difference in whether you win the interview or are passed over.

Finally, be sure you understand your audience. As you shift career focus, it is critical to understand the hiring motives of your target market. Use your resume as an effective selling tool by correctly anticipating the recruiter’s “wish list” for great job candidates.

### **3. Update your resume when you anticipate layoffs within your company.**

A harsh reality of today’s economy is the need for corporate downsizing. Layoffs and losses are becoming more and more common. But you can prepare for any worst-case scenario by keeping your resume up-to-date.

Don’t make the mistake of being overly optimistic. It’s safer to assume that you are on the “out” list. Most people who get caught unexpectedly in a layoff thought they were indispensable to their employers. You might be important or well-liked, but remember that the bottom line always has a louder voice than you do. Get your resume ready as soon as you see any indications that downsizing is on the way.

Don’t mistake company loyalty for a fear of change. Often employees would rather take their chances with a potential layoff than make proactive steps toward finding a new job. Once they’re laid off, it’s already too late. Remember, as a candidate, you are always more marketable while still employed. Avoid this trap and start your job search early with self-marketing tools (resume and cover letter) that are up-to-date and top quality.

### **4. Update your resume when you are dissatisfied with your current position.**

Job dissatisfaction leads to feelings of frustration, worthlessness, and often hopelessness. But there is no reason to stay in a job you hate. Being prepared with an updated resume can help you feel better in your current job. When

you have a really terrible day at work, you can respond to job opportunities that same evening with confidence in your up-to-the-minute resume. Taking proactive steps toward a new career will give you back your optimism and self worth.

If it's time for you to update your resume, first decide whether your resume requires a simple update or a complete rewrite. If you have been using the same resume format throughout your career, it's possible that you have outgrown the old look. What your resume promoted ten years ago may not be appropriate or significant for your career choices today. And if you've simply been "tacking on" to your old resume, it may start to resemble a house with too many additions, with little sense or direction.

A professional resume critique can help you decide exactly what you need to move forward. A well-written resume can make an incredible difference in:

- \* The length of time it takes to make your career move
- \* The quality of your next position
- \* The income potential of your next position

Your resume is your best sales tool in finding a new job, and it deserves the investment of your time and commitment. With a little extra effort now, you'll be prepared for anything that comes your way—and be well on the path to your next great job.

Deborah Walker, CCMC  
Career Coach ~ Resume Writer  
Find more job-search tips and resume samples at:  
[www.AlphaAdvantage.com](http://www.AlphaAdvantage.com)  
Email: [Deb@AlphaAdvantage.com](mailto:Deb@AlphaAdvantage.com)

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## Annual Meeting 2006 In Review

OWBA's Annual Meeting luncheon was held on May 12, 2006 at The Columbus Athenaeum with almost 190 people in attendance.

We were honored to have the Honorable Joyce Beatty, Minority Leader of the Ohio House of Representatives as one of our keynote speakers. Ms. Beatty's insights into the road she has traveled were inspirational and motivational to all present. Her pioneering efforts as she became the first female Minority Leader of the Democratic Caucus of the Ohio House of Representatives are invaluable to the women of Ohio.

Our second keynote speaker was Ohio Auditor of State, Betty Montgomery. She has also been a pioneer in her public career as Ohio's first woman Auditor of State and Ohio's first woman Attorney General. She began her career as a criminal clerk for the Lucas County Common Pleas Court and later as an assistant prosecuting attorney in Wood County, Perrysburg city prosecutor, and Wood County Prosecutor.

This year, we were honored to present OWBA's Family Friendly Award to both Betty Montgomery and to the law firm of Eastman & Smith, Ltd. (Toledo). Betty Montgomery has implemented flexible work hours which allow staff members to flex their 40 hour work week if they need to take some time out for family needs, incorporated optional half hour lunch breaks which permit employees to shorten their work day, offered a four-day compressed work week, and part-time job sharing. She encouraged her managers to be creative in finding alternatives for balancing family needs while ensuring that all business operational needs were met. Eastman & Smith, Ltd. also reinforces the opportunities to tailor individual practices with reduced travel time through the use of teleconference equipment which connects their Columbus Office directly with Toledo. Additionally, the firm offers reduced hours options for all levels of contributors including all of their members, associates and staff. They encourage participation in firm and family events, events with spouses, discount purchasing opportunities, generous medical leave, firm contributions to flexible spending accounts and coordinates those benefits to meet a diverse set of family needs. Billable hours are also established at reasonable levels and the firm supports the day-to-day balance of business, health and family in an even-handed manner to support everyone's needs. The commitment of these two recipients to supporting families by providing a family friendly environment in their workplace is exceptional.

We were pleased to present OWBA's Hultin, Hemann and Resnick Scholarship, the first Law Student Scholarship, to two students, Elizabeth Davis (University of Akron Law School) and Juliann Gonzi (Capital University Law School).

The *Justice Alice Robie Resnick Award of Distinction* was presented to Joyce D. Edelman of Porter, Wright, Morris & Arthur LLP. She is a long-time advocate for women in the legal profession, and a founding member of the OWBA. She also chaired the OSBA's Section on Women in the Profession, and served as a member of the Joint Task Force on Gender Fairness for the Ohio Supreme Court and OSBA. She is committed to furthering the interests of women in the Bar and has taken an active role to improve the social and economic status of women throughout Central Ohio.

Monique Lampke presented this year's *President's Choice Award* to Angela M. Courtwright of Reminger & Reminger Co., L.P.A. in Columbus for her active roles in OWBA activities.

Judge Peggy Bryant of the 10<sup>th</sup> District Court of Appeals in Franklin County was present to swear in the incoming 2006-07 Officers and Trustees.



Outgoing President Monique B. Lampke and 2006-2007 President Pamela D. Houston at the luncheon.



Honorable Joyce Beatty with Pamela D. Houston

## Ohio Women's Bar Association Slate of Officers and Trustees for 2006-2007

Introducing the Officers and Trustees of the OWBA for the 2006-07 Membership Year. These Officers and Trustees were sworn into office on May 12th at OWBA's Annual Meeting. The next Edition of *OWBA Network* will list all current Committee Chairwomen.

<b>EXECUTIVE OFFICERS</b>		
<b>President</b>	Pamela D. Houston Andrews & Pontius, L.L.C. 4817 State Road, Suite 100 P.O. Box 10 Ashtabula, OH 44005-0010	Phone: 440-998-6835 Fax: 440-992-6336 E-mail: phouston@andrewspontius.com
<b>President Elect</b>	Susan E. Petersen Petersen & Ibold Village Station 401 South Street Chardon, OH 44024	Phone: 440-285-3511 Fax: 440-285-3363 E-mail: sep@peteribold.com
<b>Vice President</b>	Robin E. Harvey Baker & Hostetler, L.L.P. 312 Walnut Street, Suite 3200 Cincinnati, OH 45202-4038	Phone: 513-929-3409 Fax: 513-929-0303 E-mail: rharvey@bakerlaw.com
<b>Secretary</b>	Beth C. Bolyard Squire, Sanders & Dempsey LLP 41 South High Street Suite 1300 Columbus, OH 43215	Phone: 614-365-2787 Fax: 614-365-2499 E-mail: bbolyard@ssd.com
<b>Treasurer</b>	Jennifer L. Whitney Frantz Ward LLP 2500 Key Center 127 Public Square Cleveland, OH 44114-1230	Phone: 216-515-1660 Fax: 216-515-1650 E-mail: jwhitney@frantzward.com
<b>Immediate Past President</b>	Monique B. Lampke Porter, Wright, Morris & Arthur LLP 41 South High Street 29th Floor Columbus, OH 43215	Phone: 614-227-2058 Fax: 614-227-2100 E-mail: mlampke@porterwright.com
<b>2006-2007 DISTRICT TRUSTEES</b>		
<b>First District Trustee</b>	Barbara Bison Jacobson Vorys, Sater, Seymour and Pease LLP 221 East Fourth Street Atrium II, Suite 2000 Cincinnati, Ohio 45202	Phone: 513-723-4000 Fax: 513-723-4056 E-mail: bbjacobson@vssp.com
<b>Second District Trustee</b>	Mary K.C. Soter Attorney at Law 5518 North Main Street Dayton, OH 45415-3455	Phone: 937-278-8275 Fax: 937-278-1115 E-mail: jim@soterlaw.com

**2006-2007 DISTRICT TRUSTEES (CONTINUED)**

<b>Third District Trustee</b>	Alice Robinson-Bond Deputy Attorney General – Crime Victims Services Section 150 E. Gay Street 25th Floor Columbus, OH 43215	Phone: 614-466-4797 Fax: 614-752-2732 E-mail: arobinson-bond@ag.state.oh.us or Arobinsonbond@yahoo.com
<b>Fourth District Trustee</b>	Kyra M. Raimey Law Offices of Kyra M. Raimey, LLC 8050 Beckett Center Drive Suite 122 West Chester, Ohio 45069	Phone: 513-874-8740 Fax: 513-874-8775 E-mail: <a href="mailto:kraimey@raimeylaw.com">kraimey@raimeylaw.com</a>
<b>Fifth District Trustee</b>	Patricia A. Delaney Assistant City Attorney 90 West Broad Street Suite 200 Columbus, OH 43215	Phone: 614-645-7385 Fax: 614-645-6949 E-mail: PADelaney@Columbus.gov
<b>Sixth District Trustee</b>	Yolanda D. Gwinn United States District Court 1716 Spielbusch Avenue Room 318 Toledo, OH 43624	Phone: 419-259-6217 Fax: 419-259-3728 E-mail: ygwinn@ohnd.uscourts.gov
<b>Seventh District Trustee</b>	Gina A. Richardson Manchester, Bennett, Powers & Ullman, L.P.A. 201 East Commerce Street Atrium Level 2 Youngstown, OH 44503	Phone: 330-743-1171 Fax: 330-743-1190 E-mail: grichardson@mbpu.com
<b>Eighth District Trustee</b>	Dawn M. Tarka Office of the Ohio Attorney General 615 West Superior Avenue 11th Floor Cleveland, OH 44113	Phone: 216-787-3291 Fax: 216-787-3480 E-mail: dtarka21@aol.com
<b>Ninth District Trustee</b>	A.Elizabeth Cargle Weltman, Weinberg & Reis Co., L.P.A. Lakeside Place, Suite 200 323 W. Lakeside Avenue Cleveland, OH 44113	Phone: 216-685-1107 Fax: 216-363-4121 E-mail: ecargle@weltman.com
<b>Tenth District Trustee</b>	Barbara A. Roubanes Barbara A. Roubanes, Co., LPA 175 South Third Street Suite 350 Columbus, OH 43215	Phone: 614-221-8113 Fax: 614-221-8957 E-mail: bar@roubaneslaw.com
<b>Eleventh District Trustee</b>	Margaret S. Campbell Lake County Public Defender's Office 125 East Erie Street Painesville, OH 44077	Phone: 440-350-3200 Fax: 440-350-5715 E-mail: mcampbell_715@yahoo.com

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<b>Twelfth District Trustee</b>	Barbara L. Morgenstern Visiting Assistant Professor Journalism Program Miami University, Oxford Ohio 646 Flagstaff Drive Cincinnati, OH 45215	Phone: 513-227-4638 E-mail: morgenbl@muohio.edu
<b>Trustee at Large</b>	Cara L. Galeano Oldham & Dowling 195 S. Main Street Suite 300 Akron, OH 44308	Phone: 330-762-7377 Fax: 330-762-7390 E-mail: cgaleano@oldham-dowling.com
<b>Trustee at Large</b>	Angela M. Courtwright Reminger & Reminger Co., L.P.A. 64 East State Street Capital Square, Fourth Floor Columbus, OH 43215	Phone: 614-228-1311 Fax: 614-232-2410 E-mail: acourtwright@reminger.com
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<b>Trustee at Large</b>	Denise A. Mueller Eastman & Smith, Ltd. One SeaGate, 24th Floor P.O. Box 10032 Toledo, OH 43699	Phone: 419-241-6000 Fax: 419-247-1777 E-mail: damueller@eastmansmith.com

Shading indicates TRUSTEES who are CONTINUING their term from the previous year.



It is with great pleasure that we announce a new and unique series of benefits for our members. The **Ohio Women Bar Association** has teamed with *Wells Fargo Home Mortgage*, the nation's leading retail mortgage lender, to provide you with valuable discounts and free services relative to home purchase, renovation, refinance, and much more. In the United States, the basis of wealth for the vast majority of our citizens is the equity in their own home. The **Ohio Women Bar Association** recognizes that home is the backdrop of life and the forefront of financial security for most happy and productive people. Now, we have engaged *Wells Fargo* to make it easier for you to promote the well-being of your family with a **Corporate Advantage Program**. This program is in place at many Fortune 500 companies and we are now bringing it to our members with enhanced benefits negotiated just for you.

Whether you are looking for a new home, refinancing, renovating, building your own house, sending the kids to college, or looking for a reverse mortgage for you or your parents, here is how our new program can help:

- Discounts ranging up to \$500 depending on the size of the mortgage
- Personal Counseling wherever you choose
- Free moving services program for home buyers
- Special first time homebuyers program
- Up to two year rate lock at current rates if you are buying new construction
- Free Pre-approvals
- 15% discount at 1-800-flowers.com for you to use at anytime

All you need to do to access these benefits is to contact John Clark, our Wells Fargo representative. You can go directly to his website at [www.wfhm.com/john-clark1](http://www.wfhm.com/john-clark1) or call 440-801-3431.

We hope you will find this new *Wells Fargo* program special and worthwhile. To that end, we have also arranged for you to give these same benefits to your family and friends, as well as to your clients and their employees!

**New Membership Benefit**



**National Association of  
Women Business Owners**



Monthly  
Information

### **NAWBO Presents Meet the Candidates Night 2006**

Don't miss this unique opportunity to mix and mingle at a cocktail reception with future policymakers. Meet and hear the platforms of candidates running for top state and legislative offices at this event emceed by Angela Pace of WBNS 10TV. Friends, family and business colleagues are welcome.

**Those invited include:**

- Candidates for Governor of Ohio, J. Kenneth Blackwell and Ted Strickland
  - Candidates for Ohio Attorney General, Betty Montgomery and Marc Dann
  - Candidates for Auditor of State, Mary Taylor and Barbara Sykes
  - Candidates for Ohio Secretary of State, Greg Hartmann and Jennifer Brunner
  - Candidates for Treasurer of the State of Ohio, Sandra O'Brien and Richard Cordray
- Hors d'oeuvres served
  - Cash bar available

**DATE:** September 14, 2006

**TIME:** 5:30 - 7:30 p.m.

**LOCATION:** Hilton Columbus at Easton Town Center

**Early RSVP Date:** September 11, 2006

**Early RSVP Fee:** \$25.00

**Late RSVP Date:** September 12, 2006

**Late RSVP Fee:** \$35.00

[Click Here](#) to Register for this exciting and informative event.

NAWBO is partnering with the Ohio Women's Bar Association, Women for Economic and Leadership Development, Women's Business Enterprise Council-Southeast, eWomenNetwork, and Business and Professional Women to host this event.



**WOMEN FOR  
ECONOMIC AND  
LEADERSHIP  
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**Business and  
Professional  
Women/USA**

# Welcome!

The following members have renewed their OWBA membership for the 2006-07 membership year! We thank each and every one for supporting the OWBA. Please note that **highlighted** names indicate *Sustaining Members* who have renewed at the \$150 level.

Stacy Adkins (Toledo)  
**Deborah Akers-Parry** (Cleveland)  
Nancy Albu (Columbus)  
**Sandra J. Anderson** (Columbus)  
Laura J. Avery (Toledo)  
Ashley Barbone (Cleveland)  
Jessica Bargmann (Toledo)  
Belinda S. Barnes (Columbus)  
Julia R. Bates (Toledo)  
**Karen H. Bauernschmidt** (Cleveland)  
Barbara A. Belovich (Cleveland)  
**Sheryl King Benford** (Cleveland)  
Elaine S. Bernstein (Dayton)  
Linda M. Betzer (Chesterland)  
Susan Blasik-Miller (Dayton)  
**Randal Sue Bloch** (Cincinnati)  
**Amy J. Borman** (Toledo)  
Phyllis G. Bossin (Cincinnati)  
**Judge Mary Kaye Bozza** (Lyndhurst)  
Arlene Brens (Cleveland)  
Ellen Marie Brooks (University Heights)  
**Jennifer L. Brunner** (Columbus)  
Kathleen Burke (Cleveland)  
**The Honorable Janet R. Burnside** (Cleveland)  
Melinda S. Campbell (Columbus)  
Tracy A. Cassinelli (Cincinnati)  
Mary A. Cavanaugh (Cleveland)  
**Leslie A. Celebrezze** (Cleveland)  
Angela Chang (Cincinnati)  
D. Larkin Chenault (Cleveland)  
Shirley A. Cochran (Reynoldsburg)  
Sarah R. Cofta (Berea)  
Jane Conrad (Cleveland)  
Carol A. Contrada (Sylvania)  
Judge Colleen Conway Cooney (Cleveland)  
Christina L. Corl (Columbus)  
**Shawn A. Cormier** (Cleveland)  
**Judge Denise N. Cubbon** (Toledo)  
Kyle Alison Cubbon (Toledo)  
**Gail L. Cudak** ((Lakewood))  
Adrienne N. Cvetkovic (Cleveland)  
Amanda Davis (Toledo)

Rhonda G. Davis (Akron)  
C. Lynne Day (Chardon)  
Patricia A. Delaney (Columbus)  
**Marilena DiSilvio** (Cleveland)  
Amanda M. Donnell (Woodville)  
Shannon Marie Donze (Cleveland)  
Judge Julia L. Dorrian (Columbus)  
Eleni A. Drakatos (Columbus)  
Therese Sweeney Drake (Cleveland)  
Amy M. Ducat (Defiance)  
Elisabeth C. Duesler (Marysville)  
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Lori Anne Dyke (Cleveland)  
Joyce D. Edelman (Columbus)  
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The Honorable Ruth Ann Franks (Toledo)  
Judge Nancy A. Fuerst (Cleveland)  
Mellissia Fuhrmann (Columbus)  
Cara L. Galeano (Akron)  
**Kirsti T. Garlock** (Washington, D.C.)  
Dawn S. Garrett (Centerville)  
Camille Gill (Toledo)  
Judge Carrie E. Glaeden (Columbus)  
**Rosemary Grdina Gold** (Pepper Pike)  
Judith B. Goldstein (Columbus)  
Julie Gonzi (Columbus)  
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Jennifer L. Isaac (Cleveland)  
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