



NAWBOtime



NATIONAL ASSOCIATION OF
WOMEN BUSINESS OWNERS

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SAVE THE DATE!

November 7, 2006

2 p.m. Eastern Time, One Shared WorldSM
Teleconference Utilizing Live Meeting

PUBLIC POLICY DAYS

February 25-27, 2007

NAWBO's Public Policy Days
Washington, D.C.

May 31-June 2, 2007

NAWBO's Women's Business Conference
Westin Peachtree Plaza
Atlanta, Ga.

REMINDERS

All-Member Emails

Please remember to add national@nawbo.org to your e-mail address book or safe list. NAWBO sends out important all-member communications from this address and you can prevent these messages from being caught in your spam filter by taking this simple step.

Call for Nominations – NAWBO 2007-2008 Board of Directors

Do you know a strong leader who will help lead NAWBO to new heights? Are you interested in serving on NAWBO's Board of Directors? If so, please visit the homepage of www.nawbo.org for instructions on how to submit a nominations form and to see a detailed job description. All nominations forms must be completed and submitted no later than Monday, October 16, 2006.

PRESIDENT'S MESSAGE

Fall Into a NAWBO Strategic Forum

It's hard to believe summer's come and gone already. Change is in the air. It must be time to catch up on all the wonderful things going on in NAWBO. Our strategic forums are in place, our volunteers are busy, and the Presidents Assembly is organized for action. When each of us has a vision and we believe we know what will happen, NAWBO members make it happen. The national board and all our previous leaders have dedicated more than three years to this vision. We knew that the infrastructure was right, and we believed this would serve our membership for many years to come. But watching and contributing to NAWBO's growth is the most exciting part.

NAWBO board members, forum chairs and chair-elects, and the chair and chair-elect of the Presidents Assembly all came together in July to form a cohesive team and to make sure NAWBO was focused on the tasks at hand. It was truly a magical time. Excitement, enthusiasm, and energy pulsed through the room. Each forum and Presidents Assembly the chair and chair-elect understood their charge and were well on the way to implementation. Steering committees had been formed and roles were defined to implement each action plan. Everyone began to see how each forum and the Presidents Assembly are all intertwined, and how the mission of one was the mission of all.

I recently met with a member of the steering committee of the Presidents Assembly, and I liked her analogy. She said, "It's like an ant hill, there's activity going on above ground, but underneath there are volunteers all engaged and busy working and running everywhere." She articulated the vision as the NAWBO leadership envisioned it three years ago.

I encourage you to join a strategic forum and be part of all the exciting activity. A brief description of the five forums is below, including contact information to assist you in joining a forum that meets your interests. Forum involvement is also an excellent way to enhance your national involvement and promote skills that you may want to improve, such as leadership, organization, etc.

The **Education and Leadership Training Forum** is broadly charged with enhancing the business and leadership skills of NAWBO members. The areas of focus include enhancing the business and professional development skills of NAWBO members and building organizational leadership opportunities and educational programming for members within NAWBO. Contact forum chair Julie Weeks at 703-276-1220 or jweeks@womenable.com.

With the formation of the **Economic Development Forum**, NAWBO may now pinpoint historic support of economic development for women business owners through the charge to the Economic Development Forum. The Forum

will help strengthen the wealth-creating capacity of NAWBO's members and promote economic development. Contact forum chair Mary Rodriguez at 404-256-9185 or mrodriguez@hilrodgroup.com.

NAWBO is a diverse membership comprised of women business owners with varying degrees of corporate revenue, years in business, and business disciplines. In addition, these members are of many ages, ethnicities, and generations. We are not complacent in our achievement, but dedicate ourselves to bringing all women business owners together in diversity to continue to learn from each other and fulfill NAWBO's vision, mission, and strategic goals. With the formation of the **Diversity/Market Development Forum**, NAWBO seeks to build on all that we have learned about serving our members, and bring the best that NAWBO can offer to the greatest number of women business owners possible. Contact forum chair Jerusha Ramos at 212-767-7391 or jramos.principal@earthlink.net.

The vision of NAWBO encompasses propelling women entrepreneurs into political spheres of power worldwide. The **Public Policy Forum** is charged with enhancing the capacity of members to engage in the political process at the local, state, and federal levels, and to support women business owners running for political office and seeking appointive office. Contact forum chair Kirsten Osolind at 312-635-1350 or Kirsten@reinventioninc.com.

The **International Forum** seeks to increase opportunities for women business owners in international markets by creating international economic exchange opportunities, identifying useful resources and programs offered by federal and state agencies, organizing global mentoring effort for women in development, identifying leadership roles for NAWBO members in the international business community, and encouraging matchmaking opportunities for international business development. Contact forum chair Betsy Weber at 203-431-0909 or eweber@edgedev.com.

As you can see, NAWBO provides a broad framework for each of us to get involved and make a difference to women entrepreneurs across the country. Most people think change happens slowly, but NAWBO does not do anything slowly. These dedicated volunteers have accepted the charge, accepted the change, and are moving at the speed of light. This is a huge undertaking and many volunteers are needed to serve on forums, committees, and subcommittees. We need all of you. Thank you for embracing change and striving toward a more vibrant future.



Carol Kuc, CMP, 2006-2007 NAWBO President

STEPPING UP TO 'WOMENTORING'

Okay, it's a play on a word. Women need to realize the power and reward of mentoring and do it with all the experience and care we possess. NAWBO is a natural breeding ground for giving others a hand up. But let's admit an important fact: mentoring is a voluntary activity. Since business owners have a lot on their plates, it is a sound idea to think it through before you begin.

Is 'womentoring' for you? Here is a list of traits that the most effective mentors possess:

1. Sets high expectations of performance
2. Offers challenging ideas
3. Helps build self-confidence
4. Encourages professional behavior
5. Offers a friendly relationship
6. Gives positive reinforcement
7. Listens
8. Teaches by example
9. Inspires through actions and words
10. Encourages risk-taking
11. Shares information
12. Invests the time for career development
13. Available when needed
14. Fosters visibility
15. Provides access to key people and information

If you decide this is a task for you to take on, develop some shared expectations at the very beginning of the relationship. Here are some questions to guide you to developing the mentoring relationship:

- What is most important for you to give and get out of this relationship?
- What knowledge, skills, or insights would be of the best value for you to share?
- What is your preferred method of teaching or sharing?
- How often should you meet with your 'mentee' and for how long?
- What are the best ways you can contact each other?
- How will you handle cancellations?

As a mentor, there are some behaviors to avoid:

- *Avoid telling without asking.* This can shift responsibility for decision making and encourage dependency.
- *Avoid criticizing.* Instead of telling, ask the mentee questions that will guide him or her to the correction. Be sure to talk about the behavior, not the person.
- *Avoid favoritism.* Encourage and motivate all. Reward talent.
- *Avoid building barriers.* Behavior appropriate for the boardroom may be intimidating for someone who needs to ask questions and take risks.
- *Avoid rescuing.* Especially be aware of repetitive behavior. Sometimes a person needs to experience the consequences of their actions. The more the mentor likes the mentee, the harder it is not to rescue.

A mentor needs to give specific and objective feedback. To help with this, follow these guidelines:

- Clarify your observations and perceptions. Remove interpretations, assumptions, and labels.
- Specifically tell the mentee what she is doing well.
- Explain where the mentee needs improvement.
- Identify the performance factors necessary for success.

Sometimes corrections are needed. These steps can aid in positively correcting the behavior:

1. State your expectations and refer to agreements made between the two of you. "We agreed to meet at 10:00. Promptness allows us to use our time wisely."
2. Communicate exactly what you observe rather than labeling. "It is now 10:20."
3. Ask for information. "What needs to be done to ensure that we meet on time?"

The first time I remember being a mentor was when I was a freshman in college. I was coaching upper classmen on forensics – how to give winning speeches for contests around the country. I loved seeing them improve and took pride in their progress.

Throughout my life, I have volunteered to be a mentor. People told me I was a natural coach and motivator. Most of all, it brought me joy. It also made me confident and sometimes, a little arrogant. I asked for help from no one. It was a challenge for me to even work in a team unless I was leading it.

There is an old saying, "You can't teach an old dog new tricks!" I disagree, because at age 47, for the first time in my life, I became a "mentee." Mary MacRae, from our Nashville chapter, took me under her wing and expanded my horizons and possibilities. What a marvelous teacher she was!

Having gone through the process from the other side, I can now analyze what she did. First, she recognized my potential and told me what I could become. Then she challenged me by giving me projects that would broaden my experience and exposure. She called me frequently to ask how I was doing. I noticed she was a gifted listener. I received regular doses of encouragement and she made sure others knew what I had done. As I gained more experience, her mentoring also adjusted. She was not threatened by my success; she challenged me to do more.

Who do you know that you can help? Or whom do you want to receive help from? When we follow the guidelines above, both mentor and mentee win. Step up and make a difference.



Beverly J. Inman-Ebel, NAWBO's 2004-2005 President, was named "International Woman Entrepreneur" in 2004 in Scotland by F. C. E. M. Beverly is the CEO of TLC, an author of three books, and an experienced keynote speaker. She and her staff provide coaching, seminars, meeting facilitation, and original learning products to build success with people. Learn more at www.talklisten.com or call 888-BECAUSE.

FEMALE METAL RECYCLER PROVES SHE'S ONE SCRAPPY ENTREPRENEUR

Sometimes motivation comes from the oddest sources. Marsha Serlin says her best source of inspiration was the time someone told her: "You're not going to make it in this business because you're a woman."

"That was such a contentious remark, it made me fight even more and stay in the game," says the feisty owner of United Scrap Metal, Inc., one of Chicago's top scrap metal recyclers. Not only has Serlin stayed in the game, she's won many business awards as well, most recently the 2005 Ernst & Young Entrepreneur of the Year Award.

Back in 1978, when Marsha Serlin started her business, she was the only female in a male-dominated industry. Today, Serlin's company has 150 employees—some of them second and third generation—more than 1,600 pieces of equipment, and annual revenues exceeding \$125 million. "I'm pretty proud of what I've accomplished," says Serlin.



Marsha Serlin



To learn more about Marsha Serlin's keys to success, visit www.usps.com/impact and see her story in *Small Business Impact*. You'll also find other great tips and advice!

Blame Alexander Graham Bell. In 1876, he invented the telephone; a completely new world of technology was born, bringing with it both blessings and curses. In today's global economy, technology is the essential link—allowing us to communicate quickly and productively. But it can also lead to errors and misunderstandings that damage professional credibility.

The fallout from abusing e-mail and cell phones adds to daily stress. To forestall frustration, here are some suggestions on handling “tech-no-etiquette” annoyances.

E-mail

- Use the subject line to inform. An e-mail's importance is often determined by its subject line. Keep the subject line brief, specific, and relevant or else the receiver might accidentally delete or mistake your e-mail for spam or an unsolicited advertisement.
- Treat e-mails like business letters. It's better to be more formal than too casual when you want to make a good impression. Use the person's surname until they respond by signing their e-mail with their first name. This generally indicates that they don't mind being addressed more casually.
- Most people prefer that you include a signature line containing your first and last name, title, company, and contact information. This is helpful in the event they need to contact you via phone or mail.
- Don't shout. Using all uppercase letters is considered CYBER SHOUTING. As an alternative, use asterisks to emphasize key words. “Bob and I had a *great* time at the convention last week.”
- Skip the fancy decorations. Vivid colors, flashing symbols, or bouncing smiley faces (better known as “emoticons”) should be avoided in business communications.
- Keep it brief, but not abrupt. Brevity is a must when sending e-mail, however you can be too brief and come across as being rude.
- No e-mail is private. If you wish to send someone confidential or time-sensitive information, use the phone or meet in person.
- Avoid mood mail. E-mail messages that convey strong emotion can be easily misinterpreted. E-mail should be avoided in potentially volatile circumstances when firing or reprimanding someone, or ending a contract as these situations are best handled in person. Never send an e-mail when you're angry. Take time to cool down and re-read the e-mail before you send it to be sure it doesn't contain anything you will regret later.
- Proof it before you send. It pays to check before you click. Before you hit the “send” button, check for grammar, spelling, and punctuation errors.
- Respect others' privacy. When sending an e-mail to a large group and you don't want to divulge all addresses to all of the recipients, use the “BCC” or blind carbon copy function. When BCC is used, the only other e-mail address that appears in the recipient's mailbox is that of the sender.
- Be cautious about using the “Reply All” feature. If you receive an e-mail that was sent to a multitude of people, including yourself, reply only to those who require a response. Hit “reply all” only if it is crucial that every person on the distribution list see your response.
- Don't be a pest. If you don't receive a response after sending an e-mail, either send a different e-mail explaining why you are following up, or pick up the phone or send

an instant message if you need a prompt answer.

- Send attachments only with permission. Before sending multiple attachments or photographs, find out if the receiver wants to receive them separately or collectively in one e-mail. Some people may choose to receive attachments separately so they don't slow down their incoming e-mail messages.
- Think twice before sending jokes, chain letters, or humorous messages. A funny e-mail may seem innocent to you but may be insulting to someone else. Play it safe and don't send anything you wouldn't want posted in your company's newsletter.

Cell Phones

- Cute, quirky ring tones are not appropriate in all settings. Set your phone to silent, vibrate, or on a standard ring tone when you are in a business setting.
- Let your voice mail take your calls. Refrain from taking calls during religious services, job interviews, golf outings, movies, funerals, classes, business meetings, and at restaurants, public restrooms, and public performances.
- The people you are with should take precedence over calls you want to make or receive. People may feel disrespected or ignored and perhaps think you don't value them or their time if you take calls while in their company. Turn your phone off, put it on vibrate, and let your voice mail take your calls.
- If you are expecting a call that can't be postponed, alert your companions ahead of time. Excuse yourself, step away, and keep the call brief.
- Learn the features on your cell phone. Text messaging and wireless e-mails are great ways to receive critical information without disrupting anyone near you. Discretion is always the better part of valor, so use these features in isolated situations only.
- Be courteous to those within hearing distance. Use discretion when discussing private matters or certain business topics in front of others. Matters such as medical exams, torrid love affairs, personal arguments, or deals gone bust should be discussed in private.
- Don't be guilty of “cell yell.” It's not necessary to speak louder than normal for callers to hear you. Conversations that are likely to be emotional should be held where they will neither embarrass nor intrude on others.

Finally

Technology is revolutionizing the business arena in much the same way the Wright Brothers revolutionized the aviation industry. Yet new technology can raise more questions about etiquette and manners rather than answers. Technology can help save time and increase productivity, but it can also create new challenges and frustrations. By practicing techno-etiquette, you'll have a distinct advantage over others and will be able to use technology the way it was intended to enhance communication and project a more professional image.



Jacqueline Whitmore is the founder of *The Protocol School of Palm Beach* and the author of *Business Class: Etiquette Essentials for Success at Work* (St. Martin's Press). Jacqueline ranks as one of the most widely quoted etiquette experts in the United States. Her advice is sought by numerous publications including *The New York Times*, *USA Today*, *Glamour*, *Time*, *Fortune*, *Newsweek*, *The Wall Street Journal*, and *O* magazine. She has appeared as a guest on *ABC's 20/20*, *CNN*, *FOX News*, and *CNBC*. To receive her free e-newsletter, *The Protocol Post*, visit her Web site at www.etiquetteexpert.com or contact her at 561-586-9026.

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Hard work, research, and legal advice are key. So is testing your prototype. And watch out for smooth

scammers charging non-refundable fees.

I have a great new business idea that I know can be a winner. However, I've got no business background and don't know where to start in developing this idea into a company. What kind of professional help is available for someone like me, and how do I find it?

—E.B., Sacramento

New business ideas, no matter how great they are, don't have any value until they go from concepts to proven business prospects. What separates a pie-in-the-sky idea from a viable business? Lots of hard work. The fact that you are looking for help demonstrates your common sense, but don't expect to hire someone to do all the tough tasks for you.

Being successful in the business world involves myriad considerations, from the competitive environment to financing, distribution, and sales. The good news is that there are many free and low-cost resources online that provide education and information to would-be entrepreneurs. Start with the U.S. Small Business Administration, www.sba.gov, and the Service Corps of Retired Executives (SCORE) nonprofit business-counseling agency, www.score.org.

"There are also numerous local and state government sites that offer small-business owners information on everything from upcoming events on starting a business, to step-by-step how-to videos or podcasts on subjects like writing a business plan," says Tina Hedges, who is co-president with Beth Ann Catalano of twist.new.brand.venture, a New York City-based entrepreneurial consultancy.

CALL YOUR LAWYERS. "Do not forget to look into relevant industry groups and online industry periodicals to gain critical access to everything from competitive

information to manufacturers and consultants," Hedges says. You should also get out and about. Attend industry seminars and trade shows, which are wonderful opportunities to actually network with executives of interest and gain some insights and assistance.

Before you talk to anyone, get some legal advice on how to formally claim ownership of your idea. The U.S. Patent and Trademark Office has a Web site designed to help entrepreneurs. You should also meet with a local attorney (get a referral from another entrepreneur) who specializes in intellectual property protection.

Next, test your idea. That will involve creating a business prototype, product sample, or model. A product development consultant can help you construct a prototype and conduct demonstration-oriented, "proof-of-concept" research on your idea. Again, ask another entrepreneur for a referral to a product development consultant in your area.

GET A MODEL. "Business people are going to want more than a thought. They want facts!" says Nick Bibby, principal of Shreveport (La.)-based Bibby Group, a franchise consultancy. "So many people have come to me over the years with an idea for a franchise and asked if I could help sell it. My answer has always been the same: 'Until there is a model, it is just an idea.'"

When you're ready to start discussions, go to an established firm or successful entrepreneur who is already working in a related field. "If it is a good concept, it will be recognized. If it is not, that will be recognized as well," Bibby says. Before you unveil your tested prototype, however, go back to your lawyer and get a "non-disclosure agreement." Have anyone you're in discussions with sign a copy first.

"Whether yours is a product or a service concept is not important. [Either way], a simple, concise 'non-disclosure' agreement acts as somewhat of a safety net for you. The non-disclosure can memorialize and document that you brought an idea to a person (or company), and

protect you if it is stolen," he says. Coming into a meeting with legal protection also puts the receiver on notice that you are savvy enough to protect yourself.

BUYER BEWARE. One final but very important note: Would-be business people such as you are ripe targets for scams that rake in millions annually fleecing the unwary. These companies and individuals are in the "invention promotion" industry, and they often advertise heavily on radio and late-night television.

They claim they will help you develop, patent, and market your idea in exchange for an upfront fee. What they don't tell you is that they'll be trading on your hopes in exchange for providing you with shoddy services once they get your nonrefundable fee.

Fortunately, there are many online groups that help inventors and potential business owners avoid scammers and get help from legitimate professionals. Subscribe to *Inventors' Digest*, www.inventorsdigest.com, a magazine and newsletter with quality articles and timely information for inventors, and check out the nonprofit Inventors Forum, which has an extremely helpful page of resource links.

Karen E. Klein is a Los Angeles-based writer who covers entrepreneurship and small-business issues. This article is courtesy of BusinessWeek Online, www.businessweek.com.

About BusinessWeek

BusinessWeek Online (www.businessweek.com), a recipient of the 2000 National Magazine Award for General Excellence in New Media, brings global coverage to the Internet. BusinessWeek Online launched on AOL in December 1994, and the Web site was launched in October 1996. At Businessweek.com, users have access to exclusive online content, including business and financial news, investment advice, small business, tech insights, as well as a first look at the current issue of the magazine each week. BusinessWeek Online also features a host of interactive resources to help professionals climb the corporate ladder or increase their stake in the stock market.

NAWBO PAC – Assisting Women Candidates Who Support Business Owners

The NAWBO Political Action Committee (PAC) has been busy researching candidates and distributing contributions to women candidates who support our legislative agenda. During this election cycle, we have endorsed and contributed to the campaigns of Senator Olympia Snow of Maine, Representative Sue Kelly of the 19th District of New York, Representative Nydia Velazquez of the 12th District of New York, Representative Melissa Hart of the 4th District of Pennsylvania, Representative Heather Wilson of the 1st District of New Mexico, and Representative Nancy Johnson of the 6th District of

Connecticut. Following the last primary elections in September, the NAWBO PAC will consider giving to additional candidates.

The criteria used by the PAC to choose candidates to support are:

- Is the candidate a NAWBO member?
- Is the candidate a business owner?
- Is the candidate supportive of NAWBO issues?
- Does the candidate hold a leadership position on a legislative committee key to NAWBO's interests?

It is not too late to make a difference in this year's races. We encourage you to send your contributions to: NAWBO PAC, PO Box 826173, Philadelphia, PA 19182-6173. For more information on the NAWBO PAC, visit the NAWBO Web site at www.nawbo.org.

Together we can make our voices heard in Congress.



In her article, "Y-O-U Are Your Most Important Business Card," Kall Evans-Raoul, founder of The Image Studios, explained how personal presence is linked to business success. When marketing and promoting your company, she opines, you are your own best business card. And just as your tone of voice and handshake need to convey confidence and professionalism, so must your image. Like it or not, people make judgments based on what they see. And guess what most people notice first? That's right, your clothes – the largest single component of your overall image. In business, it pays to invest in your wardrobe. However, if you, like most business people, can't spare the time and energy for a day of shopping, here are some ways to simplify the process and begin to cultivate your business-leader image.

Style: Make Your Image Unique.

First, define your style. Are you classic or trendy? Earthy or fashion-forward? Or is your style eclectic? To figure this out, save photos of clothing and fashion looks that appeal to you. Next, ask a friend with good taste to recommend online retailers and actual stores that cater to your preferences. You'll spend less time shopping if you know what you're looking for and where to get it. You can also hire a personal shopper or wardrobe stylist—they're not just for celebrities anymore! She'll be able to assist you more quickly if you can give her some idea of your aesthetic tastes.

Color: Find colors that work for you.

Just like fabrics, hues have internal qualities. They can be warm or cool, fun or serious, subdued or electric. Some colors connote authority and power while others appear soft or weak. Before choosing something off the

rack, think about what others might see. Ask yourself, "What am I saying with this color?" and "Is this color right for me?" At this point, an outside opinion from a salesperson can help. Don't be shy. That's why they're there. An experienced salesperson should tell you what works and provide alternatives for what doesn't. Until you find a trusted salesperson and decide which colors suit both you and the culture of your company, rely on basics such as black, navy, grey, beige, brown, and white. Add color splashes with accessories, such as lapel pins; scarves, belts, or handbags. Wearing accessories also speaks to your attention to detail.

Fit: Use a tailor.

Unlike men who have a uniform for work (a suit and tie), women have options. This is great for weather extremes, but it creates more opportunities for a poor fit. However, the majority of women do not use a tailor. This is a big mistake. A perfect fit not only looks more polished, but it can also make you appear slimmer, taller, and more powerful. Most importantly, when a garment fits your figure correctly, you'll feel more comfortable. This means you can devote energy to your business endeavors instead of your too-short or too-long shirtsleeves. At your next purchase, ask the store if they do alterations. Many do them in-house or can recommend a good tailor in the area. Also, dry cleaners will do simple alterations. However, it is worthwhile to find a good tailor, treat her well, and use her services.

Streamlining the tailoring process is The Fashion Fit Formula by Pivotal Impressions. This system provides optimal tailoring specifics based on your body's pivotal points (neck, waist, elbows, wrists, hips, knees). You still

have to take your items to a tailor, but you'll never again have to stand around while someone with pins in their mouth guesses the right length for your skirt or sleeves!

As a woman, you deserve to look and feel good all the time. As a business owner, you need to be a successful competitor. A little attention to the contents of your closet will give you a professional advantage. With some forethought, perspective, and a good tailor, the way you dress will more accurately reflect your competence, intelligence, and attention to detail. It's true that when you look better, you feel better, and when you feel better, you are more self-confident. What leader doesn't want that? If you are unsure about making changes, a professional consultant can coach you on understanding your own body type and personal coloring to maximize your image.



Kristi Kelley has been turning heads with her fashion sense since the age of 13. Now in her role as The Image Studios' Fashion Director and Wardrobe Consultant, Kristi helps her clients revamp their images with sharp, casual looks or classy workplace and evening apparel choices. Kristi's skills in closet assessment and wardrobe enhancement may come naturally to her, but she sharpened those abilities with a Fashion Merchandising degree from Illinois State University. With 10 years of experience in the fashion industry, Kristi is an expert at choosing the labels and looks that best fit her clients. This ability, coupled with a down-to-earth, friendly approach, makes Kristi a sought-after expert and consultant.

EXCEPTIONAL WOMEN, EXCEPTIONAL LEADERS— ENTER NAWBO'S CONTEST TODAY AND SEE YOUR STORY IN PRINT

Are you a dynamic leader who has used your organizational or mentoring skills to improve your business? Do you have an inspiring success story or a unique community experience you'd like to share with other NAWBO members? If so, we want to know about it!

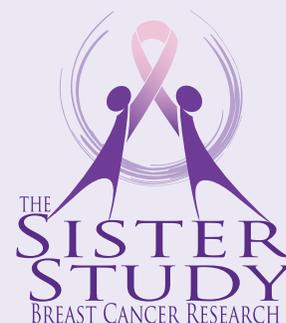
Enter the contest, and you'll have a chance to be featured in an upcoming issue of *NAWBOtime* where a new section will highlight members' leadership achievements. To enter, please submit a 200-word description of how you have demonstrated your leadership talents and applied them to your business. Provide specific examples of yourself in action and your effect on others in your community. Entries will be judged on their distinctiveness and the amount of impact your efforts have had on both your business and the people you've helped guide.

Send your entry and a photograph of yourself to Brynn Slate by fax (703-506-3266) or e-mail (bslate@nawbo.org). **The deadline to enter is November 20, 2006.** The contest winner will be featured in an upcoming issue of *NAWBOtime* and will be awarded all three books in NAWBO's Entrepreneurship Trilogy. (Titles include *Taking an Idea to Market*, *Tapping Your Inner Entrepreneur*, and *Money Matters*. To learn more about the books, visit www.nawbo.org.)

Get ready to share your leadership story with NAWBO! Submit your entry today!

IF YOUR SISTER HAD BREAST CANCER...

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Great employees are an invaluable resource to every small business, and hiring – and retaining – top performers is a challenge all entrepreneurs face. Not only do you have to know the kind of employees you want, but you must locate them, make sure they fit with your corporate culture, and woo them with an offer they can't refuse... all while the candidates may be weighing opportunities at larger firms with deeper pockets.

NAWBO member Theresa Daytner, president of Daytner Construction Group (www.daytnercorp.com), a construction-management consulting company in Mount Airy, Md., knows these challenges well. A year ago, the company consisted of just two people – Daytner and her husband Allen, the company's vice president. Today, fueled by strong demand for its services, the company has nine employees overseeing projects across the U.S.

Because her company's success depends on the performance of her project managers, Daytner knows she needs what she calls "the cream of the crop" when it comes to employees. Her strategy for locating and retaining employees includes many of these best hiring practices:

Tap into your network.

Word of mouth can be one of the most effective means of finding qualified candidates. A long-time entrepreneur (Daytner Construction is her third successful venture), Daytner tapped into her past contacts to find employees. "Our first hires were people we knew, ones we had prior relationships with," she said. "These were key individuals.

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There had to be a trust factor. My office manager had worked with me when I had a CPA practice. Our first project manager had worked for my husband when he was just out of college. We recruited another person who was retiring from his job – he had once hired my husband."

Look for shared values.

To be successful, Daytner feels she must locate employees that share her company's values, particularly around professionalism and integrity. She gets a good read on people by being "simple, plain, and open" during the interview process, which encourages candidates to do the same. It also may take a couple of meetings or lunches to make sure the candidate can maintain those values. "We need people who can exemplify who we are," Daytner noted. "I consider the dance to be an awful lot like dating. Do you want to go on that second date? We're willing to take our time and not rush into it."

Create compelling benefits.

While offering a competitive salary is certainly necessary, Daytner has found that other benefits can make the difference when it comes to a candidate accepting her offer. Daytner Construction pays 100 percent of all health insurance premiums. Since many of its project managers have to travel extensively to job sites, it pays a \$500/month vehicle allowance. And, perhaps most importantly, it provides project managers with the flexibility to work from a home office when feasible. "We need people who are self-motivated," said Daytner. "We can give them flexibility, and it also means we're giving them respect and trust to get their job done. It makes our business team stronger."

Match talents to opportunity.

When it comes to selling a top candidate on working for Daytner Construction, Daytner focuses strongly on the company's potential, and the opportunity the candidate will have to grow with the company. Then she backs it up with her management style, which encourages employees that are involved in project management to take an active role in business development. Ultimately, this lets her match employees to projects that they want to be part of. "We value our employees so much that we consider their needs in our business development efforts," Daytner explained. "Can we find a way to make the projects fun and interesting enough that we can keep those employees motivated? We regularly ask our employees about the kinds of projects they'd love to work on. This steers our business development. It creates relationships for the long term."

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NAWBO MEMBERS IN THE NEWS



NAWBO Baltimore member and owner of Have Pen, Will Travel, **Susan Middaugh's** full-length play, *A Modern Pas De Deux*, premiered in Baltimore's Fells Point at Vagabond Players. The play was chosen as part of the Baltimore Playwrights Festival's 25th anniversary.

For more information, visit www.vagabondplayers.com and www.baltimoreplaywrightsfestival.org

NAWBO Dallas/Fort Worth member, **Jackie Schwitter** of Texas Treats, Inc. has earned a place of honor on the *Gift Basket Review* America's Top 100 Gift Basket Business List. Jackie's business was ranked as a Fast 50 Company for accelerated revenue growth for GBR the past year. Texas Treats was chosen for the Top 100 list from hundreds of participants in the GBR State of the Industry Survey open to 20,000 gift basket/gift-packing companies in America.



The Entrepreneurial Star Award will be presented to **June Bratcher** at the 2006 Diversity and Women's Leadership Summit by Business Women's Network (BWN) on October 26, 2006. June is president of Daisy

Tours/Conventions San Antonio and is NAWBO's 2006 Woman Business Owner of the Year. Her thriving business is recognized as the official carrier for many organizations, including Lackland Air Force Base, carrying 40,000 recruits annually without accident. June shares her inspiring story with thousands of women in the community through women's organizations and schools.

Sue Kozel, NAWBO South Jersey member and Diversity Chairwoman, received two national awards and one major state award in 2006. The owner of SK Visions received Women Impacting Public Policy's first annual 2006 Public Policy Award. The company was also named a 2006 U.S. Chamber of Commerce Blue Ribbon

Small Business. On the state level, Sue was listed as one of *NJBIZ* magazine's 2006 50 Best Women in Business.

UPDATE! You read about NAWBO Greater Madison's GIRLS'BIZ program in the August/September issue of *NAWBOtime*. Now, learn more about the program on the chapter's new Web site at <http://www.nawbo-madison.org/Default.aspx?PageID=29>.



Sue Kozel with Barbara Kassoff, CEO of Women Impacting Public Policy.



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