

NIKE

NEW YORK STATE women, INC.



NIKE

The official publication of
New York State Women, Inc.

Our Mission

To build powerful women
professionally, personally,
politically through
advocacy, education
and information.

Our Vision

To be the
leading advocate
for working women.

VOL. 60 ■ ISSUE 3 ■ MARCH/APRIL 2011



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How Did We Get Here and How Do We Go Forward?

What it takes to be an Effective Leader

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Dated Material — Deliver Promptly

President's Letter

For the generations

-from Mary Ellen Morgan

March is National Women's History Month!

2010 marked the 91st anniversary of the ratification of the 19th Amendment, for which Susan B. Anthony, legendary suffragist, abolitionist and civil rights leader, labored her life to achieve. Open to the public, the Susan B. Anthony House was Anthony's home during the most politically active period of her life, and the site of her famous arrest for voting in 1872. It is Rochester's first National Historic Landmark.

The Susan B. Anthony House remains to foster and inspire women of all ages to strive for excellence in their personal and professional lives. I have a picture of this home hanging in my home and a collection of her coins. They have guided me to challenge myself to set goals to achieve.

New York State Women, Inc. has set similar goals to help women in all generations. Our current membership of women Traditionalists, Baby Boomers, Generation X, and Millennials are a positive mixture in our organization. It is imperative we understand the characteristics, needs, and aspirations of each group to promote membership and activities throughout New York State.

The Greatest Generation is composed of 36 million people between the ages of 80 and 100. Born between 1906 and 1926, they suffered through the Great Depression and some fought in World War II. This generation built our economy with a positive attitude to prevail, regardless of obstacles. Protected, busy, civic-minded, heroic, and powerful best describes this generation. Loyalty and duty are significant to them.

The Silent Generation is composed of the 28 million people born between 1927 and 1945. These are the Depression babies, now 62 to 80 years old. Their motto is to cope; they saw the shortages of World War II and built the economy for the 50s, 60s, and 70s. Strictly raised, they lived by their parents' wishes. They have struggled with adapting to change but are very caring individuals, open minded with a strong sense of family.

The next grouping are Baby Boomers, born from 1946-1964. Some 74 million strong, the "Me" Generation now ranges in age from 43 to 61. This generation experienced Viet Nam, the Middle East crisis, and world conflicts. They saw a breakdown in family structure and could be called the first "divorce generation." These individuals are good volunteers, the healthiest and best educated, and will provide a good legacy. They are

open to new ideas and experiences. This generation has shown great economic buying power.

Generation X makes up 51 million people born between 1965 and 1980, who are 27- 42 years old. This was a group that had to care for themselves. Major influences: divorce, job insecurity, and latch key programs. They choose friends over family. Technology, multi-tasking, self reliance, and diversity are significant characteristics. This group have become serious parents, take work seriously but still want it to be fun, and look for feedback immediately. They dislike authority and wish to work *with* you, not for you.

Generation Y or the Millennials constitutes 75 million people, born from 1981 to 2002. They are 8 to 30 years old and witnessed the acts of the Columbine teenagers and 9/11 terrorism. This group sees the world of global skills. Parents are admired. Heroes and patriotism are part of their reality. Generation Y wants to give back to their communities and are extremely civic minded. Millennials are making a great impact on society.

New York State Women, Inc. is composed of *all* these age groups; generations with tremendous impact. This was evident at the brainstorming session at the Fall Board. I hope this mix of generations will bring our strategic planning team forward at our Winter Board.

Multigenerational households are on the rise as more families live together. Our nation has not seen a situation like this in 50 years. Children are taking longer to leave the home, grandparents care for grandchildren, and adult children are caring for their aging parents. People losing jobs, filing for bankruptcy, facing foreclosure, and savings wiped out have created family survival.

Workers in their 20s, 30s, and early 40s are considered the Debt Generation by financial media. Young professionals faced with higher student loans and credit card debt have unique decisions to make with our country's current job market and mortgage crises. You may want to read Kimberly Palmer's book, *Generation Earn: Spending, Investing and Giving Back*. This would be a remarkable gift for a new college graduate.

Let's make New York State Women, Inc., into an organization for the next century. Understanding the valuable mixture, the need for change, and the ability to move forward, we can be the avenue that blends the generations to achieve powerful goals.



Calendar of Events

2011

15th of each month: Deadline: *Communicator*

April

11 Equal Pay Day

June

3-5 2nd Annual Conference
Albany, NY (host District IV)

July

15 Deadline: to submit info for *NIKE*

August

31 Women's Day at the NYS Fair

Please copy these dates into your calendar!



Our Mission

To build powerful women professionally, personally, politically through advocacy, education and information.

Our Vision

To be the leading advocate for working women.

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From the Editor



Feeling Inspired...

After having just returned from the NYS Women, Inc Winter Board meeting in Watkins Glen, I have to say I'm feeling good about the state of affairs of our state organization. It's been a slow process, maybe not as quick as some of us would like, but we're on the right track. We're on the right track because we can see the goal before us, i.e. to reinvent and re-energize an organization that's responsive to the needs and issues of New York State working women. We're on the right track because we can honor tradition but be brave enough to embrace the future and respond accordingly. We're on the right track because we can respect our individuality and come together for the benefit of all and we're on the right track because we all can share responsibility for the outcome of our efforts.

NYS Women, Inc. is compelled to move forward quickly through the persistent efforts of the strategic planning team and its facilitators. What kind of state organization do we want to be? What kind of value do we see being offered to members and chapters? How do we increase our visibility and credibility on the state level with partner organizations, businesses, educational institutions and government? This is an onerous task, but one that needs to be done with the help and input from all of us who have a vested interest in NYS Women, Inc.

So I urge you to feel inspired, as I do. Voice an opinion or suggestion, become proactive in the strategic planning process, attend and participate in district and state meetings and take ownership of our future. H. Jackson Brown said, "In the confrontation between the stream and the rock, the stream always wins – not through strength but by perseverance." May we persevere together as the journey continues...

-Linda Przepasniak, Editor

Next NIKE Deadline is July 15, 2011

Please put *NIKE* in the "subject line" when e-mailing materials to Linda Przepasniak. Published material must be accompanied by a letter from the publisher giving permission to republish and the credit line required to be included with the article. Articles for *NIKE* are usually 100 words (for chapter news) and 1,000 to 1,500 for features. If you rewrite the article using quotes, please designate where the reader can get the full copy.

Editorial: Women's Issues

Does this trivialize domestic violence?

“Battered Women Taste Better”

In February, a Westbrook-based company, Old Glory, was selling a t-shirt that read “Battered Women Taste Better.” You could get it at amazon.com or at their Web site for \$14.95 – until they removed it that is – thanks to a group of advocates against domestic violence.

Majorie Fronk, the Executive Director of the Domestic Violence and Rape Crisis Services (DVRC) of Saratoga County and a member of the Tech Valley Chapter of NYS Women, Inc. called for action in her blog on the Saratogian Web site. The Saratogian is the local newspaper covering Saratoga Springs, NY. With Ms. Fronk's permission, the following is a reprint of her February 11, 2011 blog, entitled “Battered Women Taste Better” – HUH?!”

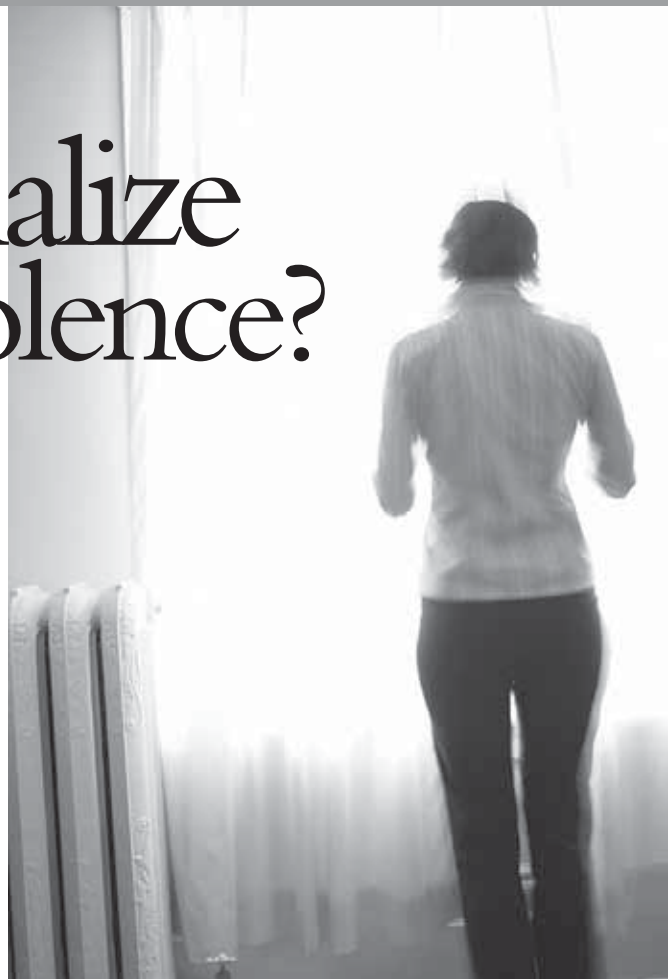
Yesterday domestic violence advocates across the state were incensed when it came to our attention that amazon.com was selling a tee shirt by Old Glory that read “Battered Women Taste Better”. For those of us who daily see the effects of abuse on families – the terror, pain and disillusionment as a partner controls, humiliates and inflicts physical and emotional pain in the name of love, the trite play on words is perplexing and sad. What motivates someone to spend \$14.95 plus shipping and handling on a shirt that communicates *this particular message* to the world?

Initially Old Glory was unmoved by calls of concern. Their representative commented by e-mail,

“It is someone's right to sell any product they wish as it is up to someone else, to view it or buy it ... this is not something my company will remove. ...it is our right to sell the product. Have a wonderful day.”

After Fox 23 became interested in the story the tee was removed from the Web site.

In our office [Domestic Violence and Rape Crisis Services] there were many different reactions to the tee shirt . . . but speechless characterized the most frequent response. It's sad that after we've committed 30 years to helping victims and raising awareness that a manufacturer would market a shirt with this puny and insensitive pun . . . clearly we've still got a lot of work



to do in changing how our society views intimate partner violence. When we ignore acts and images of violence we're tacitly condoning them. Here's a challenge, this week as you're watching prime time TV, count how many times intimate partner violence or sexual assault are part of the show . . . you might be surprised. It's reassuring that so many people find this shirt offensive, but at DVRC we worry that this public hoopla, instead of advancing awareness, might actually distract us from the really important work. Do water cooler discussions about this shirt increase awareness or do they minimize the issue? Once this story has been covered will it prompt a bigger discussion about how we work collectively to end abuse . . . or will we shake our heads at the passionate wrangling over a sophomoric tee shirt? If the shirt is pulled off the shelf because of our opposition do we as a society then feel we've done our part to end domestic violence?

What do you think? Is taking a stand about this shirt an important step in social advocacy . . . or does it trivialize this issue in the public's mind?

[Editor's note: Colleen White Tyll, Tech Valley Chapter, addressed this action at winter board, urging our members to boycott Old Glory and advocate against acts and images that promote domestic violence.]

Feature: Cover Story

How Did We Get Here and How Do We Go Forward?

What It Takes to Be an Effective Leader

by Pat Hendrickson, NYS Women, Inc., President-Elect



For more than 90 years our organization has strived to change the lives of women; in fact, all people, for the better. We could not have survived and achieved our goals to this point without effective leadership. How do we go forward from today? Who will lead us? More importantly, how will they lead? What are the qualities we look for in our leaders?

In researching this topic, I discovered that there is no limit to the information available about the characteristics and qualities of leadership. At this juncture in our organization, I thought it might be wise to know what we are looking for in our future leaders.

Honest/Trustworthy This quality ranked high on most lists. It means being true to your values, inside and outside. It is easy to make excuses for our mistakes. It is often easy to blame others or equipment for our own incompetence or mistakes. An honest leader admits mistakes and shortcomings in order to set the example of "taking personal responsibility" to his/her followers. In so doing, an honest person can avail herself of resources to get the job done. This is a way of enabling others to be part of a project and provides opportunities for others to evolve into leaders in their area of expertise. Learning how to be honest without being hurtful is a skill worth developing. It demonstrates sensitivity to the feelings of others. Is it ever necessary to be dishonest? The risk of getting caught is not worth it. Dishonesty does more to undermine the trust of others than any other leadership characteristic.

Forward-looking/Visionary In order to lead, one must understand where she is and see the possibilities of going somewhere else or in addition to what exists. Leaders must share their vision and act upon it by surrounding themselves with others who support the vision

or direction. Jack Welch, former Chairman and CEO of General Electric Company, said "Good business leaders create a vision, articulate the vision, passionately own the vision and relentlessly drive it to completion."

Competent This quality is born of skill development; perhaps a combination of several other characteristics, including experience, skill, feedback and organization.

Inspiring Projecting your belief in the vision in a way that brings others on board is important when building a team. Effective communication helps to inspire people to share your desire for change or expansion.

Intelligent A leader does not need to be a genius or have a high IQ. She/he needs to be able to demonstrate a meaningful understanding of the processes and procedures that will enable the vision to be realized.

Dedicated This means doing whatever is necessary, spending whatever time and energy are required to complete the task. This is another way that a leader inspires other members of the team.

Magnanimous We all want credit when we have completed a task successfully. A good leader gives credit when it is due in a meaningful way. Crediting the team or individuals is a good practice that makes people want to do more.

Open-minded A leader must be willing to listen to new ideas without being judgmental. This builds mutual respect and trust, while keeping fresh ideas on the table.

Creative We have all heard the term "think out of the box." The most important questions a leader can ask are "How...?" and "What if we ...?" Remember, there are "no dumb questions."

Fair Hearing the facts and dealing with people con-



Trustworthy
Magnanimous
Open-minded
Visionary
Inspiring
Dedicated
Creative
Assertive
Fair



Self-confident
Enthusiastic
Respectful
Good listener
Compassionate
Action-oriented
Good communicator
Consistent

sistently and fairly is a difficult task for any leader. Leaving behind favoritism, friendship and biases presents challenges in many situations. Exercising self-control and objectivity is a requirement of leadership.

Assertiveness This is not the same as being aggressive. A leader who is assertive is able to clearly state what is expected so that there will be no misunderstandings. A leader must be assertive in order to get the desired results. This characteristic is accompanied by the responsibility to clearly understand what your team expects from you as its leader.

Sense of value and self-worth

Others perceive you based on the way you feel about yourself. Your self-esteem is seen in your appearance, posture, body language, tone of voice, responses and attitudes. Good self-esteem can be crucial to the effectiveness of your leadership.

Consistent Every person has a "style" of leadership, really a certain combination of the characteristics listed here. Your effort should not be to make radical changes, but to modify it to work for you as you inspire and motivate your team to achieve. Flexibility is necessary, but too much compromise could confuse your followers.

Good communicator Good communication is essential to good

leadership. It is the key to developing and maintaining good relationships with people. It is essential to expressing the vision, the direction, the tasks and the feedback necessary to the workings of the team. Versatility in the means and use of communication is becoming increasingly critical to the realization of goals and objectives.

Self-confident This quality enables you to stand up to criticism. You can never make everyone happy, but the feeling of self-assurance you have about your vision and plan allows you to defend your position. There are those who are "problem-identifiers" and there are those who are "problem-solvers." Know the difference. Know that their approach to issues is different – negative and destructive versus positive and proactive. Be respectful but firm in the face of adversity.

Enthusiastic Your energy (or the lack of it) will influence your team and followers. Set a tone of energy and enthusiasm to strengthen the cohesiveness and energy of your team. If your energy and tone are low, your team will be adversely impacted and distracted from its tasks. There is no room for a public expression of depression, no matter how fleeting. If life gets you down, rely on others to pull off your vision. If you have already outlined the tasks, let others fulfill your dream until you can get back in the game.

Respectful Know the members of your team and treat them with respect. Respect their skills, their need to question, their need to succeed, their need to take a break when "life happens" to them, their need to be actively involved and their need for kindness and understanding. Find a balance that will not negatively impact the goals, objectives and

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“It is important to know the difference between leadership and management, since the terms are often used interchangeably..”

tasks. Replace a team member if the need is too overwhelming for them to continue serving. Do this with the understanding that you may be relieving them of a burden that they are reluctant to drop.

Good listener Someone once said that “we learn nothing when we do the talking, but learn much when we listen.” If you know it all, this does not apply. If you are a teacher and not a leader, this may not apply. But, if you are concerned about building and maintaining good relationships, this is a critical skill. You may have the right to your opinion, but you don’t have the right to disavow someone else from having her/his own. You can agree to disagree but only after having heard the other side. Who knows – you might change your mind about the issue.

Willingness to do Demonstrating your willingness to get in the trenches with your team goes a long way in building respect on both sides. You and your team can learn to appreciate each other’s efforts and skills. It matters. Living in an ivory tower does nothing to further the trust and respect of your team members. Be visible and supportive.

Compassionate You are not the only one who succumbs to the experiences of life. Understand what you are asking of people. Be willing to suspend activities, substitute with another team member or find another way the task can be accomplished with minimal negative impact to the team member (“out of the box”). Be willing to listen to their solution to the problem, but be realistic in making your vision a reality.

Action-oriented Dictators dictate and demand. Leaders motivate and support. Be involved in the plan.

Demonstrate your sincerity about the well-being of your team.

Ability to deal with pressure Breathe! Take a walk! Take a break! Go to dinner with a friend! Share the fact that you are stressed in order to allow others to relieve you of some of it. Identify what gives you stress and apply strategies that allow you to remove it or cope with it. Stress comes from many different sources and each of us reacts to it differently. Know yourself and deal with stress effectively and in such a way that it does not interfere or interrupt your achievements. Take care of yourself. Your ability to do this can mean the difference between success and failure in realizing your dreams.

Humorous This quality is considered by many to be vital in relieving tension and boredom, and defusing hostility. Humor can energize followers. It is a power that can provide some control over a situation. It fosters good camaraderie.

It is important to know the difference between leadership and management, since the terms are often used interchangeably and incorrectly. Leadership is setting a new direction or vision for a group, being the “spearhead” for that direction. Management controls or directs people/resources in a group according to principles or values that have already been established. Leadership without management is to have a vision but not have a plan about how the vision will be achieved. Management without leadership is maintaining the status quo under old rules. Leadership combined with management sets a new direction and manages the resources to achieve it. There are other types of leadership/management – facilitative, participatory,

non-active and symbolic.

In a world of imperfection and human faults, there probably is no “perfect” leader, one who possesses all these qualities equally or in perfect balance. However, when you think about the people you have respected through the experiences of your life, give thought to these characteristics. You worked harder for them. You felt good about what you were doing. You took greater pleasure in your accomplishments under their leadership or guidance. You learned leadership skills from them. You became the leader you are today. Allow yourself to analyze the characteristics I’ve listed and see which ones you possess. Better yet, apply the ones you have to being the leader you can be. Every organization looks for new leadership from time to time. New York State Women is no different. As we look forward, we are looking for new and fresh leadership from our members. In fact, your membership identifies you as a leader and implies your willingness to perpetuate and promote our mission and vision through action. Be ready to respond to the call to apply your skills and abilities as we look forward.

Pat Hendrickson has been an active member of the Catskill Mountain Chapter since March 1995. She became an Individual Development Program Trainer in 2007 and has presented and spoken on different topics, ranging from leadership and, effective communication, to membership recruitment and retention.

Pat is a NYS Licensed Speech Pathologist with a Masters Degree in Communication Disorders. As a clinician for over 35 years, she served developmentally disabled adults at Sullivan Arc and has held administrative and leadership positions.

Women Who Helped Build the Empire State

Lois Gibbs

A leader in the fight against pollution

by JoAnne Krolak, Vice Chair, Women's History Month

Lois Gibbs stared at the doctor in disbelief. "Epilepsy? What do you mean, my son has epilepsy? There's no history of epilepsy in either my family or my husband's." Nevertheless, Michael Gibbs had epilepsy, and later, his sister Missy, developed a blood platelet disorder. Lois Gibbs had read a series on hazardous waste problems in the local newspaper. Suddenly, things started to make sense. The school that the Gibbs children attended, the 99th Street School, was built on top of the Love Canal in Niagara Falls, New York.

Love Canal was started by William Love in the late 1800s, as part of a hydroelectric power project that would link the upper and lower parts of the Niagara River. Work stopped when Love ran out of money, and the site became a dumping ground for the city of Niagara Falls, the U.S. Army, and Hooker Chemical Corp. (now Occidental Petroleum). After the site had been filled and covered over, Hooker sold the property to the Niagara Falls Board of Education, which used it to build a school and several single family homes.

Lois Gibbs petitioned to have her son transferred out of the 99th Street School, but her petition was denied by the school board. She started a petition for closure of the school and gained the support of neighbors, who reported health problems of their own. In 1978, Gibbs and two of the neighbors delivered the school closure petition to the Commissioner of the New York State

Department of Health. The Commissioner closed the school immediately, recommended that pregnant women and children under the age of two living near the dump site leave the area and mandated undertaking an immediate cleanup plan. Furthermore, the state agreed to purchase the 239 homes in the first two rings of homes nearest the canal.

Lois Gibbs' work was not finished yet. Families living outside the rings kept asking "What about us? What about our children? Will the rest of us just be left to die here?" As head of the Love Canal Homeowners' Association, Gibbs wanted answers. Toxic chemicals were found to be migrating from the original site. Aerial and other photographs showed evidence of swales and old streambeds which, even though filled in, could easily carry the chemicals out of the canal.

Gibbs and the Homeowners' Association compiled statistics on the rate of birth defects, urinary tract disorders and other diseases and presented their findings to the Department of Health, which rejected their findings. The Homeowners' Association then took the issue to the people. So many people wrote letters to their legislators, the Governor and the President that the Department was forced to reexamine its position. In 1979, the Department of Health issued a second evacuation order for pregnant women and children under the age of two from the remaining 660 families.

Gibbs had mounted a campaign to get the government to purchase the Love Canal homes at a fair price. However, it was not until 1980, when the Environmental Protection Agency released its study revealing the chromosomal damage suffered by Love Canal residents that

President Carter issued an emergency declaration and signed legislation authorizing funding to relocate all the families who wished to leave. The families leaving Love Canal would have their homes purchased by the government and would receive low interest loans toward new homes. The Federal Superfund program was

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Average people
and the average
community can
change the world.

You can do it
just based on
common sense,
determination,
persistence and
patience.

-Lois Gibbs

Feature: Personal Development

Growing Public Service Leaders On a Mission

by Ray Blunt

Martin Luther doesn't make many appearances in the pages of the numerous leadership tomes that reach bookstore shelves each year. And it's a shame because he brought about earth shattering change to Europe for – good and for ill – and forever altered the religious landscape. History books use the term Reformation to describe the movement he helped launch. But what not many may know is that those in public service owe him a large debt of gratitude because he introduced the idea that a calling (i.e. a vocation) is of critical importance in secular life.

A Calling In the Middle Ages, a calling was the sole province of the clergy. All others whether farmers, court jesters, artisans or housewives simply worked. For those who saw the recent film *Amazing Grace*, William Wilberforce's conversion to faith showed this mindset. He was led to the conclusion that he could no longer serve in government, as it was such a nasty business. If it weren't for John Newton's advice that politics was his calling, Wilberforce might well have been an obscure country cleric rather than the brilliant Member of Parliament who led the abolition of slavery in England and much of Europe.

Luther's contribution to today's public service was to bring an understanding of a calling to serve others in the world as being the guiding principle in our vocation and a matter of great, personal importance.¹ To serve others in any avenue of life is a high calling. What I want to introduce here for your consideration is that the vocation of public service as a calling – a high calling – is of critical importance to recruitment, retention, and motivation of people. And since it is a high calling, then we are called for a purpose and that purpose can be expressed much the way organizations have learned to do – as a personal mission statement. Each of us is (or should be) on a mission to which we have been called.

Mission Importance For several years as I taught in the Excellence in Government Fellows leadership program, I asked each of the Fellows to develop their own life mission statement. From feedback I received, most felt this was an important – and lasting – part of their learning. There are at least three good reasons a life mission statement is important for you.

For one, it exercises leadership competency muscles that are pretty flabby in many of us: self-awareness, reflection, service orientation, and strategic thinking. It is these skills, as we will see, that allow us to do this work. Second, it gives a focus and meaning for work and life that is unfragmented and can help sustain us when being nibbled to death by the ducks of a reluctant bureaucracy. Let's face it, our day-to-day work can at times be boring, discouraging, disillusioning and may even seem unimportant. Knowing we have a clear mission will allow us to refocus or perhaps even relocate. And third, as Luther suggests, if we can understand the connection between what we do and how the organization we are part of serves others, we will have a clearer long view that transcends our in-box.

Mission Discovery Let's say you're with me so far – possibly skeptical but at least willing to give it a try. So, how does one go about putting together a life mission statement? If Martin Luther can help us see better that we have a calling and that it is public service, and if William Wilberforce helps reinforce for us that public service can be as high a calling as any, then Stephen Covey is one to give it legs. It was from Covey that I first learned this lesson about a life mission and then began to teach it.

Writing in one of his lesser-known books, *First Things First*,² Covey gives a clue to this work by quoting Victor Frankl, whose insight was that we don't invent a mission rather we detect it.³ From that springboard, he describes an approach that each of us can use to better examine our inner lives. This is where it might get a little uncomfortable for some, but hang in there with me.

I can only briefly summarize Covey's approach, but I would recommend the Appendix where he explains a personal workshop that can be done over a few days or even in one day. He also includes several sample mission statements that I found useful for some people who needed them to prime the pump.⁴

One exercise that helps to begin is the use of imagination to flash forward to an 80th birthday or a 50th wedding anniversary and to muse about what you would like said about you toward the end of your life. How would you want people to remember what you contributed to the world with others? Then take some time alone for reflection. Find a quiet spot, whether it is

outdoors in a mountain setting, at a quiet beach or even a lawn chair in a secluded corner of your yard. The important thing is to be alone and to be uninterrupted by your cell phone, Blackberry, or PDA. Take a journal to write in. The substance of your work is to respond to a series of questions. The number is up to you. Covey posits 40 different questions in *First Things First*. When I did this exercise, I tried to boil it down to about ten, as time was limited. What you want to reflect upon is essentially how you have been uniquely wired.

What strengths have you demonstrated over time? Which activities have given you the greatest sense of accomplishment and happiness? What person has shaped your life the most significantly and what qualities do they have? Who are the most important people in your life? How are you doing spending time with them? What are you passionate about? Are you satisfied with the results of your life so far? What would you change in your life if it were only one or two things? What do you need to learn for the next stage of life? What does your day-to-day calendar reveal about you?

The next step is then to actually take what you are learning about yourself and to express it in a relatively simple statement, easily remembered, but that ties you back to all that you know about how you have been shaped and called over your life so far. It essentially answers the question, "Why were you uniquely placed on earth at this time?" Perhaps an example might help.

Two Great Objects After his conversion and the affirmation of his calling, a young William



Wilberforce wrote in his journal the following statement that guided his entire public career and private life over the years from age 26 until his death 46 years later:

"God has laid before me two great objects: The abolition of the slave trade and the reformation of manners."

His understanding of that mission led him to form alliances with an expanding group of intimate friends and colleagues who labored over the years together to accomplish just that – the abolition of the slave trade (and ultimately slavery) – and the reformation of manners (morals) in English society at the turn of the 19th Century. Under his leadership, Wilberforce's colleagues in what became known as the Clapham Circle took on the rigid and selfish class society where the rich and privileged ignored the poor and dispossessed. In many ways, they were successful in this endeavor, helping usher in the Victorian era.

From this story we learn one other thing. While your life mission statement may not be as sweeping as Wilberforce's, it does need to be large enough to energize your pas-

sions and gifts toward an end that will be a good legacy and will possibly inspire others to pursue it with you. This thoughtful, reflective process will take some time and probably some refinement over the years. Certainly mine has.

At almost 65 years of age, and having now arrived at something very simple and rather small as my mission for these last years, this is how I say it – "To help grow the next generation of servant leaders – and to be a servant leader." I do have passion around that calling and I very much hope to sustain it until the end. In that I need lots of help and encouragement from others that are a much larger part of this public service leadership enterprise. Don Jacobson, the founder of GovLeaders.org and who serves those who frequent this Web site, is one of those I look up to.

Nike Yes, just do it. Take the time. Make the time. This summer is a great season to start, as things slow down and maybe brains unlock for a time. Pick up a copy of Covey's book or another that helps you accomplish the same end. ⁵ Find a place to get away to. Then exercise those underused thinking and

Continued on page 20

Feature: Professional Development



Is Your Web Site Making the Grade?

by Renee Cerullo, President, Buffalo Niagara Chapter

Your online presence is so important for obtaining new customers. Today your Web site is one of, if not, your main marketing tool. It needs to be top notch or it will affect your business. People are doing everything online now and paper marketing materials are being used less often. Below are keys to look for on your Web site.

Often people are focused on what technology they are using on their Web site versus what tasks the customer is coming to the Web site to complete. Your first priority should be what tasks are your customers coming to the site to complete. Is it make a purchase, obtain a piece of information, download a form, etc? When you are thinking about adding new features to your Web site you should first find out how this feature will help your customer complete their task on your Web site. A Web site has a small set of tasks that deliver a huge amount of value. These top tasks are the "Long Neck" of your Web site. You want to manage these top tasks, not the content or technology. Focus on helping your customers complete the top tasks as quickly and easily as possible. The tasks in the Long Neck of your Web site have such an impact that 5% of tasks on your Web site (Long Neck) have 25% of the influence on your customers. You want to continuously find out what your customers' top tasks are and adjust to them. Research has shown that your top tasks are often not your customers' top tasks. The minor items or tasks on your Web site are in the

Long Tail of your Web site. Much of the Long Tail of your Web site is a dead zone. 60% of your site content (Long Tail) accounts for about 20% of the influence/demand.

You might be wondering how will you know what these tasks are on your Web site. A Web site must be developed based on evidence not a gut feeling or opinions. Talk to your customers or survey your customers. Find the evidence. Evidence based decision making will improve your Web site significantly. When designing your site you should focus on the tasks first before you focus on the design. You should also focus on quality not quantity. A Web site is not a good site because it has a lot of pages; it has to have the right pages.

The long neck theory also applies to ecommerce sites. The items that would be in your long neck of the site are your top sellers – your top 10 items. Those are the most important items you want to sell a lot of. Selling a lot of those items will be better than selling one of many items. The long tail is where you are selling less in quantity of more items.

Web site analytics are very popular. Everyone wants to see how many people came to their site. But what is that actually showing? Just because you have lots of page views, does that mean your customers are satisfied with your Web site and getting what they need from it? You can't rely on statistical data or predictions to tell you how your Web site is doing. You need customer evidence that it is working. You can

obtain this through usability studies where you see your customers interacting with your Web site or at least by surveying your customers.

What problems do you solve for your clients?

Your Web site should not focus on telling the potential customer how great you are. You should be telling the potential customer what problems you will solve for them. You need to quickly tell the potential customer what you are going to do for them and guide them to learning more about your services. You should point them in the right direction then prove to them by examples that you are right for the job.

Authenticity

Be yourself. You always want to show who you really are. No one likes fake people. A big advantage you have over your competition is that they can't be you. This applies to face to face contact with your clients and on your Web site. People can see through marketing fluff. Keep your Web site real. Your authenticity can come through especially when using social media. How you present yourself on your Facebook page shows whether you are authentic or not. It's very easy to see when people are being phony on Facebook.

Renee Cerullo is president of the Buffalo Niagara Chapter and owner of RLComputing. Contact her at Cerullo@RLComputing.com or www.RLComputing.com.

by Amy Remmele

What do lemons and goal-setting have in common?

Have you ever awoken with your mouth already “puckered” because you just know that life is going to give you lemons today? And of course as you open your front door and look over at the neighbor’s house, the gorgeous babe who lives there is getting a bushel of beautiful sweet Georgia peaches delivered.

Okay, so come back to reality. Take your eyes off the UPS delivery guy with the tight pants and get off your porch. Come back into your cave and let’s figure out what to do.

First, go collect the lemons that are all over your house. Put some ice on the head wounds where those little yellow rocks hit and try to smile. We

Continued on page 14

Image: ©Jupiter Images

What do lemons and goal-setting have in common?

Continued from page 13

have a lot of work ahead of us. Take your collection of lemons to your kitchen sink and get a sharp knife. Cut the ends off and drive your thumb nail down between the skin and the meat of the lemon and start ripping. Gently now! You don't want the lemons to open up and ooze juice into that little cut you have on your finger. OUCH! And save those peels. We will need them later. And then take a moment to stop and smell the lemons. Notice how fresh and clean your kitchen is beginning to smell.

Once you are done peeling, get a pitcher and some sort of strainer. Squish the lemons through the strainer over the pitcher and watch it fill. You can throw the leftover junk from the straining process out now. But take the peels and carefully scrape the lemon zest from the inside. If you have a zester, all the better. If not, the old-fashioned way will work. You will certainly find a use for the zest in some recipe you will be fixing later on. But put those leftover peels in your pockets for our final "alternative uses test."

It is now time to sweeten the deal. If at some point you have not either bartered with or strategically partnered with a bee keeper or a sugar cane farmer, do it now. They are all over and they love to partner. No, you cannot trade sex. That is still illegal. But there are many other possibilities for trading services and goods. Get creative. Of course you can always go study bees and harvest your own honey. Now, take your new sweetener and add it to your pitcher.

Take your pitcher and open your back door. If this is a truly "Lemon Day" then it will be pouring rain outside. Yes, your arm is going to get a bit wet, but stop whining. We are about to get that next ingredient, that valuable chemical combination we need, the H₂O. After all, lemon juice and sweetener alone would be like a day without water. Once your pitcher is full, go stir it all up. Yes, go ahead and taste it, but just a little bit. Now cover it, grab some Dixie cups and you are ready to sell, sell, sell.

Oh, right, the leftover peels. First, take note that you now smell fresh and clean like your kitchen. Not the ef-

fect you were going for? Oh, well, get over it. But the most important thing is that if you run into an angry chimpanzee, just whip out those peels. Primates love lemon peels and you will be able to make a clean get away.

Goal setting is very much like the lemon process. You mastered the first step right from the get-go, thinking with the end in mind. You always need to know where you are going. There would be no point in mapping

o u t the steps to New York City if you wanted to go to Chicago. They say

"When life gives you lemons, make lemonade."

You will notice that all they did was to tell you where you are going.

The goal steps and what you will do once the process is done must be ascer-

tained by you. That is the second step to goal setting. Do you just want to drink lots of lemonade while you watch *Desperate Housewives*? Or do you want to be an entrepreneur? If it is the latter, then there is more to do.

You need a recipe and tools. Then you need to assess what your resources are, both internal and external. You have the arm, the pitcher, and the stamina to stand in the rain. You have the strength to peel, your partner has the sweetener and God provides the H₂O. A good goal-setter always answers the question, "What am I capable of doing?" But then they ask the even more difficult question, "What am I willing to do?" Do you know all of the steps to reach the goal or do you need more education? And remember the three aspects of the "acid test" of a true strength. Do you have the natural talent? Have you developed the knowledge and skill base? Do you have the passion? If any one of the ingredients is missing, it could be a recipe for disaster. The mediocre goal setter might just respond, "Make lemonade" when faced with that existential question of what to do 'when life gives you lemons'. The great Goal-Getter, on the other hand,

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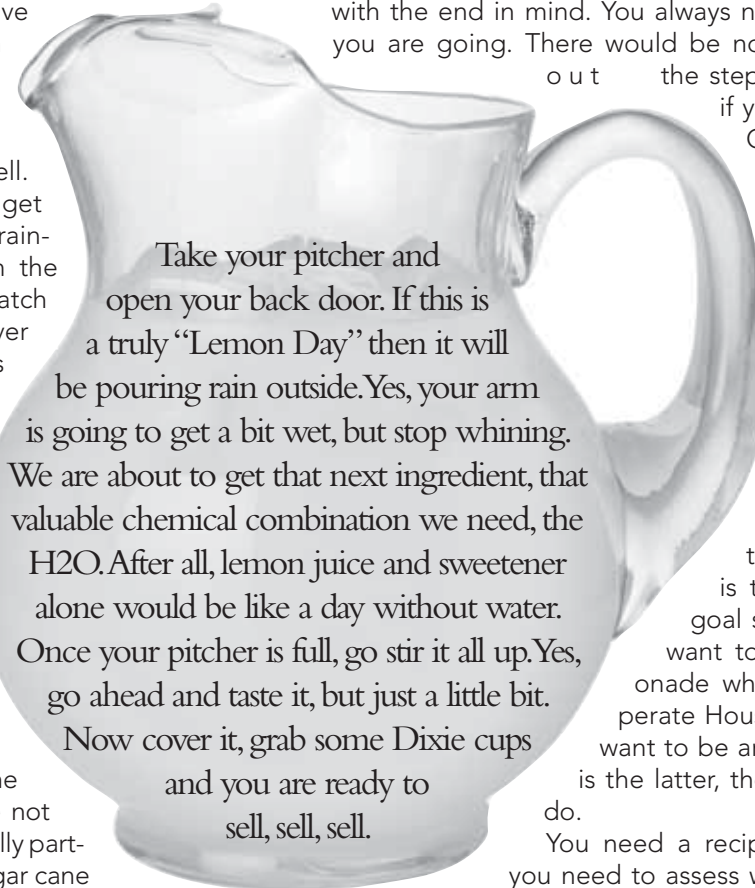
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Continued on page 21

Call to Conference

CALL TO: 2nd Annual Conference & Board Meeting

DATE: JUNE 3-5, 2011

LOCATION: Hampton Inn and Suites, Albany, NY

HOSTS: DISTRICT IV

TO: Executive committee, members of the board of directors, and all members of New York State Women, Inc.

NOTICE is hereby given that the 2nd Annual Conference of New York State Women, Inc. will be held Friday, June 3, 2011 through Sunday, June 5, 2011, at the Hampton Inn and Suites in Albany, New York. Amy Kellogg is serving as chair and Colleen Ostiguy is serving as vice-chair with members of District IV as hosts.

The 2nd Annual Conference will officially begin on Friday, at 8 p.m. with the first business session during which the ratification of the district election, nominations for state officers and the candidate speeches and forum will take place. At 9:30 p.m., the president's march will begin. We invite all members to come and participate in the annual meeting. There will be an informal event Friday night before the first business session. Details to follow shortly.

The Annual Conference will focus on networking and

provide some focus on Albany, the New York State capital. Saturday will end with the installation of the 2011/2012 officers of New York State Women, Inc.

The election of officers and voting on the budget, bylaws, resolutions and other items of business will occur during the Saturday business sessions. All members of New York State Women, Inc. in good standing will be allowed to vote at the meeting and must be registered by 10:30 a.m. of the second business session on Saturday, June 4, 2011. The Saturday luncheon will be in recognition of Grace LeGendre Fellowship recipients. Information about the winners will be presented.

On Sunday morning, at an 8:45 a.m. memorial service, we will remember and celebrate the lives of members who have passed away. The Conference will end Sunday with the 2011-2012 president sharing her plans for the year ahead.

You'll have a capital time in Albany.

Things to see and do in Albany! The Hampton Inn & Suites in Albany is a short walk from many of the most popular attractions in New York's capital. The area around the hotel is loaded with culture, shopping and restaurants. The Hampton Inn is next door to the Palace Theatre and across the street from the Capital Repertory Theatre. From the Riverfront to the Egg Performing Arts Center, Albany's culture and recreation are worth exploring.

Speaking of learning and exploring, the University at Albany is just a short drive from the hotel. In Albany, you'll find an amazing town history that dates back to the early 1600s and the founding of our country. Much of the city's architecture has been pre-

served, too. You'll have a capital time in Albany.

The Albany Egg The hotel is just a few blocks from one of Albany's richest cultural venues – The Egg. The Egg houses two theatres – the Lewis A. Swyer Theatre and the Kitty Carlisle Hart Theatre. Seating 450, the Swyer is used for concerts, lectures, multimedia presentations, solo performers and a majority of educational programming. With a seating capacity of 982, the Hart Theatre is used for larger productions including musical theatre, dance and music concerts. Wrapping around fully half The Egg is a lounge area for the Hart theatre.

Visually distinctive, yet ingenious The Egg is a beautiful synthesis of form and function.

VENDOR/EXHIBITOR
Registration Form

New York State Women, Inc. extends an opportunity to market your products and services to more than 100 women from throughout New York State at the Annual Conference at the Hampton Inn and Suites in downtown Albany, NY. Exhibitors must have a valid NYS sales tax number and collect appropriate sales tax. To reserve a table, please complete the form below. Space is limited – reserve early!

Reservation Deadline is May 1, 2011

Exhibitor _____
 Address _____
 City/State/Zip _____
 Contact Phone _____
 E-Mail _____
 Special Needs (e.g. - electric) _____
 Exhibit Description _____

CONFERENCE VENDOR/EXHIBITOR RATES

Friday, June 3, 2011 – 4:00 p.m. – 9:00 p.m.
 Saturday, June 4, 2011 – 8:00 a.m. – 4:00 p.m.
 Sunday, June 5, 2011 – 8:00 a.m. – 12:00 p.m.

Hampton Inn and Suites • Albany, NY

NYS Women Inc. Member – Per 6-foot table

- 3-day rate \$50 Tables Needed _____
 Saturday only rate \$30 Tables Needed _____

Non-Member – Per 6-foot table

- 3-day rate \$100 Tables Needed _____
 Saturday only rate \$50 Tables Needed _____

State Committee No charge

Please note: there is no charge for state committees, but tables must be reserved in advance and may be subject to sharing at the discretion of the Vendor Chair.

- Electricity charge \$40 _____

Total Enclosed _____

With my signature below, I assume the entire responsibility and liability for losses, damages and claims existing out of injury to person or property. The Hampton Inn and Suites does not provide security for the vendor areas.

Signature _____ Date _____

Send completed form & payment (checks payable to NYS Women, Inc.):

Marie Johnson, 14 Oak Brook Commons, Clifton Park, NY 12065
 Questions: Marie Johnson • sjohns4@nycap.rr.com

CONFERENCE BOOK
Advertisement Form

An estimated 100 NYS Women, Inc. members from across New York State will come together at the 2nd Annual Conference to enhance their personal, professional and political skills.

We invite you to join our sponsorship family – businesses, groups and individuals can support our efforts with ads and/or boosters in our conference program book. This book, used as a networking tool, recognizes businesses where our members live and work, where our state meetings are held and where our chapters are part of their community. Our members strongly believe in supporting our sponsors and patrons.

Ad rates and sizes* (all sizes are approximate)

- | | | |
|---|---------------------------|-------|
| <input type="checkbox"/> Business card | 3 1/2" wide x 2" high | \$25 |
| <input type="checkbox"/> One Quarter page | 3 1/4" wide x 4 1/4" high | \$50 |
| <input type="checkbox"/> Half page | 7 1/2" wide x 4 1/4" high | \$75 |
| <input type="checkbox"/> Full page | 7 1/2" wide x 10" high | \$100 |

**If camera ready art or jpeg is unavailable, committee will design ad for you. Final approval by you will occur only if time is available prior to publication.*

Forms and payment must be received on or before May 1, 2011.

Please make check payable to NYS Women, Inc. memo: 2011 June Annual Meeting.

Mail completed form, artwork and checks to:

Cynthia Powell, 1476 Balltown Rd., Schenectady, NY 12309

E-mail: Cyndie@nycap.rr.com

Questions? Contact Cynthia Powell

Amount Enclosed: \$ _____ Ad Category _____
 Contact Name _____
 Advertiser Name (if different from Contact Name) _____
 Address _____
 City/State/Zip _____
 Phone _____
 E-mail _____
 Description of Ad _____

 Camera ready artwork is not available; please design ad using the following information:

NEW YORK STATE Women, INC.

2nd Annual Conference Albany, NY • June 3 – 5, 2011

Memorial Service

Please mail or e-mail information and a brief remembrance about the NYS Women, Inc. (former BPW/NYS) members who have died since May of 2010. Please use one sheet for each deceased member. Thank you.

Send to: Cynthia Powell, 1476 Balltown Rd., Schenectady, NY 12309 • Cyndie@nycap.rr.com

Deadline: May 20, 2011

Name of deceased member

Chapter District

Date of Death Number of years a

member

Offices held (L/O, district, state and national)

Profession/Occupation

Hobbies/Pastimes

Eulogy (please, no more than 35 words)

NYS Women, Inc.

Our Mission

To build powerful women professionally, personally, politically through advocacy, education and information.

Our Vision

To be the leading advocate for working women.

Chapter & District News

Central New York Professional and Working Women Chapter – District V

-submitted by Pat Ferguson

A Special Part of NYS Women, Inc.

Central New York Professional and Working Women (CNY PWW) has a special place within NYS Women, Inc. We are the chapter closest to the New York State Fair and Women's Day at the Fair. From the days when it was a formal luncheon and each table had a hostess and greeters at the door, Syracuse has been in the forefront of the event. With name changes and life moving forward, CNY PWW continues to focus on Women's Day at the Fair. Forty plus years ago, the director of the Art and Home Center was a member of Syracuse. Today, CNY PWW is pleased to have as a member the current director, Cheryl Lavin. Not only are we the home of directors and chairmen, but many of our local members attend the event each and every year. We are always pleased to welcome the NYS Women, Inc. officers and members from across New York.

Women's Day at the Fair is, as always, the Wednesday prior to Labor Day, which this year is August 31, 2011. The theme is always about women, their accomplishments and how they are the best part of New York State. The Fair, overall, welcomed almost a million people last year, 60% from beyond our immediate area. The percentages hold true for Women's Day.

NYS Women, Inc. can take pride in spreading its wings and becoming known throughout the state; Women's Day at the Fair is just a piece of that promotion. Central New York Professional and Working Women are pleased to be a part of the promotion and Women's day at the New York State Fair.

We are open to suggestions and comments. Drop a note to Cheryl Lavin at artandhome@agmkt.state.ny.us with your ideas. As the Women's Day events are expanded, we hope to reach more and more of the members of NYS Women, Inc. We would like all of the women to be able to join us in Central New York at Women's Day at the Fair for our annual signature event.

Niagara Frontier Chapter – District VIII

-submitted by Phyllis Phillips, co-president and NIKE chair

On Tuesday, November 23, 2010, the chapter honored Nancy E. Dietrich as its 2010 Club Woman of the Year. Alice Ellman was chair of the event with committee members Diane Illig and Phyllis Phillips.

In 1965 our chapter recognized there were members who went above and beyond the call of duty as a mem-

Chapter & District News



Nancy Dietrich, right, with her daughter Meredith Dietrich

ber and excelled far beyond the duties of an officer. We voted to have a "Club Woman of the Year" to pay special tribute to such members and have honored 23 women with this distinguished title. Currently four members remain in our chapter with this recognition: Marilyn Baxter,

Diane Illig, Phyllis Phillips and Joan Kohler.

Joining us in the celebration were Susan Mager, first vice president of NYS Women, Inc.; Linda Przepasniak, past state president; and Sue Fayle, district VIII parliamentarian, all members of the Buffalo Niagara Chapter. Also attending were several of Nancy's family members.

Nancy Dietrich, an insurance broker with Holler-Grapes Agency, joined the organization in 1988. Since then she has proven her leadership abilities by holding numerous offices including president, first and second vice president and recording secretary. She has chaired and served on every committee and is always willing to lend a hand when needed. She is a loving mother, sister, daughter, devoted employee and a good friend to all.

Our chapter continues to support the Displaced Homemaker Program of the Everywoman Opportunity Center in Niagara Falls as a community project. We have collected all types of clothing, shoes and handbags, and continue to collect drastically-needed personal items. We also gave the Center \$100 gift cards and donated two \$50 theme baskets for their annual awards dinner held in May 2010. Our public relations chair, Donna Neal, has generated many press releases mentioning our project and the community has enthusiastically endorsed it.

At our Christmas dinner party we supported the Twin Cities Community Outreach (TCCO) children's gift program and will also give a check generated by our BonTon fundraiser held in November. The TCCO center houses the Food Pantry, the Clothes Closet and Meals on Wheels for the Tonawanda and North Tonawanda communities.

Richmond County Chapter – District II

-submitted by Neale Steiniger, Past State President

Members of the Richmond County Chapter had a great time finding out if Staten Island has talent during its annual fundraiser. Although the judges panned most of the acts, everyone hailed it as a great success;



Contestants – chapter members and guests – Karen Liedy, Neale Steiniger, Linda Ladisernia, Stephanie Bryant, Nancy Bialkowski, Tom Shcherbenko, Chapter President Linda Hansen, Gary Carsel, Lou Cohen and Glen Mancuso

not only raising funds for the Staten Island Alzheimer's Foundation and the American Cancer Society, but also showing the "untalented but fun" chapter to potential members.

The winner of the first prize trophy, Rose Miranda, became a member at the next meeting – welcome, Rose! Theresa Fazzolari, treasurer, welcomed everyone at the door and 2nd Vice President Gale Cohen showed her talents as mistress of ceremonies. The judges of the 'Does Staten Island have Talent' contest were: Joanne "Paula" Olbrich, chair; Jessie "Cowell" Schwartz; and – pictured soliciting applause to determine the winner – Glen "Randy" Mancuso. Thanks to Ed Barnas for the pictures and to Maria Barnas and Carol Ann Labita who helped raise funds by selling raffle chances.

Southern Finger Lakes Chapter – District VI

-submitted by JoAnne Krolak



Left to right: Carol Bower, 2010 Woman of the Year; Mary Ellen Morgan, NYS Women, Inc. president; Patricia Butler, scholarship committee; and KareLin Kilmer, 2010 Women's Career Enhancement Scholarship winner.

On October 18, 2010, Southern Finger Lakes Women honored Carol Bower as the chapter's Woman of the Year for 2010. Carol has operated her own catering service since 1968. The chapter also awarded the 2010

Continued on page 20

Chapter & District News

Women's Career Enhancement Scholarship to KareLin Kilmer of Hector, New York. KareLin is currently employed by Catholic Charities and is working toward a Bachelor's Degree at Empire State College.

On October 23, 2010, Gloria Hutchings, Karen Hunter, Christine Brown and JoAnne Krolak attended Fall District Meeting at Fred's Inn in Norwich, New York. The Norwich chapter was the host organization. The state representative was NYS Women, Inc. President-Elect Patricia Hendrickson, who gave a talk on communication.

District VI

-submitted by JoAnne Krolak,
Southern Finger Lakes Women



Left to right: Debra Carlin, assistant district director (District VI); Patricia Hendrickson, NYS WI President-Elect and Gloria Hutchings, District VI Director

The district VI fall district meeting, hosted by the Norwich Chapter, was held on October 23, 2010, at Fred's Inn in Norwich, New York. The 17 members attending represented seven chapters. Gloria Hutchings from the Southern Finger lakes Women Chapter presided as district director. Patricia Hendrickson, NYS Women, Inc. president-elect, was the state representative. She spoke on communications and gave the members the latest news on what has been happening at the state level. Christine Brown of the Southern Finger Lakes Women Chapter gave a brief talk about the new state logo and the legal issues associated with its use.

Please Send Your District and Chapter News to:

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Type *NIKE* in the "subject line" when e-mailing materials to Linda Przepasniak. Published material must be accompanied by a letter from the publisher giving permission to republish and the credit line required to be included with the article. Articles for *NIKE* are usually 100 words (for chapter news) and 1,000 to 1,500 for features. If you rewrite the article using quotes, please designate where the reader can get the full copy.

Lois Gibbs *Continued from page 9*

established to clean up toxic waste sites similar to Love Canal, and would establish strict liability standards, so that no company could walk out on its responsibilities to clean up a site.

While events at Love Canal were playing out, Lois Gibbs was getting phone calls from people all around the country who reported their experiences with toxic waste. In 1981, after her marriage had ended, she packed Michael and Missy in the car and headed for Washington, D.C., where she founded the Center for Health, Environment and Justice, (CHEJ) – formerly Citizens Clearinghouse for Hazardous Waste – to assist grassroots groups with organizing, technical, and general information nationwide. Lois Gibbs became Executive Director of the organization and has spoken in communities about toxic chemicals and children's vulnerability to exposure to these hazards. Thirty years after Love Canal, Lois Gibbs says she is still sometimes asked when she will "let Love Canal go?" Gibbs says "NEVER...no mother could ever let go of something that threatened her children and the children of those living around her..."

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women, INC.

Leaders *Continued from page 11*

reflection muscles. One thing I do know about you without having met you is this: you were created not only equal, as we regularly affirm, but for a purpose. You are called to accomplish that purpose in your lifetime. Don't wait to find your calling, your vocation, your mission until it is too late. Discover what your life is to be about.

1. Martin Luther, "The Freedom of a Christian" (1520), in Luther's Works, 55 vols., ed. Jaroslav Pelikan and Helmut Lehmann (Philadelphia and St. Louis: Fortress and Concordia, 1955–1986) 31:346
2. Stephen R. Covey, A Roger Merrill and Rebecca R. Merrill, *First Things First: To Live, to Love, to Learn, to Leave a Legacy*, (New York: Simon and Schuster, 1994)
3. *Ibid.*, p. 110
4. *Ibid.*, pp. 305-321
5. Two other sources I have used with profit later in my career and after retirement were *Half Time: Changing Your Game Plan from Success to Significance*, by Bob Buford, Zondervan, 1997; and *The Purpose Driven Life: What on Earth Am I Here For?* by Rick Warren, Zondervan, 2007.

Ray Blunt is associate director at the Washington Institute for Faith, Vocation and Culture. For the past 12 years he has served as a leadership consultant and teacher for the Council for Excellence in Government and the Federal Executive Institute. He spent 35 years in the US Air Force and US Department of Veterans Affairs.

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Lemons *Continued from page 14*

answers, "I'm making zest and fending off chimpanzees and good golly, of course I'm making lemonade. But first, I'm going back for the sugar and water."

Keep in mind that Opportunity just knocks. It does not kick the door in and take you away on a white horse. You must open the door, recognize the opportunity and go after it. There is always a lot of work involved. It may look like that Peach Lady has it all and life is easy, but it's just an illusion. While she is basking in the glow, those beautiful Freestones could be rotting. But worse is the fact that her Lemon Days are coming. We all get them, some now, and some later. Life is designed to be filled with setbacks and losses. But after all of this, you will be prepared. You will be accustomed to creative problem solving and to hard work. You will be used to turning Goal-Setting into Goal-Getting and you will smell fresh and clean in the bargain.



Amy Remmele is a consultant, working with people who want to overcome the roadblocks to success and make positive sustainable changes. She can be reached at 716-626-5977 or www.peak-ofsuccess.com.

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The 2010-2011 *NIKE* All Star Campaign is in full swing and thank you to our loyal supporters who have already sent their listings in. Members will have an opportunity to contribute at Fall Board, and local chapters, districts and friends of NYS Women, Inc. can send contributions anytime to the *NIKE* Business Manager, Susan Fayle. Information on contributing can be found on our Web site.

Publication July 15th/Sept. issue Oct. 15th/Dec. issue
Deadlines: Jan. 15th/March issue March 15th/May issue

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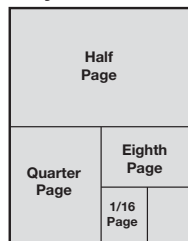
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Our Mission

To build powerful women
 professionally, personally, politically
 through advocacy, education and information.

Our Vision

To be the leading advocate for working women.

Feature: Professional Development

Interviewing Tips: Questions to ask potential employers

IMPORTANT QUESTIONS TO ASK

What are the primary duties and responsibilities of the position? What is the #1 priority for this position? What percentage of my time would be devoted to each duty?

What would be my first project or goal? Are there any obstacles that would prevent me from reaching these goals? How are you currently handling such obstacles?

What results do you expect? What is the time frame for the project? What would be the limits of my responsibility and authority? What support would be available to help me fulfill my responsibilities? Are there any projects underway that I would inherit? If so, what is their history and status? Would I have subordinates? If so, what are their strengths and weaknesses? What are the goals of the department? The company?

What criteria would be used to evaluate my performance? When would the performance review occur?

What are the names and titles of the people I would be working with directly?

Why is this position open?

What attracted you to this company, and why have you stayed? What is your management style? How do you like to work with the people in your department/company?

What would be the appropriate career progression if I do my job well?

What is the next step? When will you be making a decision?

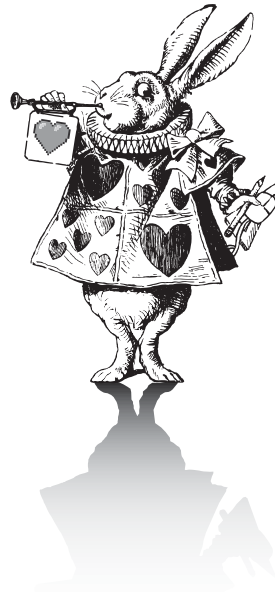
These are just a few questions you can ask. After researching the company there may be other questions you may want to ask the employer.

AFTER THE INTERVIEW

Write a personal thank you note to the interviewer; it could distinguish you from other candidates. Thank them for their time and tell them you enjoyed meeting them. Let them know how YOU can be a benefit to the company and how you feel you are a good fit for the position.

Mention the benefit to you: Why it's a good opportunity; how it will help you grow; how exciting, challenging it will be, utilizing your skills.

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