

On May 13, 2010. Milwaukee Women inc. (MWi) played a key role in the inaugural session of the National Electrical Contractor's Association Women's Peer Group Summit (NWPG) hosted here in Milwaukee at the Iron Horse Hotel. Rex Ferry, President of NECA, the national organization representing the management interests of the United States' \$130B electrical industry which is headquartered in Bethesda, MD and has 4 regional offices and 119 local chapters, welcomed the group and provided some opening remarks before Jilaine Bauer's keynote.

This half day session kicked off with Jilaine Bauer, MWi Steering Committee member and Owner and Founder of Bauer Consulting, who was featured as the key note speaker providing her perspective and comments around the issues, concerns and experiences that women directors and executives of public companies have in common with the women associated with NECA members and those associated with the Sisterhood of Electrical Workers. Jilaine's comments can be found in the attachment below.

In addition, Marsha Block MWi member and former Executive Director of MWi, and President of My Business Advisors, MBA, facilitated a session regarding Making the Right Connections and Krista Brookman, MWi member and Senior Manager with Deloitte facilitated her discussion around Work-Life Balance. Also, Pat Kandziora, Vice President, Business Banking, M&I Bank facilitated a discussion on financial matters.

National Electrical Contractors Association Women's Peer Group Summit

May 13, 2010

Riding the Third Wave with Rosie the Riveter

Remarks of Jilaine Hummel Bauer

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Ms. Bauer provides consultancy and project management services to complex and matrixed organizations in the for profit, non profit and government sectors helping clients drive strategy, manage risk, create new revenue opportunities, reduce costs and solve problems when there is no roadmap or blueprint. She specializes in board governance, compliance and institutional development.

Previously, Ms. Bauer served as an executive officer, general counsel and compliance officer in the financial services industry where she continues to maintain an extensive personal and professional network. She possesses significant knowledge of investment advisers, broker-dealers and sponsors of investment funds and annuity products. Ms. Bauer serves on the Steering Committee of Milwaukee Women inc (MWi) and the Board and as Chair of the Outreach

Committee of InterOrganization Network (ION). ION is a national non-profit organization comprised of fourteen regional organizations across the United States that represent more than 10,000 business and professional women. Through its Outreach Committee it works to identify individuals and organizations across the for profit, profit and government sectors that share its goal of increasing the number of women on corporate boards. She also has served on the Board of Governors of the Investment Advisers Association, on various committees of the Investment Company Institute, and as a member of the National Society of Compliance Professionals.

Ms. Bauer holds an undergraduate degree in psychology from the University of Illinois (Urbana-Champaign) and a juris doctorate from Loyola University (Chicago). She is licensed as an attorney in Illinois. She has been a guest lecturer (university level), public speaker (industry and professional organizations) and a contributor to blogs and other media on governance and other topics related to her industry experience.

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INTRODUCTION

Thank you [Tricia Ferry/Rachel Barber/Beth Margulies/Rex Ferry] for your kind introduction.

Last month when Beth asked *Milwaukee Women inc* to participate in the program today, I must admit that at first I struggled a bit trying to imagine what insights and perspectives we could share. After reading the information Beth provided me and doing some research of my own, I was struck by the issues, concerns and experiences that women directors and executives of public companies have in common with the women associated with NECA members, and those who are members of the Sisterhood of Electrical Workers.

To illustrate my point, please consider the background of the woman who made these observations,

“When a new person is thrown in the mix, suddenly there’s turmoil, uncertainty and curiosity. Add to this the fact that ‘it’s a [woman]!’ and you’ve got a full-blown tornado of confusion. What do I do? I show up, and work. I do the work the way I’ve been trained, I ask questions about new concepts and I cross my fingers that personalities will mesh.... One common theme that I’ve found is that many men who don’t yet know me are fearful of what they say and how they act when I am in the room. There is a certain level of mistrust that lingers about ‘being politically correct’ and whether or not a formal complaint will be issued against them. Sometimes it feels like they think I’m a vulture or hawk, just waiting to pounce on their bad deeds...If you happen to be a male..., unsure of how to handle a woman on the job, I would advise to not let the fact that she’s a woman get in the way... Ultimately, I don’t think anyone likes their identity being put into a cubbyhole and being treated, based solely on one aspect of who they are. If there’s any one thing I’d like to be judged on, that would be how good... I am.”

These remarks were made by a 4th year apprentice in Union Local 26 but just as easily could have been made by a women corporate executive or director.

[Rateeluck Puvapiromqu, Tarn, a 4th year apprentice in Union Local 26, quoted in a NECA blog on Friday, November 20, 2009]

Interestingly, the skilled trades have not always been a “brotherhood” and, indeed, there once was a time when women actually were “knights!” Way back in 1878, when the Knights of Labor was formed, the delegates took what was a very advanced step at a time when only 2 out of 30 or so trade unions (printers and cigar makers) permitted female membership. Notably, the preamble to their constitution pledged, *“To secure for both sexes equal pay for equal work.”* By 1886, 50,000 of their members (approximately 10%) were women. Women also were present in their leadership with the most prominent being Elizabeth Rogers who served as Master Workman of the District Assembly presiding over its 600 delegates representing 40,000 Knights.

If you travel back even further to Colonial Williamsburg, you will discover that women participated in the guilds side by side with men during the 1700’s. And, in fact, women were members of guilds as far back as medieval times with the 1434 charter of a blacksmith guild in London listing 65 “brethren” and 2 “sistren!”

Despite these notable exceptions and some temporary wartime employment during WWI, however, a study of the history of diversity in the workplace in the United States reveals what was principally a man’s world from the late 18th century to about 1930. Then, for the first time in 1943, women began to appear in great numbers in the American work force led by ***Rosie the Riveter*** as American men left for the war front. According to a July issue of *Transportation Magazine* that year, there simply no longer was any question of

whether women should be hired for jobs formerly held by men; the draft and “manpower” shortage had settled the point. The publication reported that the focus had now shifted to how to select the most efficient women available and use them to the best advantage.

Among the advice provided was:

“Give every girl an adequate number of rest periods during the day. You have to make allowances for feminine psychology. A girl has more confidence and is more efficient if she can keep her hair tidied, apply fresh lipstick and wash her hands several times a day.”

But I digress!

Let me tell you more about “Rosie the Riveter.” You might recall her picture recently appeared on a March issue of *“The Economist.”* Depicted by Norman Rockwell wearing a red and white bandana, she has rolled back the sleeve of her blue coverall to expose a flexed bicep. With a confident and determined expression on her face, the caption above her head, reads “We Can Do It!”

A media propaganda creation devised to encourage women to join the work force in nontraditional jobs, Rosie received national attention appearing on the cover of the *Saturday Evening Post* and elsewhere. Also featured in cartoons of the day, she was depicted as a mother of a small toddler worried about losing her job as she would arrive late to work or be called away from time to time being forced to rely on the hapless and bumbling “Elmer Fudd” for childcare.

Rosie actually was a real person named Rose Will Monroe who did work in an aircraft factory in Ypsilanti, Michigan, specializing in B-29 and B-24 bombers. Often used as a feminist icon of the American working woman, she

represents women who know they can do the work men do because they have proved it.

Although there are many different uses and meanings of the term “feminism,” central to the term in all its uses is the notion of justice for women. Some scholars find it useful to think about the history of feminism as occurring in waves with each new wave building on the previous ones all interconnected and dependent.

Using this metaphor, the struggle to achieve basic political rights during the period from the mid-19th century until the passage of the Nineteenth Amendment in 1920 represents the “**First Wave**” of feminism. After waning between the two world wars, a “**Second Wave**” of feminism grew and peaked in the late sixties and seventies surging past the earlier quest for political rights to a quest for greater equality across the board in education, the workplace, and at home. This second wave focused on activist goals of the time such as sex discrimination, abortion rights and the attempt to ratify the Equal Rights Amendment. Although enlightening both women *and men*, and advancing justice for women on many fronts, the second wave still fell short in many respects. Women leaders in a critical mass were notably absent from many sectors and a glass ceiling - although wearing thin - still loomed overhead. Worse yet, women found themselves hamstrung between the pressures of making money or pursuing a profession and raising children.

The “**Third Wave**” of feminism began to emerge in the early 90’s. While it continued the activism of the first and second waves, it made an important departure from the earlier efforts to achieve parity within a male kingdom of language, customs and rules. Oriented more towards individual empowerment than social change, third wave feminism incorporates the voices of women around the world and embraces the value of their diversity notwithstanding the conflict that that can sometimes engender. Third wave feminism presses the

premise that the world will be a better place if men and women work side by side to innovate and solve the economic, social and political problems of the day.

So how does this translate into the work of Milwaukee Women inc and the thirteen other regional organizations across the country with which we are affiliated through our national association, the InterOrganization Network? Well, it begins with the achievements of Rosie the Riveter and the first and second wave of women that preceded us.

In Milwaukee, the catalyst for our organization was an article that ran in the April 2002 issue of *Milwaukee Magazine*, “*Where the Girls Aren’t.*” The article reported on the results of a survey of both men and women seeking to identify the most powerful women in the city. Shockingly, a much respected and admired, **but deceased**, woman ranked 10th and many accomplished women went unidentified.

Shortly thereafter, we organized with the purpose of spotlighting the progress of Wisconsin women in the executive ranks and board rooms of public companies. Believing that ***what gets measured, gets changed***, we conduct an annual census on the number of women directors and executives at our state’s 50 largest public companies and publish the results in a biennial report in partnership with prominent institutions within our state’s academic and business communities.

Currently we are working on putting more structure around our efforts and are establishing a number of working committees including a Board Resource Committee that is responsible for outreach to the Nominating Committees and CEO’s of Wisconsin companies to help ensure that they are aware of the benefits of including more women on their Boards and are informed about nontraditional sources for qualified women board candidates. We are also working on identifying ways in which we can support and help ensure the success of women

directors and board candidates. Later this month we are co-sponsoring a program with a prominent law firm that has sponsored a national directors institute for many years. Our inaugural program is designed to inform and educate interested women on how to become effective corporate directors.

In 2004, *Milwaukee Women inc* discovered six other organizations across the country that shared our goals and were contributing to a growing body of research validating our belief that increasing the gender diversity of public company boards and c-suites makes good business sense. In that year, we published our first national report under the ION banner. Now fourteen members strong and representing more than 10,000 women, we join together as ION to combine our energies, leverage our strengths and maximize our individual and aggregate influence to increase the number of women leaders in corporate America.

Specifically, ION is working to:

- Increase outreach efforts to establish and maintain relationships and partnerships within the business, investment and government communities, as well as the not-for-profit sector, to effectively collaborate on policy and advocacy initiatives;
- Expand the pool of board candidates to include more women by increasing awareness among executive search firms, board nominating committees, and others of non-traditional sources of qualified women;
- Share best practices among our member organizations that are designed to inform and educate women on how to be successful and effective directors; and
- Conduct meaningful research on the status of women corporate directors and executive officers.

As you work on developing your strategic plan this afternoon, I invite you to consider a series of seven steps offered as a practical guide to business and the private sector by the United Nations Development Fund for Women and the UN Global Compact on how to empower women in the workplace, marketplace and community. Published on March 8th of this year in celebration of International Women's Day and known as the "Women's Empowerment Principles," these seven principles are:

1. Establish high-level corporate leadership supporting gender equality.
2. Treat all women and men fairly at work — respect and support human rights and nondiscrimination.
3. Ensure the health, safety and well-being of all women and men workers.
4. Promote education, training and professional development for women.
5. Implement enterprise development, supply chain and marketing practices that empower women.
6. Promote equality through community initiatives and advocacy.
7. Measure and publicly report on progress to achieve gender equality.