



# 205 Insights of In-house Women: What it Takes to Succeed in Today's Corporate Law Department

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## Faculty Biographies

### Veta T. Richardson

Veta T. Richardson is executive director of the Minority Corporate Counsel Association (MCCA). MCCA's mission is to advocate for the expanded hiring, promotion, and retention of minority attorneys by corporate law departments and the law firms that serve them. Ms. Richardson also serves as the CEO and director of publications for Diversity & the Bar.

Prior to joining MCCA, Ms. Richardson was vice president and general counsel of ACCA. As a member of ACCA's senior management team, she was responsible for the development of its education and legal resources functions. Before working in nonprofit/bar association management, Ms. Richardson was in-house counsel to Sunoco, Inc. in Philadelphia, PA having joined the department upon graduation from law school. While at Sunoco, she provided counsel in a variety of substantive areas, including commercial law, litigation management, environmental/health and safety; however, most of her tenure at Sunoco was spent providing counsel to the company's comptroller and treasury functions. As senior attorney in the Corporate and Commercial Transactions Group, she was responsible for handling several billion dollars worth of corporate acquisitions, divestments, debt and equity financings, as well as, addressing corporate disclosure and board governance issues.

Ms. Richardson has taken graduate coursework in African American History at Howard University, where she has also served as a part-time faculty member and taught a course for undergraduate fine arts majors on the business of art. She also volunteers with the Washington Area Lawyers for the Arts and as a board member of the Prince George's County (MD) Arts Council. She also enjoys working with artists and arts organizations as pro bono counsel.

Ms. Richardson received a BS from the University of Maryland at College Park and is a graduate of the University of Maryland School of Law.

### Jyrl J. Washington

Jyrl A. Washington is senior vice president and general counsel for Adecco North America, the largest services company in the United States and a \$4.5 billion subsidiary of Adecco SA, the world's largest staffing services provider. Ms. Washington manages the legal function for the Adecco family of companies in the United States and Canada, an operation with 1,700 points of sales and service and 3,300 full-time employees who find temporary, temp-to-hire and full-time permanent employment for 160,000 people every week. As part of the executive management team for Adecco NA, Ms. Washington participates in setting the direction of the company and advising senior management on a broad range of legal issues and also serves as corporate secretary.

Immediately before joining Adecco, Ms. Washington served as vice president of human resources and general counsel at the *Akron Beacon-Journal*. Previous to that, she was an attorney specializing in employment/labor/benefits law at the Atlantic Richfield Company and at private law firms. She also served as chairperson of the California Agricultural Labor Relations Board.

She is Adecco's representative on the board and executive committee of the American Staffing Association. Ms. Washington has served as a board member of Goodwill Industries of Akron, the Catholic Services League of Akron, the University of California Agricultural Issues Center, and the YWCA in Los Angeles. She is currently chairperson of the Dix Hills United Methodist Church Community Preschool.

Ms. Washington received a BS from the Illinois Institute of Technology and a JD from DePaul University.

### **Anne Weisberg**

Anne C. Weisberg is a director in Advisory Services at Catalyst in New York, where she advises corporation and professional firms on issues affecting women's career advancement. Most recently, Ms. Weisberg directed an advisory services engagement for a large international firm, working with the client to design and implement practical strategies to attract, develop, and advance women.

Ms. Weisberg directed *Women in Law: Making the Case*, Catalyst's pioneering study of the career experiences of women in the legal profession, and has written widely on the subject of women in law. She is directing a study sponsored by the Minority Corporate Counsel Association investigating the career paths of women in corporate legal departments. She also worked on Catalyst's study, *Two Careers; One Marriage*, and is the coauthor of *Everything a Working Mother Needs to Know*. Ms. Weisberg speaks frequently on various topics dealing with women's career advancement.

She is a member of the Committee on Women of the Association of the Bar of the City of New York, and served as an elected official on the Board of Trustees in the community where she lives.

Ms. Weisberg received her BA phi beta kappa from the University of California at Berkeley, and her law degree cum laude from Harvard Law School, where she founded and chaired the Alumnae Committee of the Harvard Law School Association.

### **Linda A. Willett**

Linda A. Willett is the vice president and deputy general counsel of Bristol-Myers Squibb's legal division. She joined the company as vice president and associate general counsel.

Prior to joining Bristol-Myers Squibb, Ms. Willett was a partner at the law firm of McCarter & English. Her product liability practice included the defense of mass tort issues, such as the breast implant and latex gloves cases, and medical device and pharmaceutical products litigations. Before joining McCarter & English, Ms. Willett was in-house counsel and a commercial attorney with the International Pharmaceutical Group at Pfizer. Prior to that she was employed at American Cyanamid where her various positions included work at the Lederle and Shulton divisions as a research director and, later, manager of new product development.

Ms. Willett is heavily involved in law department change management and outside counsel network development. She is currently working with a consortium of large law departments and firms representing member companies to form a shared knowledge management system. Additionally, Ms.

Willett has developed a diversity internship program that has been the subject of several recent Minority Corporate Counsel Association articles.

Ms. Willett is a member of the Legal Advisory Council of the National Legal Center for the Public Interest and sits on the advisory boards of the Partnership for Women's Health at Columbia University and the NOW Legal Defense and Education Fund. She is also on the board of the Minority Corporate Counsel Association.

# The Concrete Ceiling: Women of Color in Law



By Anne Weisberg, Esq. and Meredith J. Moore

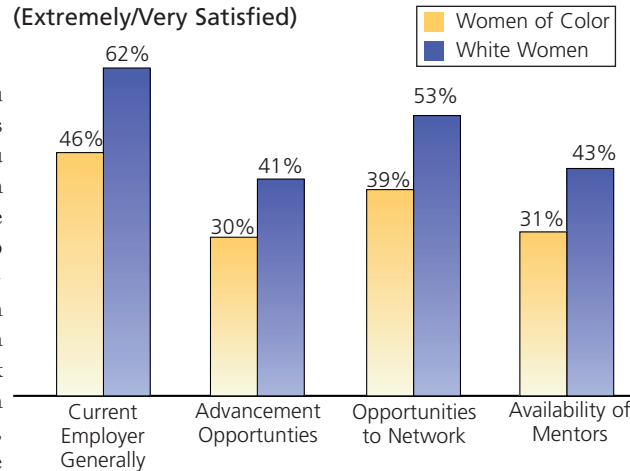
A lot has been made of the glass ceiling that prevents women from reaching the highest echelons of corporate and professional America, which includes law firm leadership. But according to a new study by Catalyst, a nonprofit research and advisory group, for women of color in the legal profession that glass ceiling can seem more like concrete. At the same time, though, success stories from women of color can point the way for both other women of color and their employers.

When Catalyst profiled more than 1400 graduates (from five top law schools) for its study *Women in Law: Making the Case*, they found that roughly 70 percent of the men and women profiled, regardless of race, began their careers in law firms. But of those, only 35 percent of women of color and 41 percent of white women are still practicing in law firms, compared

to 51 percent of men. In addition, more than one-third of women of color plan to leave their current employer within the next three years.

While attrition among women of color is often cited as the reason for the lack of diversity in firms, the study found that attrition is a *symptom*, not a cause. The cause of attrition among women of color has to do with their perceptions of advancement opportunities. Overall, women in general are less satisfied than men with advancement opportunities in the legal field, but women of color are the least satisfied. Women of color are also least satisfied with the availability of mentors and opportunities to network with influential clients and colleagues. This finding is consistent with the 1999 Catalyst *Women of Color in Corporate Management* study, which found that lack of an influential mentor and lack of informal networking with influential colleagues were the top two barriers to advancement cited by women of color.

Satisfaction with Current Employer  
(Extremely/Very Satisfied)



"One of the reasons you leave the private sector is because they don't give you the responsibilities or high profile cases," said one Asian-American lawyer, who is now working for a non-profit organization. As an African-American woman partner explained, "We talk about the strides women have made in the profession, but I don't think the same

amount of success has been found by women of color. Women of color do not get the same breaks and opportunities."

While the women of color studied were younger than the white women, and more likely to be single with no children, work/life conflict also factored into the decision to leave. As one single, African-American female partner said, "I woke up one day and thought, 'Gee, I'm getting older and I've been practicing law all this time. I'm never going to have any fun unless I make it a point to live my life.'" Unlike other sectors Catalyst has studied, both white women and women of color identify commitment to family as the number one barrier to women's advancement in the law.

Why should law firms and other legal employers care about retaining and advancing women of color? Since losing one person costs employers 150 percent of salary, the disproportionately high turnover rate among women of color hurts com-

panies' bottom lines. Not only are clients well aware of this cost, but they are also concerned about diversity and stability in their service teams.

Many legal employers have accepted the attrition of women of color as a foregone conclusion, but there are ways to retain and advance this valuable source of talent (see box below). Women of color

must also take the initiative to create opportunities. An African-American woman partner at a large New York firm felt that, as an associate, she wasn't getting the visibility she needed to advance. So she volunteered to serve on a newly formed diversity committee, and credits her promotion to partner in some degree to the relationships she made serving on that committee.

Another African-American woman partner describes how she capitalized on people of color and women's networks. "I picked up a copy of the Directory of African-American Lawyers and circled all the in-house lawyers and picked up the phone." Very quickly, she was having lunch with an African-American general counsel of a large transportation authority, who described how his head of litigation wasn't happy with how a case was being handled. Later, she researched the case, and then wrote the head of litigation explaining how she would handle the matter differently. She

has been the agency's lead outside counsel ever since.

Breaking down the concrete barrier for women of color may be a challenge, but legal employers that rise to that challenge will be rewarded with lower turnover, a healthy bottom line, and a team that reflects the demographic of the twenty-first century.

*Anne Weisberg, Esq. and Meredith J. Moore were the senior research associates on Catalyst's study, Women in Law: Making the Case. Catalyst is a nonprofit research and advisory organization working to advance women in business and the professions, with offices in New York and Toronto. For additional information, visit: [www.catalystwomen.org](http://www.catalystwomen.org) or call 212.514.7600.*

## WAYS TO RETAIN WOMEN OF COLOR

Is it possible to make change for women of color? The answer is yes, once retention and advancement is a strategic goal of the organization. The first step is to engage senior leaders by educating them on the business reasons for diversity. Once senior leadership is committed, legal employers can:

- Support the creation of employee networks for women of color, which serve as a career development tool for the individual, as well as a strong business development tool for the organization.
- Ensure that women of color are being mentored. Mentors perform three types of functions—sponsorship, coaching, and support—and a good mentoring program addresses these three distinct needs. Catalyst found that women of color are almost three times more likely as white women to find a mentor through a formal mentoring program.
- Encourage representation of women of color on important client matters and other high visibility opportunities, such as speaking engagements.
- Invest in the career development of women of color through funding business development events and membership in external community and professional organizations.
- Recognize and reward achievements of high-performing women of color. Catalyst research indicates that women of color do not believe they are recognized to the same extent as other employee groups.
- Integrate diversity goals into existing organizational practices, including recruitment of both entry-level and lateral hires, new-hire orientation, CLE training, and performance reviews.

Catherine Lamboley, Shell Oil Company



By Hope E. Ferguson

There have been stunning gains in the ranks of female attorneys over the past two decades. But within the past five years, one of the most notable advancements for women lawyers has taken place within the walls of the nation's leading corporations. Today, 62 women have broken the glass ceiling to capture the coveted position of chief legal officer of a Fortune 500® corporation, which translates to 12.4 percent of all Fortune 500® general counsel.

When this elite circle was last examined (see the May 2000 issue of *Diversity & the Bar* magazine), women general counsel numbered 42 or 8.4 percent. Within a two-year span, the club's gender diversity has climbed by 50 percent, with a full 84 percent of the current Fortune 500® women general counsel having joined the ranks only within the five-year span of 1996 through 2001.

Although the numbers are improving, it has only been in recent years that women lawyers have really started to ascend the ranks. In every category of the legal profession—whether in-house, in law firms, or the public sector—studies have shown that women generally fill the mid- to lower-level jobs and continue to earn less than their male counterparts.

This trend can be attributed to a number of factors, including crushing work schedules that force women to choose between active motherhood and their careers; limited networking opportunities for women; and a dearth of female mentors. There is also the perception that higher expectations are placed upon female attorneys who have the same qualifications as their male counterparts.

Despite such obstacles, more women are breaking the storied glass ceiling, although not without struggle or personal costs. Ceiling-breakers like Linda Madrid, Diana Daniels, Maud Mater, and Catherine Lamboley (pictured to the left), all general counsel at top corporations, are part of the first wave of women who came of age and began careers in the post-women's movement world.

These women learned to remain undaunted when their contributions to meetings were overlooked, only to be heralded as great ideas when echoed by male colleagues. They learned not to complain when Saturday night found them laboring at the office, rather than enjoying personal time. Early in their careers, they set high standards for themselves, staked out their own values and management styles, and are now reaping the rewards. Of the generation that not only defined, but defied the glass ceiling, these four women have stories that can instruct

# Women General Counsel: BEYOND THE GLASS CEILING

younger women who choose to follow in their paths.

Today, as the managing director, general counsel and secretary of CarrAmerica Realty Corporation, Linda Madrid is at the top of her game. But in 1994, her life was in a state of flux. Her mother had just passed away, and the general counsel of Riggs National Corp., where she served as litigation manager, had resigned. He had been her mentor and she felt uncertain about the future.

Her brother, a chief financial officer for a shipping company, viewed the change as a challenge.

"He said, does this create an opportunity for you? Could you do the job? Would you do the job? He told me to ask for it. It never dawned on me to ask."

Madrid made the call to the president of Riggs, and although it didn't happen immediately, "ultimately, I got the job." From this experience, Madrid learned that it never hurts to ask for what you want.

Based in Washington, D.C., CarrAmerica is one of the nation's leading owners, developers, and operators of commercial office properties, operating in six markets

from coast to coast.

A mother of a five-year-old, Madrid, 42, oversees a legal staff she helped build, and is responsible for directing the company's legal affairs and corporate governance. Like the other female attorneys profiled here, Madrid credits her success to high standards set by her parents, to the role model of a working mother (hers was a nurse), and a willingness to sacrifice time, especially during the early years of her career. She also cited the ability to plan, organize, and juggle multiple tasks.

Madrid is a graduate of the Georgetown University Law Center and served as an editor of its law journal. She cut her teeth at two Washington, D.C. law firms, Sidley & Austin and Colton & Boykin.

Young women attorneys today have it a bit easier than she did, Madrid believes. "Mentoring has to be the biggest difference. In the law firm I joined after school, there was one woman partner in the Washington, D.C. office. There weren't the same mentoring options that there are today. When teams were put together to work on matters, I don't

know that there was someone looking out for me. I think that was the toughest part."

However, she was able to find her own mentors, such as Marna Tucker, a high-powered Washington attorney.

"I went down to the Superior Court to watch her during a trial. I was so impressed by her presence; she really had confidence and poise."

CarrAmerica relies heavily on outside counsel. What Madrid brings to her job are her legal experience and intimate knowledge of the company. "It would be hard to describe a typical day. Because we are a very small department (three attorneys, one paralegal, and two administrative assistants), we have to be proactive in determining how to spend time where the client gets the greatest value. Very often I am doing something for the first time. For example, our largest shareholder, who owned over 40 percent of the company, sold out in August. It happened very quickly. You don't often know when something like that is going to happen, so you clear the decks and go full throttle. You're managing a process as well as carrying out the tasks."

"Being a general counsel is like being a quarterback," Madrid says. "You often have to figure out the plays, and then determine who the right people are to execute them."

Diana Daniels, 52, was an undergraduate at Cornell University at the height of the Vietnam War and civil rights movement. She remembers when black student activists took over a campus building and were later photographed coming out with guns hoisted in the air. "During my time on campus, there was a lot of unrest and concern about the war and other national issues facing the country," Daniels recalls. This early exposure to social issues propelled her into her law career.

Daniels was initially interested in urban planning, and won an internship her senior year working in city government in New York City under Mayor John Lindsay. She hadn't been there long when "it occurred to me that most policy and decision makers seemingly were not planners, accountants, or other professionals; they were lawyers."

So Daniels earned both a Juris Doctor degree from Harvard Law School and a master's degree in city planning

### THIRD ANNUAL MCCA/WINSTON & STRAWN WOMEN GENERAL COUNSEL IN THE FORTUNE 500® SURVEY

American Express Company	.....	.Louise M. Parent
AMR Corporation/American Airlines	.....	.Anne H. McNamara
Apple Computer, Inc.	.....	.Nancy R. Heinen
Avis Rent A Car, Inc.	.....	.Karen Sciafani
Bank One Corporation	.....	.Christine Edwards
Becton, Dickinson and Company	.....	.Bridget M. Healy
BJ's Wholesale Club, Inc.	.....	.Sarah M. Gallivan
Campbell Soup Company	.....	.Ellen Kaden
CDW Computer Centers, Inc.	.....	.Christine Leahy
Chubb Corporation	.....	.Joanne L. Bober
Cooper Industries	.....	.Diane K. Schumacher
Crestline Capital Corporation	.....	.Tracy M. J. Colden
Cummins Inc.	.....	.Marya Rose
Darden Restaurants, Inc.	.....	.Paula J. Shives
Eastman Chemical Company	.....	.Theresa K. Lee
El Paso Corporation	.....	.Peggy Heeg
Fannie Mae	.....	.Ann Kappler

FirstEnergy Corporation	.....	.Leila Vespoli
FMC Corporation	.....	.Andrea Utecht
Freddie Mac	.....	.Maud Mater
General Mills, Inc.	.....	.Siri S. Marshall
Group 1 Automotive Inc.	.....	.Beth Sibley
H.J. Heinz Company	.....	.Laura Stein
Hewlett-Packard Company	.....	.Ann O. Baskins
Hilton Hotels Corporation	.....	.Madeleine Kleiner
Ingersoll-Rand Company	.....	.Patricia Nachtigal
Kellogg Company	.....	.Janet Langford Kelly
Kmart Corporation	.....	.Janet G. Kelley
Kohl's Corporation	.....	.Sigrid E. Dynek
Lyondell Chemical Company	.....	.Kerry A. Galvin
McDonald's Corporation	.....	.Gloria Santona
Merisel, Inc.	.....	.Karen A. Tallman
Merrill Lynch & Co., Inc.	.....	.Rosemary Berkery
Nationwide Insurance Enterprise	.....	.Patricia R. Hatler
New York Life Insurance Company	.....	.Sheila Davidson
Owens Corning	.....	.Maura J. Abeln Smith
Pinnacle West Capital Corporation	.....	.Nancy C. Loftin
Pitney Bowes Inc.	.....	.Sara E. Moss
PNC Financial Services Group	.....	.Helen P. Pudlin
Principal Financial Group	.....	.Karen E. Shaff

Providian Financial Corporation	.....	.Ellen Richey
R.R. Donnelley & Sons Company	.....	.Monica M. Fohrman
Ryder Systems, Inc.	.....	.Vicki A. O'Meara
Sears Roebuck and Co.	.....	.Anastasia Kelly
*Shell Oil Company	.....	.Catherine Lamboley
ShopKo Stores, Inc.	.....	.Susan Buckna
Southwest Airlines Co.	.....	.Debra Ackerman
Spherion	.....	.Lisa Iglesias
State Street Corporation	.....	.Maureen Scannell Bateman
Suiza Foods Corporation	.....	.Michelle P. Goolsby
Tellabs, Inc.	.....	.Susan Lichtenstein
The Gap, Inc.	.....	.Lauri Shanahan
The Mead Corporation	.....	.Sue K. McDonnell
The Pepsi Bottling Group, Inc.	.....	.Pamela McGuire
UAL Corporation	.....	.Francesca M. Maher
Unisys Corporation	.....	.Nancy S. Sundheim
United Stationers Inc.	.....	.Deidre D. Gold
USA Education, Inc.	.....	.Marianne M. Keler
VF Corporation	.....	.Candace S. Cummings
Washington Mutual, Inc.	.....	.Fay L. Chapman
Xerox Corporation	.....	.Christina Clayton
York International Corporation	.....	.Jane G. Davis

\*On Global Fortune 500® list—Royal Dutch/Shell Group



from the Massachusetts Institute of Technology in 1974.

At first, she had to strive to be taken as seriously as her male colleagues, even during after-hours events. As a young associate, she recalls a co-ed softball game with a rival law firm, in which, "the captains of the teams agreed that they could make substitutions to the batting order in the ninth inning. Come the ninth inning, the two leadoff batters were women. Guess who got substituted off? I couldn't believe my fellow associates would do that!"

Daniels started at the "white shoe" law firm of Cravath, Swaine & Moore in New York City, doing big financing deals and working with high-profile clients.

When *The Washington Post* newspaper began looking for an attorney—preferably a woman—"there weren't many to ask." After 11 months as assistant general counsel with the newspaper, she was, at 29, named general counsel at *Newsweek*, a subsidiary of The Washington Post Company. "Becoming a general counsel at a fairly early age meant that I spent a good amount of my time proving myself." She often spent 12 hours a day in the office and labored late Saturday nights when the magazine went to press.

In 1988, Daniels assumed her present position as vice president, general counsel and secretary of The Washington Post Company, where she is responsible for overseeing 17 attorneys dispersed throughout its various divisions.

Now the mother of two young daughters, ages three and

six, Daniels has earned some flexibility in her schedule, slipping out of the office for ballet recitals and school plays.

Today, The Washington Post Company owns a major daily newspaper, a number of smaller newspapers, six TV stations, *Newsweek*, cable systems in the south and midwest, an online publishing division, and Kaplan, Inc., which focuses on education.

"The media business has changed quite a lot over the past few years. We didn't have the internet in 1978, and were barely using computers. Computers have changed the workplace, and that includes the practice of law."

There isn't much Daniels would change about her life's work. "I'm in an ever-challenging and engaging position in a company I am proud to be associated with, and I enjoy what I do. If you enjoy what you do, you'll do it well."

Maud Mater also has tenure at the top, as executive vice-president, general counsel and secretary for Freddie Mac. Mater joined the Fortune 50 financial institution in 1976 as assistant general counsel after working for the U.S. government for four years.

She was named general counsel in 1982. She reached where she is by "working harder, being (or at least trying to be) smarter, and by being in the right place at the right time." Becoming general counsel at a relatively young age meant that it was sometimes difficult to be taken seriously—but Mater hopes women general counsel have it somewhat easier today.



Mater, 54, is the general counsel of a large, highly visible public company and oversees a relatively large legal department of 140 employees, with 80 attorneys. But this was not always so. In 1982, when she became general counsel of Freddie Mac it was a very small, relatively invisible company with a very small legal department—and it was wholly controlled by the U.S. government. One of her many challenges has been to help transform Freddie Mac into what it is today—both legally and as a business entity. This transformation necessitated both comfort and competency in addressing change, complexity and risk, and Mater believes that these characteristics are essential for all successful general counsel.

**EARLY IN THEIR CAREERS, THEY SET HIGH STANDARDS FOR THEMSELVES, STAKED OUT THEIR OWN VALUES AND MANAGEMENT STYLES, AND ARE NOW REAPING THE REWARDS. OF THE GENERATION THAT NOT ONLY DEFINED, BUT DEFIED THE GLASS CEILING, THESE FOUR WOMEN HAVE STORIES THAT CAN INSTRUCT YOUNGER WOMEN WHO CHOOSE TO FOLLOW IN THEIR PATHS.**

The basic legal questions are simple, she says: "What does the company need today; how does the lawyer fulfill what is in the corporation's best interest; and what will the company need tomorrow?"

And the basic business questions also are simple: "What are the risks, how are they being managed, and how does the company make money?"

Mater believes general counsel are paid to know the law, the business, the people, and the external environment—and to integrate these disparate elements in the company's interest. And she also believes that the importance of a commitment to excellence cannot be overstated. "I think you have to be willing to push and not be satisfied with what you did yesterday—to be willing to come in the next day and try a different approach if it might produce a superior result. You can't rest on your laurels."

Mater credits her boss, Freddie Mac CEO Leland C. Brendsel, as being her most important mentor.

Catherine Lamboley, 51, vice president, general counsel and corporate secretary of the Houston-based Shell Oil Company, taught school and worked in insurance before enrolling in law school, seeking an intellectual challenge. She interviewed with Shell her third year of law school, making the decision to go with a corporate department "because I didn't want to do any rainmaking."

Although she wasn't rainmaking, Lamboley quickly found out about the rigors of her new career. After she'd been at Shell for five years, "my boss told me he asked a client group if they would please agree to have a woman for their lawyer. Then he told me that I had better not make any mistakes. To me, it sounded like he was saying I had to be perfect."

So she worked night and day for the client, and yes, the client was satisfied. "But that was too much to ask for—perfection." That was the only time she ever seriously considered quitting Shell. Yet, that marked a transformation in Lamboley. She still held the highest professional standards, but on her own terms.

After 22 years at Shell, whose reported earnings for the year 2000 were \$29.7 billion, Lamboley was promoted to the position of vice president, general counsel and corporate secretary, overseeing 73 attorneys.

Six years ago at a diversity conference, Lamboley realized that all of her career she had been behaving like a white male. She would read up on things that she knew male colleagues would want to talk about and try not to show emotion. "I was two people, and I wanted to change that." Instead of showing her warm social side with friends and family, and her cool professional persona at work, Lamboley's work and private selves melded.

This has been a key to success for the University of Texas Law School graduate. "Know who you are and what you stand for and work hard to learn your substantive legal work. Over time, you get experience, good judgment, and hopefully, wisdom. Also, know your environment and be politically aware."

All of the women noted that possessing integrity and instilling trust are indispensable to their jobs. If they make a promise, their clients, colleagues, and subordinates must know they will follow through.

Understanding how a business works is also crucial. Lamboley spent three years as vice president of Commercial Marketing and Services at a Shell company.

Lamboley recalls a business leader saying that he will know he's succeeded when his staff run red lights to get to work, instead of to get away from work.

"That's the kind of place I want to create," explains Lamboley. "Challenging work, excellence not only in work quality, but in behavior, and a sense of community where we support each other and celebrate each others' successes."

MCCA celebrates these four outstanding women role models!

*Hope E. Ferguson is a freelance writer and reporter who works in public relations for the State University of New York.*