



TEMPO

EMERGING  
WOMEN LEADERS

Overview &  
Guiding Principles

December 2021

# EMERGING WOMEN LEADERS

## HISTORY & OVERVIEW

### TEMPO OVERVIEW

Founded in 1975, TEMPO is a professional women's organization that connects its 450+ members who hold CEO, executive and senior leadership positions with one another the community. Its mission is to further the impact of women leaders in Milwaukee. TEMPO provides members with the opportunity to network with leaders and future leaders and enhance their awareness of issues and trends having an impact on Milwaukee and the business community. TEMPO serves its diverse membership and community through educational programming, networking opportunities, relationship building and mentoring, with the goal of empowering women to achieve and sustain leadership roles.

### EWL HISTORY

In April 2015, TEMPO's President & CEO, with guidance from several TEMPO Board members, drafted a business case on ["Building for the Future of TEMPO Milwaukee."](#) The document outlined a potential risk to TEMPO membership and its awareness and relevancy among the future generation of leaders given a mass exodus of baby boomers and retiring members. In addition, the business case outlined greater definition of the organizations' core competency of mentoring and its missing component of mentees. The business case outlined a solution to these concerns with the introduction of its **Emerging Executives** initiative. A launch of this initiative was recommended to address relevancy, succession planning, brand awareness and mentoring. The program was to be piloted in its first year (2016) with the introduction of 40 emerging executives (to align with TEMPO's 40<sup>th</sup> Anniversary).

TEMPO's President & CEO presented the business case to the TEMPO Board at its August 2015 Board meeting. The business case received approval to move forward.

On September 21, 2015, a soft launch of the **EMERGE** initiative (later changed to Emerging Women Leaders) was announced by Board member Marilyn Krause at the TEMPO September program meeting. TEMPO members were encouraged to nominate for the first class of Emerging Women Leaders based on the profile outlined in the business case.

### EWL INTRODUCTION

In December 2015, TEMPO introduced its Emerging Women Leaders (EWL) initiative to support the growing pool of professional women and potential TEMPO members who are Milwaukee's rising stars and high-achievers, locally recognized, community-minded changemakers and inclusive up-and-coming leaders. They are future TEMPO members and represent the next generation of leadership in their industries, functions and community.

- ["TEMPO Launches Professional Development Program for Emerging Leaders"](#): *BizTimes Milwaukee*, December 10, 2015
- ["TEMPO Launches Rising Leader Program in Milwaukee"](#) *Milwaukee Business Journal*, December 10, 2015

At TEMPO's Holiday Party and 40<sup>th</sup> Anniversary Celebration held at the Pfister Hotel on December 17, 2015, 40 members of TEMPO's Emerging Women Leaders inaugural class were introduced to the organization.

### MISSION

TEMPO's Emerging Women Leaders initiative connects and fosters the next generation of leaders through an enterprise of relevant programming, networking, events, mentoring and community involvement.

### VISION

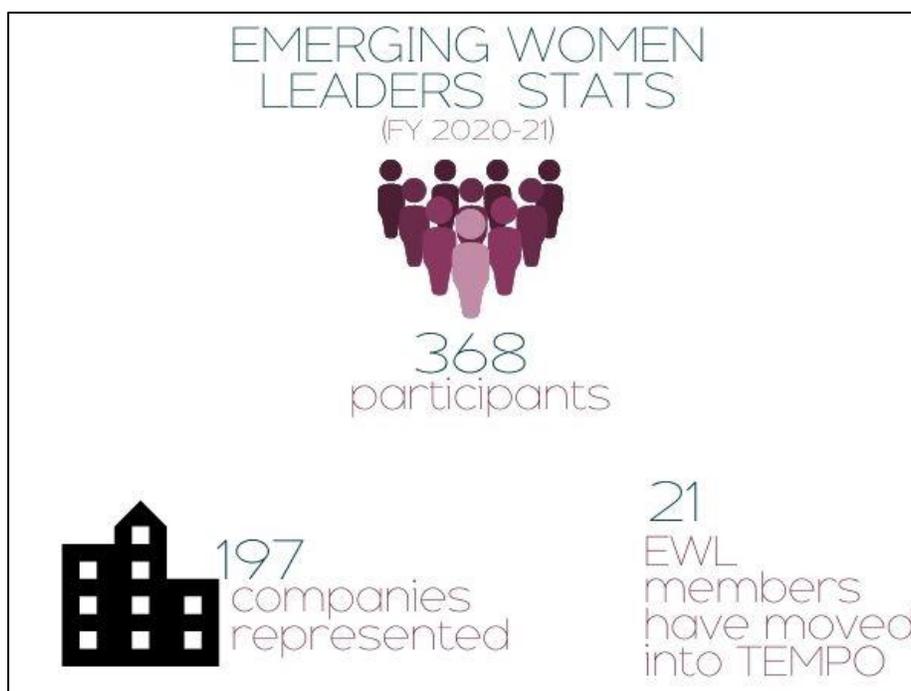
The premier organization for emerging women leaders who are working together to advance personally and professionally, while lifting others up.

# EMERGING WOMEN LEADERS

## EVOLUTION & GROWTH

### EMERGING WOMEN LEADERS GROWTH

Since its inception in December 2015, EWL has experienced significant growth.



# EMERGING WOMEN LEADERS

## LEADERSHIP & STRUCTURE

### INCLUSION IN TEMPO BYLAWS

Following TEMPO Board approval, on April 18, 2019, TEMPO members voted to approve the inclusion of the Emerging Women Leaders in its bylaws.

**SECTION 6.02.** Member Committees. TEMPO shall have the standing Member committees listed below. These committees shall not constitute Board committees under Chapter 181 but shall serve in an advisory capacity to the Board. Unless otherwise provided below, Member committee chairs shall be selected by the Chair, and Member committee members shall be selected by the Member committee chair in consultation with the Chair and the President and Chief Executive Officer. Member Committee Chairs and Vice Chairs shall serve a one-year term. An individual may not serve as a Member Committee Chair or Vice Chair for more than a one-year term.

- (d) **Emerging Women Leader Committee.** The Emerging Women Leader Committee has been established to support professional women and potential TEMPO Milwaukee members who are mid-career and moving toward executive ranks. These next generation leaders focus on relevant programming and professional development opportunities, social events and networking, peer-to-peer and one-to-one mentoring, and volunteering for community organizations whose missions support women and girls. The Chair of the Emerging Women Leader must be a TEMPO Director and may appoint one or more vice chair(s), if desired, with the approval of the Chair.
  - 2016-2019 Board Liaison/EWL Chair: **Marilyn Krause**
  - 2019-2020 Board Liaison/EWL Chair: **Heather Turner Loth**
  - 2020-2021 Board Liaison/EWL Chair: **Gerry Howze**

### EWL LEADERSHIP CO-CHAIRS

In January 2016, EWL introduced three leadership co-chairs **Janine Emmer** (Associated Bank), **Denise Thomas** (MillerCoors) & **Tiffany Walker** (General Mills). These leaders were responsible for developing and overseeing the mission, vision, strategy and goals for EWL initiative in coordination with TEMPO's 2016-2020 strategic plan. In January 2018, EWL introduced a new committee structure and introduced eight new committees including:

1. Communications
2. Community Involvement
3. Membership Engagement
4. Nominations
5. 1-to-1 Mentoring
6. EWL Connects
7. Professional Development Event
8. Programming

# EMERGING WOMEN LEADERS

## COMMITTEE STRUCTURE



### COMMITTEE STRUCTURE

EWL members have the opportunity to exercise and refine leadership skills and shape the future of EWL by volunteering their time and lending their talents to a committee. EWL committees are governed by a Chair and Vice Chair team, with terms consisting of one year each (i.e. a Vice Chair serves for one year, then moves into the Chair position for one year).

### EWL COMMITTEE DESCRIPTIONS

- **Communications Committee:** Develop/execute the EWL communications plan and make recommendations to other committees.
- **Community Involvement Committee:** Connect EWL members with the causes we're already involved in, while paying it forward to organizations that support women and girls.
- **PD Event Committee:** The masterminds behind the annual Emerging Women Leaders Professional Development workshop, from content to venue to speakers.
- **Engagement Committee:** Organize initiatives that foster an inclusive environment, including EWL Explores, meeting one-on-one with new members, and outreach to members with low engagement.
- **Nomination Committee:** Oversee an inclusive and equitable process for nominating and confirming new EWL members 2x a year, while staying true to our EWL criteria.
- **EWL Connects Committee:** See that EWL Connects groups run smoothly and get new groups up and running twice a year. Committee members also facilitate an EWL Connects group if needed. *Note the EWL Connects committee is made up of group facilitators only.*
- **1-to-1 Mentoring Committee:** Oversee mentoring program between EWL (mentee) and TEMPO member (mentor) pairs. Host bi-annual match kickoff events and conduct check-ins with matches.
- **Programming Committee:** Plan quarterly EWL program meetings that provide valuable, relevant and engaging content from high-caliber speakers.

# EMERGING WOMEN LEADERS

## MEMBERSHIP

### EWL CRITERIA

- **Professional Experience:** 6+ years in the workforce in a professional setting (time spent as an intern does not apply) with increasing responsibilities. During this time, she has developed a reputation as a "rising star," next generation leader, on the partner track, etc.
- **Community Involvement:** Demonstrates commitment to the community through involvement and leadership in professional and/or civic organizations.
- **Leadership:** Displays leadership within her company/organization.
- **Endorsement:** Strong nomination from a current TEMPO or EWL member who is familiar with the EWL criteria.

Nominations are processed biannually in the Spring and Fall.

#### STRONG EWL CANDIDATES SHARE VALUES AND ARE COMMITTED TO:

- Connecting with other mid-career women to create a network of support and inspiration.
- Sharing knowledge, experiences, and best practices to learn from each other and grow as the next generation of professional and community leaders.
- Advancing our own careers while simultaneously paying it forward and advocating for others.
- An inclusive member experience.

In summary, an Emerging Women Leader is recognized within her company/organization as a leader and high performer. She can identify a minimum of one volunteer commitment in which she's actively involved. Emerging Women Leaders join for professional development, mentoring, community involvement and networking opportunities with their peer group, as well as the TEMPO members.

#### HOW TO NOMINATE:

Current TEMPO and EWL members interested in nominating a candidate for EWL may do so during Spring and Fall nomination periods. Nominators will complete a brief online form indicating their nominee's name, title, and company, etc. Additionally, three documents are required to submit the online form: **1)** Current resume from nominee (outdated resumes will not be accepted) **2)** One letter of support from the nominee's supervisor or other company leader (a second letter of support from a mentor, sponsor, community leader is optional), and **3)** Provide a 250-word statement with your endorsement of your nominee expressing how she aligns with EWL's values (i.e. why are you nominating her?).

A member of EWL's nomination committee will contact your **nominee** and schedule a brief phone call to discuss her qualifications further. The goal of this conversation is to discuss why she's interested in joining EWL, how she's demonstrated leadership at her organization/in the community, and what she'd like to contribute to our organization.

## MEMBER BENEFITS:

There's no shortage of opportunities to get involved in after being confirmed as a new EWL member and attending orientation. EWL is a "choose your own adventure" type of group.

## HIGH CALIBER PROGRAMMING AND EVENTS

- Two TEMPO Program meetings\*
- Five Professional Development sessions\*
- Three EWL Program Meetings
- New Member Orientation session
- EWL Explores social outings
- TEMPO Talks virtual webinar series\*
- TEMPO Real Talks series\*
- Signature EWL Professional Development Event (Spring)
- TEMPO Holiday Party (December)\*

*\*indicates joint programming with TEMPO members*

## MENTORING CONNECTIONS

- Participate in EWL Connects – peer mentoring circles with up eight Emerging Women Leaders; most groups typically meet every six weeks
- Be paired with a TEMPO member mentor in the 1-to-1 Mentoring Program; matches meet at a minimum once every other month for one year

## COMMUNITY INVOLVEMENT

- Participate in service opportunities focused on organizations that support women and girls empowerment, including PEARLS for Teen Girls
- Education around Milwaukee community challenges, diversity, inclusion and equity
- Connect with local non-profit board/committee openings and other volunteer opportunities

## COMMITTEE ENGAGEMENT

- Joining a committee is a great way to engage with a smaller group of EWL members, showcase your leadership abilities, and have an impact on the organization. Furthermore, active committee members are most likely to ascend into EWL leadership roles which include committee chair and vice chair positions, or one of four EWL Leadership Co-Chairs.
- Committee opportunities include:
  - Communications
  - Community Involvement
  - Engagement
  - EWL Connects
  - 1-to-1 Mentoring
  - Nominations
  - Professional Development Event
  - Programming
  - TEMPO Leadership Event
  - TEMPO Mentor Event
  - Women's Affinity Alliance
  - Diversity, Equity & Inclusion

## EXPAND YOUR NETWORK

- Participate in monthly "Coffee Connections" - random pairings with a fellow EWL member - and meet 12 new people a year
- Member Meet-Ups by industry/function/professional interests
- Access to the TEMPO and Emerging Women Leaders directory
- Access to EWL private Facebook and LinkedIn groups
- Connect with exceptional professional women from diverse industries and with an array of skillsets

# EMERGING WOMEN LEADERS

## FREQUENTLY ASKED QUESTIONS

### WHO ARE WE AND WHAT DO WE DO?

TEMPO's Emerging Women Leaders is the premier group where professional women leaders are working together to drive advancement while bringing others with us. We connect, foster, and build Milwaukee's inspiring women leaders through meaningful programming, events, mentoring, and community involvement.

### WHO ARE WE LOOKING FOR?

EWL women have a combination of leadership experience, community involvement, and share our TEMPO EWL values.

**LEADERSHIP EXPERIENCE:** Women that display leadership at their place of employment

**COMMUNITY INVOLVEMENT:** Women who demonstrate a commitment to the Milwaukee community.

**SHARED VALUES:** We are looking for women who share our values. EWL women are committed to...

- Connecting with other emerging women leaders to create a network of support and inspiration
- Sharing knowledge, experiences, and best practices to learn from each other and grow as professional and community leaders.
- Advancing our careers while simultaneously paying it forward and advocating for others.

### AM I A CANDIDATE?

We're specifically looking for women who...

- Have a minimum 6-8 years of professional work. (They are mid-career, not entry-level). Senior level experience is a plus.
- Display leadership within their company/organization.
- Secure supervisor support and/or corporate recognition and support for their participation in EWL.
- Demonstrate commitment and service to the Milwaukee community (in leadership roles or other volunteer roles).
- Attend, if possible, an EWL prospective member event or other EWL event.

### WHAT IS THE TIME COMMITMENT? WHAT ARE THE ENGAGEMENT EXPECTATIONS?

Once confirmed as a member of EWL, there is no requirement or mandatory commitment or engagement expectations. That said, there is no shortage of ways to engage with EWL – whether joining a committee, serving in a leadership role, attending events, participating in mentoring – EWL Connects or 1 to 1 Mentoring, Coffee Connections, the list goes on and on. EWL is designed as a 'choose your own adventure' model. You get out of EWL what you put into it.

### WHAT MAKES EWL DIFFERENT?

EWL provides a vast array of opportunities and platforms that cultivate your personal and professional growth. These include:

- **NETWORKING AND RELATIONSHIP BUILDING:** Quarterly EWL Programs, EWL Socials and limitless opportunity for coffee date connections
- **ACCESS TO COMMUNITY LEADERSHIP:** Access to TEMPO programs and events including their renown and highly regarded Mentor Awards and Leadership Event.
- **PROFESSIONAL & PERSONAL DEVELOPMENT:** A robust mentoring program that offers 1:1 and small group settings for learning and connecting, EWL's annual PD conference
- **TEST/REFINE YOUR LEADERSHIP SKILLS:** Tempo EWL provides endless opportunities to manage/lead committees, efforts, and programming.

### HOW DO I JOIN IF I DON'T KNOW A TEMPO MILWAUKEE MEMBER OR CURRENT EMERGING WOMEN LEADER?

As awareness grows, we receive lots of inquiries from women who want to learn more and join EWL. Send us an e-mail [info@tempomilwaukee.org] and we'll get you on our invite list to select EWL events, or put you in touch with someone from the membership committee for a casual info session. We highly encourage prospective members to attend as many events as

possible to make connections with current participants, get a feel for EWL programming, and above all, ask questions to ensure EWL would be a fit personally and professionally. When the nomination period rolls around in Spring and Fall, you'll hopefully have made a solid connection with a current member (or two!) who will gladly serve as your nominator.

### **HOW DO I 'RISE UP' FROM AN EMERGING WOMEN LEADER TO A TEMPO MEMBER?**

If an Emerging Women Leaders member is interested in becoming a TEMPO Milwaukee member, she would follow the same process as all non-members. A current TEMPO member who believes the Emerging Women Leaders candidate meets membership criteria can nominate by following the instructions at [tempomilwaukee.org/becoming-a-member](http://tempomilwaukee.org/becoming-a-member). We encourage current Emerging Women Leaders who aspire to be TEMPO members now or in the future to reach out to the TEMPO network (i.e. nominator, mentor, other member connection) to guide her through the nomination process.

### **WHAT IS THE FINANCIAL COMMITMENT FOR EWL?**

Emerging Women Leaders Program costs \$350/year. This fee includes:

- ✓ Two TEMPO Milwaukee program meetings (January and April)
- ✓ Five Professional Development sessions (February, April, June, September, December)
- ✓ Four Emerging Women Leaders program meetings (March, May, August, November)
- ✓ Emerging Women Leaders social events (orientation, spring social, happy hours, etc.)
- ✓ Emerging Women Leaders All-Day Professional Development Event (September)
- ✓ TEMPO Milwaukee Holiday Party (December)

You can choose to attend other TEMPO signature events at a small additional charge. Discounted signature events include the TEMPO golf outing and summer social in July.

### **OTHER BENEFITS INCLUDE:**

- ✓ Access to TEMPO and Emerging Women Leaders network of 800+ women leaders
- ✓ Ability to participate in Emerging Women Leaders mentoring initiatives (EWL Connects and 1-to-1 program)
- ✓ Exposure to quarterly volunteer opportunities organized by the Community Involvement committee
- ✓ Connection with high-caliber network of professional women who are elevating leadership in our community and beyond
- ✓ (Optional) Membership in [Women's Affinity Alliance](#) initiative at member rate of \$100/year