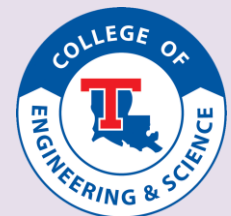


Lean In: Women, Work and the Will to Lead

by Sheryl Sandberg

A Book Review

Jenna Carpenter
The ADVANCEing Faculty Program
April 2013



Outline

- 30 years ago women for the first time comprised 50% of college graduates in the US
- Only 21 of the *Fortune 500* CEO's today are women
- Sandberg offers her views of why women's progress in securing leadership roles has stalled, what she feels some of the root causes are, and shares some practical advice that women can utilize to reach their potential



LEAN IN

WOMEN, WORK, AND
THE WILL TO LEAD

SHERYL SANDBERG

Outline

- Sandberg also shares personal stories and her own insecurities
- Sandberg's book includes a significant amount of research
- Sandberg's book has generated a lot of attention and a lot of controversy



LEAN IN

WOMEN, WORK, AND
THE WILL TO LEAD

SHERYL SANDBERG

Who is Sheryl Sandberg?

- ▣ COO, Facebook (2008 – present)
- ▣ VP, Global Online Sales & Operations, Google (2001 – 2008)
- ▣ Chief of Staff, US Secretary of the Treasury Larry Summers (1996 – 2001)
- ▣ *Fortune's* list of the 50 Most Powerful Women in Business
- ▣ *Time's* 100 Most Influential People in the World
- ▣ Married in 2004, two children

Her Message

- Believe in Yourself – It All Comes Down to Self-Confidence
- Give It Your All – Don't Leave before You Leave
- It's a Jungle Gym, Not a Ladder: The Many Paths to the Top
- Don't Doubt Your Ability to Combine Work and Family – Make Your Partner a Real Partner
- Ask Yourself: What Would You Do If You Were Not Afraid?

Believe in Yourself

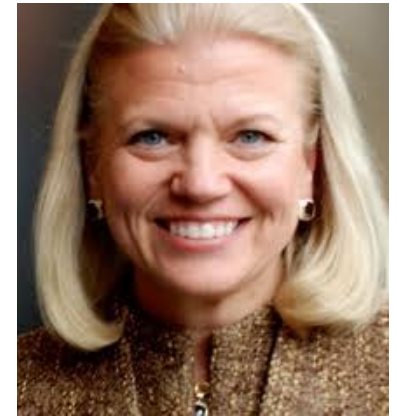
It All Comes Down to Self-Confidence

- Research shows that:
 - men credit success to innate (internal) qualities / skills and failure to external factors (it was unfair, they did a poor job).
 - women credit success to hard work, luck, the help of others (external factors) and failure to their lack of skill and ability (internal factors).
 - success and being well-liked go hand-in-hand for men.
 - success and being well-liked are mutually exclusive for women (the Double Bind)
- ...so work at managing likeability and success.

Believe in Yourself

It All Comes Down to Self-Confidence

- Virginia Rometty is the first female chief executive officer of I.B.M. Sandberg relays a story from Rometty's life. Rometty was offered a "big job" early in her career, but she was worried she might not have the proper experience. So she told the recruiter that she would have to think it over. When she discussed the offer with her husband, he pointed out, "Do you think a man would ever have answered that question that way?"



Virginia "Ginni"
Rometty,
Chairman and
CEO, IBM

Believe in Yourself

It All Comes Down to Self-Confidence

▣ Sandberg

- ▣ asked to be removed as “most likely to succeed” in the high school yearbook to ensure that she got a date to the prom
- ▣ was insecure in college
- ▣ once burst into tears in front of her boss at Google
- ▣ was afraid to negotiate her compensation when she joined Facebook

The moral of these stories of successful women? Role models have plenty of doubts of their own.

- ▣ Men will step up when they are 30% sure, women wait until they are 80% sure.

Give It Your All

Don't Leave Before You Leave

- ▣ Step forward - make it your goal to succeed professionally
- ▣ Make the changes necessary to keep from holding yourself back – don't opt out or decide not to apply because you aren't sure you can do this down the road
- ▣ You will never meet a challenge that you can't surmount by working harder and believing in yourself

Give It Your All

Don't Leave Before You Leave

- ▣ The road is very long, with lots of bumps and “the maternal wall” (Joan Williams) smack in the middle of it
- ▣ Ask yourself constantly: How can I do better? What am I doing that I don't know? What am I not doing that I don't see?
- ▣ When you succeed, you are in a better position to ask for what you need and make changes that can benefit others

It's a Jungle Gym, Not a Ladder

The Many Paths to the Top

- There are many paths to the top – up, sideways and down – find mentors all along the way. Your path doesn't have to be the same as someone else's.
- A 2011 study found that women did not apply for leadership positions and were sometimes actively discouraged by others when they did. It also found that the “the start counts” for women: an early willingness to step forward as a leader lays the groundwork for future opportunities.
- We have focused on giving women a choice - work inside or outside the home – but do we encourage women to aspire to leadership?

Don't Doubt Your Ability to Combine Work and Family

Make Your Partner a Real Partner

- ❑ If you doubt your ability to combine work and family, you will edge yourself out of plum assignments, promotions, key projects, and other stepping stones to advancement.
- ❑ Instead, assume that you can juggle work and family.
- ❑ Don't buy into the myth that "you can have it all" – you can't. At least not all at the same time. Instead, decide what is most important now, this year, at this time in your life.
- ❑ Make your partner a real partner – genuinely split child and family care duties 50/50.
- ❑ The risk of divorce reduces by half when a wife earns half the income and a husband does half the housework.

Ask Yourself: What Would You Do If You Were Not Afraid?

- Pick jobs and assignments that allow for your personal growth – even or especially when you are afraid.
- When you want to do something, figure out what you need before you meet with the people who can make it happen.
- Done is better than perfect.
- “I still face situations that I fear are beyond my capabilities. I still have days when I feel like a fraud. And I still sometimes find myself spoken over and discounted while men sitting next to me are not. But now I know how to take a deep breath and keep my hand up. **I have learned to sit at the table.**” Sheryl Sandberg

The Criticisms

- ❑ It does not address the need for the changes in the structure of the work world – better child care, more flexibility at work. (Jodi Kantor, *The New York Times*)
- ❑ It tries to lay a guilt trip on women. Not everyone has the income and luxuries of a CEO. (Joanne Bamberger, *USA Today*)
- ❑ These attacks are “largely divorced from anything Sandberg has written or said.” She is just trying to push for gender equality in the workplace. (Michelle Goldberg, *The Daily Beast*)
- ❑ Sandberg suggest that we should “wage battles on both fronts,” to attack both lack of ambition and lack of support. Yet she chooses to concentrate only on the “internal obstacles,” the ways in which women hold themselves back. (Anne-Marie Slaughter, *The New York Times*)

Parting Quotes

- ▣ Done is better than perfect.
- ▣ Give it your all.
- ▣ Believe in yourself.
- ▣ Don't leave before you leave.
- ▣ It's a jungle gym, not a ladder.
- ▣ What would you do if you weren't afraid?
- ▣ Don't doubt your ability to combine work and family.

- ▣ It all comes down to self-confidence.

References

- Sandberg, Sheryl. (2013). *Lean In*. Alfred A. Knopf, New York.
- Shullman, Sandra. (2013). *Leadership*. ACS COACH Workshop, New Orleans.