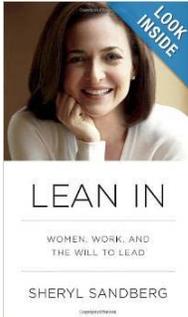


DISCUSSION OF "LEAN IN"

BY SHERYL SANDBERG

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About the Author Ms. Sheryl K. Sandberg has been the Chief Operating Officer at Facebook, Inc. since March 24, 2008. Ms. Sandberg is responsible for helping Facebook scale its operations and expand its presence globally and also managed sales, marketing, business development, human resources, public policy, privacy and communications. She served as a Vice President of Global



Online Sales & Operations at Google Inc., from November 2001 to March 2008 and was responsible for online sales ... of Google's advertising and publishing products. She joined Google Inc. in 2001. She was also responsible for sales operations for Google's consumer products and Google Book Search. Prior to Google, Ms. Sandberg served as the Chief of Staff for the United States Treasury Department, where she helped lead its work on forgiving debt in the developing world. She served as a Management Consultant with McKinsey & Company and as an Economist with The World Bank, where she worked on eradicating leprosy in India. She has been a Director of The Walt Disney Company since March 2010. She has been a Director of Facebook, Inc. since June 25, 2012. She has been an Independent Director of Walt Disney Co., since March 2010. Ms. Sandberg served as a Director of The Advertising Council Inc. She served as a Director at Starbucks Corp. from March 2009 to March 21, 2012 and eHealth, Inc. from May 2006 to December 17, 2008. She serves as a Director at One Campaign and Leadership Public Schools. She is Director of Google.org/ the Google Foundation and directs the Google Grants program. She serves as a Director of The Brookings Institution, The AdCouncil, Women for Women International, and V-Day. In 2008, Ms. Sandberg was named as one of the "50 Most Powerful Women in Business" by Fortune and one of the "50 Women to Watch" by The Wall Street Journal. Ms. Sandberg holds a A.B. in Economics from Harvard University and was awarded the John H. Williams Prize as the top graduating student in Economics. She was a Baker and Ford Scholar at Harvard Business School, where she earned an MBA with highest distinction.

SIT AT THE TABLE

Men still run the world. "Of 197 heads of state, only 22 are women." Of the top 500 companies by revenues, only 21 are headed by women. In politics, women hold just 18% of congressional offices. In 1970, American women made 59 cents for every dollar men earned. In 2010, women earned just 77 cents for every dollar men made. We need to negotiate like a man. Even if we are inclined to accept the first offer made, we need to make a counter-offer to get a much more lucrative offer. There is still "blatant and subtle sexism, discrimination and sexual harassment."

We need to speak up for ourselves and sit at the table and not on the side of the room. We need to own our own successes. Women underestimate themselves while men overestimate themselves. Women often feel like an imposter or fraud rather than being confident in what they know. Men attribute their successes to themselves. Women attribute their success to luck, blessings, their



teams, others help, etc. They fail to take risks when they should. Women need to promote themselves and limit their need to please others. Sandberg notes a 2011 McKinsey study showing that while men are promoted based on potential, women get a leg up based on past accomplishments. She also refers to the Howard/Heidi study. The study involves a description of how a real-life entrepreneur named Heidi Roizen became a successful venture capitalist by relying on her outgoing personality and huge personal and professional network. One student group read "Heidi's"

story, another read the story with the name changed to "Howard." Then the students rated Howard and Heidi on their accomplishments and on how appealing they seemed as colleagues. While the students rated them equally in terms of success, they thought Howard was likeable while Heidi seemed selfish and not "the type of person you would want to hire or work for." Sandberg's conclusion: when a man is successful, he is well liked. When a woman does well, people like her less.

GET COMFORTABLE WITH WOMEN LEADERS

Sandberg says "Everyone needs to get more comfortable with female leaders," she insists, "including female leaders themselves." Often it is women that are women's worst critics. Sandberg goes on to describe an instance where she tells her audience

that she will take only two more questions and then when people put their hands down (mostly the women), she continues to take questions from the remaining men that continue to have their hands raised. Even women choose men over women.

Women need to keep their hands up.



HAVE A PLAN, MENTORS

Women should discover their definition of success and then strategically plan their path to their success. They need to dream big and even if their dream is likely to go unachieved for many years, they should be working towards that dream as they go. This means learning skills, picking up traits, and contacts that will benefit them when with time. Mentors help.

Sandberg indicates that it is awkward and off-putting when someone asks her to be their mentor. If you have to ask, then the answer is probably 'No'. The strongest relationships spring out of real relationships with a connection

felt by both sides. Women often don't realize that they are being mentored. She may seek advice from someone often but not label that person as her mentor when in fact, that person is her mentor. In fact, this is why peers can be our mentors. Mentoring can indeed be serendipitous or spontaneous, be at a single setting or over a lengthy period of time. Women should recognize both men and women as their mentors. One needs to have a willingness to engage wise mentors—not in a pathetic “please-help-me-I'm-drowning” way, but in a self-confident “I'd-like-to-pick-your-brain” sort of way.



One of the best ways to find new mentors is by being excellent at what we do. Excellence (assuming we promote our excellence) attracts mentors and additional resources that will propel our careers. No matter where we are on that jungle gym (no, our careers are not ladders), we need interaction with others who can give us good advice, help us see things from a different angle, or simply stimulate our thinking. The challenge that remains is how we can access the resources before us to connect and learn from one another.

ENCOURAGE AN = PARTNER



Married working women often do twice amount of household chores and three times the amount of childcare. If there are greater demands on the family, it is obvious who will drop out of the workforce. Sandberg emphasizes the importance of workplace flexibility and the need for accessible child care and parental leave policies for both men and women. More importantly, she says women have to stop being “maternal gatekeepers” and both insist their partners do more parenting and housework and stop trying to control the way their partners do those jobs. She acknowledges that this is difficult but makes a convincing case about how necessary it is if women are going to pursue demanding careers.

Indeed, of 28 Fortune 500 female CEOs, 26 are married, and when they were asked about what helped them to be a success, each cited that their spouse was a critical piece. When one successful woman was asked how their spouse could better support them in their success, she said “by doing the laundry.” Working women with equal partners have more sex and are less likely to get divorced than non-working partners.

Studies have shown that exclusive maternal caretaking does not lead to better or worse child outcomes. Us not being present fore everything will not damage our children. We need to stop trying to be

perfect and accept really good. It is all about trade-offs. Indeed, done is better than perfect in many cases. We should decide what needs to be perfect and what needs our focus and what doesn't need it. Indeed, everything cannot be perfect. There isn't enough time and energy in the day. We need to grow and trust our support systems and drop the guilt for not being able to do it all. We need to set boundaries on those things/relationships that suck our energy and time in unproductive or inappropriate ways. We need to reward ourselves when we do. When we call on others, we often can help them grow to be even more than they ever thought they could be.

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Don't leave before you leave. Sandberg argues convincingly that internal obstacles hold women back. Even thinking of having a child 10 years from now, many women will begin to make room and inevitably lean back. That is, she begins to make decisions based on her future want to have a child. She stops raising her hand, seeking promotions etc. What she doesn't realize is that as we climb the ladder, we actually get more flexibility and power to control our schedules than when we begin. If we lean back, then we are limiting our ability to decide how we spend our time etc. Further, if we don't absolutely love our job when we do have our children, then we may not want to come back. We need not make these decisions too early and instead, *lean in*.

HELP EACH OTHER, NO QUEEN BEES



While some women may not want both a career and family, or don't care about ascending to a power position, we need to encourage those that do. We need greater numbers of women in leadership roles. More women will help the status and opportunities of all women. We need to talk about getting ahead and what it means to seek leadership roles and how we can support women who have families in the workplace. We need to support women who want to stay in the workplace after having children rather than judging them. We need to inspire each other, coalesce rather and not hold each other back (like Queen Bees). We need to stop trying to always fit in with the men and lead with our own unique personalities etc.