

“Lean In” by Sheryl Sandberg

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INTRODUCTION

- "More women in power" - Leymah Gbowee's comment about how to help horrors and mass rapes in places of war
- 2011 McKinsey report noted men promoted on potential, women promoted on past accomplishments

Chapter 1 - The Leadership Ambition Gap

- "What would you do if you weren't afraid" - some slogans at Facebook
- Facebook employees encouraged to take risks

Chapter 2 - Sit at the table

- When not seated at the table they appear as spectators, but most women deserve to be at the table with the men
- See Sheryl's talk on "Why we have too few women leaders" - http://www.ted.com/talks/sheryl_sandberg_why_we_have_too_few_women_leaders?language=en
- When not confident, fake it
- Padmasree Warrior, CISCO's CEO said that opportunities were missed when degree or knowledge not in domain - learnt that your ability to learn quickly and contribute quickly matters

Chapter 3 - Success and Likeability

- When man is successful men and women like him. When woman successful, both genders like her less
- Women should sit at the table and own their success, but this leads to them being liked less
- "Owning one's success is key to achieving more success"
- Women should say "We had a great year" rather than "I had a great year"
- Men can focus on own achievements, while loyalty expected from women
- women need to be "relentlessly pleasant", or combine niceness with insistence, as described by Mary Sue Coleman
- Focusing on team produces better results as well-functioning groups are stronger than individuals
- Women must learn to take criticism is the belief of Arianna Huffington, they should react emotionally and feel anger or sadness, and then quickly move on
- "when you want to change things, you can't please everyone. If you do please everyone, you aren't making enough progress." Mark Zuckerberg

Chapter 4 - It's a Jungle Gym, Not a ladder

- Lori Golder asked for a job at Facebook by saying "What is your biggest problem, and how can I solve it?"
- Pattie Sellers has metaphor "Careers are a jungle gym, not a ladder"
- Only one way to top of ladder, but many ways to top of jungle gym
- Should have 2 concurrent goals:
 - Long-term dream - doesn't have to be realistic or specific, may be desire to work in particular field or travel the world
 - 18 month plan - usually includes targets for team and personal goals for learning new skills. Ask yourself "How can I improve?"
 - When she is afraid of something, usually because she isn't good at it or too scared to try
- Parents emphasized importance of pursuing a meaningful life
- Even vague goals can provide direction, a far-off guidepost to move toward
- When choosing which job to choose Eric Schmidt the only criteria that matters is fast growth. When companies grow quickly, there are more things to do than there are people to do them. So prioritize for fast growth and company mission over title. Even if it's a step down if working for another 30 years what difference does it make, in the long term you'll be ahead
- Everyone can improve. Most people have workplace style that is either too aggressive, too passive, too talkative or too shy. Overcorrect it to find a good middle ground, so shy people have to feel like they say way too much.
- In business, being risk averse can cause stagnation. Seek diverse experiences so opportunities expand and can prepare for leadership.
- HP had an internal report that showed women only apply for jobs where they meet 100% of the listed criteria, while men apply when they meet 60%.
- Alice Walker quote "The most common way people give up their power is by thinking they don't have any."

Chapter 5 - Are you my mentor?

- You shouldn't have to ask "Are you my mentor?" as the answer is most probably no.
- "When someone finds the right mentor, it's obvious."
- Recommended to young women that to scale corporate ladder they need to find mentors (people who will advise them) and sponsors (people who use their influence to advocate for them).
- Men focus on how to manage a business, but women focus on how to manage their career
- Finding a mentor is like trying to find a Prince Charming - but it shouldn't be.
- Strongest relationships come from real and often earned connection felt by both sides.
- Studies show mentors choose their proteges on performance and potential. People therefore invest in who stands out for their talent or who can benefit from help.
- Approaching a stranger with a pointed, well-thought-out-inquiry can get results, but asking them to be a mentor doesn't work.
- Can get someone's attention or imagination in a minute, but must be planned and tailored to the individual.
- Had advice to figure out what I wanted to do before seeing people with ability to hire her.
- When mentor/mentee relationship is done right, everyone flourishes.
- To get advice from senior person ask them after meeting or in the hall. Exchange is quick and casual. After taking their advice, thank them and ask for more guidance.

- Being unsure how to proceed is natural, so asking for input is the first step in finding a path forward.

Chapter 6 - Seek and Speak your Truth

- "Communication works best when we combine appropriateness with authenticity, finding that sweet spot where opinions are not brutally honest but delicately honest."
- need to understand that there is my point of view (my truth) and someone else's point of view (his truth)
- Truth better served with simple language
- Performance of many organisations would improve dramatically if people were more clear. Eg. Mark Z would say "Simpler, please" when trying to understand someone speaking in Chinese (a language he was learning)
- "Being aware of a problem is the first step to correcting it"
- Remember that feedback is an opinion based on observations and experiences. It may not be the truth.
- Should always ask these questions, even if the truth hurts. But it's better than blissful ignorance. And being open to the truth means taking responsibility for mistakes.
 - "How can I do better?"
 - "What am I doing that I don't know?"
 - "What am I not doing that I don't see?"
- "Requesting advice can also help build relationships."
- Humor is useful in giving honest messages in good-natured way
- "Motivation comes from working on things we care about. It also comes from working with people we care about. To really care about others, we have to understand them - what they like and dislike, what they feel as well as think."
- "leaders should strive from authenticity over perfection."

Chapter 7 - Don't Leave Before You Leave

- She carries a little notebook with a to-do list for thoughtful preparation.
- "The more satisfied a person is with her position, the less likely she is to leave"
- Caroline O'Connor refers to herself as a "career-loving parent" which is better than "working mom"
- Once having a child priorities shift in fundamental ways.
- Parenting most rewarding and hardest and most humbling.
- Leaving a child with someone else is easier when job is compelling, challenging and rewarding.

Chapter 8 - Make your partner a Real Partner

- Women do most of child rearing.
- Let partner do things his way. If he's forced to do it her way, eventually she'll be doing them herself.
- Usually women in leadership have a fully supporting partner of her career.
- Studies show children benefit greatly from parental involvement
- "When husbands do more housework, wives are less depressed, marital conflicts decrease, and satisfaction rises."
- Couples are more likely to stay together when women and men share breadwinning duties.

Chapter 9 - The Myth of Doing it All

- No one has ever said "Yes, I have it all"
- "Women should learn from Icarus to aim for the sky, but keep in mind that we all have real limits."
- Rather than ask ourselves "Can we have it all?" ask a more practical question "Can we do it all?"
- Dr Laurie Glimcher learnt that should should only be a perfectionist on things that mattered
- Poster from Facebook "Done is better than perfect"
- See 1996 Wellesley commencement speech by Nora Ephron on issue of having a career and family
 - [Video - https://www.youtube.com/watch?v=DVCfFBkPn8](https://www.youtube.com/watch?v=DVCfFBkPn8)
 - Transcript - <http://www.wellesley.edu/events/commencement/archives/1996commencement>
- "The best way to make room for both life and career is to make choices deliberately - to set limits and stick to them"
- Making a decision public helps a commitment stick by creating greater accountability.
- New evidence is suggesting that working from home may be more productive than in the office.
- 2006 report showed kids didn't develop differently when exclusively cared by their mother or by others
- Stanford professor Jennifer Aaker work shows that setting obtainable goals is key to happiness
- Rather than aiming for perfection, aim for sustainable and fulfilling
- Rather than ask "Can I do it all?" ask "Can I do what's most important for me and my family?"
- Best advice from The Washington Post was - do the best you can with what you've got

Chapter 10 - Let's Start Talking About It

- "Talking can transform minds, which can transform behaviors, which can transform institutions"
- Cynthia Hogan, chief council of Senate Judiciary Committee believes that you shouldn't be afraid to ask, even if it's a long shot.
- "We cannot change what we are unaware of, and once we are aware, we cannot help but change."
- "Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.", Dean moon

Chapter 11 - Working Together Toward Equality

- women in powerful positions often get greater scrutiny
- Women can help one another like meeting for lunch and discussing their accomplishments and frustrations, and then brag about what others have done to their colleagues.
- Need to use talents of entire population so that our institutions are more productive, homes happier and children not being held back by narrow stereotypes
- Research suggests companies with more women in leadership have better work-life policies, smaller gender gaps in executive salaries and more women in midlevel management

Let's Keep Talking

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