Women in Business—Ambition is Not a Dirty Word

Hosted by Susan Strong ’77
Topics For Today

• Women In The Workplace 2015 Study
• How Do We As Women Sabotage Ourselves
• The Imposter Syndrome
• Why Is Negotiation A Challenge For Women and What Can We Do About It?
• Future Skills For The Workplace
• Is It Okay For Women To Be Ambitious?
A Little About Me

• 35 years of business experience in Human Resources, Marketing, Finance

• Independent franchise owner of Advicoach coaching business starting in August of 2009.

• Coach to hundreds of executives, small business owners, employees and job seekers to help them identify their greatest skills building great careers and businesses

• 3rd Generation UC Berkeley Alumnus, Class of 1977
"That's an excellent suggestion, Miss Triggs. Perhaps one of the men here would like to make it."
Ambition...is not a dirty word

Ambition (noun)
1. An earnest desire for some type of achievement or distinction, as power, honor, fame, or wealth, usually in a chosen field, and the willingness to strive for its attainment.
2. The object, state, or result desired or sought after.
3. Desire for work or activity, energy, interest, passion in professional activity.

Ambitious (adjective)
1. Having ambition; eagerly desirous of achieving or obtaining success, power, wealth, or a specific goal
2. Requiring exceptional effort, ability, etc.
3. Aspiring, enterprising, wishing to rise to a higher level or plane, or to attain some end above ordinary expectations
4. Aggressive; self-centered
I just love bossy women. I could be around them all day. To me, bossy is not a pejorative term at all. It means somebody's passionate and engaged and ambitious and doesn't mind leading.

— Amy Poehler —
Women In The Workplace 2015
State of Women in Corporate America

From a Comprehensive Study conducted by McKinsey and LeanIn.org

– To encourage female leadership and foster gender equality in the workplace
– 118 companies and nearly 30,000 employees participated
– Two broad themes emerged:
  • Women are still underrepresented
  • They face real barriers to advancement
## Gender Representation in the Corporate Pipeline

<table>
<thead>
<tr>
<th>Level</th>
<th>2012 Pipeline % Women</th>
<th>2015 Pipeline % Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry Level Professional</td>
<td>42%</td>
<td>45%</td>
</tr>
<tr>
<td>Manager</td>
<td>33%</td>
<td>37%</td>
</tr>
<tr>
<td>Senior Manager / Director</td>
<td>28%</td>
<td>32%</td>
</tr>
<tr>
<td>VP</td>
<td>23%</td>
<td>27%</td>
</tr>
<tr>
<td>SVP</td>
<td>20%</td>
<td>23%</td>
</tr>
<tr>
<td>C-Suite</td>
<td>16%</td>
<td>17%</td>
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</table>
Women are not leaving organizations at higher rates than men

Women, on average, are leaving their organizations at the same or lower rates as men. Most notably, women in leadership are more likely to stay with their company than their male counterparts. Compared with men at the same level, SVP-level women are 20 percent less likely to leave, and women in the C-suite are about half as likely to leave.
There are signs that women are less likely to advance than men

If women were advancing at similar rates to men, companies would see the same share of women from one level to the next. However, that is not the case. Across levels, the expected representation of women is 15 percent lower than that of men. This suggests that women face greater barriers to advancement.
The Leadership Ambition Gap Persists: continued findings of “Women In The Workplace”

Women are less eager than men to become a top executive.

Women are more likely to cite stress/pressure as an issue regardless of whether or not they have children.

Mothers are 15% more interested in being a top executive than women without children.

Could the path to leadership be disproportionately stressful for women?

Black, Hispanic and Asian women are more interested in being promoted than White women.
The proportion of educated women who reported in a survey that they are "very ambitious"
Socially Sanctioned Self Sabotage

Women have been trained to embrace certain attributes that sometimes cause us to self-sabotage

✓ Giving away credit in favor of always sharing with the team
✓ Being afraid to jump into the ring and compete as a serious contender
✓ Not asking for professional help and advice because it makes us look weak
✓ Avoiding confrontation and allowing jerks and liars to steal our thunder.
✓ Not getting paid what we’re worth
✓ Not knowing how to deal with political types.
✓ Not trusting our gut and fighting off naysayers.
✓ Being too responsible to others, and irresponsible to our own needs.
✓ Not speaking up and being visible because we suffer from the imposter syndrome.
Oh, my God! Every time I get on a conference call, I still think, “They’re going to find out the truth about how much I don’t know.”

Sara – 40 – Executive VP, Fortune 500 financial services firm

Ambition Is Not A Dirty Word: Debra Condren
Impostor Syndrome

“...a psychological phenomenon in which people are unable to internalize their accomplishments. Despite external evidence of their competence, those with the syndrome remain convinced they are frauds and do not deserve the success they have achieved. Proof of success is dismissed as luck, timing, or as a result of deceiving others into thinking they are more intelligent and competent than they believe themselves to be.”
Do you apologize before stating something…"forgive me if I speak out of turn”
You are afraid to come right out and say you don’t know something, because then the truth will come out that you don’t know anything.
You read maniacally every professional publication just in case someone hands you a pop quiz.
You try to work into every conversation the fact that you went to Berkeley.
When somebody else praises your accomplishments, you blush.
You avoid standing up in a crowd if you have to speak, even if the group leader has asked people to stand before speaking.
You speak too softly ending up with people interrupting saying, ”we can’t hear you in the back.”
You avoid challenging an idea you disagree with or you decline to state an unpopular opinion.
You rush through what you are saying to get out of the spotlight quickly.
You look for consensus immediately after speaking saying “Right?”
You don’t speak up at all, though you do have an opinion and would like to state it.

Ambition Is Not A Dirty Word
Another Reality Check

Is Sacrificing My Needs at the Expense of My Ambition Honorable?

• Do I give to others at the expense of my own needs and ambition dreams? How does this leave me feeling? Fulfilled and energized or am I exhausted?

• Has it been more than a month since I’ve had time for myself? Am I sometimes so frustrated that I cry alone?

• Do I find that some days I don’t want to get out of bed because I am utterly uninspired?

• Do I still think it’s the right thing to do?

Ambition Is Not A Dirty Word, Debra Condren
Is It A Generational Thing?

Millennial Women - Do they struggle with the same issues or has the tide finally turned?

Turns out most women regardless of age struggle with Negotiation and lack training.
Why Is Negotiation An Issue For Women? In International Research...

**Women Are Less Likely To Negotiate Than Men**

• In surveys, 2.5 times more women than men said they feel "a great deal of apprehension" about negotiating.
• Men initiate negotiations about four times as often as women.

**There Are Consequences If Women Do Not Negotiate**

• On average, women earn 23% percent less than men
• Not negotiating your salary at the outset of your career may be difficult to overcome.

**Why Are Women Less Likely To Negotiate Than Men?**

• Women have lower expectations and lack knowledge of their worth
• One critical factor in the negotiation gap may be that women expect to be paid less and don’t know what they are worth.
• Social costs of negotiating
• Another factor that influences whether women negotiate is the concern that if they do, there will be a social backlash against them.
By not negotiating a first salary, an individual stands to lose more than $500,000 by age 60—and men are more than four times as likely as women to negotiate a first salary.
Finding: Women Have Lower Expectations And Lack Knowledge Of Their Worth

It may be that women expect to be paid less and don’t know what they are worth.

Researchers have found that men are more likely to feel worthy of higher pay.

Many women suffer from the importer syndrome and are so grateful to be offered a job.
Are There Perceived Negative Social Costs To Women That Are Strong Negotiators?
Structure of A Negotiation
A New Way To Think About It

It doesn’t have to be an adversarial relationship

Feelings of being too greedy, too demanding, not nice.

Change the frame of how you think about it.

Margaret Neale, Stanford Professor
Getting A Good Deal
(Separating It From A Bad Deal)

Understand These 3 Things Up Front:

What are your alternatives?

What is your reservation?

What is your aspiration for the deal?
How Do You Get More Of What You Want?

Four steps to achieving a successful negotiation.

1. Assess the situation.
2. Prepare.
   ✓ Understand what your interests are and what you want to achieve
   ✓ Understand the interests and preferences of your counterpart – (few understand this)
3. Ask.
4. Package.

Margaret Neale, Stanford Professor
Women increase the chances of a success when a proposal is framed in terms of benefits to your counterparts, team or organization.
Unique Challenges For Women When They Negotiate

Professor Neale tells an interesting story about The United State Tennis Open, a change of rules in 2006 and how men and women reacted to the change.

Expectations Drive Behavior!!

If you change your expectations you will change your outcome.
3 Aspects of Negotiation
Women Need To Be Aware Of

Why are you asking?

How are you asking?

For whom are you asking?
Practice Makes Perfect

10,000 HOURS

Author Malcolm Gladwell in his book The Outliers suggests you need 10,000 hours of practice to become an expert at anything. Negotiation also takes practice.
Great News For Women
Future Skills For The Workplace

What Are The Skills You Need To Thrive In The Workplace....They’re Probably Not What You Think

“Empathy is the critical 21st century skill”
Meg Bear, Group VP Oracle

“Interaction jobs have become the fastest growing category of employment in advanced economies”.
The McKinsey Global Institute

“On average, women are better at many of the increasingly valuable skills than men are.”
Fortune Magazine– August 2015
Women and men agree that sponsorship is vital to success and advancement, with two-thirds describing it as “very” or “extremely” important. Yet they do not have the same type of professional networks, which may result in different levels of support. Although women’s and men’s networks are similar in size, their composition is different: men predominantly have male networks, while women have mostly female or mixed networks. Given that men are more likely to hold leadership positions, women may end up with less access to senior-level sponsorship. In fact, only 10 percent of senior-level women report that four or more executives have helped them advance compared to 17 percent of senior-level men.

Nearly two-thirds of men say that the senior leaders who have helped them advance were mostly men, compared to just over a third of women.

<table>
<thead>
<tr>
<th>Professional Networks by Gender</th>
<th>More or all are men</th>
<th>About half men and women</th>
<th>More or all are women</th>
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</thead>
<tbody>
<tr>
<td>Women</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>38%</td>
<td>36%</td>
<td>26%</td>
</tr>
<tr>
<td>Men</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>63%</td>
<td>30%</td>
<td>7%</td>
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</table>
The default ways of doing business remain male.

Women in business buy into male benchmarks and outlooks as marks of success.

Cultural biases don’t allow for the words “woman” and ”entrepreneur” to be linked.

Women still can’t impress the boys. Is this true?
Recommended Reading On Negotiation

1. Tactics That Will Help You Get A Raise
2. A Toolkit For Woman Seeking A Raise
3. Ask For A Raise? Most Women Hesitate
4. Myths & Truths About Negotiation
6. Women Don’t Ask : The High Cost of Avoiding Negotiation and Positive Strategies For Change
7. Negotiating Rationally
8. Negotiating Genious
Gender Biases from LeanIn.org

Likeability Bias

Performance Evaluation Bias

Performance Attribution Bias

Maternal Bias
Whether You Are A New Graduate or CEO......

1. You’ve got to know yourself. Women are socialized to put others first.

2. Take risks and embrace opportunity. Challenge your and take on stretch assignments or promotions.

3. Surround yourself with people who are smarter than you and make sure that they know of your vision for yourself.


5. Ambition Is Not A Dirty Word...we need to change that paradigm.
I'm tough, ambitious and I know exactly what I want.

— Madonna Ciccone —
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