

Milgard Women's Initiative Resource Library

2020/2021

Growing a Career and Changing Careers

Background for Conversation

- Harvard Business Review: [Women's Career Trajectories Can Be a Model for an Aging Workforce](#) (October 2020)
- TedTalk, Laura Berman Fortgang, 12 minutes: [Find your dream job without ever looking at your resume](#) (May 2015)
- UW Career Center: [Career Planning Resource](#)
 - Work through the first 4 pages but skimming the rest is helpful

Check Out if you Have Time

- Forbes: [Employers Must Act Now To Mitigate The Impacts Of The Pandemic On Women's Careers](#) (October 2020)
- NPR Lifekit, podcast: [6 Tips For Making A Career Change, From Someone Who Has Done It](#) (October 2020)

Discussion Questions

1. Many times we hear that the first part of your life in your 20's and early 30's is "easier" because you aren't tied to a city, family, or other obligations. However, in the article "Women's Career Trajectories Can Be a Model for an Aging Workforce," Wittenberg-Cox disagrees. She argues women later in their careers and life enjoy a stability that allows them to prioritize their voices and ambitions. She says, "Your 30s are not the make-or-break acceleration phase of all careers as we've been told. It's just an early, building phase for all humans who want to parent. Keep learning and growing, but you don't need to take the stretch job, move to China to earn a promotion, or forsake your kids for your job." What do you think of Wittenberg-Cox's advice?
2. Laura Berman Fortgang, in her TedTalk, talks about finding your yolk. She says, "[Career satisfaction] is not about what you do. It comes from who you get to be while you're doing that job... The shell is what you do, but the yolk is who you get to be." Think about the work you've done- could be either in a job or in school - that you've enjoyed. Why did you enjoy it? Who did you get to be while doing it?
3. Review UW's career planning resources and discuss what you completed on pages 2-4.

Other Resources

- Black Women Working, podcast: [Career Progression](#) (December 2019)
- Harvard Business Review: [Why Women Volunteer for Tasks That Don't Lead to Promotions](#) (July 2018)
- Media Bistro: [How to Read Between the Lines of a Job Posting](#) (no published date)
- Networking during a pandemic, Forbes: [What's Changed About Networking \(You May Be Surprised\)](#) (June 2020)

The Importance of Networks in the Workplace

Background for Conversation

- Women at Work podcast: [Sisterhood is Critical to Racial Justice](#) (June 2020)
 - Especially if you are white, make sure to listen from 38:50 until the end, which focuses on how white women can be better accomplices in the workplace.
- Forbes: ['Feminist Fight Club' Author On Fighting Sexism, Impostor Syndrome And Mean Girl Behavior](#) (November 2016)
- Lean In, Herminia Ibarra, 15 minutes: [Why All Women Need a Professional Network](#)

Check Out if you Have Time

- The Cut: [Shine Theory: Why Powerful Women Make the Greatest Friends](#) (May 2013)
 - If you love Shine Theory, follow up with this: NY Times: [Sisterhood in the Halls of Congress, and You're Invited](#) (December 2018)
 - The Medium: [3 Ways to Utilize Shine Theory at Your Workplace](#) (November 2016)

Discussion Questions

1. In the podcast, *Sisterhood is Critical to Racial Justice*, Tina Opie reflects that the book *Our Separate Ways*, which was published in 2001, could have been published today. She says, “In the workplace, I still see groups of women that differ by race sharing information with each other, within their groups, but not necessarily a strong sense of solidarity across race. And that has always perplexed me. We perhaps get so busy, put our heads down — and as women, we often think that that’s what gets us ahead; you work hard, you put your head down, you focus, you move ahead — we don’t often look side by side and see that there are women who are going through very similar things as we are. They’re also going through different things. Do we understand those differences? How can we help each other?” What do you think about this observation that women, especially white women, could do more to build a coalition? In what ways have you seen sisterhood show up in your workplace or seen the absence of it?
2. What do your networks currently look like? Do you have mostly “just like me” convenience networks? Do you have valuable “weak ties” in your network?

Other Resources

- Jia Wang: [Networking in the Workplace: Implications for Women's Career Development](#) (2009)
 - If you want to read a research paper about how access to social capital is not equitable

Challenges for Working Moms

Background for Conversation

- HBR Ideacast, podcast: [Why U.S. Working Moms Are So Stressed – And What To Do About It](#) (March, 2019)
 - You might not have time to listen to both podcasts, but if you do, definitely listen to this as well! Very funny and an easy listen. Battle Tactics for Your Sexist Workplace, podcast: [The workplace was not designed for moms](#) (September 2018)
- Forbes: [Motherhood As A Startup Superpower: A Playbook Inspired By The Legacy Of RBG](#) (September 2020)

Check Out if you Have Time

- AlJazeera: [Mom burnout: Pandemic driving millions of women from US workforce](#) (October 2020)

Discussion Questions

1. In the Forbes article, *Motherhood as a Startup Superpower*, Shakir calls motherhood “an asset to be celebrated in founders and business leaders.” What, in your opinion, makes mothers valuable to a workplace?
 - a. Read this [TEDx transcript from Sarah Lux-Lee](#) if you need some ideas
2. What issues have you faced being a mother and working/attending school, or what issues do you imagine struggling with most if you choose to have a child?
 - a. What policies would you want to see to help support you or the women in your life?

Other Resources

- Podcast: [The Double Shift](#), a reported, narrative podcast about a new generation of working mothers
- Forbes: [Microsoft, Salesforce And Other U.S. Employers Urge Congress To Strengthen Laws For Pregnant Workers](#) (September 2020)
- Harvard Business Review: [How to Let Go of Working-Mom Guilt](#)
- HBR Ideacast, podcast: [When You're Responsible for Eldercare](#) (June 2019)
- NY Times: [Meet the State Senator Shifting California's Workplace Culture](#) (September 2020)

Imposter Syndrome and Advocating for Yourself

Background for Conversation

- Battle Tactics for Your Sexist Workplace podcast, 27 minutes: [How the patriarchy makes you feel like an imposter](#) (July 2018)
- The Swaddle: [Imposter Syndrome Isn't Just a Feeling, But a Result of Societal Conditioning](#)
- Bestow: [A Career Woman's Guide to Self-Advocacy in the Office](#) (May 2020)
 - Skim this! This article leans hard into feminine graphics to get its point across, but the examples are helpful (see discussion questions below).

Check Out if You Have Time

- The Star: [Michelle Obama explains imposter syndrome](#) (December 2019)

Discussion Questions

1. The podcast “How the Patriarchy Makes you Feel Like an Imposter” argues that the [glass cliff](#) reinforces feelings of imposter syndrome women experience. In what ways do you think imposter syndrome comes from the society we live in vs own our personal experiences?
2. How has your personal history—family, culture, education, work experience, etc. -- influenced your vision of yourself and your abilities?
3. Have you ever felt imposter syndrome? If yes, when?
 - a. How do you think this impacts your ability or commitment to advocate for yourself?
4. The article from Bestow gives some concrete examples of times where you might need to advocate for yourself at work. Have you ever had to advocate for yourself in one of these situations?
 - a. What do you think of the language Bestow suggested to use in the article? Do you think it's helpful for women to consider editing their language, or hurtful? Why?
 - i. If this question interests you, listen to HBR Women at Work podcast: [Sorry Not Sorry](#) (May 2019)

Other Resources

- (If you'd like more background) BBC: [Why imposter syndrome hits women and women of colour harder](#) (July 2020)
- Forbes: [How Women Of Color Can Advocate For Themselves In The Workplace](#) (May 2020)

What is Leaning In and is it Real?

In 2013, Sheryl Sandberg, the chief operating officer of Facebook, published the international bestseller [Lean In: Women, Work, and the Will to Lead](#). It became a cultural phenomenon. From the NY Times:

It rode the New York Times best-seller list for more than a year, has sold 4.2 million copies worldwide (and still sells roughly 12,500 copies a month, in all formats), landed Ms. Sandberg on the covers of Time and Fortune and on TV shows like "60 Minutes" and "Nightline," and led to the creation of hundreds of "[Lean In](#)" circles, groups of women who meet on a regular basis to discuss and debate the principles of Ms. Sandberg's book. Circles, said Rachel Thomas, president of [LeanIn.org](#), "are one of the few places in the world where women can be overtly, unapologetically ambitious."

For its legions of readers and circle attendees, "Lean In" has been a powerful mentor, one that has helped shape the arc of their careers. Senior executives, both male and female, say they have noticed a shift in attitude in recent years, particularly among their younger employees.

"Five or six years ago, younger job candidates would accept the first offer given to them," said Eliot Kaplan, a former vice president of talent acquisition at Hearst Publishing and now a career coach. "Since then, 90 percent want to negotiate — usually money, but also vacation time, responsibilities and so forth. Some would actually say, 'Sheryl Sandberg says I have to.'" ([Lean In: Five Years Later](#), NY Times, 2018)

Background for Conversation

- Sheryl Sandberg, TedTalk: Before Lean In: [Why we have too few women leaders](#) (September, 2010)
 - Note: If you prefer to read rather than watch, click "Transcript" below the video to read Sandberg's speech
- The Washington Post: [The end of leaning in: How Sheryl Sandberg's message of empowerment fully unraveled](#) (December, 2018)

Check Out if you Have Time

- Vox: [I was a Sheryl Sandberg superfan. Then her "Lean In" advice failed me.](#) (December, 2018)
- Anne-Marie Slaughter, TedTalk: ["Can we have it all?"](#)
 - Or read: The Atlantic, Anne-Marie Slaughter: [Why Women Still Can't Have It All](#) (July/August 2012)

Discussion Questions

1. What do you think about Sandberg's message, "Don't leave until you leave," the idea that you shouldn't step back from work just because you anticipate being a mother?
2. In the Vox article, "I was a Sheryl Sandberg superfan. Then her "Lean In" advice failed me," Katherine Goldstein states, "I now believe the greatest lie of Lean In is its underlying message that most companies and bosses are ultimately benevolent, that hard work is rewarded, that if women shed the straitjacket of self-doubt, a meritocratic world awaits us." What do you think of Goldstein's argument that women looking out for each other is "even more powerful" than just looking out for ourselves? Is there still a place for "looking out for ourselves" in the workplace?
3. What has changed in society since Sheryl Sandberg wrote Lean In? Do you think it's still a helpful concept for women? Why or not?

Managing People

Background for Discussion

- Harvard Business Review: [Anyone Can Learn to Be a Better Leader](#) (November 2020)
- Kenji Yoshino: [Uncovering Authentic Leadership](#)
- If you want something a little different with your mentor/mentee do this activity instead: [Karen Hannen & Robert Welch: Change at the Division of Economic Analysis](#)
 - Read the case above and discuss the following questions with your mentee/mentor:
 1. What is at the root of Robert Welch's unhappiness in his job?
 2. Based on your own experience with superiors, subordinates, and colleagues in the workplace, how would you assess Karen Hannen's performance managing the people in her office? Explain your assessment.
 3. What options does Hannen have for handling the Welch situation?
 - Which one would you pursue if you were her? Why?
 - How might your personal values or identities shape what you think would be an authentic *and* effective approach for you to take?

Other Resources

- [The Management Center](#) has incredible tools, worksheets, advice, and resources. Some highlights from them include:
 - [How to Manage When Things Are Not Okay \(And Haven't Been For Centuries\)](#)
 - [Tools about Check ins](#)
 - [How to work with your boss, i.e managing up](#)

Discussion Questions

1. Gloria Steinam said, “We didn’t have a way to get our arms around sexual harassment until we coined the term sexual harassment.” How do you think the knowledge of “covering” could help you manage a team? In what ways have you “covered” in positions you’ve held?
2. Would you agree that “fearless introspection, feedback seeking, and committed efforts to behavioral change for greater effectiveness and increased positive impact on others” are some of the most important aspects of managers? Are there other traits that you would add?
3. What did you think of the systematic steps the article “Anyone Can Learn to be a Better Leader” outlined? How do you think these steps could help you in a difficult management situation in the future?

Starting a Business and Entrepreneurship

Background for Discussion

- NPR: [‘I’m the best boss I’ve ever had.’ Lessons from Celeste Headlee on freelancing](#) (September 2019)
- Washington Post: [The pandemic has been an economic disaster for women. Some took advantage of it](#) (January 2021)

Check Out if You Have Time

- How I Built this Podcast, 52 minutes: [ActOne Group: Janice Bryant Howroyd](#) (December 2020)
 - A great, engaging interview with the first African American woman to own a billion dollar business and a good podcast to listen to while you’re cooking/doing something else in your day. If you don’t want to listen to the podcast, [here](#) is an article about her.
- Observer Research Foundation: [Women Entrepreneurs in India: What is Holding Them Back?](#) (September 2019)

Other Resources

- [U.S Small Business Administration resources](#)
 - This website has a lot of good resources, including how to understand your market and writing a business plan
 - Also, [small business grants for women](#)

Discussion Questions

1. If you opened your own business, what would it be? What values would you want to prioritize?

2. Janice Bryant Howroyd says, “Jobs don't have futures -- people do. This industry is so rife with opportunity. It's the people who have the opportunity. You don't look to the company, you look to the industry and the people.” Do you agree or disagree?

Work/Life Balance

Background for Discussion

- TedTalk, Michelle Ryan: [Work-life balance: balancing time or balancing identity?](#) (June 2015)
- American Psychological Association: [How working women can manage work-life balance during COVID-19](#) (October 2020)

Check Out if You Have Time

- Stanford Social Innovation Review: [Updating the Nonprofit Work Ethic](#) (September 2016)
- Harvard Business Review: [What One Company Learned from Forcing Employees to Use Their Vacation Time](#) (August 2017)

Discussion Questions

1. How is this global pandemic impacting our understanding of work-life balance? What aspects do you hope will continue after the pandemic ends, and which are you ready to be done with?
2. “How working women can manage work-life balance during COVID-19” gives some tips for work-life balance during this challenging time. What tips do you feel like you’ve implemented in your own life? Are there any that could be helpful for you?

Being a Woman of Color in the Workplace

Background for Discussion

- Harvard Business Review: [Making Differences Matter: A New Paradigm for Managing Diversity](#) (September 1996)
- NY Times: [When You're the Only Woman in the Room](#) (no published date)
 - While this applies to all women, I think the advice in this article is especially pertinent to women of color.

Check Out if You Have Time

- Life Kit: [How to Survive at Work as a Person of Color](#) (September 2020)

Other Resources

- Minda Harts book: [The Memo: What Women of Color Need to Know to Secure a Seat at the Table](#) (published September 2020)
 - Check out the website if you don't want to pick up that book. [The Memo](#) is a career development company providing tools, access, and a robust community for women of color and for the companies where they work.
- [Latina to Latina podcast](#): In this interview series, host Alicia Menendez talks to remarkable Latinas about making it, faking it, and everything in between.
- [The Little Black Book of Success](#) by Marsha Haygood, Elaine Meryl Brown, and Rhonda Joy McLean

Discussion Questions

1. How does the “Making Differences Matter” suggest companies move beyond just looking for “diversity”?
2. The NY Times article, “When You’re the Only Woman in the Room,” mentions a book called The Power of Onlyness. In her book, “the business thinker Nilofer Merchant argues that we are in an unprecedented moment when a person’s ‘only’ status – what she dubs their ‘onlyness’ – can be a lever to move the world. ‘We lose far too many ideas, not because the idea is deemed unworthy; but the person bringing that idea who’s deemed unworthy of being heard,’ she said.” What is the cost of being the only person of a certain identity? What’s the cost to you? To your team? To the company?

Male allyship: How can men fight for equitable workplaces?

Background for Discussion

- Harvard Business Review: [The Power of Talk: Who Gets Heard and Why](#) (1995)
 - This is a longer article!
- Report from Women and Business at Bentley University: [Men as Allies: Engaging Men to Advance Women in the Workplace](#) (Spring 2017)
 - This is a longer report but a really good thing to skim and has great information

Check out if you Have Time

- Women at Work podcast: [Helping Men Help Us](#) (June 2020)
 - Great examples of men really working with women to be allies

Other Resources

- Battle Tactics For Your Sexist Workplace podcast: [Men: You have more power than you realize. Here's how to use it](#) (August 2018)
- Lean In: [7 Tips for Men Who Want to Support Equality](#)
- Ted Talk, Tony Porter, 12 minutes: [A Call to Men](#) (2010)

Discussion Questions

1. The “Men as Allies” report mentions a Cambridge study where 70% of men in the University of Cambridge study believed that a more equal society between men and women would be better for the economy. Many of the problems women report, the study suggests, are caused by unconscious bias. Has participating in this program made you more aware of the unconscious bias that affects women?
2. Recognizing the length of the “Power of Talk” article, here is a screenshot from the conclusion. What is the role of managers to fight for gender equity in the workplace? What about the role of coworkers?

It may seem, for example, that running a meeting in an unstructured way gives equal opportunity to all. But awareness of the differences in conversational style makes it easy to see the potential for unequal access. Those who are comfortable speaking up in groups, who need little or no silence before raising their hands, or who speak out easily without waiting to be recognized are far more likely to get heard at meetings. Those who refrain from talking until it's clear that the previous speaker is finished, who wait to be recognized, and who are inclined to link their comments to those of others will do fine at a meeting where everyone else is following the same rules but will have a hard time getting heard in a meeting with people whose styles are more like the first pattern. Given the socialization typical of boys and girls, men are more likely to have learned the first style and women the second, making meetings more congenial for men than for women. It's common to observe women who participate actively in one-on-one discussions or in all-female groups but who are seldom heard in meetings with a large proportion of men. On the other hand, there are women who share the style more common among men, and they run a different risk—of being seen as too aggressive.