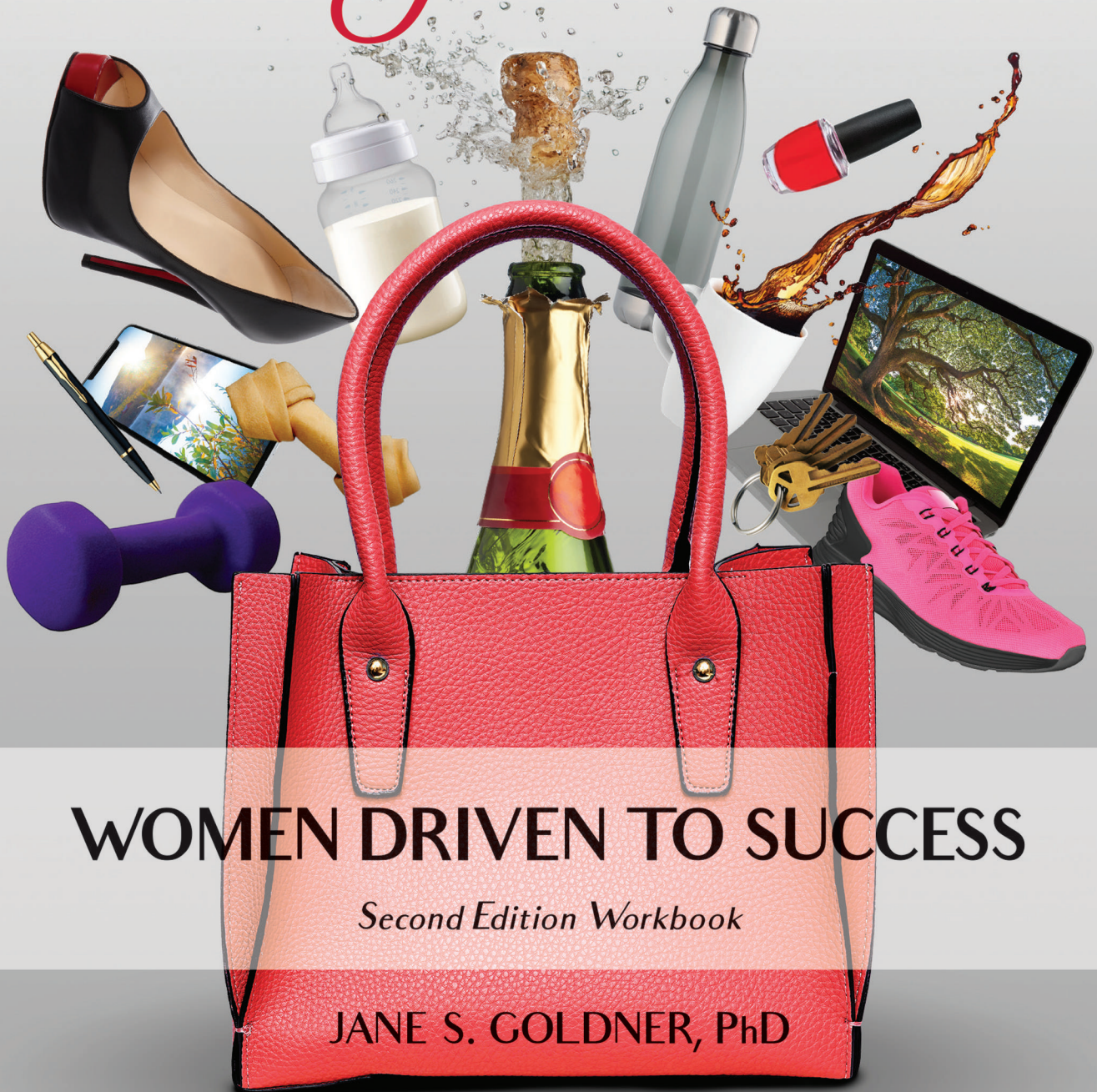


YOU CAN HAVE *Your* ALL



WOMEN DRIVEN TO SUCCESS

Second Edition Workbook

JANE S. GOLDNER, PhD

THERE IS MORE TO SUCCESS THAN understanding corporate politics and learning the requisite skills to move up the leadership hierarchy or run your own successful business. Yes, you do need to understand and develop those skills, but until you focus on yourself as a whole person, you won't reach *having your all*. In today's world of overscheduled, Everything-to-Everybody women, we need to get a grip and figure out for ourselves when we can say, "I'm enough."

One woman's *having her all* is not necessarily the role model for all other women. Each woman needs to figure out her own center—her core—to determine what *having it all* means to her. The key is not work-life balance, which implies a 50/50 lifestyle. In fact, in today's 24/7 digitally connected world, lean organizations, and tightly scheduled children, work-life balance is a fantasy. It sets up unrealistic expectations, and when those expectations aren't met, our self-esteem and sense of adequacy are affected.

The key to *having your all* is role integration. You'll better understand what I mean by role integration as you complete the exercises throughout the book and read the interviews of successful women leaders and entrepreneurs. These women share the strategies they use to manage their multiple roles. They discovered that life is not a balancing act allotting equal time to each role; rather it's scheduling time for family, work, personal time, and other activities that are important to you.

Whether you're a young woman beginning her career, thinking about starting a family, a mid-career individual deciding on next steps, or a late career woman sandwiched between children and parental responsibilities, this book is for you. Yours will be a unique journey because defining *all* is a personal decision. However, you'll discover ideas that resonate with you as you read the stories of different women and their definitions of *having it all*. As one woman in our workshop confessed, "It's good to know that I'm not abnormal!"

Jane S. Goldner, PhD

WHAT DOES *HAVING YOUR ALL* MEAN FOR WOMEN?

For some women, like one of my friends and colleagues, it means climbing to the top of the corporate ladder and then spending her retirement years traveling and learning foreign languages. She *chose* not to have children. Another friend, who couldn't imagine leaving her sons in childcare, *chose* to be the perfect mother, room mother, president of the PTA, and president of the Board of Education—totally invested in home and children. For me, *all* meant different things during different chapters in my life. I was always career oriented, but sometimes work took a back seat as I *chose* to focus on my family or pursue advanced degrees.

Notice that I used the word *chose* in each of the examples. *Having your all is about choices and trade-offs*. As one of the incredible women I interviewed said, “You have to continually ask yourself questions to reassess where you are in order to get comfortable.” Over your lifetime, you'll probably make several course corrections on your journey because your needs and desires change—life is never static.

Having your all is when you recognize what it means for you and then adapting—not adopting—the appropriate strategies for your life. To determine what *your all* is, you need to have a strong core. But what is a strong core? It's not just a term used in Pilates; it's about focusing on your own personal mission, vision, and set of values just like a successful organization does. Do you have a personal mission and vision? Can you identify your key values? If not, this book will direct you toward discovering and developing them.

As of 2018, 50 percent of the workforce are women searching for better ways to manage their multiple roles. Generation X and Millennial males also desire a more balanced life. With these challenges to traditional work methods, how are companies going to meet their goals, objectives, and targets? Is face time (and I'm not referencing the iPad-type) at the brick and mortar headquarters really important when technology offers opportunities to successfully accomplish work remotely? Being physically present in the office may no longer be necessary; leaders can track remote workers' productivity with cutting edge software if they choose to use those tools.

Can women juggle a career and family with these improved ways of meeting company goals, objectives, and targets? As you read this book, you will meet some remarkable women who have successfully integrated their multiple roles. They come from different backgrounds and family dynamics—privileged and poor; city, suburban, and rural; functional and dysfunctional; traditional and nontraditional. They are currently directors, vice-presidents, partners in law and CPA firms, entrepreneurs, a vice chair, and a CEO.

You will get behind-the-scenes insight into each woman's journey. Interestingly, none ever answer *yes* to the question "Am I there yet?" because they each consider their life a work in progress. They tried strategies that didn't work, and had to find a way around the resulting bumps in the road. However, these women also found strategies that did work; enabling smooth driving toward personal and professional success. As you read their powerful stories, think about which practices might work for you. ***You may choose to be as driven to success as these women, or opt for a different path.***

This book will debunk the myth of work-life balance, and introduce a more realistic approach...***role integration***. My goal is to show you, with this book as your roadmap, how to be driven to success and how to make good decisions without feeling obligated to be Everything-to-Everybody. You will benefit most if you work through the Your Turn exercises, which will equip you with the skills to figure out what ***all*** means to you. **Use the My All Profile Summary booklet at the back of the book.** After you have completed each of the Your Turn exercises, transfer the appropriate information into the profile summary booklet. It will provide a useful tool on your journey to achieving ***your all***.

You can't go back and change the past but the future is a wide-open road. The present is where you live now, and it is demanding action. So, strap on your seatbelt and get ready for some off-road driving!

My Story: A Wake Up Call

IN MY THIRTIES, I WAS MARRIED, HAD TWO young sons, was employed fulltime, and in my doctoral program. When our housekeeper quit, I said to my husband, “No problem. I can take over and we can save some money.” Weeks later, I woke up one morning with chest pains. I attributed the tightness in my chest to stress because I had so much on my plate. However, when the chest pains continued for more than a week, my husband finally convinced me to go to the doctor.

After an examination and an EKG, the doctor reported, “I’m sorry to tell you that you’ve had a heart attack.” Immediately, my emotional brain took over and I burst into tears. I went home and crawled into bed where I spent the whole weekend wondering how I’d allowed myself to get into this situation. How does a person overextend herself so much that she compromises her heart? My rational brain countered, “I told you to slow down.”

I quickly realized that it’s difficult to change behaviors and habits, but I discovered that change is indeed possible. With reflection and focused effort, I learned to integrate my multiple roles without sacrificing my identity, my health, or my peace of mind. Several decades later, older and wiser, I began to use my experience as a wife, mother, and professional—along with my counseling and human resource development advanced degrees—to help other women come to terms with the Everything-to-Everybody syndrome.

These are the strategies that did not work for me:

- Trying to be Everything-to-Everybody;
- Tying on my red Superwoman cape;
- Not asking for help;
- Assuming my husband could read my mind;

My Story: A Wake Up Call

- Attempting to be two people in one; adopting the lifestyles of two different women instead of adapting strategies from each one that would work for me.

These are the strategies that did work for me:

- Getting clear about my priorities and what is important to me;
- Reflecting on my multiple roles and choosing a healthier way to integrate them;
- Asking for help to develop a support system so I could take off my red cape;
- Taking time to be healthy rather than having to take time to be sick.

Second Edition Update

There once were twin nine-year-old girls. One was so pessimistic; the glass was constantly half empty and the sky was always falling. The other twin was very optimistic; the glass was always at least half full. Some might have called her “Pollyanna-like.” The girls’ parents were concerned about their different outlooks. After all, they were identical twins. So, they took their daughters to a psychiatrist to better understand how the girls could be so different.

The doctor explained to each daughter that he was going to take them, one at a time, down the hall to stand in front of a door. When he opened the door, each sister was to tell him what she saw.

First, he took the pessimistic sister. He had to almost drag her down the hall. She just knew that whatever was behind the door was going to be something bad. The psychiatrist stood her in front of the door, opened it, and asked what she saw. The little girl said, “That’s disgusting! It’s just a pile of manure.” The doctor stroked his chin and took the pessimistic sister back to her parents.

Next, he took the optimistic sister by the hand. She skipped down the hall with him. She just knew that whatever was behind the door was going to be something great. The doctor opened the door and asked her what she saw. The little girl said, “Look at all that manure! There must be a pony somewhere.”

And so it goes with women in the workplace. Much has changed since the original publication of this book in 2013. Much has not. It is a pony-and-manure story. Women are making progress. The #metoomovement has finally begun to reveal all of the sexual harassment and inappropriate behavior that have not only affected women’s careers, but more importantly, have impacted their lives. Pay-equity issues are being addressed, although still not made equitable in many cases. More women are running for political office and have succeeded. More women are in leadership positions and on boards.

However, women are still not represented in these positions in the numbers that correspond to their participation in the workforce. Female entrepreneurs are getting more access to capital, but still not comparably to men.

A word about inappropriate behavior in the workplace—here goes my soapbox on that issue!—I have had two incidences in my career. One was in academia by my advisor in the master’s degree program, and another in corporate America by the vice president of human resources, no less. I read not too long ago that men are going to counselors to get help in determining what is appropriate behavior. Really? It is rather simple. Just ask yourself one question: “Would I want a man to do this to my daughter, wife, or sister?” If the answer is no, then it is inappropriate. You don’t need counseling to understand that.

On the other hand (and I know that this might not sit well with feminists, which, by the way, is not a bad word), my advice to women in the workplace is...dress to be heard, not to be looked at. As was said on the show *Madame Secretary*, “I want people to judge me on what I say and do, not what I look like.” Good advice.

More women are finding opportunities as entrepreneurs, so I have added several interviews with entrepreneurial women. Several of the women I interviewed for the first edition have transitioned from corporate careers to entrepreneurship. They come in all shapes, sizes, and ages. Some women are relatively new in the workplace, as exemplified by one person writing a great business plan at twenty-six years old that led to a successful business by thirty. Some are midcareer changers, leaving the corporate world to pursue a different passion. You will meet these wonderful women in the interviews in this book. They provide their stories and words of advice for current and future entrepreneurs, perhaps like you.

Here are some interesting statistics about women entrepreneurs from a 2018 SCORE report, “The Megaphone of Main Street: Women Entrepreneurship”:

- Women are slightly more likely (47 percent) than men (44 percent) to start businesses.
- Women are more likely to start businesses in healthcare and education than men.

- 57 percent of women business owners expected their revenues to grow in 2018.
- 27 percent of women-owned businesses hired employees last year.
- 62 percent of women entrepreneurs say that their business is their primary source of income, as opposed to providing supplemental income (which had been a prevalent belief).
- Entrepreneurs with a mentor (either female or male) are five times more likely to actually launch a business.
- 80 percent of entrepreneurs with a mentor were still in business after a year.

The bottom line is that conditions are becoming better as women's voices are getting louder. Being able to be heard is about being confident in who you are, what you want, and in communicating accordingly. As my one-hundred-year-old female friend said, "Women need to develop confidence." (I want to be like her when I grow up!)

It doesn't matter whether you choose to lean in, lean back, or lean out. After all, it is YOUR ALL. This book will take you there!

"There is only one secret to anything, and that's the power we all have in forming our own destinies."

—Dolley Madison, Former
First Lady of the US

Chapter Two

Standing in Your Power: Be the Change You Want



The most common way people give up their power is by thinking they don't have any.

ALICE WALKER

Pulitzer Prize winning novelist

WOMEN HAVE A CURIOUS RELATIONSHIP WITH power. The view that power equals control, specifically control over others, is not one that women easily embrace. Some believe that power is a masculine trait, which gives a negative connotation when a woman is in the position of giving orders to others; however, many have the healthier view that power is gender neutral and its influence makes meaningful things happen. These women are clear about who they are and what is important to them. If women reframe their definition of power as meaning influence, developing the right strategic relationships, accomplishing goals, and making a difference rather than assuming control over others, then these positive definitions may turn around the perception of power from a negative attribute to a positive one.

What does it mean to *stand in your power*? It means knowing who you are and what's important for you in order to make good choices and understand the associated trade-offs. Regardless of what anyone tells you, every choice has a trade-off. It might be choosing between something healthy versus unhealthy to eat, "Do I eat that square of chocolate or a piece of fruit?" Other choices may be, "Do I stay late at work to finish that project so I can have the weekend free? Or do I make it to my daughter's soccer game on time?" Remember that Laurie Anne Goldman, CEO of LA Ventures, said, "You **can have your all**, just not every day."

Standing in your power comes from being clear about your personal Core. Your Core is comprised of your personal mission, vision, and values. (These concepts are described in the next chapter.) An individual should have a mission, vision, and set of values just like companies. In fact, if your personal Core is aligned with the core of the organization where you work, then you are able to bring your *whole self* to work with passion and purpose each day.

Women driven to success need to stand in their power in order to be successful. We're often pulled in many directions with expectations coming from all sides. Knowing your Core helps you focus on living the right life and negotiating the options based on that right life. Women who try to be Everything-to-Everybody sacrifice their own needs, wants, and wishes—and often their health. My story is only one example. Another comes from one of my workshops. A recently divorced woman reported that her son asked her a simple question, "Do you like fish?" She realized that she truly didn't know. After all

the years of catering to her family she never even thought about the foods *she* liked to eat. How many women eat on the run, don't exercise, and sacrifice their "me time" to meet everybody else's needs? Do you?

The old adage that money is power is meaningful now that women are becoming financial powerhouses with their earning and spending abilities; the average woman's view of that type of power may be shifting. According to Catalyst research, women control \$12 trillion of the \$18 trillion in consumer spending. They make many of the spending decisions like buying a house, arranging vacations, selecting a car, and purchasing electronic equipment. According to Ameritrade, women will control \$22 trillion in assets by 2020.

Women need to stand in their power so they can change the current statistics that indicate:

- Women who off-ramp for two years have 18 percent less earning power; after three years, they have 37 percent less earning power.
- Women are nearly half the workforce, but make up only slightly over one-third of management positions.
- Only 4.8 percent of Fortune 500 CEOs are female.
- Two-thirds of male senior leaders have children; one-third of women senior leaders have children.
- Women do twice the amount of housework and three times the amount of child rearing as men.⁹

Standing in your power allows you to move from being reactive to being proactive. Being proactive shifts you from wishing things would happen to visioning what you want to happen and acting on it. It allows you to focus on taking risks that may make you uncomfortable, instead of avoiding risk and being frustrated. The bottom line is to stop being a victim of others' expectations, and create desirable and realistic expectations for yourself.

⁹ The Catalyst Group, "Statistical Overview of Women in the Workplace," <http://www.catalyst.org/knowledge/statistical-overview-women-workplace>;

The Catalyst Group, "Women in Management Quick Take," <https://www.catalyst.org/knowledge/women-management>.

Standing in Your Power

From		To
Reactive	⇒	Proactive
Wishing	⇒	Visioning
Frustration	⇒	Focus
Avoiding Risk	⇒	Managing Risk
Other's Expectations	⇒	Your Own Expectations
Right Life?	⇒	Right Life!

I can't imagine at the end of my life wondering if I should have lived my life differently. I'm not talking about *things* we would have done differently if given the chance, but *major choices* that impact your life journey. Standing in your power is making the right choices for **you**, acknowledging the trade-offs, and being okay with those decisions. The biggest consequence of not standing in your power is not living the right life. Women who don't stand in their power tend to overextend their time and resources to accommodate and acquiesce to *others'* demands. It could be their boss, significant other, children, friends, other family members, and/or community relationships. The result is that these women live their lives according to others' expectations, becoming Everything-to-Everybody...except themselves.

Women diffuse their power by trying to be Everything-to-Everybody and doing it all perfectly. Some workplace examples include:

- Saying yes when your plate is already overflowing, and then not asking for clarity on prioritization.
- Not delegating because it either takes too long to explain the process to someone else, you don't want to bother someone else, or you believe you are the only one who can do a task correctly.
- Continuing to spend more time perfecting something when it is right and acceptable to go.

The concept of standing in your power is true not only in the workplace but also outside of work.

Buying into stereotypical beliefs such as: “I’m the wife, it’s my role...” or “I’m the mother, it’s my role...” leads to the Everything-to-Everybody syndrome. I went back to full-time work outside the home when each of my sons was eight weeks old. I made it very clear to my husband that home was not *my* other full-time job. It was a shared responsibility (except when I was trying to be perfect as demonstrated in My Story). My husband was, and still is, the better cook so he usually cooks dinner. He doesn’t like to clean up the kitchen and wash dishes so I generally do that chore. **I wasn’t born with an iron in my hand. When my husband and sons needed something ironed, they learned how to do it themselves.**

Women need to develop the skills of delegation, negotiation, and constructive confrontation. (These essential skills are a part of the Toolkit you will find later in this book.) A spouse should be a significant partner at home. As Sheryl Sandberg stated in *Lean In*, the most significant decision that you will make is who will be your life partner. I heard about Sallie Krawcheck, former President of the Global Wealth & Investment Management Division of Bank of America and CEO of Ellevest, who convinced her husband that when their toddler called “Mommy” in the middle of the night, the child really meant parent of either sex. The responsibility of sharing doesn’t stop with the nuclear family; it also applies to extended family and friends as well. Ask your neighbors, friends, and families for support when you need it. For example, like many Baby Boomers, I help care for an elderly parent. I choose to spend Friday afternoons with my mother-in-law, but I know I can call on my husband or other siblings to step in when I have a client commitment.

The difference between how men and women view power may have its origins in how cave people lived. Men hunted; they went for the kill. Women were gatherers, a more collaborative activity. Translated into business negotiations, for example, this means men go for the win in full battle armor with the attitude that “I win as much as I can and you lose accordingly.” Women tend to search for win-win results through identifying common interests and goals and building relationships. While the workplace norms may be somewhat shifting toward collaboration, power in negotiation is lagging behind. To stand in their power, women need to develop the skills of delegation, negotiation, and constructive confrontation both at home and in the workplace. (These essential skills are a part of the Toolkit you will find

Standing in Your Power

in Chapter Four.) Women should also learn that real power comes from within, not from an official title or position.

Have you ever thought about your beliefs concerning power and your relationship to it? Does your definition enhance or limit your choices?

The next chapter continues your journey as you learn essential skills women need in order to stand in their power, beginning with defining your Core.



YOUR TURN

Exercise 4: Defining Power

What is your definition of power?

Think of a time when you felt powerful.

What was the situation?

How did you feel?

Standing in Your Power

What was the outcome?

How can you carry this lesson forward?

*In the space provided on the “My All Profile Summary” booklet,
write the LESSONS FROM A TIME YOU FELT POWERFUL.*

Next-Step Suggestions for Success

Join Jane S. Goldner, PhD online

- Subscribe to the online self-paced coaching program, where Jane Goldner hosts quarterly video chats.
- Register online at www.thegoldnergroupp.com.

Follow Jane S. Goldner, PhD on social media

- Twitter @thegoldnergroupp
- LinkedIn Jane Goldner, PhD
- Facebook Jane-Goldner
- Instagram @jane.thegoldnergroupp

Hire Jane S. Goldner, PhD

- An inspirational and interactive keynote session for the women in your organization.
- A *Women Driven to Success* workshop or Lunch and Learn series for your organization.
- Leadership and Role Integration Coaching® to guide you on your journey.

On your own

- Form a “Your All” discussion group with friends or colleagues.
- Complete the Your Turn exercises.

If you have read this book, worked through the “Your Turn” exercises, filled out your Summary Profile, and want additional coaching, contact Jane through Sunday Brunch Agency at: rachel@sundaybrunchagey.com.

Praise for **YOU CAN HAVE** *Your* **ALL**

"Your wisdom, energy and hard-won understanding of the challenges of (and solutions for) working women is an inspiration! You are offering solutions to what Sheryl Sandberg is defining in her book, Lean In."

Sunny Nastase, UPS

"As an author, Jane is able to simplify very complex issues and deliver a practical toolkit to guide you to success. Her book is a must-read for all women from emerging leaders, to existing leaders, entrepreneurs, or even those who are undecided about their career path."

Jennifer Kozel, The Home Depot

"Those fortunate enough to have seen Dr. Jane Goldner in person, value 'You Can Have Your All' for its strong, clear recommendations, many of which are transformative... just ask the attendees of the RBC Women's Empowerment Forum 2019 in Sarasota, Florida!"

Alison M. Gardner, RBC Wealth Management

"Women Driven to Success should be on every woman's must read list whether you are climbing the corporate ladder or the stay at home mom home schooling your children. The 'real life' stories and the practical toolkit make this book one that you will want to keep, refer to and recommend to others!"

Molly F. Greene, Water Missions International

What does it truly mean to have your all?

It's difficult to change behaviors and habits, but change is indeed possible. With reflection and focused effort, you can integrate your multiple roles without sacrificing your identity, health, or peace of mind.

Jane Goldner offers truly unique perspectives and examples of women who successfully have their all. Whether you are an entrepreneur, corporate leader, individual contributor or work part-time, you will learn to:

- Focus on YOUR priorities and not be everything-to-everybody
- Go from simple happiness to the all-inclusive well-being
- Use Practical tools to get your all: support systems, mentors and sponsors, networking, negotiation, and constructive confrontation
- Create an Action Plan for defining and getting your all for driving to success

"Live your personal and professional life with purpose, passion, power, and performance!"