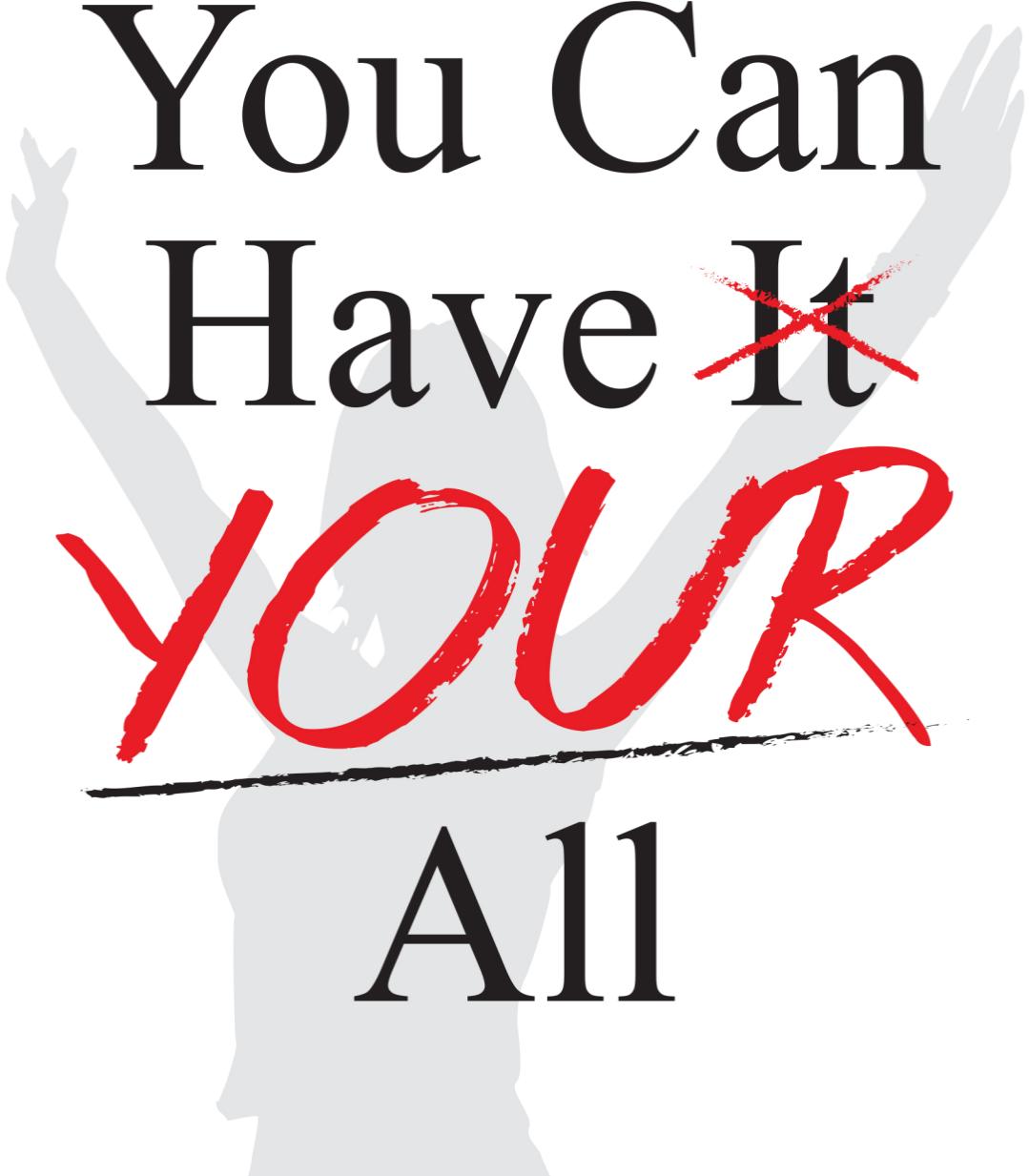


WOMEN DRIVEN TO SUCCESS



You Can  
Have ~~It~~  
**YOUR**  

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All

JANE S. GOLDNER, PhD

You Can  
Have ~~It~~  
YOUR  
All

Free Chapter Two Preview

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## Legend



### YOUR TURN

Along the way, you will have the opportunity to take the time to think through and answer the Your Turn questions in order to stay on the road to success. Transfer your responses for each Your Turn exercise to the My All Profile Summary booklet at the back of the book as a handy reference.



### READING RESOURCES

For a more in-depth look at any or all of the topics, take the time to read the recommended books at the end of each chapter.



### SUCCESS STORY WOMEN DRIVEN TO SUCCESS

Interspersed throughout this book are inspiring and motivating stories from successful women who share how they discovered what it meant for them to *have their all*.




### ESSENTIALS

The Six Essentials comprise the Toolkit that will ensure you successfully reach your destination of *having your all*.

## 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 Spanx, Inc. 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% less earning power; after three years, they have 37% less earning power.
- Women typically hold 50% of front-line management positions in many large companies. That number often drops to 6% at the senior executive level.
- Only 6.7% of Fortune 500 top wage earners 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.<sup>9</sup>

**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

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

## Standing in Your Power

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.

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, 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.

## Standing in Your Power

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 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?

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Think of a time when you felt powerful.

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What was the situation?

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How did you feel?

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Standing in Your Power

What was the outcome?

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How can you carry this lesson forward?

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



## **SUCCESS STORY**

**WOMEN DRIVEN TO SUCCESS**

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Sunny Nastase

Vice-President, Customer Solutions

United Parcel Service

*Be intentional and disciplined...and adaptable.*

Sunny was born and raised in suburban New Jersey, which is more like horse country than true suburbia. Her parents were childhood sweethearts who owned an interior design business after they married. Sunny is the middle of three sisters; each choosing a different career path: her older sister is an entrepreneur, her younger sister prefers not working outside the home, and Sunny chose to move up the ranks of a corporation. Sunny was the first college-educated person in her family. Although a straight A student, she dropped out of high school in her senior year because she didn't feel challenged. Since good grades came easily to her without studying, Sunny wanted to spend time learning strategies for success that would help her later in life. She worked for several years after getting her GED, and throughout college. Combined with grants and scholarships, she obtained degrees in anthropology and psychology, and earned a master's degree in Organizational Dynamics from the University of Pennsylvania. She spent a summer semester in Europe, which brought an important perspective to life and may have laid the foundation for her later attraction to her husband, who is European. The tough road of combining school and work set the stage for the disciplined approach she now uses for staying calm during a crisis, knowing that she can figure out a solution.

Sunny is the Vice-President of Customer Solutions at UPS and is especially proud of her ability to think strategically about anticipating and planning for the company's future needs. UPS is a male-dominated organization, and she is often the only female attending meetings. Realizing that the company needs to grow women leaders,

## Standing in Your Power

Sunny developed and piloted a three-platform initiative for developing future leaders. The initiative creates a safe environment with a consistent structure to support women through mentoring, sharing best practices, and raising important issues. An added outcome is that women have become comfortable being coached by men and men feel comfortable reaching out to women. Sunny is a regular speaker and sponsor of events in UPS's Women's Leadership Development program and invites other women and men to speak and support the participants.

Alongside her professional role, Sunny has been a wife for fifteen years and mother of three young children. She started her family later in life, enabling her to devote her early working years to her career. Now she has the flexibility to tend to her family's needs, including caretaker to her terminally ill father.

Add to this mix Sunny's commitment as a volunteer, an activity that helps fuel and support her stability. She serves on the board of The Drake House, a nonprofit organization that provides assistance to homeless women. "I can't imagine being in a homeless situation. I want these women to be safe and keep their family units intact." She firmly believes, however, that in addition to important board service, it's key to be involved on a more connected and personal level through engagement with the women.

Another factor in her stability and authenticity is her relationship with friends; she's had one friend since she was ten years old and added many new ones over the years (some in their twenties, some in their sixties) with widely varied backgrounds. They are a key part of her support network, not only to keep her grounded, but also to provide advice when requested.

Sunny said that one of the key stressors at work is her own expectations. "I want to grab each situation with both hands and become fully invested to make it as good as I can to give me a sense of pride." Another stressor is constantly changing priorities which means being highly adaptable. Peak moments of stress come when work, family, and volunteer commitments collide.

As the only female on her team, Sunny says, "I sometimes feel a sense of *otherness* at meetings. When men establish relationships, they banter differently than women. They discuss sports as a way to bond and assume that I must be a Falcons or Braves fan because I'm from Atlanta."

One of her stressors at home is the demands of her three young children who want her attention as soon as she gets home from work. Sunny's is a traditional marriage so she does the cooking and other household chores. Her husband takes care of the finances. She has a nanny and the children are home-schooled, but Sunny still needs to buy books and school supplies, straighten up the schoolroom, and do other chores. Because Sunny is an older parent, another stressor is managing the future of her children's college education while saving for retirement.

Through all her life experiences, Sunny has been able to successfully learn from the strategies that didn't work and integrate the lessons in her multiple roles. Strategies that didn't work at home included:

- Trying rigid organizational approaches using a binder with tabs such as Day Timer or Franklin Covey. Instead Sunny uses 3" x 5" index cards and a family bulletin board to keep her organized.
- Taking her work issues home. Discussing work with her spouse instead of those things that matter to them as a couple robbed them of quality time. Now the couple intentionally avoids spending their precious personal time focusing on conversations about work challenges, though, of course, they share their victories and learnings.

On the flip side, Sunny found strategies that allow her to succeed in all her roles. At home, she:

- Is present. She separates work and home.
- Is clear that her children are a significant priority and ensures they understand this.
- Does not consider her husband her everything in terms of him being her ear, shoulder to cry on, and total support system. That only puts undue pressure on both partners. Sunny includes her friends and volunteer relationships in that network.
- Is comfortable with her traditional marriage. She has negotiated with her husband that on Monday nights he takes the children out for father-children time. It is her night to do the things she wants.
- Edits for ease, which means she simplifies any complexity, including wearing glasses instead of contact lenses.

## Standing in Your Power

- Wakes up at four or four-thirty once or twice a week for additional *me time*. It started accidentally, but has become a habit she is able to sustain. The open space before everyone else wakes up makes a difference.
- Is comfortable saying no. For example, now that she has children, she doesn't serve on the neighborhood board.
- Doesn't entertain at home and has accepted this trade-off because it adds a stressor that she chooses not to take on.
- Has learned that ***having your all*** is about choosing whether to be intentional or to be the victim of a busy life!

The key strategy in her professional life that did not work was having a mindset that, "If I'm really good, exceed my goals, and am a good business partner, then I'll be recognized. But when my mentor told me that I was the best kept secret, I realized I needed a platform to gain visibility. That's when I knew that becoming the owner of my personal brand meant not waiting for recognition but showing my strengths."

As a senior leader in her company, Sunny adopted several successful strategies that include:

- Having an informal mentor who helps her understand the importance of visibility. She began asking for meetings with more senior people whose opinions she valued. She chose more high-risk, but not overly controversial projects to fly above the radar to gain visibility. She became more comfortable in taking credit when it was due.
- Looking forward and paving the way for positions opening in the future. She recognized where the organization was headed in relation to her own career path and wanted to mesh the two for a win-win situation. "When I realized that there was diversity among the vice-presidents in my company, I looked for ways to evolve in order to demonstrate my ability to join future-focused projects." She raised her hand to lead the sustainability effort for UPS and got the position.
- Being well-prepared and disciplined in communicating to different audiences. Just building a good generic presentation is unsatisfactory because every audience has a unique character. Sunny has learned to play to each audience's actionable need for content.

## Standing in Your Power

With all her successful strategies, Sunny says that time is still her biggest challenge, and constantly adjusts her schedule to ensure that she spends the right amount of time on the right things. There is no template. There is no recipe. The key is to set internal expectations and be flexible as conditions change. The expectation that one can manage it beautifully and disappoint no one at all times is not only unattainable, but also sets the table for inevitable frustration.

Sunny describes herself as someone who makes intentional choices. She does not do things by accident or get swept up in the moment. She practices what she preaches. Her husband asked her to marry him on their second date. Sunny took five years to say yes.



## **SUCCESS STORY**

**WOMEN DRIVEN TO SUCCESS**

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### Wendy Race

Human Resources Leader

Fortune 100 Company

*Adapt and constantly reassess until you get comfortable with who you are.*

Wendy is the mother of three children, a twelve year-old daughter and two sons, ten and seven. She has been a wife for seventeen years and is in a role-reversal relationship: Wendy is the career professional and her husband is the stay-at-home dad who supports her on the family's journey. When Wendy is at home, she shares in the decision making about the kids. The crux of this family model is the strong partnership with her husband.

Wendy grew up in an entrepreneurial family. Her dad had his own landscaping business and her mom had her own business. She was Wendy's role model of a working woman. She was also the primary parent raising the family. Wendy was entrepreneurial from the young age of ten and was negotiating contracts for her concession business at fourteen. Wendy says, "I never had time to think about being a woman. I related more to type A male behavior and gravitated toward men's culture and strong women."

Wendy met her husband at the bank where they both worked. Her father-in-law also worked at the bank and was a legend among his peers within the industry. His passion for public speaking gave him an outlet for his creative style. Wendy highly respects her father-in-law's great imagination and coaching style.

Wendy has been a human resources professional for fourteen years. She enjoys supporting the business in reaching goals through using human capital. She works 360-degrees around her position including providing advice on careers, coaching, and mentoring.

Life has provided Wendy with strategies that worked and some that didn't. What centers her is the knowledge of who she is and what she wants professionally. The partnership with her husband enables her to pursue her chosen path. "The key to success is the ability to adapt and constantly reassess until you get comfortable with who you are. Instead of trying to do it all by themselves, women need to find support to figure it out. Share moments to talk things through and become vulnerable."

Taking risks is another strategy that has worked for Wendy. When Wendy evaluates risk, she first asks herself, "What's the worst that can happen? Even in the worst of situations, I've grown from the experience and thrived as an individual. I limit my risk-taking to ensure my reputation and my family are not in harm's way, but at the same time I need to be courageous and personally stretch myself. I left my small hometown at the age of eighteen to attend college in New York City. I was mostly on my own during that journey. I was the first in my family to go to college and receive an MBA." In each experience, Wendy focuses on what she wants to gain, what she wants to learn, and how that experience can make her into a better person. She uses her track record of success and the confidence it brings to propel herself to the next level.

Another strategy that Wendy attributes to her success is her sense of curiosity. "I don't know what I don't know, so I ask a lot of questions, push harder, and look at possibilities." She's an abstract and creative thinker who has a good gut feeling for things. Coupled with her business sense and unusual non-corporate upbringing, she rises above the noise and brings a different perspective to business solutions.

Wendy has learned that sometimes being a perfectionist conflicts with moving forward. This manifests itself in high stress modes. Through continued self-awareness she has pushed through this obstacle and turned it into a positive attribute in both work products and culture-setting initiatives. Role integration is always on her mind whether in family or work relationships. She advises, "You can easily crash and burn when one element of your life is over emphasized."



## READING RESOURCES

- *How to Be Like Women of Influence*, P. Williams, R. Williams
- *How to Be Like Women of Power*, P. Williams, R. Williams
- *The Female Vision: Women's Real Power at Work*, S. Helgesen, J. Johnson

## Additional First-Step Suggestions for Success

Go to [www.thegoldnergroup.com](http://www.thegoldnergroup.com) for additional resources for defining Your All:

- Discover ways to use this Toolkit
- Form a “Your All” discussion group

Contact Dr. Jane S. Goldner to schedule:

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

Full-length book available for purchase on:

[TheGoldnerGroup.com](http://TheGoldnerGroup.com)  
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# Real-Life Stories and a Practical Toolkit

## What does it truly mean to Have ~~It~~ Your All?

*...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.*

Jane Goldner offers truly unique perspectives and examples of women who successfully have their all. These stories combined with exercises for effectively driving you to success will prompt you to:

- Uncover what is really important to you.
- Define your core and what *having it all* means to you.
- Learn about the importance of your relationship with power.
- Learn about the recent history of women, evolving from homemaker to professional.
- Understand the personal price tag of being Everything-to-Everybody.
- Use the Toolkit to ensure you reach your destination successfully.
- Read stories of successful women, just like you, who have learned how to integrate their multiple personal and professional roles.
- Discover how organizations can support your success in this effort.



Dr. Jane S. Goldner is an in-demand national speaker, author, role integration coach, and consultant. Over her thirty years in business—both internal and external to companies as well as in her family life—she has learned the secrets of integrating multiple roles and great leadership for women. Jane brings these life-changing strategies to companies and coaching clients.

Jane's first book, *Driven to Success: A 10-Point Checkup for Achieving High Performance* in Business, is a guide for leaders to get everyone focused on achieving corporate objectives. Jane's chapter in *Roadmap to Success* with Deepak Chopra and Ken Blanchard also takes women on the journey to defining and getting their all.