

# Book Listing - OWC

## Career Development and Mentoring

### **Achieving Xcellence in Science: Role of Professional Societies in Advancing Women in Sci**

*Sally Shaywitz, MD and Jong-on Hahm, PhD*

If the world of biomedical research can be likened to a globe, perhaps clinical research can be envisioned as the side facing away from the sun. Although part of the whole, it is not the shining face of biomedical research. But basic and clinical research share equally the responsibility for achieving the goals of biomedical research—improved health and treatment of disease.

This workshop, held July 8–9, 2002, in Washington, D.C., looked at ways to advance women scientists careers in clinical research. Interest in such careers is falling among medical degree recipients, and particularly among women. This situation is worrisome because, according to the Association of American Medical Colleges, women will soon make up the majority of recipients of medical degrees and life science doctorates (according to NSF data), and declining interest from the growing pool of future investigators may constrict our understanding of human disease.

The Office of Research on Women's Health (ORWH) at the National Institutes of Health asked the Committee on Women in Science and Engineering at the National Research Council (NRC) to hold a workshop to explore ways in which scientific societies could enhance the research careers of women scientists, in support of ORWH's ongoing efforts to promote women's advancement in biomedical careers. Scientific societies play a crucial role in career development, and identifying specific strategies that societies could deploy might be very helpful in encouraging women to enter and continue in clinical research careers. This volume consists of the presentations made at the workshop, including remarks by the leaders of the five breakout sessions. The statements made in the enclosed papers are those of the individual presenters and do not necessarily represent positions of the committee or the National Academies.

ORWH has consistently been a leader on this issue, and the committee would like to acknowledge Dr. Vivian Pinn, director of the Office of Research on Women's Health, for her continued support of efforts to advance women in biomedical research careers, and Ms. Joyce Rudick in ORWH for translating the visions into reality. We also would like to acknowledge Dr. Jong-on Hahm, Amaliya Jurta, and Elizabeth Briggs Huthnance of the Committee on Women in Science and Engineering, for their energetic efforts and commitment in bringing this workshop and the resulting proceedings to fruition.

This volume has been reviewed in draft form by individuals chosen for their diverse perspectives and technical expertise, in accordance with procedures approved by the NRC's Report Review Committee. The purpose of this independent review is to provide candid and critical comments that will assist the institution in making its published report as sound as possible and to ensure that the report meets institutional standards for quality. The review comments and draft manuscript remain confidential to protect the integrity of the process.

We wish to thank the following individuals for their review of this volume: Veronica Catanese, New York University Medical Center; Adrian Dobs, Johns Hopkins University; Elaine Gallin, Doris Duke Charitable Foundation; John Lumpkin, Robert Wood Johnson Foundation; Joan Lunney, United States Department of Agriculture; Christine Seidman, Harvard Medical School; and Harold Slavkin, University of Southern California.

Although the reviewers listed above have provided constructive comments and suggestions, they were not asked to endorse the content of the individual papers. Responsibility for the final content of the papers rests with the individual authors.

Sally Shaywitz, Chair  
Steering Committee for AXXS 2002 Worksho

**Published in 2004**

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**All the Daring of the Soldier: Women of the Civil War Armies**

*Elizabeth D. Leonard*

These are the stories of the women who worked as spies, as daughters of the regiments, or, disguised, as male soldiers to play their heroic part in the Civil War. Here are the stories of Belle Boyd, a proud Confederate loyalist and key player in Stonewall Jackson's struggle to hold the Shenandoah Valley, army woman Annie Etheridge, whose four long years of courageous work on the field earned her a Kearney Cross for bravery, Sarah Emma Edmonds, who enlisted as "Franklin Thompson," remained with her regiment as a much respected soldier for two years, and fought at Fredricksburg and elsewhere; and many other courageous women.

**Published in** 2001

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**Be Your Own Mentor: Strategies from Top Women on the Secrets of Success**

*Sheila Wellington*

Surprising secrets of success from some of America's women leaders – all the things a mentor would tell you – are revealed in this mentor-in-a-book. Sheila Wellington, the president of Catalyst, draws on Catalyst research, contacts, and know-how to tell you how to understand the unspoken rules in the real world of work today and how to get ahead.

Catalyst studies reveal that having a mentor is the crucial key to success at work, and it's the single advantage men usually have – and women usually don't. Even at the best organizations for women, there is still a shortage of mentors. *Be Your Own Mentor* becomes that mentor for you, providing through stories and eye-opening advice a step-by-step guide to advancement. How to master the art of networking, how to create opportunities to gain experience and visibility, how to manage time, how to negotiate salary, and much, much more is discussed, as you learn from leading women how they got where they are, the mistakes they feel they've made along the way, and how they created lives of achievement and satisfaction. Hear from women such as Carly Fiorina (CEO, Hewlett-Packard), Cathleen Black (president, Hearst Magazines), Judith Rodin (president, University of Pennsylvania), and Andrea Jung (president and CEO, office, *Be Your Own Mentor* guides you along your path to success

**Published in**

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**Best Practices of Successful Women Managers**

*Connie Glase*

Based on *Swim With The Dolphins*, the best seller about women who are succeeding without selling out.

**Published in**

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**Chalice and the Blade, The**

*Riane Eisler*

The Chalice & the Blade tells a new story of our cultural origins. It shows that war and the “war of the sexes” are neither divinely nor biologically ordained. And it provides verification that a better future is possible – and is in fact firmly rooted in the haunting drama of what actually happened in our past.”

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**Published in**

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**Changing the Face of Medicine-Profiles of Achievement**

*National Library of Medicine and National Institutes of Health*

Deeply caring and highly motivated, America’s women physicians come from all walks of life. Brave pioneers and thoughtful innovators, barrier-breakers and standard-setters, theirs is a fascinating journey of progress and contribution to the health and well-being of all Americans, part of the larger, continuing drama of women’s changing role in American society over the past 200 years.

No matter your personal interest or professional goal in life, the personal stories of the thirteen outstanding physicians presented here are sure to inspire you.

**Published in**

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## **Creating Women's Networks: A How-To Guide for Women and Companies (copy 1)**

### *Catalyst*

If your company doesn't have a women's network, it should. Such networks have proven invaluable to women looking to get ahead at work and to companies looking to enlist, retain, and advance the most talented people possible. But exactly how can you go about starting a women's network or improving one already in existence?

Working with women's networks from all regions and industries for fifteen years, Catalyst has become the nations' premier clearinghouse for information and advice on the subject. And with this book, Catalyst makes its much-sought-after expertise available to people everywhere.

Here, individuals will find step-by-step, hands-on instructions for creating a network of their own and for increasing the success of networks already in place. Companies will discover what women's networks are all about, how they improve the working environment, and how they contribute to the bottom line.

Women with front-line network experience lend their voices to this work and serve as your guides. Relating their own personal experiences and insights, they provide a living, breathing sense of what networks are like in action. Their stories follow the life cycle of a typical network from gestation to adulthood, even to termination once its mission is accomplished, providing best practices for every stage of development. The illuminating questions, useful checklists, and summaries of key points and common pitfalls that accompany every chapter enhance learning and help ensure your success.

In all kinds of companies of all sizes, women's networks have had an enormous impact on company culture and policy. They are an ideal way to build the relationships, skills, and knowledge that allow their members and equitable shot at the top and their companies the benefits of a head start in the race for talent.

**Published in** 1998

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## **Dancing on the Glass Ceiling**

*Candy Deemer and Nancy Fredericks*

How did 'Paramount Pictures' Sherry Lansing, Ogilvy and Mather's Shelly Lazarus, and Supreme Court Justice Sandra Day O'Connor make it to the top? Not by "playing like a man"! As you'll discover in *Dancing on the Glass Ceiling*, mimicking the macho leadership styles of successful businessmen may help you climb your way to the middle, but if you want to soar into the stratosphere of upper management, you have to play like a woman.

This comprehensive workshop-in-a-book shows you how successful women have reached their lifelong goals by relying on inherent, feminine-based strengths to distinguish themselves as leaders. Here you will find practical techniques for maximizing your feminine skills, including communication, team- and relationship- building, intuition, and the supportive mind-set that nurtures both companies and employees.

Authors Candy Deemer and Nancy Fredericks use real-life stories and advice from highly successful women and in-depth research to illustrate the effectiveness of this more natural feminine pathway to success. The book's insights, exercises, and techniques will help you strengthen and refine your innate feminine-based skills. You'll learn how to:

- Develop the confidence to be yourself as you pursue and achieve your true goals
- Identify your strengths and weaknesses through self-discovery exercises and introspection
- Work effectively with the less-than-perfect boss
- Match a company's corporate culture with your own personality
- Maximize the right brain, feminine skills that make you a dynamic leader
- Transform even the most mundane position into a fulfilling job
- Reinvent your skills as you move to higher management positions
- Bring more harmony into your career and your personal life

Why try to beat men at their own game when you can succeed so brilliantly by playing like a woman? Read and experience *Dancing on the Glass Ceiling*; learn to celebrate the powers you already possess and use them to make your dreams come true.

**Published in**

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## **Disappearing Acts: Gender, Power, and Relational Practice at Work**

*Joyce K. Fletcher*

This study of female design engineers has profound implications for attempts to change organizational culture. Joyce Fletcher's research shows that emotional intelligence and relational behavior are often viewed as inappropriate because they collide with powerful, gender-linked images. Fletcher describes how organizations say they need such behavior and yet ignore it, thus undermining the possibility of radical change. She shows why the "female advantage" does not seem to benefit women employees or organizations. She offers ways that individuals and organizations can make visible the invisible work.

**Published in**

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**Door in the Dream: Conversations with Eminent Women in Science, The**

*Elga Wasserman*

While much has been written about barriers to women in science, very little work celebrates the wisdom and insights of the women who have risen to the top of their chosen scientific profession. In this remarkable book, the author gathers the personal stories of the select few women scientists who have achieved the honor of election to the prestigious national Academy of Sciences.

Including several Nobel laureates, the group is unquestionably elite – yet their career profiles and personal interviews have much to say to everyone struggling to overcome obstacles. These intimate portraits offer widely different insights about how being female has affected their careers. Such factors as persistence, good mentoring, talent, and just plain luck are uncovered in these chapters. There is often a critical moment at which, but for a serendipitous event, even these dedicated women could easily have been diverted from their career paths.

The Door in the Dream offers an intimate glimpse into the lives of these inspiring women, providing readers the opportunity to benefit from their personal insights and anecdotes. The author provides a fascinating window into the changing status and representation of women in science in the 20th century.

This thoughtful and absorbing book will be of interest to a variety of audiences, but perhaps most important, it will be inspiring to any young woman considering a science career, her parents, and her advisors.

**Published in**

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**Getting Even: Why Women Don't Get Paid Like Men - And What to Do About It**

*Evelyn Murphy and EJ Graff*

Are you (or a woman you love) being cheated out of 33 percent of your earnings?

If you're a woman, over your working lifetime you will lose between \$700,000 and \$2 million -- simply because of your sex. Is that fair? No. Can it be stopped? Absolutely.

The wage gap is a steady drain on the daily lives of women and our families. Rarely do we step back and add up what's missing -- better medical treatment, child care, housing, food, or retirement savings that women could have afforded if they were paid as well as men.

Getting Even exposes the discrepancy between what women and men make -- and how it affects us all. It reveals that the wage gap is not going away on its own. And it explains how to close the wage gap -- and, finally, get women even.

In this intelligently argued and startling book, Evelyn Murphy, Ph.D., humanizes the numbers through real-life stories and a wealth of data that has never before been examined. She shows how the wage gap pinches the daily lives of families throughout the country, at every economic level and in every industry. And she explains why, even though women have more opportunities than their mothers did, the wage gap persists: The American workplace still harbors an astonishing amount of discrimination, including blatant as well as complex hidden barriers, unspoken assumptions, unexamined attitudes, and habitual ways of behaving.

But Murphy also brings good news: The wage gap can be closed. Having served as an economist, politician, public official, and corporate officer, she has a 360-degree view of the problem -- and of the solution.

In a book that will explode into public debate, Murphy issues the indictment, rouses us to action -- and tells us exactly how to get even.

**Published in**

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**Hand Up: Women Mentoring Women in Science, A**

*Deborah C. Fort*

The Association for Women in Science produced this 350-page "paper mentor" as part of its Mentoring Project. This book, reprinted in fall of 1995, consists of four sections. The first, "voices," includes interviews with 37 individual women in science, mathematics, and engineering, from undergraduates to noted science professionals. The second section of the book identifies the personal and professional challenges common to the interviews in the first section. The third section offers reflections, suggestions, and "how to" information from noted scientists discussing philosophical and gender issues and proffering educational and professional advice. The final section of the book provides an extensive list of nearly 100 scientific feminist and educational organizations--both private and federal--that support women in the sciences, as well as information for women conducting job searches and soliciting letters of recommendation.

**Published in**

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**Hardball for Women: Winning at the Game of Business**

*Pat Heim, PhD with Susan K. Golant*

The Name of the Game is Business! Follow the Rules Men Play by and You're Ready to Complete – and Ready to Win!

You don't have to act like a man to succeed in the business world. But you can't get ahead unless you understand male business culture and know how to use it to your advantage. This on-target guide shows women how to break patterns of behavior that have put them at a disadvantage in the hardball business world of men. Whether the arena is a law firm, a medical group, a corporation, or any other work environment, Hardball for Women decodes the male business culture and shows you strategies on how to use its rules to get ahead – and stay ahead. You will learn to

- Be assertive without being obnoxious
- Display confidence even if you feel powerless
- Engage in smart self-promotion
- Make the most of criticism and praise
- Use "power talk" language to your advantage
- Be perceived as both a team player and a leader
- Lean both men and women – and recognize the differences between them
- Take risks and hide your vulnerability
- Stand your ground and yet know when the game is over.

**Published in**

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**Her Place at the Table: A Woman's Guide to Negotiating Five Key Challenges to Leadership**

*Deborah M. Kolb, PhD, Judith Williams, PhD and Carol Frohlinger, JD*

Her Place at the Table is a practical guide for any woman dealing with a demanding role. Drawing on extensive interviews with women leaders, the authors isolate five key challenges.

- Intelligence -- to make informed decisions you need good information, but getting it can be a tricky proposition for women.
- Backing -- no one wants to take on a tough job without the support of major players, but you can't take those allies for granted.
- Resources -- allocations don't always square with the results expected.
- Buy-In -- you can't lead if no one wants to follow, but bringing a team on board can be problematic.
- Making a Difference -- the value you create must be visible before it makes a difference.

**Published in**

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**History of Women in Science for Young People**

*Vivian Sheldon Epstein*

This is a short paperback picture book that describes some women in each century who had great intelligence and determination to be educated and to become scientists. This book shows examples of role models for women in science.

**Published in**

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**If Women Ruled the World: A Washington Dinner Party (DVD)**

*Richard Karz*

“On June 23, 1999, a dinner party took place in Washington D.C.’s historic Senate Caucus Room. The 19 guests were among the most accomplished women from around the world. They included a Supreme Court justice, a senator, a three-star general, a former prime minister, a supermodel, a leading feminist, a Chinese dissident, two college presidents, and a small town sheriff, among others.

“We were meeting at a critical juncture in our history as women. In one generation we had witnessed epochal, breathtaking change. Yet we were getting little closer to the boardrooms and backrooms of real power. And balancing family and career was now getting harder not easier. If we were finally to achieve true equity and empowerment for the first time in recorded history... it was time to come to grips with our past, with who we had been, and who we had become, and what difference we were making in the world.” – Kim Campbell, former prime minister of Canada and the dinner host

**Published in**

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**In a Different Voice: Psychological Theory and Women’s Development**

*Carol Gilligan*

Carol Gilligan believes that psychology has persistently and systematically misunderstood women. Repeatedly, developmental theories have been built on observations of men’s lives. Here, Gilligan attempts to correct psychology’s misperceptions and refocus its view of female personality. The result reshapes our understanding of human experience.

**Published in**

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## **In the Company of Women: Turning Workplace Conflict into Powerful Alliances**

*Pat Heim*

What Women say about working with women:

"I have had four different jobs in my life, and [they all have had] something in common. The bad guy is always a woman. I am a woman too, but I admit that we are somehow jealous or too competitive when it comes to men, jobs, and anything else."

– Nita, Charlestown, South Carolina

"A common theme is that you are a good friend with a woman if you're her counterpart or lower than [she is] in the organization. Once you move up in the ranks, you are an enemy."

- Sarah, Brooklyn, New York

If you have had feelings like those voiced above about your female colleagues, you are hardly alone. As Pat Heim and Susan Murphy have learned through twenty years of corporate consulting on gender differences, time and again professional women fail to support one another, and they even actively sabotage their female colleagues. While men will generally use direct action to attain a goal, women have been socialized to use indirect aggression to emotionally cripple those who are standing in their way. Even if the outcome is that no one gets what she wants!

The fact is, relationships can be either the best or the worst thing to happen to women at work. Studies show that women have a greater capacity than men to support and improve one another's professional performance – with better results for all if their interaction is good, and worse results if it is not.

Presenting ground-breaking insights into the meaning of everyday behavior, *In the Company of Women* draws from the latest research on brain structure, evolution, and socialization to explain the unique challenges and positive opportunities that arise when women work with women. Heim and Murphy offer straightforward techniques to:

- Change conflict into alliances by resolving discord peaceably
- Balance levels of power among female colleagues
- Make the most of women's singularly flexible relationship-building and leadership skills

A decade ago, in a male-dominated workplace, our primary concerns included surmounting communication differences between the sexes. By the year 2003, however, experts predict that women will own approximately fifty percent of American businesses. For the sake of our professional well-being, it has become imperative that we understand how women act differently among themselves when they are friends or enemies – and use that information to reach new levels of excellence.

**Published in**

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**Lifting a Ton of Feathers: A Women's Guide to Surviving in the Academic World**

*Paula J. Caplan*

Lifting a Ton of Feathers is not only a survival guide, it is also a destroyer of academic myths about women's career chances in the university, and a revelation of the catch-22 positions in which women find themselves. Paula Caplan demonstrates that while many women believe that when they fail it is their fault, their fate is more likely to be sealed by the barriers they face within the male environment. She aims to help women avoid self-blame and understand the real sources of their problems. Reader will find the information about the mine-field of academia for women infuriating, but the means of telling it highly entertaining.

Women account for more than half of all undergraduate students in the United States and Canada, yet they make up only 10 per cent of faculty members at the level of full professor. What keeps women out of the highest level of academia? Caplan is a veteran of the academic career struggle, and she explores this question with her own observations and those of many women she has interviewed, and with a strong backing of established research. She provides a clear assessment of what women who have embarked on an academic career, and those who are considering it, may expect.

Forewarned is forearmed, and Caplan presents a list of the forms that the maleness of the environment take: two are the conflict between professional and family responsibilities, and sexual harassment. In addition, her book offers advice on practical techniques on how to prepare a curriculum vitae, handle job interviews, and apply for promotions and tenure. A final chapter is a unique checklist which serves two purposes: to provide guidance in a search for a woman-positive institution and to give suggestions for ways individual women, and women in groups, can work to improved the situation at their own institutions.

**Published in**

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**More Power To You: How Women Can Communicate Their Way to Success**

*Connie Brown Glaser and Barbara Steinberg Smalley*

Here is the art of power communications--the speech patterns, gestures, clothes and other tools a woman needs to command the attention she wants, so she can control a meeting, express opinions with confidence, refuse to take the blame when not at fault, and more.

**Published in**

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**Ms. Mentor's Impeccable Advice for Women in Academia**

*Emily Toth*

Ms. Mentors, a brilliant and crotchety intellectual who never leaves her ivory tower, knows everything about women in academia.

In question-and-answer form, Ms. Mentor advises academic women about issues they aren't discuss openly, such as: How does one really clamber onto the tenure track when the job market is so nasty, brutish, and small? Is there such a thing as the perfectly marketable dissertation topic? How does a meek young woman become a tiger of an authority figure in the classroom – and get stupendous teaching evaluations? How does one cope with sexual harassment, grandiosity, and bizarre behavior from entrenched colleagues?

Ms. Mentor's readers will find answers to the secret queries they were afraid to ask anyone else. They'll discover what it really takes to get tenure; what to wear to academic occasions; when to snicker, when to hide, what to eat, and when to sue. They'll find out how to get firmly planted in the rich red earth of tenure.

Ms. Mentor is brave, warm, and irreverent, especially when she describes the academic rituals she loathes: peacocking, the sexist stutter step, the early administration trap. She denounces invidious and bigoted behavior, and shows worthy readers how to improve their S.Q. (Schmooze Quotient). Ms. Mentor's readers will learn all about savage memos and deans to watch out for. They'll learn why lunch is the most important meal of the day.

Ms. Mentor's wisdom grows out of many a real-life experience: she guarantees that some readers will squirm. She lavishly dispenses witty advice, and valuable information, while despising psychobabble, postcomprehensible jargon, and pontification by anyone other than herself. She also insists that sisterhood is, and must be, powerful.

**Published in**

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**Nice Girls Don't Get the Corner Office**

*Lois P. Frankel, PhD*

In the bestselling tradition of *Play Like a Man, Win Like a Woman* comes the breakthrough book that teaches women how to stop sabotaging their careers--and start getting ahead. For every professional woman who wants to get ahead--but feels she is at an impasse--*NICE GIRLS DON'T GET THE CORNER OFFICE* comes to the rescue. When overlooked for that special assignment or promotion, many women point the finger outwardly, looking for someone else to blame. Now, Lois P. Frankel presents a different view in her empowering career primer that helps women identify ingrained habits they learned as girls that may be holding them back, such as couching statements in a question, smiling inappropriately, tilting the head while speaking, and others. Only by overcoming these self-defeating behaviors will the "nice girl" learn to leverage her power in the workplace--and claim the corner office she so richly deserves.

**Published in**

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**Nobel Prize Women in Science: Their Lives, Struggles, and Momentous Discoveries**

*Sharon Bertsch McGrayne*

Since 1901 there have been almost five hundred recipients of the Nobel Prize in the sciences. Only ten of them - about 2 percent - have been women. Why? In this book the author explores the reasons and examines the lives and achievements of 15 women scientists who either won a Nobel Prize or played a crucial role in a Nobel Prize-winning body of work. The book reveals the relentless discrimination these women faced both as students and as researchers, and the passionate love of science that ultimately allowed them to prevail.

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**Published in**

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**Reader in Gender, Work, and Organization**

*Robin J. Ely, Erica G. Foldy, Maureen A. Scully and*

This reader presents students with an alternative conceptual approach to gender in the workplace. This approach traces the alignment of commonly held assumptions about work and competence with idealized images of masculinity. The reading then illustrate how this alignment limits opportunities for all but a small narrowly defined segment of the workforce. These limitations not only affect the work experiences of women and men, but also restrict how work gets done, and therefore reduce organizational effectiveness.

The contributors take stock of the most important recent work on gender and diversity in organization and apply it to mainstream contemporary management. The result is a book that not only gives readers a deeper understanding of gender and diversity in organizations, but also provokes new ways of thinking about traditional topics, such as leadership, human resource management, negotiation, globalization, and organizational change.

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**Published in**

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**Smart Woman's Guide to Interviewing and Salary Negotiation, The**

*Julie Adair King*

Master the job-search game, whether you're climbing the corporate ladder switching careers, or re-entering the workforce after years at home. This latest edition gathers the most up-to-date information, tips, secrets, and advice on resume writing, job seeking, interviewing, and salary negotiations and features updated sample resumes. This is the essential job-search handbook for any woman in the job market.

A better title for this would be *The Smart- but-Timid-or-Culturally-Bound Woman's Guide . . .*, as this work contains solutions to problems traditional women face including employment history gaps, little or no experience, being a recent graduate, wanting to change career direction, or getting the next level job. Adaptations of the classic chronological and functional resume formats are developed for specific case histories in each of these five situations. Advising women to "Banish your modesty and 'toot your own horn'," the authors advocate an assertive marketing strategy and offer guidance throughout the entire job-searching process. Specific tools the authors suggest include worksheets for taking inventory of skills, accomplishments, and work history and a "Career Card System" for filing the raw data. Although some may find such phrases as "trademarks of a well-dressed resume" trite or irksome, women in need of a little extra coaching will find this guide helpful.

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**Published in**

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**Survival Bible for Women in Medicine, The**

*Kathryn Ko, MD*

This is the first practical women's guide on how to succeed in medical residency. Herself a practicing neurosurgeon who survived 6 years of residency, 2 years of fellowship, and over 1,000 nights on call, author Kathryn Ko explains in detail how women can finish residency in top form while remaining truly feminine and not missing out on life. Dr. Ko's book contains seven main chapters, beginning with detailed instructions on how to prepare for residency between Match Day and July 1. Other chapters explain how to look your best at the right time, the anatomy of the on call bag, quick tips on preparing professional grand rounds on short notice, help from nurses and mentors, how to avoid falling prey to sexual discrimination and harassment, childcare options, publishing and presentations and how to give a good impression, how to learn procedures and surgery taught by men, how to use technology to make life simpler, how to organize your home and personal and social affairs, and all about the business of medicine, including contracts, malpractice, and finances. Includes bibliographic references and an index.

**Published in**

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**Swim with the Dolphins: How Women Can Succeed in Corporate America on their Own Ter**

*Connie Glaser and Barbara Steinberg Smalley*

Until recently, working in corporate America was like swimming in a pool of sharks. Command-and-control was the watchword of the day, and circling near the top of most hierarchies were cold-blooded sharks. You know the type. Tough. Arrogant. Ruthless. Maybe you even tried to mimic them - and if so, you weren't alone. Many women, in their efforts to climb the corporate ladder, attempted to emulate the sharks. But for most, it wasn't a comfortable fit. And no wonder. Women aren't like sharp-toothed predators. They're more like dolphins. Unlike sharks, who prefer working in rigid traditional hierarchies, dolphins thrive in teams organized around networks. Comfortable with power, they rarely abuse it, viewing themselves as leaders rather than bosses. And although they value the bottom line as much as any shark, they know that the bottom line grows fastest in a flexible workplace where people are satisfied and motivated to do their best. With their tough but caring ways, women have the very characteristics America's forward-thinking corporations are looking for in today's fiercely competitive and ever-changing business environment. Now, there's a navigational map to guide you through the new corporate waters. Swim with the Dolphins is loaded with specific strategies and hands-on advice that will help make you, as a woman, a better manager, both for yourself and for your company. Based on interviews with more than 200 successful female managers, it will show you how to attract, hire, and keep good employees; build and coach effective teams; share the workload; motivate and inspire your staff; manage conflict and difficult employees; set the stage for win-win negotiations; bounce back from adversity; work smarter, not harder; get noticed and promoted; avoid the fear of failure, and prevent stress from managing you; overcome obstacles that female managers still encounter in corporate America...and much more. Whether you're a trainee or an executive, learn to swim with dolphins.

**Published in**

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## Tempered Radicals: How People Use Difference to Inspire Change at Work

*Debra E. Meyerson*

Nearly all of us feel at odds with the organizations we work for at one time or another. Managers who are also parents struggle to succeed—and be there for their families—in companies that don't offer flextime. Women and people of color want to make their organizations better for others like themselves—without limiting their own career paths. Environmentally conscious workers seek to act on their values and climb the executive ladder at firms more concerned with profits than pollution.

While many who don't "fit in" with the corporate culture choose to assimilate or leave, *Tempered Radicals* offers an inspiring alternative. In this provocative book, Debra Meyerson argues that this tension—between expressing our "whole selves" and building careers in companies that leave little room for differences—can pave the way for learning, leadership, and positive change in organizations.

Based on fifteen years of research and observation, *Tempered Radicals* reveals that adaptive, diverse, family-friendly, and socially responsible workplaces are built not by revolutionaries but by those she calls "tempered radicals"—people who successfully walk the tightrope between conformity and rebellion. Whereas "untempered" radicals use drama and heroics to effect change, these individuals work toward transformational ends with incremental means; whereas radicals lead episodically, tempered radicals lead every day—with conviction, patience, and courage.

Through stories of tempered radicals from doctors to teachers to CEOs to entrepreneurs, Meyerson illustrates how these "everyday leaders" stick to their values, assert their agendas, and provoke learning and change without jeopardizing hard-won careers. Whether one's difference stems from race, gender, sexual orientation, values, beliefs, or social perspectives, the book presents a spectrum of effective responses to the pressure to conform that range from resisting quietly to leveraging "small wins" to mobilizing others in legitimate but powerful ways.

Putting self-realization and change within everyone's reach, this book shows how to turn threats to our identities into opportunities to make a positive difference in our companies and in the world.

### Published in

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## What Queen Esther Knew: Business Strategies From a Biblical Sage

*Connie Glaser and Barbara Smalley*

The story of Queen Esther, the orphan girl who became Queen of Persia and saved her people, has inspired millions and is the focus of a joyful celebration of thanksgiving—but there's more to Esther's story than meets the eye. Connie Glaser and Barbara Steinberg Smalley found something remarkable—Esther's tale contains the ingredients every woman needs to succeed in the business world today.

From Esther's start as a contestant in the ancient world's largest beauty pageant to her triumph over the evil Haman, the authors use her example as a strategist, a risk-taker, and a persuasive speaker to provide a new archetype for contemporary women's success in business. Along the way, they answer questions such as:

- Do I really need a mentor, and if so, how do I find one?
- What can I do to be taken more seriously?
- How can I get the credit and recognition I deserve—without seeming pushy or aggressive?
- How important is risk-taking to my career success?

Smart, savvy, and strategic, Queen Esther provides an impressive role model for women today.

### Published in

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## **What's Holding You Back? Eight Critical Choices for Women's Success**

*Linda Austin*

What do women need to succeed?

After thirty years of feminism, women occupy only ten percent of top-level managerial and professional positions. Outstanding instances of achievement – influential women leaders and visionaries – are rarer still. Yet the oft-blamed glass ceiling, that infamous external obstacle, is no longer the most significant barrier holding women back. In this bold and inspiring book, psychiatrist Linda Austin argues that it is the self-imposed psychological glass ceiling – the invisible but powerful thoughts and feelings that stand in the way of real achievement – that influences every decision women make in their lives.

Drawing on research studies, interviews, focus groups and her experiences as a practicing psychotherapist and radio talk show host, Austin charts women's unique pathways to achievement and identifies eight critical choices that will help you break through the internal glass ceiling:

- Channeling motivation
- Learning to take risks
- Moving from problem fixing to problem finding
- Focusing intellectual development
- Learning to compete in hierarchies
- Focusing on purposeful self-evaluation
- Mastering the art of dealing with difficult people
- Harnessing women's capacity for connection

**Published in**

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## **When Money Isn't Enough: How Women are Finding the Soul of Success**

*Connie Glaser and Barbara Smalley*

Women in the 70s and 80s who broke through the corporate glass ceiling have discovered that sitting in the corner office and having it all has not made them happy. The traditional definitions of success, money, a fast-track career, etc., are coming up empty for many successful women. This book offers empowered people as updated role models. In addition, it has a detailed resource section to help women formulate plans specifically tailored to their situation, making this book not only an intellectual and emotional booster shot, but a practical workbook as well. Also available as a Time Warner AudioBook read by Connie Glaser.

**Published in**

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## **When You Don't Fit the Mold...Make a New One**

*Massachusetts Medical Society: Personal Stories of Women Physicians*

Waltham, Mass. -- June 2, 2006 -- When You Don't Fit the Mold... Make a New One is the title of a new book from the Massachusetts Medical Society containing the personal stories of 22 women physicians -- the decisions they made, the roads they traveled, and the obstacles they faced on their way to and through medical school and on to a professional career as a medical doctor. Published on the 25th anniversary of the Society's Committee on Women in Medicine last month, the book offers a revealing look at the experiences of 22 women whose medical schooling and practice eras span more than six decades. Formed in 1981, the Committee serves as an advocate for women physicians and provides a forum for networking, mentoring, and leadership development.

**Published in**

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## Why Good Girls Don't Get Ahead but Gutsy Girls Do

*Kate White*

Do You...

- Follow the rules?
- Try to do everything?
- Want everyone to like you?
- Never take risks?

If most of your answers are yes, you're a Good Girl – too good for your own good!

Kate White, editor-in-chief of Redbook magazine, tells you how to be a Gutsy Girl – and get ahead! A former Good Girl herself, Kate started out as a rule follower, a people pleaser, a paper pusher – until she was passed over for a top job at a magazine she had been running for months. Realizing that her Good Girl ways were holding her back, she changed her style and self-image – became a Gutsy Girl. Now she brings you her 9-step program to motivate, strengthen, and transform you into a woman who gets ahead and get what she wants!

You'll start off with a comprehensive test to find out how good – or gutsy – you are right now. You'll get the inside story of how other gutsy women became stars in their fields. And you'll get tips you can put into action today to get a promotion, a better job, or the recognition you deserve.

**Published in**

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## Why So Slow? The Advancement of Women

*Virginia Valian*

Why do so few women occupy positions of power and prestige? Virginia Valian uses concepts and data from psychology, sociology, economics, and biology to explain the disparity in the professional advancement of men and women. According to Valian, men and women alike have implicit hypotheses about gender differences - gender schemas - that create small sex differences in characteristics, behaviors, perceptions, and evaluations of men and women. Those small imbalances accumulate to advantage men and disadvantage women.

**Published in**

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## Woman's Inhumanity to Woman

*Phyllis Chesler*

In *Woman's Inhumanity to Woman*, Phyllis Chesler breaks the silence about the controversial issue of women's aggression toward one another. Drawing on decades of experience and research into areas as wide-ranging as childhood development, anthropology, literature, memoir, and myth, Chesler challenges the long-held theory that men are the primary aggressors. Through these revealing studies, along with hundreds of interviews, she demonstrates how women who long for female friendship, approval, and support are often thwarted by feelings of envy, competition, mistrust, and dislike – emotions that manifest themselves in cruelty toward other women, within families, and in the workplace.

**Published in**

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## **Women and Leadership in Health Care: The Journey to Authenticity and Power**

*Catherine Robinson-Walker*

Women outnumber men six to one in the health care field. But despite their numbers, women still struggle to gain entry into boardrooms and the "executive suite." Why are there so few women in top-level management and executive positions within the health care industry? Can this course be changed?

Written for health care executives and managers of both sexes, *Women and Leadership in Health Care: The Journey to Authenticity and Power*, explores the vital issues that surround the gender disparity in health care leadership. This book answers the vital questions concerning how gender affects health care leadership. It reveals how to create a diverse, creative, and resourceful leadership pool. And it gives women the tools they need to break the glass ceiling.

Meticulously researched, *Women and Leadership in Health Care* is based on Catherine Robinson-Walker's comprehensive survey of health care leaders and a far-reaching review of today's management literature. Robinson-Walker-a recognized expert in leadership development in health care-offers hands-on guidance for health care managers and executives enabling them to assess their current environment and create a plan that will ensure the most qualified employees have the opportunity to develop into top-level health care leaders.

By delving deeply into the complexities of beliefs and perceptions about gender, the author offers an invaluable resource for understanding the often confusing mix of gender, leadership, professional culture, social expectations, and personal bias.

Filled with useful suggestions and practical advice, the book

- Offers guidance for overcoming gender barriers in health care leadership
- Reveals how senior level executives and managers can learn the skills they need to become successful mentors to future health care leaders
- Shatters common myths such as "Time alone will solve the problem of too few women in the health care executive ranks"
- Spells out how executives and managers can renew and hone their leadership abilities
- Focuses on the lessons men learn from women and the lessons women learn from men
- Outlines effective strategies from recognized experts in the fields of negotiation, communication, and executive recruitment

*Women and Leadership in Health Care* is filled with poignant, inspiring, and moving personal stories about the challenges-and triumphs-of effective leadership

**Published in**

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## **Women Don't Ask: Negotiation and the Gender Divide**

*Linda Babcock and Sara Laschever*

When Linda Babcock asked why so many male graduate students were teaching their own courses and most female students were assigned as assistants, her dean said: "More men ask. The women just don't ask." It turns out that whether they want higher salaries or more help at home, women often find it hard to ask. Sometimes they don't know that change is possible--they don't know that they can ask. Sometimes they fear that asking may damage a relationship. And sometimes they don't ask because they've learned that society can react badly to women asserting their own needs and desires.

By looking at the barriers holding women back and the social forces constraining them, *Women Don't Ask* shows women how to reframe their interactions and more accurately evaluate their opportunities. It teaches them how to ask for what they want in ways that feel comfortable and possible, taking into account the impact of asking on their relationships. And it teaches all of us how to recognize the ways in which our institutions, child-rearing practices, and unspoken assumptions perpetuate inequalities--inequalities that are not only fundamentally unfair but also inefficient and economically unsound.

With women's progress toward full economic and social equality stalled, women's lives becoming increasingly complex, and the structures of businesses changing, the ability to negotiate is no longer a luxury but a necessity. Drawing on research in psychology, sociology, economics, and organizational behavior as well as dozens of interviews with men and women from all walks of life, *Women Don't Ask* is the first book to identify the dramatic difference between men and women in their propensity to negotiate for what they want. It tells women how to ask, and why they should.

**Published in**

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## **Women in Medicine and Management: A Mentoring Guide**

*Deborah M. Shlian, MD, MBA*

In 1988, the College produced a monograph entitled *Roads to Medical Management: Physician Executives' Career Decisions*. In the book, 15 physician executives addressed their careers, both in medicine and management. Our intent in producing the book was to show the variety of paths that could lead to medical management. Only one of those accounts was by a women physician, and no attempt was made to distinguish the paths of men and women in this then still new profession. Dr. Callan was asked to describe the manner in which she moved into a management position in the pharmaceutical industry. The management experience in 1988 was as new to men physicians as it was to women.

Seven years later, some substantial changes have occurred. The medical management profession is still as diverse as it was in 1988, but it is much more mature profession, with its members spread over a greater number of environments and occupying a wider range of positions in those environments. Medical management has come of age, and the health care field generally has come to realize the benefits to be derived from having physicians in leadership positions.

The seven years have also seen tremendous growth in the number of women members of the College. As their number have grown in medicine, women have increasingly moved to accept greater responsibility for the direction of health care organizations of the health care system that those organizations serve. The same obstacles encountered in entering a profession-medicine-dominated by men have been encountered in moving into medical management, also dominated by men. A women, you will pardon the expression, is not one of the boys.

There is a difference, however, at this point in the medical management profession and in the College. The College and its members are more committed than ever to the diversity in medical management that has contributed to the profession's success. More important, the numbers of women in the profession and of the different positions that they hold have grown so substantially that women themselves can now serve best as the mentors for coming generations of women physician executives.

And hence this book. It comes at a time when the health care field is set to spring into some new kind of creature, partly known and partly mysterious. It seems clear, however, that the need for physicians in leadership roles will continue to rise. We hope that this book will contribute to women physicians identifying themselves for these roles.

### **Published in**

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## **Women in Medicine: Getting in, Growing, and Advancing**

*Janet Bickel*

No wonder so many women are choosing to become physicians. The field of medicine offers abundant opportunities-to take care of individuals; improve public health; advance science; make a good living; and become a leader in the community, in an academic center, and in professional organizations. The demand for women physicians is growing dramatically, as more and more women health care consumers actively and specifically seek them. Chapters cover getting into medical school, overcoming gender stereotypes, finding a mentor, combining parenting with a career, and looking ahead into the career. While women are no longer newcomers to medicine, compared to men they still face extra challenges in the development and valuing of their skills and potential. This book will help women entering medicine to maximize their options and to have the fullest possible lives and careers. *Women in Medicine* draws on all the best available literature and on the experience of thousands of women physicians. It is a resource for anyone considering a medical career-whether they be in junior high school or in their 40s and contemplating a major life change- but especially women. This book will be useful throughout medical education and during early career development, as it includes tips on, for instance, interviewing for a job. Another helpful feature is that each chapter, except the last, concludes with a "Diagnose Yourself" section, to assist readers in beginning necessary preparations and to offer support. An extensive reference list facilitates follow-ups on areas of special interest.

### **Published in**

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**Women in Medicine: Women Then-Women Now**

*Hedda Garza*

The position of women in medicine in the western world has fluctuated wildly over the centuries. In the very early years of human history, women were healers who used extracts of plants to cure and to reduce pain. As early as 1500 B.C., the medical school at Helipolis, Egypt, admitted women. In the nineteenth-century United States, however, no women were accepted by the medical schools, and the profession was monopolized by men.

The field of medicine has been an indicator of the status of women in society as this book shows in recounting the story of women in medicine from ancient times to the present. In the Middle Ages and during the Crusades, women belonging to religious orders nursed the sick at home and the wounded on the battlefield. By the fifteenth century, however, lay women healers were being executed for practicing witchcraft. At the time Europeans began emigrating to North America, women were excluded by law from the practice of medicine and confined to midwifery.

In the United States, male physicians, envying the work available to midwives, had laws passed that banned midwives, so that even this activity was closed to women. The exclusion of women from all areas of healing coincided with attempts by male doctors to establish the practice of medicine as a profession. Inevitably, the presence of women was seen as lowering the status of the profession. But by the nineteenth century, women were knocking on the doors of the medical schools, demanding to be let in.

One of the major contributions of women in the 1800s was in the development of nursing. Dorothea Dix, the reformer, organized female nurses to aid soldiers of the Civil War. Florence Nightingale did the same for British soldiers wounded in battle. Another nurse who revolutionized medical practice was Margaret Sanger who proselytized for women's rights to birth control.

Hedda Garza, in her coverage, includes the experiences of minorities, particularly those of African Americans, and also notes the connection of the women's suffrage movement and the contemporary feminist movement to the advancement of women in medicine. In this book are numerous insights into a fascinating, long neglected but important aspect of our heritage.

**Published in**

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**Women Who Could...and Did: Lives of 26 Exemplary Artists and Scientists**

*Karma Kitaj, PhD*

"Paper mentor" based on candid interviews with prominent artists and scientists over age 65 provides inspiration, support, and guidance for young women entering careers and for mid-career changers.

Parents, guidance and career counselors, as well as gender studies professors will find this book invaluable in providing women with role models who share their life stories with humor, compassion, and zest.

**Published in**

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## Worthy of the Honor: A Brief History of Women at Harvard Medical School

*Nora N. Nercessian, PhD*

The story told in this book is a modest attempt to understand one dimension of many that constitute the complex history of Harvard Medical School: the admission and education of women at Harvard Medical School. The theme would occupy at least one chapter in the history of many medical schools in the United States. For some medical schools, it might not be a long chapter nor a very momentous one. For Harvard Medical School it is somewhat longer, and not without dramatic interludes.

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### Published in

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## Work-Life and Parenting

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### I Don't Know How She Does It: The Life of Kate Reddy, Working Mother

*Allison Pearson*

For every woman trying to strike that impossible balance between work and home – and pretending that she has – and for every woman who has wanted to hurl the acquaintance who coos admiringly, “Honestly, I just don’t know how you do it,” out a window, here’s a novel to make you cringe with recognition and laugh out loud. With fierce, unsentimental irony, Allison Pearson’s novel brilliantly dramatizes the dilemma of working motherhood at the start of the twenty-first century.

Meet Kate Reddy, hedge-fund manager and mother of two. She can juggle nine different currencies in five different time zones and get herself and two children washed and dressed and out of the house in half an hour. In Kate’s life, Everything Goes Perfectly as long as Everything Goes Perfectly. She lies to her own mother about how much time she spends with her kids; practices pelvic floor squeezes in the boardroom; applies tips from Toddler Taming to soothe her irascible boss; uses her cell phone in the office bathroom to procure a hamster for her daughter’s birthday (“Any working mother who say she doesn’t bribe her kids can add Liar to her résumé”); and cries into the laundry hamper when she misses her children’s bedtime.

In a novel that is at once uproariously funny and achingly sad, Allison Pearson captures the guilty secret lives of working women – the self-recrimination, the comic deceptions, the giddy exhaustion, the despair – as no other writer has. Kate Reddy’s conflict – How are we meant to pass our days? How are we to reconcile the two passions, work and motherhood, that divide our lives? – gets at the private absurdities of working motherhood as only a novel could: with humor, drama, and bracing wisdom.

### Published in

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## **I Know What You Mean: The Power of Friendship in Women's Lives**

*Ellen Goodman and Patricia O'Brien*

In this warm, honest and engaging book, Pulitzer Prize-winning Boston Globe columnist Goodman (Value Judgments) and novelist O'Brien (The Candidate's Wife) use their 27-year friendship as a starting point for reflecting on the importance of women's camaraderie. Platonic friendship, they write, matters a great deal: "Women today--with lives often in transition--depend on friends more than ever." Starting with the moment they met (in their 30s), when they were both mid-career journalism fellows at Harvard, the authors take turns at the keyboard, telling their story. O'Brien, a Chicago-based mother of four, didn't graduate from college until she was 30; Goodman was a single mother and Radcliffe grad. The women remained crucial in each other's lives after returning to their respective careers and cities, and helped each other through career changes, parenting and remarriages. Beyond their own relationship, they examine those of other women: including Oprah Winfrey's friendship with Gayle King, Susan B. Anthony's with Elizabeth Cady Stanton and the bonds between more ordinary folk (welfare mothers, college students, preschoolers). Along the way, Goodman and O'Brien discuss how women listen, talk, care for and empathize with their women friends--and how they compete with and betray one another (viz. Linda Tripp). The result is a skillful, unsentimental tribute to the strength of the authors' relationship. Heavy on insight and light on psychological jargon, this book is an intelligent, observant read--and sure to get a lot of attention in the coming months.

**Published in**

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## **Life's Work: Confessions of an Unbalanced Mom**

*Lisa Belkin*

Collecting together many of Belkin's popular "Life's Work" columns from The New York Times and adding new material, this is a witty and dead-on depiction of the life of the modern working mother. With a healthy dose of self-deprecation, Belkin explores the obstacles inherent in the act of juggling parenthood (or even marriage) and work, but she never fails to observe and celebrate the humor in the chaos that ensues. More than anything else, these essays pay homage to the effort that so many working mothers pour into filling their lives with joy and fulfillment -- regardless of whether their labor is carried out in the home, in the office, or somewhere in between.

**Published in 2003**

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**Perfect Madness: Motherhood in the Age of Anxiety**

*Judith Warner*

A lively and provocative look at the modern culture of motherhood and at the social, economic, and political forces that shaped current ideas about parenting.

What is wrong with this picture? That's the question Judith Warner asks after taking a good, hard look at the world of modern motherhood-at anxious women at work and at home and in bed with unhappy husbands.

When Warner had her first child, she was living in Paris, where parents routinely left their children home, with state-subsidized nannies, to join friends in the evening for dinner or to go on dates with their husbands. When she returned to the States, she was stunned by the cultural differences she found toward parenting-in particular, assumptions about motherhood. None of the mothers she met seemed happy: Instead, they worried about the possibility of not having the perfect child, panicking as each developmental benchmark approached.

Combining close readings of mainstream magazines, TV shows, and pop culture with a thorough command of dominant ideas in recent psychological, social, and economic theory, *Perfect Madness* addresses our cultural assumptions, and examines the forces that have shaped them.

Working in the tradition of classics like Betty Friedan's *The Feminine Mystique* and Christopher Lasch's *The Culture of Narcissism*, and with an awareness of a readership that turned recent hits like *The Bitch in the House* and Allison Pearson's *I Don't Know How She Does It* into bestsellers, Warner offers a context in which to understand the way we live, as well as ways of imagining alternatives-actual concrete changes-that might better our lives.

**Published in**

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**Raising An Emotionally Healthy Child When a Parent is Sick**

*Paula A. Rauch, MD and Anna C. Muriel, MD MPH*

For families with a seriously ill parent--advice on helping your children cope from two leading Harvard psychiatrists Based on a Massachusetts General Hospital program, *Raising an Emotionally Healthy Child When a Parent is Sick* covers how you can address children's concerns when a parent is seriously ill, how to determine how children with different temperaments are really feeling and how to draw them out, ways to ensure the child's financial and emotional security and reassure the child that he or she will be taken care of.

**Published in**

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## **Standing Up for Yourself: The Art of Self-Assertion**

*Johanna Skouras*

“The foundation for self-assertion rests upon an awareness of two fundamental rights: the right to anger and the right to pleasure. Without conviction of these rights, self-assertive efforts may be compromised because anger, unacknowledged and unexpressed, is lurking under the cloak of resignation and passivity. You feel angry when you can't say no and know you should be saying no. Instead of expressing how you feel, you go and blame others for what you fail to do.

Once you judge your feelings, especially your negative ones, you get into serious trouble. Feelings exist without a right or wrong, good or bad label. Only our actions come up for judgement for whatever you plan to say or do most often involves another's feelings, needs and rights. Weighing the consequences of your feelings belongs to a pathological side, an inner critic – usually a parent figure you dare not challenge or ignore.”

--From Standing Up For Yourself

**Published in**