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FEMALE WORKPLACE SELF-HELP BOOKS: GUIDING WOMEN TO BECOME
LEADERS

A Thesis submitted to
The Graduate College of
Marshall University

In partial fulfillment of
the requirements for the degree of
Master of Arts

Communication Studies

by
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Marshall University
May 2012

DEDICATION

For my family, who constantly challenges and believes in me

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ABSTRACT

FEMALE WORKPLACE SELF-HELP BOOKS: GUIDING WOMEN TO BECOME LEADERS

by Cassandra Lee Craft

An emergence of top successful women has developed within the workforce, and more are expected to join that group as time continues (Eagly and Carli, 2003; Sklaroff, 2007). This push to the top has encouraged women to turn to self-help books to gain knowledge and insight on moving up and becoming a leader. Dozens of these books claim to provide the help women need to advance in their workplaces. How can potential readers choose the book most appropriate for their needs? This thesis examines two types of self-help books (Bergsma, 2008) -- problem-focused and growth-oriented -- and how these books are influencing women to be leaders. It analyzes two female workplace self-help books through the method of discourse analysis. The problem-focused text is represented through Gail Evans' (2000) *Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn*. The second type, growth-oriented, is represented through Kelly Cutrone's (2010) *If You Have to Cry, Go Outside and Other Things Your Mother Never Told You*. The analysis reveals self-confidence and a strong sense of identity are at the core of the messages of both books.

CHAPTER ONE: INTRODUCTION

Traditionally, workforce stereotypes have placed men in leadership positions. Up until thirty years ago, females accepted and encouraged the traditional male as a leader (Stake, 1981), but as time passed, more and more women have entered the workforce and become crucial members of the corporate world. This inconsistency among findings creates a division between the beliefs and attitudes of generations toward the corporate world, which in many cases is caused by the differences in their perception of women's role within that world.

Furthermore, this inconsistency among generations has also reflected on research, causing results to clash and contradict each other. Eagly and Carli (2003), along with Sklaroff (2007), explain that there is an emergence of top successful women in the workforce, and there are going to be many more as time continues. On the other hand, Cheung & Halpern (2010) proclaim a near invisibility for successful women among CEOs. According to the 1995 *Journal of Career Development*, 1% of CEOs are women. Fifteen years later, this number has only increased by 1% (Cheung & Halpern, 2010). These data seem to back the perception that women have not made any progress. In reality, however, it seems possible that society's perception of a "glass ceiling" is framing the representation of the data inaccurately, much the same way that the perception of gender distorts many other aspects of life. Regardless of which perception is closer to the truth, both indicate a need for women to be reassured that they have the capacity for leadership and encouraged to develop their own leadership styles (Reinhartz & King, 1993).

Today, gender contributes much to determining one's role and the expected behavior of an individual within the workforce. West and Zimmerman (1987) explain that gender is an action that allows individuals to give meaning to daily functions as well as describe how certain gender roles enable and enhance those functions. Although women have obviously stepped into the workforce, society is still greatly dominated by patriarchal ideas and a clear separation of the genders. Many women are out in the workforce with their foot in the door, but they have no guidance or direction as to how to continue to move up the corporate ladder.

The lack of mentors and networking has created a major barrier for women looking to get ahead. There are few visible women who are able to act as successful female role models. This absence of role models and mentors creates a work environment that lacks support and encouragement for women to strive for higher goals (Brown & Merchant, 1995). Humble, Solomon, Allen, Blaisure, and Johnson (2006) and Levitt (2010) discuss that, without female role models, many women do not know how to become role models themselves. This lack of mentors and role models hinders a women's ability to develop strong networks within the corporate world and discourages her from wanting to go further in her career.

One of the few resources that women do have is popular culture women's self-help books. Self-help books have been hitting bestseller lists for the past 70 years (Cherry, 2008). These books attempt to prepare women for what to expect of the corporate world in a way that is not heavy on technical language, which they might not understand because of their lack of experience in the field (Koester, 1982). Women's self-help books allow them to gain insight into the workplace in a discrete, yet motivating way.

These female workplace self-help books are specialized resources that are there to assist women with overcoming gender barriers and advancing to positions of leadership. The books have a market because women do face gender barriers within the workforce. Besides providing tips and advice for the workplace, these books allow readers to get to know and hear someone else's story of success. Because these self-help books are so popular and many times it is difficult to overcome the gendered barriers women face, it is important to analyze the messages that the self-help books are sending to women, as well as, the strategies that are being used to influence them.

Additionally, much of the past research on female leadership appears to be stereotypical of the female gender. For example, findings, such as the commonly accepted tenet that most women are nurturers therefore they are going to lead in a very democratic and participatory way cannot be generalized to all women (Eagly, Karau, & Makhijani, 1995; Eagly & Carli, 2003; Cheung & Halpern, 2010). Also, Isaac, Berhr-Horenstein, & Koro-Ljungberg (2009) explain that women avoid power, and it makes them uncomfortable. These results are confusing and contradictory since the popularity of these books would suggest that women are very interested in getting to the top where there is power. This argument of women avoiding power reinforces gender stereotypes. If gender is a social construction, then these barriers, as well as competition of man versus woman in the workplace, is also a social construction. Because many women already are and others plan to be workforce leaders, self-help books have the power to alter their perception of how gender is constructed, gender barriers, and stereotypes. Society constructed these ideas, which means society also has the power to demolish and create new understandings.

Female workplace self-help books are very important to address because the messages within these self-help books are influencing a large number of women, many of whom will potentially enter or are already in the workforce. They are shaping the way these women perceive both themselves and the corporate world as a whole. Thus, it is crucial to identify and analyze such messages that could possibly turn the man's corporate world into a people's corporate world.

Although research of women in the workforce, as well as, self-help books seem to be largely overdone in the field of research, the studies all appear to be missing an obvious and ironic aspect of what these books are actually doing. A few authors consider the idea that confidence and self-efficacy is important for a woman's success (Stake, 1981; Cheung & Halpern, 2010), but none of the authors consider the concept that for the corporate world to move forward, gender must become an idea of the past. Instead, men and women both need to be seen as simply individuals, which means looking at their personality, skills, capabilities, and potential rather than an individual's gender.

It is important to remember that many women across the world have made it to the top without self-help books, but, because the self-help books are in consistent high demand, they are still important to study. This research project will attempt to strip these books of the overheard advice and tips for women in the workforce and instead search for the true underlying message on leadership that the authors are sending out and determine how that message impacts the way women face stereotypes on a daily basis.

CHAPTER TWO: LITERATURE REVIEW

To analyze and understand self-help books, it is important to know what past research has found. To better understand this project, I review the history of women in the workforce, the emergence of female leaders, and female leadership. Female leadership can be studied specifically through gender on a general, gender power, and gender stereotypes in the workforce. Additionally, because self-help books are the focus of analysis, those too are reviewed and discussed.

Women in the Workforce

Throughout history in the United States, there are many turning points and moments of progress made in the fight for women's rights. One of those defining moments that changed the world of women forever was when women were called upon during World War II to fill the jobs of men who were away at war. Between 1942-1945, 6.5 million women entered the workforce to assist in whatever jobs needed to be accomplished, including both domestic and warfare production (Webb, 2010). This step forward into the workforce was a temporary one. Soon the war ended, and the soldiers came home, which meant that the 6.5 million women who entered the workforce were now expected to resume the traditional role of the housewife at home. Drastic measures were taken to ensure that women went back to their rightful role. For example, Marynina Farnham, a Freudian psychiatrist, explained on a public radio program that women who chose to continue working after the war would have their mental health questioned (Webb, 2010). Overall, the great progress women made in the mid-1940s declined when the war ended.

The next two decades led to little advancement for women in the workforce. Throughout the 1950s, only 33% of the workforce was composed of women (Webb, 2010). It was not until the 1960s that women stepped up once again, but this time in a slightly different way. During the 1960s, large numbers of women enrolled at universities across the country. This motivation for the education of women provided an opportunity for them to enter or reenter the workforce. At the same time that women began enrolling in universities, another crucial element influenced women to get back into the workforce: The Equal Pay Act of 1963. The Equal Pay Act of 1963 made it illegal to pay men more than women for the same job. At this time, a working woman made sixty cents to a man's dollar for the same job (Dickinson, 2010), and after this legislation was passed, women began making seventy-seven cents to a man's dollar. Although this was still not totally equal, it was an improvement for women in the workforce.

Today, women have expanded well into the workforce. In the last sixty years, women workers have taken that 33% and increased it to 49.1% (Cheung & Halpern, 2010; Levitt, 2010). Besides occupying nearly half of the job population in the United States, the 2001 Bureau of Labor Statistics also reveals that women have earned 51% of all bachelor's degrees, 45% of all advanced degrees, 42% of all doctoral degrees, along with 43% of all professional degrees (Levitt, 2010; U.S. Bureau of Labor Statistics, 2001a; 2001b). Women may have had a late start on advanced education and entering the workforce, but they have definitely made up for lost time.

Emergence of Women in Leadership

Clearly, women have had struggles emerging into the workforce, but as time continues, the tables have begun to turn. Eagly and Carli (2003, p. 808) explain that women are exploding into the workforce. More specifically, they point to Conlin's (2003, p. 78) discussion of several popular culture magazines that emphasize this significant dive women have made into the pool of success. "*Business Week* announces that women have the 'Right Stuff'" (Sharpe, 2000), *Fast Company* concurs that "[t]he future of business depends on women" (Heffernan, 2002, p. 9). Even more startling is *Business Week's* subsequent cover story on the "New Gender Gap," maintaining that "Men could become losers in a global economy that values mental power over might." Additionally, Eagly and Carli (2003) point out that in 1974, 18% of women in the workforce held managerial and administrative positions. Twenty-eight years later in 2002 that percentage rose to 46% (U.S. Bureau of Labor Statistics, 1982, 2002). These statistics appear inconsistent with the Fortune 500 and Fortune 1000 statistics that were stated prior. When looking at the rise in managerial positions for women within the years of 1974 to 2002, it is important to note that women were in leadership positions, and they were gaining them more and more every day. However, they were not a part of the elite group of major CEOs in the United States. This shift in leadership has encouraged researchers to study and learn about female leadership as compared to male leadership.

Female Leadership

Much of the research conducted on female leadership style is in comparison with male leadership style. More specifically, females tend to use leadership styles that can be described as democratic and participative (Eagly et al., 1995; Eagly & Carli, 2003; Cheung & Halpern, 2010) as well as authentic, compassionate, and visionary (Levitt, 2010). Levitt

(2010) explains that these female leadership styles are all interpersonal and include collaborative, transformational, and context-driven ways of thinking. In one qualitative study, Black and Magnuson (2005) interviewed eight female leaders who revealed their leadership styles within their personal, interpersonal, and professional lives. The study found that each individual had their own personal leadership style that was made up of a combination of the individual's personality, professional goals, and vision.

Female leaders are just as effective as male leaders, but their role as leaders is much more likely to be accepted by followers if female leaders are working towards a goal set for a stereotypical traditional female. Furthermore, Eagly et al. (1995) along with Eagly and Carli (2003), focus on the effectiveness of the female leader. They found that people did not like females implementing male styles of leadership. Additionally, female leaders were more effective within roles of the stereotypical female and vice versa for men in male roles. They found that, essentially, there is not much difference between the effectiveness of male and female leaders except for the fact that women must overcome a credibility barrier before they can be effective. Furthermore, contingency theories of leadership also suggest that the effectiveness of a leader depends on their interactive style along with features appropriate to particular situations (Eagly et al., 1995; Eagly & Carli, 2003). If leadership effectiveness is dependent on an individual's interactive style and their ability to adapt to certain situations, gender should not be such an issue. Instead, society has made it a barrier for women and has encouraged people to question women's credibility when there is no need for such.

Aside from having their different styles of leadership and the effectiveness of their leadership questioned, women also face the barrier of the double standard. There are many instances and types of behavior that men can engage in a work environment that is frowned

upon for women. Additionally, Kirchler (1992) discusses the concept that many characteristics that would reflect positively upon a man's work are many times seen as negative characteristics for a woman engaging in the same behavior. For example, the study explains that a man described as accurate could also be a female who is pedantic. A man is rational whereas a female is prejudiced. A man is leading where a woman is authoritarian. "A woman who finds ways to use her femininity to her advantage is seen as relying on trickery (Coleman, 2003), whereas a man exerting his masculinity may be seen as practicing smart leadership and getting ahead" (Levitt, 2010, p. 71). The double standard reveals that many times a male's actions are seen as strong and for the good of the company; where as a female's same actions are used to harshly judge her.

Gender

Individuals often perceive sex and gender as the same when in fact, they are extremely different. Sex refers to one's biological parts, where as gender is the social construction of male and female. Gender is not associated with the human body but rather, an ideology or set of beliefs. It is often assumed that men and women should fit and behave according to their specific stereotypical gender roles (Duerst-Lahti & Kelly, 1996). Overall, gender is very complex and can be better understood as a concept that individuals are socialized and encouraged to obtain through society.

Judith Butler's book, *Gender Trouble* (1990), addresses the idea of gender by questioning the notions of social construction and the idea of our "given" sex. She further explains that culture controls and mediates all knowledge which means that gender, itself, can only be known through culture. Butler explains that gender is a process and is in fact

very open to change. She grasps this idea from Simone de Beauvoir who claimed that the female gender is not natural or something that one is born into, but rather something that one becomes (Butler, 1988; Beauvoir, 1974). Because gender is a social creation, it cannot be static and thus changes and evolves as an individual experiences different events and different periods of time.

Butler goes on to argue that gender only exists when men and women perform this gendered role that society has created. Humans are practicing the gender that society deems appropriate and accepts. Practicing gender is how humans recognize differences between males and females. These distinct differences between the sexes lead to a division of relations in the workforce between men and women, which in turn, leads to relations of dominance or gender power (Duerst-Lahti & Kelly, 1996). Essentially, gender is dividing humans and encouraging the recognition of differences in a negative way, rather than bringing humans together to learn from our differences.

Gender is and will continue to be a barrier for women in the workforce, especially when it comes to top management positions. It does not matter what position women occupy in the workforce; a woman's gender will always be a barrier and a hurdle that men are not required to overcome (Eagly, 2007). Research on higher management reveals the number of women dwindles to almost nothing. Kirchler (1992) reports women hold 2-5% of the top managerial jobs worldwide. As previously stated, a more recent study (Cheung & Halpern, 2010) reveals that still only 2% of women are Fortune 500 CEO's and 2% of women are included in the Fortune 1000 CEO's. The majority of women have failed to make it to the top of the corporate ladder. The gap between women who are simply in the workforce and women who are at the top of the workforce is extreme. This gap reveals that further research

on how women perceive the corporate world, as well as the messages that influence their behavior and actions, must be conducted. Additionally, this gap also reveals the division of gender and power.

Gender Power

Gender is an awareness of differences which enable segregation. This segregation of man versus woman creates competition and a need for domination. Simone de Beauvoir (1974) explains that women are the “second sex.” Men obviously practice a specific gender, but they do not face a feeling of otherness that women many times do. Men remain central in the world of control and resource distribution, cultural practices, and social expectations that ultimately determine how a specific culture or society lives.

Essentially, men shape gender power. Women, who enter the workforce and are put in positions of leadership, must act and behave according to the ideologies of masculine norms (Duerst-Lahti & Kelly, 1996). The fact that women are required to adjust and change, in order to be accepted and thought credible within the workforce, reveals the dominating power men have over women in our culture.

Not only are women the ones required to adjust, but research explains that they are also the ones to blame. Levitt (2010) discusses the idea of women and power. Together, women and power, enables these attitudes of segregation and dominance. Women and power often leads to confusion or uneasiness because, naturally, women are interpersonal relationship builders and nurturers. Power, on the other hand, involves decisiveness, authority, and directness. These characteristics of power conflict with the natural development of female behavior (Levitt, 2010). These descriptions of women make them

sound extremely weak, uneducated, and unable to conduct any type of command. This kind of evidence is what forces people to believe and live out stereotypes, simply because of the idea that is what women are suppose to be doing.

Because the concept that a woman with power leads to confusion and uneasiness is a stereotype, additional research can be discussed to reveal conflicting results. Isaac et al. (2009) analyzed female deans from both male-dominated and female-dominated colleges. They found that power was multidimensional, and a woman will use power both consciously and unconsciously. Some of the female deans in the study used the term influence instead of power. Essentially, power gives an individual the potential to influence another individual. Therefore, these female deans became more comfortable with power by constructing it as a leadership tool to influence individuals' behavior.

These deans obviously have and are forced to use power because of the positions that they are in as well as to ensure they are making the best and most appropriate decisions for their college or university. They have every right to use their power. Somehow along the way, besides putting a negative light on femininity, society has also made power out to be a negative concept, especially in the hands of women.

Isaac et al. (2009) also attempts to clarify the issue and struggle women face with gender and power. They explain, "While the outside 'folds us into identity' (St. Pierre & Pillow, 2000, p. 260) and gave these women the characteristics to ascend into leadership, their own constructions resulted in who they became as individuals" (148). Society has created these genders that are practiced, and practicing these genders has helped shape the people individuals have become. The influence of gender identities must acknowledge and

recognize people for the individuals they are, not what they should be. Instead of doing so, both men and women allow gender stereotypes to dictate their desired positions within society and the tasks they do on a daily basis.

Gender Stereotypes

Although women have made significant dives into the workforce, roles and positions have been assigned and created to fit the traditional female stereotype. These positions include clerical, operative, nursing, teaching, and social service jobs (Kirchler, 1992). Whether in these female-dominated environments or even in male-dominated environments, women continuously struggle to move forward and get promoted. Even if females do get to the top, these traditional female jobs do not allow women to develop and practice leadership skills that they will need after a promotion.

Self-Help Books

Self-help books have become a genre all their own, focusing on anything and everything. Self-help books range from topics of illnesses such as cancer, depression, and anorexia to financial advice, managerial advice, and investment (Bergsma, 2008). The genre of self-help books has become a multimillion dollar per year industry as well as an essential aspect of modern American culture (Redding, Herbert, Forman, & Gaudiano, 2008). Americans spent \$563 million on self-help books in 2000 alone (Bergsma, 2008; Paul, 2001).

Self-help books have an iconic status because individuals who have selected them and have an interest in a specific topic will automatically relate to that book. The readers are able to relate their own personal lives to the book's examples and stories (Cherry, 2008).

Bergsma (2008) explains four other factors that have led to the high success of the self-help

book: cost, accessibility, privacy, and excitement. These four advantages have caused even professionals to prescribe self-help books to their patients. Self-help books have truly become a reliable drug-free medication. In fact, 85% of psychologists recommend self-help books to patients (Norcross, Santrock, Campbell, Smith, Sommer, & Zuckerman, 2000; Redding et al., 2008).

Self-help books tend to give readers the impression that they are helping themselves. They show readers both the problem and the solution at the same time, which allows the reader to acknowledge the problems or barriers within their own lives and be encouraged to overcome such problems or barriers. Reading self-help books typically consumes readers. The text becomes devalued from the knowledge that the reader gains from the overall book (Cherry, 2008). Once the reader receives the knowledge of the overall book, they no longer need the original text.

Self-help books appeal to readers because they are capable of creating a connection between authors and readers, but they also can evoke some negative feelings by blaming any failure of the book on the reader. Many times, readers connect with self-help books because they are the addressee in the book or the protagonist (Koester, 1982; Cherry, 2008). This can occasionally lead to some skepticism because engulfing the reader into the text makes the reader responsible for the outcomes of the reader's life. Any type of guilt, blame, or failure is now reflected back onto the reader (Cherry, 2008; Koester, 1982). Redding et al. (2008) explains that if the book fails the reader, there is the possibility that the reader will give up and refuse to seek any other type of help. The mindset, because this did not work, nothing will, could cause extreme damage to an individual and his or her future if he or she could not move forward after such a failure.

Self-help books come in all shapes and sizes for all different types of issues. Although their topics range far and wide, an analysis on bestsellers reveals that there are two types of self-help books: the problem-focused and the growth-oriented book (Bergsma, 2008). Additionally, Bergsma (2008) explains that these types of books and their messages fit appropriately with United States culture. The United States is a place where people pursue happiness on their own ground, which means that they are given the sense of freedom as readers to address their problems privately and solve them all by themselves (Bergsma, 2008).

Female Workplace Self-Help Books

The female workplace self-help book allows women to explore and gain knowledge about the corporate world. These books include information that they might not have known without reading such books. Female self-help books for the workplace became very popular starting in the 1990s and have continued to hit bestseller lists twenty years later. These self-help books paint a picture of the unknown for a woman who has never entered the corporate world and constructs a reality of what the corporate world is for women. Since the beginning of these book's publications in the 1990s, they have gained a widespread growth and popularity worldwide. This high demand for these specific self-help books reveals that they are fulfilling some type of rhetorical need for women searching for success (Koester, 1982).

Koester's (1982) study appears outdated, but as I describe below, many of her findings are consistent with Cherry's (2008) research. Koester's (1982) study is also the most relevant and similar study to this project. Because of both its consistent conclusions with more recent research and project similarity, it is important to review. Koester (1982)

found a common theme of the Female Manager Vision. The Female Manager Vision is the individual action in the male business game that makes gender a determining factor for all situations. This vision gives meaning to all events within the workforce for women. The male business game that the Female Manager Vision is speaking of is the idea that the workforce is a male game with male rules and male language. Essentially, the male game acknowledges that men created the corporate world and have been running it for a very long time.

Many times the workforce female self-help book gives women advice on how to behave within a male-dominated workforce or, rather, how to survive. Koester (1982) explains that women must adapt to play the game according to the male's rules. Women must play by the rules but never fully be an actual player of the game. Playing by the rules but not being an actual player would force a woman to be a different person or play different roles to different people throughout the office, such as appearing smart and powerful towards one individual and then unintelligent and meek towards a different individual. This behavior would cause a woman to never have a strong identity of herself. This idea of the man's game also seems outdated, but there are many female workforce self-help books still coming out today that contain theories similar to this.

Although Koester (1982) has many helpful insights in trying to understand women's self-help books within the workforce, she also has several stereotypes that show how our society has changed with the times. One example of such outdated gender stereotypes includes the notion that women are socialized to not have a career plan. Two other stereotypes include that of women are too emotional to be in a leadership position as a manager, as well as not being able to accept criticism without taking it personally (Koester,

1982). Although gender stereotypes still exist in modern culture, these particular ones do not appear to still be relevant.

Overall, Koester (1982) concluded that the authors of these workforce female self-help books provide superficial rules for women to follow. Even after a woman gains the success that these books describe, there is still the thought that these goals and descriptions of success that are defined and created by men.

After understanding female leadership, gender, and stereotypes and how they are associated with women in the workforce, there is a clear need for additional research on the books women reach out to for knowledge and information about the workforce and getting promoted. By analyzing the texts *Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn* by Gail Evans (2000) and *If You Have to Cry, Go Outside and Other Things Your Mother Never Told You* by Kelly Cutrone (2010), we can ask the questions:

(RQ1) How are female self-help books instructing women to be leaders?

(RQ2) Can female self-help books help readers overcome female stereotypes?

CHAPTER THREE: METHODOLOGY

In order to analyze women's self-help books and answer the prior questions, the method of discourse analysis will be used. Johnstone (2002) explains

Discourse analysis is an open-ended heuristic, a research method consisting of a set of topics to consider in connection with any instance of discourse. This heuristic can help insure that discourse analysts are systematically paying attention to every possible element of the potential meaning of a stretch of talk or writing: every kind of context, every resource for creativity, and every source of limitation and constraint on creativity (p. xiv).

In other words, discourse analysis can be understood as a qualitative, systematic analysis of discourse, which can include conversations of individuals as well as written text. Discourse analysis can be differentiated from the method of content analysis because it looks not only at the content of the discourse, but also probes the structure and interpretation of the discourse. The "every possible elements" in which Johnstone is referring to in her definition above includes the analysis of content, structure, and interpretation of discourse. This type of analysis is vital to this study and its research questions.

The method of discourse analysis is the most appropriate for this study because within the text of a book, the author is having a conversation with the reader. This conversation is a discourse with its readers. Both books, *Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn* by Gail Evans (2000) and *If You Have to Cry, Go Outside and Other Things Your Mother Never Told You* by Kelly Cutrone (2010), are worthy of analysis because of the continuous discourse being had with so many different readers as indicated by the obvious popularity shown on Amazon and the *New York Times* bestseller list. The analysis of the authors' conversations and the readers' interpretations is crucial to analyze because they are sending messages and expectations of the workforce to their readers.

Discourse analysis will allow for the use of the two books to be extant texts. Extant texts are texts that are simply already in existence. They are not written originally for analysis, which means the researcher had no part in shaping or developing the text (Charmaz, 2006). The two books selected are texts that were originally written as popular culture self-help books for women. These books will serve as extant texts, which means that these books that have already been in circulation will provide the data for this research project.

Discourse analysis allows for the dissecting of a text's structure and content. The structure and content is significant when analyzing texts because prestigious empirical findings reveal that structure and content affects how readers' read, understand, remember, and learn from written texts (Goldman, 1997; Goldman & Rakestraw, 2000; Hiebert, Englert, & Brennan, 1983; Lorch, 1989). Additionally, Charmaz (2006) explains, "Researchers can compare the style, contents, direction, and presentation of material to a larger discourse of which the text is a part" (p. 35). A discourse analysis will allow for the research questions to be answered by looking at how the material and information is presented, as well as, insight to the influential messages that the readers are gaining.

Finally, discourse and interpretations of discourse are created by individuals all around the world. Essentially, discourse is what shapes society (Johnstone, 2002). Discourse and its remarkable power to influence are vital to our world. Because of this, it is absolutely necessary to study our discourse and the messages within it.

The two self-help books analyzed fit into the three categories of discourse analysis that was just explained. They are both extant texts that are already in circulation, and they also require the analysis of their structure and content in order to gain further insight into

their messages. Finally, a discourse analysis is necessary to focus on how the authors' messages are being presented and interpreted. Additionally, these three criteria, extant texts, structure and content, and interpretations, will be the most appropriate way to address the research questions asked above. Furthermore, analyzing the structure and content, along with, the interpretations of the text will assist in revealing how women are being instructed to lead and how these books could possibly reduce the dependence of female stereotypes.

In order to conduct a discourse analysis on women's self-help books, two books have been selected: first, *Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn* by Gail Evans (2000) and second, *If You Have to Cry, Go Outside and Other Things Your Mother Never Told You* by Kelly Cutrone (2010). These two books were chosen because of their popularity as bestsellers. Additionally, Bergsma (2008) explains that there are two types of self-help books: problem-focused and growth-oriented. Problem-focused self-help books present content to the reader in which the reader learns how to cope with stress. This characteristic, of coping with stress, provides practical advice on relaxation and rest, along with developing a perspective on the world that keeps readers positive, which eventually minimizes stress.

A growth-oriented self-help book, on the other hand, includes a focus on personal growth and identity. Personal growth focuses on the "improvement of the self" (Bergsma, 2008, p. 344). It refers to any type of advice on personal efficiency, self-management, making living into an art, and creating and attaining personal goals. The other characteristic of growth-oriented books is identity. Identity pushes the reader to truly know themselves personally and consciously be aware of how they are presenting that identity outward.

Bergsma (2008) explains that “knowing thyself can be thought of as the first step for making the right choices in life and for self-improvement” (p. 344).

Along with these specific characteristics that better explain the two types of self-help books, there is also a characteristic that applies to both problem-focused and growth-oriented texts and involves relationships. Personal relations include two important aspects. The first aspect involves focusing on relationships that are satisfying for the reader, and the second involves tools, which allows the reader to understand and improve communication skills.

There are six additional characteristics for self-help books that are not specified for either type of self-help book. Bergsma (2008) explains that these six characteristics provided readers with positive experiences and, furthermore, allowed self-help books to actually assist the reader in moving forward with his or her life. These six characteristics include: opened new avenues, self-confidence, allowed for the understanding of myself and others, insight into problem areas, peace of mind, and knowledge of hypertension and stress. The characteristic of opening new avenues can be better explained as revealing a new life road or adventure such as moving to a new city or taking a new job. Self-confidence can be better understood as displaying pride in oneself and in an individual’s decisions. Insight to problem areas is simply acknowledging events and situations that create difficulty and trouble for a particular individual. Finally, the last characteristic, peace of mind, can be better understood as evoking a feeling of harmony to the reader. The characteristics “understanding of myself and others” and identity, along with, “knowledge of hypertension and stress” and coping with stress will be collapsed into two groups titled identity and coping with stress because of the difficulty in differentiating, as well as, to avoid repetition. Also, because the last six characteristics could be applied to both problem-focused and growth-oriented self-help book

categories, these characteristics that were combined will also be applied to both types of self-help books.

Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn by Gail Evans (2000) represents the problem-focused self-help book by acknowledging the problem of the male-dominated corporate world and providing solutions to women on how to compete on the same level as men. Kelly Cutrone's (2010) book, *If You Have to Cry, Go Outside and Other Things Your Mother Never Told You*, fits into the category of a growth-oriented self-help book, which focuses on self-discovery and development. These two books not only are appropriate to study because of their immense popularity, but more specifically because they clearly represent both types of self-help categories.

Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn provides rules and examples for women to follow in a male-dominated corporate world. Gail Evans presents the material compared to a ball game establishing the object of the game, ground rules, preparation or practice before hitting the field, as well as, how to enter and exit the game. It was published in 2000, and as of January 18, 2012, it is still within Amazon's top 20 selling books in the category of women and business. Evans' book cover quotes *USA Today* reporting that "[this] book is perfect for any woman looking for a step-by-step guide to becoming just as ruthless—and successful—as her boss." Because this book appears as a step-by-step guide to women who are looking to get ahead in the workforce and it also represents the self-help category of problem-focused, it is absolutely appropriate to be analyzed with the 2010 book, *If You Have to Cry, Go Outside and Other Things Your Mother Never Told You*.

Author of *Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn*, Gail Evans, provides the successful business woman's perspective for her audience. Gail Evans is an executive vice president at CNN. There she supervises several popular television shows, the department of booking and research, as well as, recruiting and talent development. Evans has also received many prestigious awards, including several Emmy nominations, a Commendation Award from American Women in Radio and Television, along with the Breakthrough Award for Women, Men, and Media (Evans, 2000). Clearly, Evans is an appropriate candidate to act as a successful role model for women seeking to be successful in their own careers.

The second book of analysis, *If You Have to Cry, Go Outside and Other Things Your Mother Never Told You*, provides a more modern perspective with the same overall success-driving themes as *Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn*. Cutrone's book tells the story of how Cutrone went from being a small town nobody to a big city public relations representative, as well as all the ups and downs along the way. Her journey is appropriate and worth analyzing because of its popularity from being on the *New York Times* bestseller list. Furthermore, she uses professional and personal stories to encourage women to find themselves and challenges women to stop searching for the perfect life. Instead, she encourages women to start living the life they have already been given. She calls and pushes readers to find themselves and what makes them happy in life. Cutrone also provides extremely unique and practical ways in which the everyday woman can be successful. She focuses on bringing about a unique perspective and providing encouragement and motivation to her readers.

This study is not addressing the differences between the two types of self-help books that Bergsma (2008) has found nor whether one is better than the other. Instead, this study is looking at both types of self-help books in order to answer the research questions pertaining to self-help books as a whole. By studying both types, the questions can be more thoroughly and accurately addressed. Eight characteristics will be employed to analyze the two types of self-help books:

- Coping with stress
- Personal growth
- Identity
- Relationship
- Opened new avenue
- Self-confidence
- Insight to problem area
- Peace of mind

CHAPTER FOUR: ANALYSIS & RESULTS

The analysis will rely on the eight characteristics of self-help books that Bergsma (2008) refers to: coping, personal growth, identity, relationships, opens new avenues, self-confidence, insight to problem areas, and peace of mind. Breaking down these characteristics will allow the reader to discover a better understanding of these messages when they are stripped of the surrounding text along with how the examples from the texts were able to be categorized and properly placed within the characteristics.

The analysis of the two women's workplace self-help books that were chosen for this project, *Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn* by Gail Evans (2000) and *If You Have to Cry, Go Outside and Other Things Your Mother Never Told You* by Kelly Cutrone (2010), will look strictly at the how the authors utilized these eight categories to get their messages across, which will allow the following questions to be addressed:

(RQ1) How are female self-help books instructing women to be leaders?

(RQ2) Can female self-help books help readers overcome female stereotypes?

Below in *Table 1* is a summary that shows the number of examples that fit the indicated characteristics found in each book.

Table 1
Number of characteristics self-help books

	<i>Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn (problem-focused)</i>	<i>If You Have to Cry, Go Outside and Other Things Your Mother Never Told You (growth-oriented)</i>
Coping	18	15
Growth	2	22
Identity	13	15
Relationships	17	13
Opened new avenues	13	9
Self-confidence	15	11
Insight to problem areas	41	19
Peace of mind	0	6

Coping with Stress

Coping with stress involves practical advice on dealing with problems that add to an individual's level of stress. This advice can be either positive or negative for the individual. Either way, coping provides a way to release tension and in some way solve an individual's problem. Examples of the characteristic, coping with stress, were spotted within the texts by a message's directness and obvious advice to the reader. Individual words did not stand out as indicators of coping examples but rather, a call to action. Text examples can be seen in *Table 2*.

Table 2
Coping with stress examples

	<i>Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn</i> (problem-focused)	<i>If You Have to Cry, Go Outside and Other Things Your Mother Never Told You</i> (growth-oriented)
Coping with Stress	<p>“Women have two options: to structure our world around our own choices, or to let someone else make the choices for us” (p. 23).</p> <p>“Ask yourself questions about your potential employer: Does the company do something I can feel a connection with? Do I like its public image” (p. 41)?</p> <p>“Understand the difference between how he plays the game and how you play it. Recognize that for the time being, his way of playing is the accepted way. Decide if you want to change the way you play” (p. 65).</p> <p>“Study your surroundings and act accordingly” (p. 70).</p> <p>“You must speak in a convincing and unconditional manner” (p. 73).</p> <p>“Laugh. Grin. Smile: anything—anything at all. Guys learned long ago that humor can cut the tension in any situation” (p. 116).</p>	<p>“Rather than ask myself the important questions in the face of this failure, I threw myself into work even more” (p. 53).</p> <p>“I got high, releasing myself into the grips of a meth addiction” (p. 56).</p> <p>“Some people suggest watching your fears like a movie in your head until you become desensitized to them. I also like writing them down over and over again, hundreds of times until the words lose their power. Then I can burn the paper in the kitchen sink and literally watch them turn to smoke” (p. 88).</p> <p>“We’ve already established that life is going to kick you in your ass sometimes and there’s no way to avoid that, but if you get up and keep doing what you do, giving your best self each time, you eventually achieve not only success but that great psychic coup of detachment” (p. 93).</p>

The ratio for the number of the problem-focused text to the number of the growth-oriented text is 18:15. Both texts consistently strung coping methods evenly throughout the texts, but the authors used very different methods of presenting the coping characteristics. The problem-focused text presented its messages and content in a much more obvious and organized way than the growth-oriented text. Typically, the problem-focused text would have a method of coping immediately after a possible problem, which was so obvious that most problems were labeled “Problem:” and most coping methods followed with the title “What to do.” Aside from clear and obvious organization, coping characteristics were written to appear very direct and also use strong verbs that assured relief if action was taken. Take for example: “*Study* your surroundings and *act* accordingly” (p. 70). “*Ask* yourself questions” (p. 41)? “*Laugh. Grin. Smile:* anything—anything at all” (p. 116). Strong verbs like these: study, act, ask, laugh, grin, and smile, are concise, direct, and ensures the minimization stress.

The growth-oriented text was less obvious in revealing its coping method, which forced the reader to have to do more work. This text also included negative and harmful methods of coping such as drug use and excessive partying. The verbs in the coping characteristics were less forceful and less convincing that they were going to minimize stress. Many of these coping characteristics in this text could be overlooked by an average reader by the surrounding storyline. The problem-focused and growth-oriented texts also differed by how they were presented. Problem-focused directed coping methods towards the reader and challenged the reader to embrace specific suggested actions. Growth-oriented, on the other hand, presented coping methods through Cutrone’s personal and past experiences.

Personal Growth

Personal growth reveals an individual's self-improvement, which includes lessons they learned through experiences, along with displaying maturity and a greater understanding of a situation. For this analysis, citations were pulled from the texts that included words of encouragement, as well as, such trigger words as learned, future, challenge, mistakes, and lessons. Not all of the examples from the texts included these words, but they all appeared as advice and a means of motivation to the reader. Examples of personal growth from both texts can be seen in the following *Table 3*.

Table 3
 Personal growth examples

	<p><i>Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn</i> (problem-focused)</p>	<p><i>If You Have to Cry, Go Outside and Other Things Your Mother Never Told You</i> (growth-oriented)</p>
<p>Personal growth</p>	<p>“A great career is seldom reached by a ladder of small steps...In most companies, the person recognized as a star is either the one who has made the great move or the one who has outfought the opposition. Stars don’t wait for the future. They make the future happen” (p. 54).</p> <p>“Mistakes and firings can mean that you’ve done something out of the ordinary or that someone has noticed you. In fact, as long as mistakes represent the exception and not the rule, they are often signs of success” (p. 87).</p>	<p>“And that starts with finding ourselves. And that starts with listening to ourselves: learning to quiet the clamor in our minds and the voices of everyone around us and move toward what feels right—toward the things we know, for reasons we can’t explain, that we’re meant to do, the things that make us feel alive” (p. 9).</p> <p>“In breaking away from the familiar and the expected, you’ll be forced to and privileged to face greater challenges, learn harder lessons, and really get to know yourself” (p. 13).</p> <p>“This was when I learned that you have to give up your life as you know it to get a new one: that sometimes you need to let go of everything you’re clinging to and start over, whether because you’ve outgrown it or because it’s not working anymore or because it was wrong for you in the first place” (p. 51).</p> <p>“I look at every challenge and mistake as an opportunity to progress. And most of the time my beliefs steel me with the power to speak my truth and take responsibility for it. This, to me, is true freedom” (p. 79).</p> <p>“All you can control is how you react to it and how you learn from various situations at work” (p. 161)</p>

The ratio for the number of the problem-focused text to the number of the growth-oriented text is 2:22. This low number of two was expected from the problem-focused text, but the results for the growth-oriented text were expected to be much higher considering the self-help type of this text is the major focus of this characteristic. The problem-focused text examples were insignificant to the message of the book as a whole. The book could have excluded the two examples and would have had the same overall effect and message. These messages do appear a quarter and then half way through the book which may possibly provide some encouragement and motivation for readers to continue reading the book.

The growth-oriented book consistently presented examples of personal growth throughout the text, starting with page 6 until page 187. These examples reflect back on the reader with the word “you” being used frequently. Take for example:

This was when I learned that *you* have to give up *your* life as *you* know it to get a new one: that sometimes *you* need to let go of everything *you*’re clinging to and start over, whether because *you*’ve outgrown it or because it’s not working anymore or because it was wrong for *you* in the first place (p. 51).

There are seven “you’s” in that example, which shows how the author forces the reader to reflect back on their own personal experiences and learn from those experiences. Also, the examples are able to be applied to all kinds of life situations, not just specifically to Cutrone’s life story that she is telling. Overall, the problem-focused text did not utilize the characteristic of personal growth. The growth-oriented text used the personal growth characteristics to motivate readers to continue without overwhelming them with a constant push for an individual’s own personal growth. This allowed readers to change and make personal growth on their own time.

Identity

Identity is a characteristic that focuses on encouraging the readers to know themselves personally and how they are presenting themselves to those around them. Identity is based on a set of choices, and in many cases, is constantly changing based on an individual's growth and maturity throughout her life. Furthermore, many times identity leads to an individual improving herself, as well as, making better choices for her life. Examples of identity were recognized by a focus on one individual clearly revealing who they were personally, along with detailing how others perceived them. Examples will involve an individual describing herself. The following *Table 4* provides examples from the texts of identity.

Table 4
Identity examples

	<i>Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn</i> (problem-focused)	<i>If You Have to Cry, Go Outside and Other Things Your Mother Never Told You</i> (growth-oriented)
Identity	<p>“When we choose to fulfill ourselves by what we do, rather than only what we make, we’re not playing the game the way the guys are playing it” (27).</p> <p>“The higher you progress up the ladder, the more apt you are to establish your own person style. Secretary of State Madeleine Albright always wears a large pin on her lapel. It’s the most noticeable aspect of her wardrobe, and its purpose is to suggest her individual style and her femininity without deviating too much from the appropriate uniform of the highest ranking member of the president’s cabinet” (p. 51).</p> <p>“We like to say that our identity as a woman is defined by all of our various relationships: as a mother with our children, as a friend with our community, as a lover with our partner. I have noticed, however that as women have become more powerful, we’ve begun to emulate men when it comes to wrapping our identity around our job, giving up other means of valuing ourselves that have historically provided us with perspective” (p. 173).</p>	<p>“I’m not a smart businesswoman. I’m not even that smart. What I am is fearless and intuitive. I’m attuned to the sound of my inner voice, and I’ve been following it blindly for most of my life, without any clear goals” (p. 5)</p> <p>“I am a karmayogi—someone who becomes conscious of herself and the Divine through work, not through meditation in some ashram or saying Hail Marys. On any given day I’m not just dressing naked male models or negotiating an appearance by a celebrity at one of my client’s events, but figuring out who I am by doing what I do” (p. 65).</p> <p>Cutrone describes herself as a renegade, strategically kooky, ballsy, bohemian, intuitive, ruthless, and loving (p. 136). She also mentions that her brand includes more than just her personality traits but also her spiritually and values. Furthermore, she expresses that branding centers on one’s roots and directs their decisions and behavior.</p> <p>“Fame and success will not bring you happiness without a deeper knowledge of yourself and a connection to something greater than yourself” (p. 187).</p>

The ratio for the number of the problem-focused text to the number of the growth-oriented text is 12:15. The amount of findings was similar throughout both texts. Although the number of examples found was similar, the problem-focused text had clumps of examples in two sections of the book, whereas the growth-oriented text consistently revealed examples of identity throughout the entire book. The problem-focused text presented four examples a quarter of the way through the book and then presented seven within the last twenty pages of the book. The last seven reveal an emphasis that the author wants the reader to remember these messages of identity. These seven examples stand out because they reveal a new message from what the rest of the book entails, and it continues to be repeated within the last twenty pages. The problem-focused text also focuses on the identity of women by using words like “we” and “our.” Throughout the examples found, 19 “we” and “our” were counted. One example, that uses eleven inclusive pronouns, emphasizes the readers’ identity as female togetherness.

We like to say that our identity as a woman is defined by all of our various relationships: as a mother with our children, as a friend with our community, as a lover with our partner. I have noticed, however that as women have become more powerful, we’ve begun to emulate men when it comes to wrapping our identity around our job, giving up other means of valuing ourselves that have historically provided us with perspective (p. 173).

Much of the growth-oriented text focused on the author. More specifically, more than half of the examples found focused on the author and her life story while the rest focused on how a reader can develop an identity. Cutrone relied on examples of herself and her own identity to explain the characteristic. She also dedicated an entire chapter of the book to branding, which was her terminology for identity. Overall, the major difference between the two types of books was found in how the problem-focused book identified the

reader as part of a group of women whereas the growth-oriented book presented the idea of identity to be unique to each individual.

Relationships

The characteristic of relationships involves two parts. First, the relationships presented to the reader must satisfy the reader and present a social interaction within the text. The second part of the relationship characteristic is that this satisfaction and social interaction must also provide tools for the reader to improve their communication skills. These examples were discovered by picking out advice given by the authors that involved more than just the reader. The examples many times used the words community, tribe, relationship, and friends along with many other terms that referred to interactions with another person. Examples of relationships can be found in the following *Table 5*.

Table 5
Relationship examples

	<i>Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn</i> (problem-focused)	<i>If You Have to Cry, Go Outside and Other Things Your Mother Never Told You</i> (growth-oriented)
Relationships	<p>“Woman’s disposition to form strong relationships will work very much to her advantage. A talent for working with people means you can make them feel comfortable and earn their trust” (p. 28-29).</p> <p>“I know one woman who has risen to the top of her male-dominated advertising company not only because of her professional talent, but because whenever a relationship problem arises between client and agency, she’s the one each person confides in” (p. 29).</p> <p>“The people you meet in business can be nice acquaintances, individuals you can have a good working relationship with, but the key word is “working”” (p. 30).</p> <p>“If you insist on being close friends with co-workers, you may soon have a lot of ex-friends—and an ex-job” (p. 81).</p> <p>“Business relationships are first and foremost office alliances. This doesn’t mean that they’re not genuine, only that they exist to help all of you build a better, more profitable, more enjoyable workplace” (p. 179).</p>	<p>“As I formed my tribe, my tribe shaped me. My new friends weren’t encouraging me to climb the corporate ladder and make a lot of money, but they were teaching me once-in-a-lifetime lessons about creativity, music, expression, and freedom of speech” (p. 20).</p> <p>“Start by identifying people in your community you look up to and then, graciously and with their blessing, use their hard work and experience to your advantage. Pick their brains. I can’t imagine anyone refusing to be a mentor if they’re asked in a spirit of sincerity and humility” (p. 24).</p> <p>“Tribal relationships are a two-way street. As you forge your own tribe, you’ll become a member of other tribes and, ultimately, if you’re lucky, a tribal elder yourself” (p. 24).</p> <p>“Being a member of a pack, whether it’s a group of males or females or both, is about recognizing each other as assets to the common advancement of the pack and about cooperation as a means of survival. If everyone plays their role to the best of their ability, everyone will always have enough to eat (And ultimately you will also change the makeup of the forest)” (p. 159).</p>

The ratio for the number of the problem-focused text to the number of the growth-oriented text is 17:13. Both types of self-help book authors created relationships with readers by speaking directly to readers and encouraging them to reflect back on their own life experiences. The problem-focused text acknowledged the likelihood that many women have an abundance of relationships in their life. With this in mind, Evans also frequently warns the reader of work relationships needing to stay professional. Evans' messages for relationships appear to contradict themselves by first, acknowledging the fact that women have them, then saying that they will have a negative effect for women in the workforce, and finally that a woman can use relationships to her advantage.

Cutrone, on the other hand, used examples of her own personal relationships to explain the characteristic of relationships. She included both positive and negative relationship examples. Each example reveals some kind of human interaction. The examples used language such as tribe and pack, indicating a type of togetherness or grouping with others. Between the two types of books, Evans' problem-focused text sent a confusing message about relationships and what to do with them in the workforce to the readers, where Cutrone acknowledged both positive and negative examples and advised readers on how to possibly respond in each situation.

Opened New Avenues

Opening new avenues reveals a new chapter in the book of life or rather a new adventure or journey for an individual. The examples were picked out from clear life transitions such as moving or going from a stay-at-home mother into the workforce. They included words that dealt with change and transition such as future, plan, goals, and moving

forward. Below are some of the opening new avenues examples from the two self-help books (*Table 6*).

Table 6
Opening new avenue examples

	<i>Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn</i> (problem-focused)	<i>If You Have to Cry, Go Outside and Other Things Your Mother Never Told You</i> (growth-oriented)
Opening New Avenues	<p>“I was sad to leave the job, but because it was clear I wasn’t going to move up, I moved out—very, very carefully. It’s important to maintain your father figure’s support when leaving, because he can be a great help to you throughout your career, as mentor and counselor. Convince him he made it possible for you to move on, and ask for his support” (p. 32-33).</p> <p>“I’ve never had three-, five-, ten-, or any other year plans. I’ve always felt that if I can tell what’s going to happen to me in the next few days, life is good” (p. 53).</p> <p>“A plan can provide a sense of security” (p. 53).</p> <p>“Rigid goals and five-year plans remind me of one of the most serious flaws in the old communist systems, one which helped assure their downfall: Inflexible goals impede new possibilities” (p. 53).</p>	<p>“It was 1987 when I packed my wardrobe in black Hefty bags, stuffed them into my red Toyota Corolla, scribbled directions on the back of an envelope, and set off on Highway 81” (p. 18).</p> <p>“Basically, when destiny calls, we don’t always go willingly. I certainly didn’t. But after losing everything in the aftermath of my divorce, I had a profound spiritual awakening that changed everything I thought I knew about myself. My life would never be the same” (p. 67).</p> <p>“I’d finally moved into my spacious new home and office on Grand Street just in time to see my world—and the world—utterly change” (p. 101).</p>

The ratio for the number of the problem-focused text to the number of the growth-oriented text is 13:9. Most of the problem-focused text examples of opening new avenues appeared in the first half of the book and the last four appeared in the last forty pages of the book. This place setting reveals the new avenues that were opened by beginning to read the book and then again offering a new avenue at the end of the text by encouraging readers to take action in the workforce. Many of the examples used words such as a plan, vision, and goals; all words that offer change for the future.

The growth-oriented self-help book had fewer examples, but they were presented evenly and consistently throughout the text. Seven out of the nine examples Cutrone used in her book had to deal specifically with her own personal life experiences. Although these life experiences were specific to Cutrone's life story, they were common experiences, such as moving away from home, divorce, and starting a new career, that readers could reflect on their own similar experiences. Both types of books utilized the characteristic opening new avenues in a positive and encouraging way. The only major difference between the two was that the problem-focused text presented the opening new avenue examples towards the beginning and end of the book, where the growth-oriented text spread these examples evenly throughout.

Self-confidence

Self-confidence is when an individual displays pride within themselves and the choices and decisions that they make. The examples of self-confidence were identified by words such as you, self-assurance, confidence, and success. These examples also used a large amount of motivation and encouragement toward the reader. In most cases, it appeared as if the author was trying to convince the reader that they believed in them, so eventually,

the reader would believe in herself as well. Examples of self-confidence from both texts can be seen in *Table 7*.

Table 7
Self-confidence examples

	<i>Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn</i> (problem-focused)	<i>If You Have to Cry, Go Outside and Other Things Your Mother Never Told You</i> (growth-oriented)
Self-confidence	<p>“The first step to being successful is convincing yourself that you are successful” (p. 24).</p> <p>“Find a way to exude self-assurance and physical presence. Every move you make matters. If your handshake is a wet dishrag, for example, you make a statement” (p. 47-48).</p> <p>“I firmly believe that we live into who we say we are. The first step to becoming a general manager is to begin thinking of yourself as a general manager, and to begin saying it aloud, over and over. Keep repeating it until you’re so comfortable with the idea that eventually, it becomes who you are” (p. 68).</p> <p>“Confidence is half of the game. Whenever you can convince yourself you’ll score, your chances improve. When you convince yourself you’ll fail, your chances diminish. I know that whenever I think I’m going</p>	<p>“Self-assurance [is] 90 percent of the game...if you act <i>as if</i> you know what you’re doing, and <i>as if</i> you’re in charge, you’ll be surprised how many people will let you be in charge” (p. 29).</p> <p>“My experience in the fashion industry has taught me to act confidently and decisively, without regret or self-doubt—in other words, with detachment from the outcome, which is the end goal of any good yogi” (p. 83).</p> <p>“If you’re always thinking, life sucks, and I suck, you’re definitely going to see a lot of dismal shit out there. On the other hand, if your idea of reality is that you’re a privileged, elegant human being and every you think, I am a privileged, elegant human being, I am a privileged, elegant human being, then eventually you will become [one]” (p. 91).</p>

	to drop the ball, I frequently do” (p. 94).	
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The ratio for the number of the problem-focused text to the number of the growth-oriented text is 16:11. These examples in both types of self-help books reflect their message to the reader. The category of self-confidence appears very similar to identity except that self-confidence focuses on the reader’s inner personal thoughts about themselves, where identity is how the reader will be perceived by others. Both authors present the idea that self-confidence involves thinking and believing in oneself to become something greater. This something greater alludes to self-confidence being the key factor that leads to success. They both present this in similar ways by encouraging readers to think and believe in themselves.

Table 8 reveals the authors similar approaches and concepts.

Table 8
Similar Approaches to self-confidence examples

<i>Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn (problem-focused)</i>	<i>If You Have to Cry, Go Outside and Other Things Your Mother Never Told You (growth-oriented)</i>
“I firmly believe that we live into who we say we are. The first step to becoming a general manager is to begin thinking of yourself as a general manager, and to begin saying it aloud, over and over. Keep repeating it until you’re so comfortable with the idea that eventually, it becomes who you are” (p. 68).	“If you’re always thinking, life sucks, and I suck, you’re definitely going to see a lot of dismal shit out there. On the other hand, if your idea of reality is that you’re a privileged, elegant human being and every you think, I am a privileged, elegant human being, I am a privileged, elegant human being, then eventually you will become [one]” (p. 91).

Although these messages were presented similarly, there were a few differences between the two types of self-help books. The problem-focused self-help book included no examples that referred to Evans’ personal life. The growth-oriented type of self-help book

had four out of the eleven examples deal with Cutrone's personal life. The remaining seven examples pushed the reader to acknowledge how they felt about themselves.

Insight to Problem Areas

A problem area is a characteristic that usually reveals trouble or issues within an event or situation that an individual is forced to face. Typically, problem areas maximize an individual's stress levels. The problem areas characteristic usually appears negative. That individual can be an outsider or the individual could be blaming themselves for a situation which has gone array. See examples of problem areas from both texts in *Table 9*.

Table 9
Insight to problem area examples

	<i>Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn</i> (problem-focused)	<i>If You Have to Cry, Go Outside and Other Things Your Mother Never Told You</i> (growth-oriented)
Insight to Problem Areas	<p>“The business world is male-dominated” (p. 13).</p> <p>“Women have tended to live in the complaint, to grumble to our friends and our daughters about it—but until relatively recently, we haven’t taken action to fix it” (p. 23).</p> <p>“Women often interpret basic information in personal terms” (p. 29).</p> <p>“He—like most people—stereotypes. Thus, he tends to think of a woman co-worker as his mother, his daughter, his wife, or his mistress—even when she is very clearly none of the above” (p. 32).</p> <p>“Because you’re afraid of being rejected, you never ask for what you want” (p. 67).</p> <p>“Nearly all men will treat almost all women as though we’re subordinate” (p. 111).</p> <p>“The guys at the office think women are too driven, too serious, to have a sense of humor” (p. 117).</p> <p>“For a woman, aggressive implies hostility, meanness, ruthlessness, for both men and women. It’s about self rather than ego. It’s about conquering other people, rather than compromising with them” (p. 149).</p>	<p>“If you aren’t hearing your inner voice, it could mean you’re overburdened or not stimulated enough, or that you’ve learned to shut it off because the people around you have refused to engage it. Perhaps you’ve had a hardening of the arteries around your soul” (p. 6).</p> <p>“We’re constantly getting these messages to mind our own business and look the other way if we want to be well liked, to not tell the truth or speak our mind or say anything too intense. Well, I’m telling you here that this approach not only makes you party to other people’s crimes against themselves but is a prescription for mediocrity and delusion” (p. 64).</p> <p>“It’s easy to think that the problem is outside yourself, that it’s all Hollywood’s fault, or that it’s other people who need to change” (p. 186).</p>

The ratio for the number of the problem-focused text to the number of the growth-oriented text is 41:19. These numbers were expected results considering that the problem-focused type of self-help book is centered upon problem areas. The problem-focused text consistently and frequently uses examples of problems throughout the book. It also presents these examples in a very organized manner. The book labels many of the problems directly with the title "Problem:", which went hand in hand with the characteristic of coping because, every time a problem was presented, so was a way to cope with such particular problems. These examples were many times short and direct and often included feelings of blame and negativity. Throughout Evans' examples, she tends to blame women or the reader, who is most likely a woman, for the problems presented.

The growth-oriented self-help book also included blame and negativity. Cutrone blamed many of the problems presented on herself, which lead to the methods of coping to also be centered on herself. These problems were much less direct, but they did appear consistently throughout the text. Both types of books blamed women and/or themselves for the problem presented, which can be interpreted either negatively or positively depending on the person. The negative interpretation is simply that women are the ones creating problems and these problems are entirely their fault, or the positive interpretation reveals that women do have many struggles and problems to face, but they have control of the problems and are in fact able to fix or change the problems that come their way.

Peace of Mind

Peace of mind is a characteristic that provides readers with a feeling of harmony and hope that eventually, life will work itself out for the better. Examples of this characteristic

were indicated by messages of future happiness. Words that triggered identifying this characteristic were happiness, peace, and change.

*Table 10
Peace of mind examples*

	<i>Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn</i> (problem-focused)	<i>If You Have to Cry, Go Outside and Other Things Your Mother Never Told You</i> (growth-oriented)
Peace of Mind		<p>“Things will change: you won’t feel this way forever. And anyway, sometimes the hardest lessons to learn are the ones your soul needs most” (p. 57).</p> <p>“I felt true happiness and peace for the first time in my life. And, sister, I promise you that it was better than any drug I’ve ever taken” (p. 71).</p> <p>“I hope you’ll find inner peace and know the abundance of prostrating yourself in front of the Divine. And I hope you’ll know other kinds of abundance too, whether it’s climbing to the tops of the Himalayas or buying bracelets at the counter at Hermes” (p. 188).</p>

The ratio for the number of the problem-focused text to the number of the growth-oriented text is 0:6. The problem-focused self-help book did not include any examples of peace of mind. This may be an indicator that peace is never really possible, and problems will always be endless.

The growth-oriented self-help book revealed positive inner feelings of hope and the future to indicate peace of mind. Five out of six of the peace of mind examples appeared between pages 43-71. The last example is the last line of the book. All of these examples

seem to combine growth, confidence, and opening new avenues. Also, they are all positive thoughts and hopes for the future.

CHAPTER FIVE: DISCUSSION AND CONCLUSION

Discussion

This discussion will address the research questions:

(RQ1) How are female self-help books instructing women to be leaders?

(RQ2) Can female self-help books help readers overcome female stereotypes?

First, these two types of female self-help books, problem-focused and growth-oriented, utilized many different approaches to get their messages across to readers. Although these approaches were different in many ways, the overall message for women leaders stayed the same. Evans and Cutrone both employed the same message of encouraging their readers to embrace who they are, whether they are an administrative assistant, CEO, or a housewife. Evans and Cutrone both use a combination of the eight characteristics presented in this study in order to explain leadership. Essentially, readers must make choices of who they want to be and how they want to be received by others. Additionally, readers must then commit to their choices and believe in them. All of the eight characteristics must work together, no matter what the reader's overall goal. Also, it does not matter how many of the eight characteristics are used or if one is employed more than another; what matters is that the readers understand the importance of embracing themselves and being confident in that decision. Overall, Evans and Cutrone both use a variety of combinations of the eight characteristics such as Evans employing the problem areas and no examples of the characteristic peace of mind. This difference in using the characteristics does not make Evans' book any more or less strong in its message, but it will be interpreted differently based on a reader's own needs and previous workforce knowledge and experience. These different approaches and combinations teach women to be leaders by

embracing who they are and confidently reveal that choice of identity to the rest of the world. One problem that may arise with these different types of self-help books is that a reader may not connect and get discouraged with the message presented. The reader should be aware of the type of self-help book they are reading in order to further their perspective and knowledge of the message and to develop a greater understanding of the author's message. Overall, there are several ways to be a great leader, but Evans and Cutrone both reveal that all of those ways to become a great leader are rooted in the confident choice of how that leader embraces herself.

Second, female self-help books do not help to overcome female stereotypes in the workforce. Evans' text, *Play Like a Man, Win Like a Woman: What Men Know About Success that Women Need to Learn*, focuses on the differences between men and women. Not only does it point out differences, it also encourages women to be like men and to solve problems by succumbing to a male-dominated workforce. Looking at this message along with the previous message of leadership being rooted in the embracement of an individual, leads to the conclusion that Evans contradicts herself within her two most important messages of the text. Women cannot embrace who they are as individuals if they are constantly being pressured to be more like men. On the other hand, Evans' encouragement for women to take on male characteristics in the workforce pushes women to experience a different role as well as move beyond the typical gender stereotypes that are predetermined for women. Essentially, Evans' text would have helped to surpass gender stereotypes if her message would have focused less on the differences between the sexes and more on the reader as an individual.

Cutrone better accomplished the challenge to overcome female stereotypes in her text, *If You Have to Cry, Go Outside and Other Things Your Mother Never Told You*.

Cutrone did not focus on the differences between the sexes, but rather, on her readers and different ways that readers could improve themselves. Cutrone used the many personal stories that she shared to force readers to question, challenge, think and reflect on their own life. This approach looks at the reader as neither female nor male but simply as a unique person. This does help in moving past gender stereotypes by practicing being an individual rather than those feminine or masculine characteristics that enable and reinforce gender stereotypes. Stereotypes should be acknowledged and then let go in order to fully embrace and appreciate an individual.

Aside from answering the research questions asked in this study, other implications must be considered. For example, this study implies that women, who are the targeted readers of these female workplace self-help books, will respond to specific and organized characteristics such as the eight characteristics found intertwined among each other throughout the texts used. This assumption that women react and follow detailed and organized characteristics is a stereotype in itself. Even though these specific self-help books are attempting to overcome female stereotypes through different approaches, they still reinforce stereotypes by simply being directed to one specific group of people, especially with the assumption that the group will respond to a particular approach.

Furthermore, certain questions are not being addressed in this study that should be considered for further research. These questions include: does an overabundance of one characteristic affect the reader's influence and purpose of the message, and why does the characteristic peace of mind not appear to have a large impact on the reader? Finally, future

research should test whether the study's eight characteristics could be applied to a different genre of self-help books, or can it only be applied to female workplace self-help books?

Conclusion

This study presented several limitations that should be considered for future research. The limitations of this study are centered with the possibility of the books' examples may be able to fit within more than one characteristic and also, which of the overlapping characteristics is the more dominant or more important of the two. I made the choice not to overlap the characteristics and stayed consistent throughout the coding process. This choice was made because only a few examples would have been impacted from overlapping characteristics. Furthering results to the research questions presented in this study along with attempting to answer some of the additional questions that were not addressed in this study, will help women in suggesting what type of self-help book, problem-focused or growth-oriented, would be most beneficial for them to read. Additionally, it can also reveal the best and most influential advice or coping methods unique to an individual.

APPENDIX

Complete coding of self-help books' characteristics

	Problem focused- <i>Play Like a Man, Win Like a Woman</i>	Growth oriented- <i>If You Have to Cry, Go Outside and Other Things Your Mother Never Told You</i>
Growth	<p>“A great career is seldom reached by a ladder of small steps...In most companies, the person recognized as a star is either the one who has made the great move or the one who has outfought the opposition. Stars don't wait for the future. They make the future happen” (54).</p> <p>“Mistakes and firings can mean that you've done something out of the ordinary or that someone has noticed you. In fact, as long as mistakes represent the exception and not the rule, they are often signs of success” (87).</p>	<p>“I want to help you awaken your inner voice—the voice of your soul—and I want you to use it to chase your destiny, which I define as the greatest possible outcome for your life” (6).</p> <p>“Sometimes, if not most of the time, you find out who you are by figuring out who and what you are not” (7).</p> <p>“And that starts with finding ourselves. And that starts with listening to ourselves: learning to quiet the clamor in our minds and the voices of everyone around us and move toward what feels right—toward the things we know, for reasons we can't explain, that we're meant to do, the things that make us feel alive” (9).</p> <p>“In breaking away from the familiar and the expected, you'll be forced to and privileged to face greater challenges, learn harder lessons, and really get to know yourself” (13).</p> <p>“You can't be truly be happy if you've never known pain. You can't truly feel joy if you've never felt heartbreak. You can't really know what it's like to be filled unless you've been empty. And here's the other thing: sometimes in life seasons don't come in order;</p>

	<p>instead of fall, winter, spring, summer, we get three winters in a row” (48).</p> <p>“This was when I learned that you have to give up your life as you know it to get a new one: that sometimes you need to let go of everything you’re clinging to and start over, whether because you’ve outgrown it or because it’s not working anymore or because it was wrong for you in the first place” (51).</p> <p>“I believe you can’t feel real joy unless you’ve felt heartache. You can’t have a sense of victory unless you know what it means to fail. You can’t know what it’s like to feel holy until you know what it’s like to feel really fucking evil. And you can’t be birthed again until you’ve died” (57).</p> <p>“The truth was that I’d invested years of my life in a series of beliefs that weren’t my own, only to be left with nothing—no tribe, no sense of connectedness or fulfillment—when life dealt me a hit” (56).</p> <p>“This circus of materialism and superficiality, however, has forced me to learn to trust and love myself and really know that I’m not what I do for a living” (66).</p> <p>“I look at every challenge and mistake as an opportunity to progress. And most of the time my beliefs steel me with the power to speak my truth and take responsibility for it. This, to me, is true freedom” (79).</p>
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		<p>“A voice telling you that you suck, that you’re not important, that you’re heading toward impending doom of some kind of another, is probably not the voice of your soul, or the Divine, or the Goddess. But if there is an important message to be found in your thought, you must take positive action immediately in order to glean it” (90).</p> <p>“There are some things that the Goddess just takes away from us—my addiction, for example—and others that we’re suppose to work through step by step in this lifetime so that we can have the power of victory over them. Often you can’t achieve this victory without experiencing pain until you have no emotion, physical, or psychic response to it anymore” (93).</p> <p>“Now is the time to ask yourself: where do I fit into all this? After my devastating abortion at twenty-four, I resolved that I would not give birth to a child before giving birth to myself; at thirty-five, I felt ready” (121).</p> <p>“You know the roads of your dreams are not paved with yellow brick; in fact, they may be paved with rejection letters. The people who succeed are often not just the people with the best-articulated brands; they’re the people who respond to rejection by brushing themselves off and moving on, again and again” (143).</p> <p>“If we as women want equal rights</p>
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	<p>in the workplace, it's time for us to start acting like equals. You call yourself a feminist? You say you want to advance the women's movement? Then acknowledge that you're no different than anyone else and deserve no special treatment" (160).</p> <p>"All you can control is how you react to it and how you learn from various situations at work" (161).</p> <p>"Detachment is about learning to have faith in your actions and remembering that you're more than what you do for a living. And having a good laugh every once in a while" (176).</p> <p>"My mistakes have been some of the best teachers of my life" (177).</p> <p>"The more successful you become, the more people will project their fears and hatred on you. This is true for anyone, but it is particularly true of women who dare to speak their minds or assume leadership" (182).</p> <p>"The truth is that we're not more or less powerful than men; we are partners with men and have an equally important role to play in the progression of the universe. I believe in a rebalancing between the masculine and the feminine, both inside and outside ourselves. To awaken and embrace your true feminine powers and stop relying on men to support you or blow your mind" (184).</p> <p>"I want you to fearlessly pursue your dreams and your destiny,</p>
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		<p>conscious that you are not what you do, listening to your inner voice, refusing to let superficial things define you, asking yourself the hard questions about what you believe and what you will serve, fighting the fears in your own mind, and finally, loving other women in the process” (185).</p> <p>“The world needs you. It needs you to find and fearlessly manifest your true and powerful and authentic self, and it needs you to enjoy the pleasures that are here for the taking” (187).</p>
<p>Relationships</p>	<p>Evans shares personal stories and revealing vulnerable moments in her life. This vulnerability allows for readers to connect and develop a relationship with the author.</p> <p>She uses stories of young women striving in the business world. Her examples of young women display an interaction and understanding of young women.</p> <p>“I’ve never met a woman so alone that she didn’t have an important personal relationship somewhere in her life” (21).</p> <p>“Women enter the job arena with a stronger urge to form and maintain relationships than men do. Whether we are talking to the dry cleaner, the cashier, or the boss, we want to know a life story, we want to exchange feelings, we want to turn the other person into just that, a person, rather than the other party in a business transaction” (28).</p> <p>“Woman’s disposition to form strong</p>	<p>“I believe the choices we make in our lives and the people and places surrounding us increase the volume of our inner voice, decrease it, or annihilate it entirely” (6).</p> <p>“Night-tractors, party girls, poets, club owners, actors, and riffraff: these were the people whose New York lives appealed to me. They were like no one I’d ever met” (19).</p> <p>“As I formed my tribe, my tribe shaped me. My new friends weren’t encouraging me to climb the corporate ladder and make a lot of money, but they were teaching me once-in-a-lifetime lessons about creativity, music, expression, and freedom of speech” (20).</p> <p>“My “tribal council”—a group of wise elders I’ve assembled over the years to advise me on everything from money to spirituality to how to raise a child</p>

	<p>relationships will work very much to her advantage. A talent for working with people means you can make them feel comfortable and earn their trust” (28-29).</p> <p>“I know one woman who has risen to the top of her male-dominated advertising company not only because of her professional talent, but because whenever a relationship problem arises between client and agency, she’s the one each person confides in” (29).</p> <p>“The people you meet in business can be nice acquaintances, individuals you can have a good working relationship with, but the key word is “working”” (30).</p> <p>“The receptionist brings you coffee, you thank her, and the opportunity for a relationship arises” (44).</p> <p>“Your relationship with your workplace is one of the most important in your life” (45).</p> <p>“There is a lot of support from our female business associates for doing the right thing, particularly when the men are doing something wrong. But is this support always helpful” (60)?</p> <p>“If you insist on being close friends with co-workers, you may soon have a lot of ex-friends—and an ex-job” (81).</p> <p>“You can’t expect to make friends of everyone. And you can’t make everyone happy” (83).</p> <p>“You don’t have to like your teammates, but you do have to stay</p>	<p>alone” (24).</p> <p>“Start by identifying people in your community you look up to and then, graciously and with their blessing, use their hard work and experience to your advantage. Pick their brains. I can’t imagine anyone refusing to be a mentor if they’re asked in a spirit of sincerity and humility” (24).</p> <p>“Tribal relationships are a two-way street. As you forge your own tribe, you’ll become a member of other tribes and, ultimately, if you’re lucky, a tribal elder yourself” (24).</p> <p>“You never know who will end up being your family or where you’ll find them. All that matters is that you do find them” (25).</p> <p>“When shit hit the fan, I realized I had few friends I could actually depend on. I knew hundreds of people, but while my tribe was rich and skinny and pretty, we were also shallow; there was no real investment in what was happening in people’s hearts and minds and lives” (53-54)</p> <p>“True friends love us no matter what and are willing to call us out” (64).</p> <p>“Still, at the end of the day I’m not in the PR business to make friends” (151).</p> <p>“Being a member of a pack, whether it’s a group of males or females or both, is about recognizing each other as assets to the common advancement of the</p>
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	<p>loyal to them” (104).</p> <p>“When you leave your company in the lurch, your associates will consider you disloyal, untrustworthy, a quitter. That is not a reputation to cultivate” (168).</p> <p>“All the smart women I know in business agree...that [your coworkers] will trust you and your opinions, which in turn can give you greater access to them” (176-177).</p> <p>“Most likely it derives from our orientation toward relationships, and the attention we pay to people’s bodies, voices, minds” (177).</p> <p>“Business relationships are first and foremost office alliances. This doesn’t mean that they’re not genuine, only that they exist to help all of you build a better, more profitable, more enjoyable workplace” (179).</p>	<p>pack and about cooperation as a means of survival. If everyone plays their role to the best of their ability, everyone will always have enough to eat (And ultimately you will also change the makeup of the forest)” (159).</p> <p>Cutrone shares personal stories and revealing vulnerable moments in her life. This vulnerability allows for readers connect and develop a relationship with the author.</p> <p>She creates a relationship with readers by using profanity and appearing as just another person not a successful PR representative. Ex: The stories and examples Cutrone uses are also relatable because they are all experiences that many have endured such as moving away from home, having a child, and hitting rock bottom.</p>
<p>Coping</p>	<p>“We’re forced to guess, to improvise, to bluff (which is not something we’re always good at)” (9)</p> <p>“It is important for women to understand these differences, because the more aware we are of them, the more possible it is to gain access to power” (21).</p> <p>“Women have two options: to structure our world around our own choices, or to let someone else make the choices for us” (23).</p> <p>“Today women are learning to pay attention to our own needs, as well as everyone else’s. This is helping us discover a new sense of freedom and</p>	<p>“Luckily, I did at least have my new tribe of fabulous friends, and though they weren’t helping me find gainful employment, they kept me off the streets” (22).</p> <p>“I never considered calling my dad” (22).</p> <p>“I sought out older industry veterans and drilled them on mysterious terms like “tip sheets” and “B-roll.” And I belatedly picked up a handy doorstep volume known as the <i>Book of New York Publicity Outlets</i>, which listed all the writers in the city whose contact information I’d been trying to dig up for months”</p>

	<p>independence in the workplace” (25).</p> <p>“The more you practice not taking it personally, the more natural it becomes” (31).</p> <p>“And when in doubt, he—like most people—stereotypes. Thus he tends to think of a woman co-worker as his mother, his daughter, his wife, or his mistress—even when she is very clearly none of the above. Knowing this will help you understand male behavior patterns” (32).</p> <p>“[She] knows that she’ll have the opportunity to pass along whatever information she needs to convey at other times and places. In other words, she has the office equivalent of pillow talk—the boss speaks to her on his personal time” (33)</p> <p>“Ask yourself questions about your potential employer: Does the company do something I can feel a connection with? Do I like its public image” (41)?</p> <p>“Do some reconnaissance. Go to the interview site the day before so you don’t get lost” (47).</p> <p>“Understand the difference between how he plays the game and how you play it. Recognize that for the time being, his way of playing is the accepted way. Decide if you want to change the way you play” (65).</p> <p>“Study your surroundings and act accordingly” (70).</p> <p>“You must speak in a convincing and unconditional manner” (73).</p>	<p>(39).</p> <p>“Rather than ask myself the important questions in the face of this failure, I threw myself into work even more” (53).</p> <p>“And I got high, releasing myself into the grips of a meth addiction” (56).</p> <p>“I cried in my office that night, not because I’d been fired, but because I was devastated by the state of humanity” (62).</p> <p>“But I’m a person who has become well known for being honest at any cost, whether that means stoking the fires of my own Fashion Week scandal or telling models that they’re too thin” (63-64).</p> <p>“Sometimes the truth just hurts. You can either let someone be protected from reality or let them be sculpted and birthed by it” (64).</p> <p>“But the truth is that it’s faith that gives me the power to speak my truth, and faith that makes me fierce” (65).</p> <p>“Once settled, I dedicated myself to a life of meditation and chanting the mantra John had written down for me. By this time I had lost or pushed away everything that had mattered to me, yet all I could see when I woke up each day was the sheer amount of beauty flooding my life and the world” (70).</p> <p>“So I started to play ball with my fears. “Bring it!” I’d say when seized by that familiar pit in my</p>
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	<p>“Make sure everyone notices what you do. Stick out your hand and introduce yourself. Let people know that you’re smart, that you’ve met your numbers, that you’re on top of your operations” (76).</p> <p>“People who take risks are people who have their fear under control. Without fear, it’s not a risk. Take small risks to prove to yourself that you can manage your fear” (88).</p> <p>“Accept the fact that there isn’t one of us who can honestly say that he or she knows everything there is to know about the job, or who can’t be caught off guard, or who couldn’t be replaced one day by someone more talented” (93).</p> <p>“Anguish in private” (100).</p> <p>“Laugh. Grin. Smile: anything—anything at all. Guys learned long ago that humor can cut the tension in any situation” (116).</p> <p>“Learn how to sit in a man’s world...Lean forward, sit on the edge of the chair, be present. When you find a place of comfort, stay there” (128-129).</p>	<p>stomach” (87).</p> <p>“Some people suggest watching your fears like a movie in your head until you become desensitized to them. I also like writing them down over and over again, hundreds of times until the words lose their power. Then I can burn the paper in the kitchen sink and literally watch them turn to smoke” (88).</p> <p>“We’ve already established that life is going to kick you in your ass sometimes and that there’s no way to avoid that, but if you get up and keep doing what you do, giving your best self each time, you eventually achieve not only success but that great psychic coup of detachment” (93).</p> <p>“When you find something that feels right, concentrate on refining your skills and educating yourself about your chosen field. Commit to it” (132).</p> <p>“When you suddenly find yourself drinking alone every night or looking in the mirror at vacant eyes, it might be time for you to take a time out” (175).</p>
<p>Identity</p>	<p>“When we choose to fulfill ourselves by what we do, rather than only what we make, we’re not playing the game the way the guys are playing it” (27).</p> <p>“When you’re with your husband, get used to the idea that as far as his colleagues are concerned, no matter who you are, you are Mrs. Husband” (35).</p> <p>“Find your personal comfort level. I</p>	<p>“I’m not a smart businesswoman. Frankly, I’m not even that smart. What I am is fearless and intuitive. I’m attuned to the sound of my inner voice, and I’ve been following it blindly for most of my life, without any clear goals” (5)</p> <p>“I’d known I was doing the same thing I’d done since age three, whether with princess costumes or, later, punk-rock T-shirts—I was</p>

	<p>wore dresses for years, but now I prefer pants suits, which allow me to take off my jacket during the day” (50).</p> <p>“The higher you progress up the ladder, the more apt you are to establish your own person style. Secretary of State Madeleine Albright always wears a large pin on her lapel. It’s the most noticeable aspect of her wardrobe, and its purpose is to suggest her individual style and her femininity without deviating too much from the appropriate uniform of the highest ranking member of the president’s cabinet” (51).</p> <p>“Dress for the team, but do it with confidence, creativity, and within the range of your own personal comfort. Clothing telegraphs to the world not just who you think you are, but who you want to be” (51-52).</p> <p>“I firmly believe that we live into who we say we are. The first step to becoming a general manager is to begin thinking of yourself as a general manager, and to begin saying it aloud, over and over. Keep repeating it until you’re so comfortable with the idea that eventually, it becomes who you are” (68).</p> <p>“Over the years I’ve learned that, to most of the world, I am not Gail Evans, but Gail-Evans-Executive-Vice-President-of-CNN. I don’t exist without the rest of those words that follow my given name” (172).</p> <p>“We like to say that our identity as a woman is defined by all of our various relationships: as a mother</p>	<p>trying on a new identity” (31).</p> <p>“Being direct, funny, social, and cute—the traits that had often helped me get by—were simply not enough when I was running the show” (39).</p> <p>“I am a karmayogi—someone who becomes conscious of herself and the Divine through work, not through meditation in some ashram or saying Hail Marys. On any given day I’m not just dressing naked male models or negotiating an appearance by a celebrity at one of my client’s events, but figuring out who I am by doing what I do” (65).</p> <p>“I’ve used ancient belief systems as a way to dif through modern nonsense and really get at my core: to discover who I truly am and to understand what I’m meant to do here” (73).</p> <p>“If you resolve to become a spiritual warrior, you learn to laugh and laugh, knowing that other people don’t define you and that ultimately their behavior is just helping you work out your own shit” (94).</p> <p>“But then, my mother never told me that if I did everything I was programmed to do and chased all the things I was suppose to chase—and wear, and be—without ever developing a true and unshakeable sense of self, I’d crash into a million pieces one day when something went wrong” (57).</p>
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	<p>with our children, as a friend with our community, as a lover with our partner. I have noticed, however that as women have become more powerful, we've begun to emulate men when it comes to wrapping our identity around our job, giving up other means of valuing ourselves that have historically provided us with perspective" (173).</p> <p>"Use every one of your natural traits. Use your win/win attitude about life to make everyone you work with feel like a valued member of the team. Use your social skills...People remember, and reward, kindness, when it's genuine" (177).</p> <p>She starts with a discussion of the importance of integrity and what integrity can be defined as. Since integrity means "the quality or condition of being whole and undivided, completeness, the state of being unimpaired, soundness," (180) Evans explains that the most important part to developing a unique style is simply being yourself. "The woman who tries to change her inner self to fit into her work environment will always be the proverbial square peg...The lie makes her miserable, others pick up on that, and soon no one—neither her office mates nor the woman—know who she really is" (180).</p> <p>"There is always a temptation to hide from ourselves, to have self-doubts, to tell ourselves, "I don't really know who I am, so I'll just be whatever seems most promotable"" (181).</p> <p>Evans continues by presenting one of the few personal examples within the</p>	<p>"But as you move through your career and your life, you will have to learn that if you're not what you do, then what you do has no business keeping you entertained at night" (84).</p> <p>"Eventually you need to get strategic about refining and communicating to others who you are and what you believe if you want to succeed" (128).</p> <p>She uses such words as renegade, strategically kooky, ballsy, bohemian, intuitive, ruthless, and loving (136). She also mentions that her brand includes more than just her personality traits but also her spiritually and values. Furthermore, she expresses that branding centers on one's roots and directs their decisions and behavior.</p> <p>"Every successful brand has a message, and that message must be painstakingly driven home, in both appearance and substance" (138).</p> <p>"Good brands are authentic, focused, and consistent" (139).</p> <p>"The best thing you can do for your brand early on is to align it with powerful brands that represent your highest aspirations" (140).</p> <p>"The more successful you become, and the higher your rank in the pack, the more often you have to assume the hunter's role" (157).</p> <p>"Hard work is a great equalizer. I came from nothing, but from the</p>
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	<p>entire text. This story was of Evans telling a room full of men who asked her opinion of a new television show that she hated the show. From this experience, she learned that no one held any hard feelings against her for simply saying what she believed. Her opinion was still valued and she also experienced how satisfying it was to simply be herself (182-183).</p> <p>“Be yourself. Love your life. And love the game” (187).</p>	<p>earliest days of my career in PR I told the truth, I never complained, I was willing to do whatever it took, and I didn’t let people kill me in the process” (172).</p> <p>“Fame and success will not bring you happiness without a deeper knowledge of yourself and a connection to something greater than yourself” (187).</p>
<p>Opened new avenues</p>	<p>“I abandoned my career for my husband’s... After returning to Georgia, where I raised my three children, I began doing freelance research and public relations for international corporations... Eventually I got the opportunity to create the first central booking department for a network” (4).</p> <p>“If you don’t read the directions manual when you start a game, you won’t know how to proceed. If you’re playing with others, you can always follow their lead. But while they’re focused on winning, you have to keep asking yourself if you’re getting it right” (8).</p> <p>“You must remain alert to all potential pitfalls along the way. No matter what the game, if two players are looking at a different goal, the manner in which they advance with the ball will differ” (26).</p> <p>“I was sad to leave the job, but because it was clear I wasn’t going to move up, I moved out—very, very carefully. It’s important to maintain your father figure’s support when leaving, because he can be a great</p>	<p>“I will never forget how, in that very first visit, the energy of New York captivated my every sense” (4).</p> <p>“It was 1987 when I packed my wardrobe in black Hefty bags, stuffed them into my red Toyota Corolla, scribbled directions on the back of an envelope, and set off on Highway 81” (18).</p> <p>“Rather than look for a new job, I began going out to better clubs and staying there until later hours” (21).</p> <p>“But a road map to the life I’d been intuitively chasing was beginning to reveal itself” (35).</p> <p>“The great thing about coming from nowhere is that you’re able to experience a series of victories on your way to what some people would consider just a normal job” (36).</p> <p>“Basically, when destiny calls, we don’t always go willingly. I certainly didn’t. But after losing everything in the aftermath of my divorce, I had a profound spiritual</p>

	<p>help to you throughout your career, as mentor and counselor. Convince him he made it possible for you to move on, and ask for his support” (32-33).</p> <p>“The game of work is also played on a board or field, one that is traditionally shaped like a triangle or pyramid. At the bottom is the largest number of people; the farther up your go, the thinner the ranks, until you reach the very top, where there’s only one person” (37-38).</p> <p>“I’ve never had three-, five-, ten-, or any other year plans. I’ve always felt that if I can tell what’s going to happen to me in the next few days, life is good” (53).</p> <p>“A plan can provide a sense of security” (53).</p> <p>“Rigid goals and five-year plans remind me of one of the most serious flaws in the old communist systems, one which helped assure their downfall: Inflexible goals impede new possibilities” (53).</p> <p>“Goals stop possibility; vision creates them. Have a basic sense of what you want and where you want to go, and then try to visualize yourself there” (54).</p> <p>“After all, isn’t it possible the glass ceiling—some transparent barrier at the top of each corporation through which women can’t pass—is purely a male invention” (154).</p> <p>“This means I had a period of ten years between full-time jobs. It doesn’t mean that my mind went to waste. In fact, I always tell women</p>	<p>awakening that changed everything I thought I knew about myself. My life would never be the same” (67).</p> <p>“I’d finally moved into my spacious new home and office on Grand Street just in time to see my world—and the world—utterly change” (101).</p> <p>“Women have been taught that, in order to get ahead, we have to be secretive and plotting and manipulative, because a straightforward route to the top hasn’t always existed for us, and in many industries it still doesn’t” (158).</p> <p>“We have work to do. We’ve lost all sense of duality in the world, and we’re out of balance. In fact, we’re dizzy” (183).</p>
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	<p>that everything I ever needed to know about business I learned driving the car pool” (162).</p> <p>“A sequential career means that when you’re ready, you can return to work you love able to see new possibilities, open to new ideas. It had never entered my mind to enter television. But when I did, I saw that my experience in politics had prepared me well for my new job” (164).</p> <p>“Leave when you know you must. But leave intelligently” (168).</p>	
<p>Self-confidence</p>	<p>“For me, the object of the game is simply to feel great about what you do. That’s the most important directive of all—because that’s how you end up feeling fulfilled, and that’s how you win” (15).</p> <p>“The first step to being successful is convincing yourself that you are successful” (24).</p> <p>“Find a way to exude self-assurance and physical presence. Every move you make matters. If your handshake is a wet dishrag, for example, you make a statement” (47-48).</p> <p>“You can’t change your voice completely, but with training, most voices can become more powerful, more effective in business situations. Your voice is an instrument, like a piano or a violin. To succeed, you must play it like a master” (74).</p> <p>“Have faith in your general ability to perform, and stop worrying about whether or not you have the specific competence to do a new job. You’ll figure it out soon enough” (86).</p>	<p>“If you want to be extraordinary—you will not get there by hanging around a bunch of people who tell you you’re not extraordinary. Instead, you will probably become as ordinary as they expect you to be” (18).</p> <p>“fake it to make it” (28)</p> <p>“Self-assurance [is] 90 percent of the game...if you act <i>as if</i> you know what you’re doing, and <i>as if</i> you’re in charge, you’ll be surprised how many people will let you be in charge” (29).</p> <p>“Sometimes the best way to fake it is to shut up” (30).</p> <p>“Everything about her oozed chic and power, including the two assistants who manned her office door” (34).</p> <p>“I tried my best to get the whole country talking about my message with no staff, no office, no assistant, no BlackBerry, and no know-how—just with conviction, truth, and balls. And it worked”</p>

	<p>“Confidence is half of the game. Whenever you can convince yourself you’ll score, your chances improve. When you convince yourself you’ll fail, your chances diminish. I know that whenever I think I’m going to drop the ball, I frequently do” (94).</p> <p>Evans explains this concept by proposing a scenario where the boss calls a big meeting in the conference room. There are chairs around the table and then additional chairs against the wall. Evans encourages readers to step up and sit at the table. Many times women assume the table is for the boss and important people. What women do not realize is that they are part of the team and they belong at the table just as much as anyone else. By stepping up to the same level as the boss and other confident key people in the meeting, the individual is stepping up to display themselves as a team player and someone who actively wants to participate in the meeting.</p> <p>Ex: “No matter how great your knowledge, sitting in the bleachers makes you look subordinate” (113).</p> <p>“Don’t let a lack of self-confidence damage your career” (114).</p> <p>“Make your presence known everywhere. At a business lecture for a hundred people, for example, sit in the first few rows of the auditorium” (115).</p> <p>One example, of a woman not being confident, is the story of a woman, who prepared a pitch for her boss with the expectation that he was going to say no to her. After a few minutes of the presentation, the boss</p>	<p>(43).</p> <p>“My experience in the fashion industry has taught me to act confidently and decisively, without regret or self-doubt—in other words, with detachment from the outcome, which is the end goal of any good yogi” (83).</p> <p>“Once I started thinking of myself as a spiritual warrior, my life started making a lot more sense” (85).</p> <p>“I followed my fears to their worst possible conclusions, becoming penniless and alone (these are most people’s worst fears), and what I realized each time was that no matter what happened, I was going to be fine” (87).</p> <p>“If you’re always thinking, life sucks, and I suck, you’re definitely going to see a lot of dismal shit out there. On the other hand, if your idea of reality is that you’re a privileged, elegant human being and every you think, I am a privileged, elegant human being, I am a privileged, elegant human being, then eventually you will become [one]” (91).</p> <p>“I had a lot of unknowns in my life, but I never doubted for one minute that I’d be a good mother” (103).</p>
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stopped the women and told her she was right and that she could have what she needed. The woman paused and then continued her presentation. Irritated that she continued to press the issue, the boss interrupted again and said, "I've changed my mind. The answer is no. Now will you stop talking" (139)? In the workforce, yes means yes, and as Evans bluntly explains, "When you get what you want, take it, and shut up" (140).

"Recently I sat on a panel with four successful women. When asked their formulas for success, every one of them replied, "I work harder and smarter than everyone else" (144-145).

"Success isn't about wishing and praying and hoping that someone will make you successful. It's about deciding that you want to be successful, and then making it happen" (145).

"Just because you can't do everything right doesn't mean you do everything wrong. Give yourself a break. If you feel guilty every time life isn't perfect, you'll feel guilty all the time" (146).

"If you believe you can, you can. If you believe you can't, you can't. By buying into the glass-ceiling concept, or believing that you won't get the promotion, you make an "I can't" statement. One you move yourself from the world of possibility into the world of impossibility, you make your worst fears come true. You become more cautious, more wary, more alert. Instead of being filled with potential you're filled with doubt

	(155-156). <p>“Intuition is one of the most powerful tools women have in the marketplace. To use it, all you have to do is listen—not just with your ears, but with your gut” (178).</p>	
Insight into problem areas	<p>“The Harvard women had learned their academic lessons well and risen to high positions, but they felt isolated. They still complained that they often felt lost in the male-oriented workplace, and weren’t sure how to cope” (6).</p> <p>“The business world is male-dominated” (13).</p> <p>“It’s hard to feel upbeat when we take a job that isn’t intrinsically interesting—even if we see the possibility of success somewhere down the road” (17).</p> <p>“You can teach yourself to do any job you’re given...But ultimately, if you don’t feel good about your job, you’ll just be going through the motions, which means that you’re turning off that button that I call possibility” (18).</p> <p>“Men and women are wired differently, and we are brought up differently” (21).</p> <p>“Women have tended to live in the complaint, to grumble to our friends and our daughters about it—but until relatively recently, we haven’t taken action to fix it” (23).</p> <p>“Women demand a greater sense of fulfillment from our jobs than men do” (24).</p> <p>“Many times our decisions aren’t</p>	<p>“If you aren’t hearing your inner voice, it could mean you’re overburdened or not stimulated enough, or that you’ve learned to shut it off because the people around you have refused to engage it. Perhaps you’ve had a hardening of the arteries around your soul” (6).</p> <p>“[Parents] raise us to think they want us to have careers, and they send us to college, but even they don’t really believe women can be autonomous and take care of themselves” (8).</p> <p>“As you progress you may feel lonely or terrified for your physical and emotional safety. You may overestimate your own capabilities of fail to live up to them, and you’ll surely fall flat on your face once in a while” (13).</p> <p>“My raging social life had its costs: it cost me my job” (20).</p> <p>“I climbed my six flights of stairs to find an eviction notice on my door and all my stuff locked up inside. Oops. Party promoting was less lucrative than my former day job, and I was behind on my rent” (21).</p> <p>“It was becoming obvious that I needed more than witty small talk and the right look to survive in this</p>

	<p>going to be compatible with the male-dominated business culture, and if we go our own way, we may have consequences to pay” (27).</p> <p>“Women often interpret basic information in personal terms” (29).</p> <p>“He—like most people—stereotypes. Thus, he tends to think of a woman co-worker as his mother, his daughter, his wife, or his mistress—even when she is very clearly none of the above” (32).</p> <p>“Men never think of their daughters as equals (much less their bosses)” (32).</p> <p>“You inadvertently start using language that reminds him of [his nagging wife]; he’ll probably respond by shutting you down the same way he shuts her down at home” (33).</p> <p>“In the same way that men compartmentalize their work, they compartmentalize their lives: This is my salary, this is my job, this is my family, this is my belief system. Women care about the totality of the package” (41).</p> <p>“Most women spend a lifetime hoping to get noticed” (46).</p> <p>“When women act in a manner that confirms stereotypes, we get slammed” (47).</p> <p>“Because you’re afraid of being rejected, you never ask for what you want” (67).</p> <p>“Men talk a lot. Women don’t talk enough” (69).</p>	<p>town” (33).</p> <p>“Ronnie and I were headed for a divorce that left me clutching a bottle of Jack Daniels in one hand and a Marlboro in the other, sobbing and jumping up and down in my underwear on the bed repeatedly singing “Nothing Compares to You” by Sinead O’Connor” (48).</p> <p>“I weighed 112 pounds, I owned my own company—for God’s sad, I was even in <i>Vogue!</i> And mama, I was miserable” (53).</p> <p>“We tend to spend our lives building a stable of partners in our crimes against ourselves: people to tell us we look thin when we’re overeating, people to tell us we look gorgeous when we’re spent, and people to tell us we’re making sense when we’re not” (64).</p> <p>“We’re constantly getting these messages to mind our own business and look the other way if we want to be well liked, to not tell the truth or speak our mind or say anything too intense. Well, I’m telling you here that this approach not only makes you party to other people’s crimes against themselves but is a prescription for mediocrity and delusion” (64).</p> <p>“I realized that all over the world women are taken to places of worship where they have no voice” (72).</p> <p>“I couldn’t shake the notion that [my clients and staff] were</p>
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	<p>“Women feel like failures when we make a mistake or lose face. Because achievement is our trump card, we think we shouldn’t say a word unless we’re 100 percent certain of what we’re talking about” (70).</p> <p>“Men will tell you that women are too timid when they talk at the office, or too evasive, or too circuitous, or too unsure of themselves” (71).</p> <p>“Your speaking manner is weak” (73).</p> <p>“You’re uncomfortable in the spotlight. You feel your work should stand for itself” (76).</p> <p>“If you have to feel completely safe before you move on or up, you’ll never move at all” (85).</p> <p>“You can’t get ahead because you’re terrified to take a risk” (88).</p> <p>“With every new promotion and every new step comes the feeling that you’re an imposter waiting to be exposed” (93).</p> <p>“You feel so overwhelmed by the amount of work on your desk that you can’t concentrate” (96).</p> <p>“Nervous and stressed out, you want to discuss your problems with others” (100).</p> <p>“Women have little practice following a team leader because of the group orientation of our games. Our social circles, being democratic, made us think everyone was equal” (103).</p>	<p>somehow responsible for my success—not me” (85).</p> <p>“My “internal talk” was not just a nuisance: it was trapping me in repetitive action and paralyzing me into inaction. I had become a deer in the headlights of my own life” (86).</p> <p>“Our minds—inclined toward repetition, not progress—absorb and play all this back to us in difficult times, parroting society’s negative views on women in power, dwelling on past failures, or repeating nasty things our clients have said to us” (86-87).</p> <p>“We’re inundated with programming that influences how and when we think we should experience various life steps and that makes it devastating when we find ourselves in another position altogether” (99).</p> <p>“This was not the VIP list at a nightclub; it was the birth of my child, and when it came down to it, I was alone” (104).</p> <p>“[Parents] are still hoping their daughters will make the conventional choices” (122).</p> <p>“Most young people who arrive at my office and say they want what I have are not going to get it for one simple reason: they’re not willing to do the work” (172).</p> <p>“It’s easy to think that the problem is outside yourself, that it’s all Hollywood’s fault, or that it’s other people who need to change”</p>
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	<p>“You’ve volunteered to help the boss so often you’re overextended and the lines of authority at your company have become unclear” (110).</p> <p>“Nearly all men will treat almost all women as though we’re subordinate” (111).</p> <p>“The guys at the office think women are too driven, too serious, to have a sense of humor” (117).</p> <p>Table of contents: Six things men can do at work that women can’t</p> <p>1: They can cry. You can’t “Men can get away with tears because it’s unexpected. Men believe powerful people don’t cry. If they do, they must have an excellent reason. Women are expected to cry” (123).</p> <p>2: They can have sex. You can’t “Since a man is generally the one with the clout, the woman usually ends up getting fired, transferred, or pushed aside. Little if anything happens to him” (125).</p> <p>3: They can fidget. You can’t “Guys consider a woman’s annoying little habits exactly that—annoying little habits. To them, she’s broadcasting to the world that she is uncomfortable, insecure, flustered” (127).</p> <p>4: They can yell. You can’t “Men are expected to shout... Women, however, are taught to control our anger” (129-130).</p> <p>5: They can have bad manners. You can’t</p>	(186).
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	<p>6: They can be ugly. You can't "Just as they get away with social mistakes, men are likely to enjoy immunity from errors in their physical appearance—stained ties, missing buttons, mismatched socks. But no woman, no matter how important, seems to escape censure for even the tiniest sartorial flaw" (134).</p> <p>Different interpretations of words</p> <p>1: Yes (exactly what it means) "Yes means yes—no matter how much time and energy you've put into preparing for a no" (139).</p> <p>2: No (not what it means) "Women consider no one of the most fearsome words in the language" (141).</p> <p>3: Hope (the worst word in the game) "Hope is one of the most unempowering words in the English language. Why? Because it allows us to believe we're taking action, when, in reality, we're taking no action at all" (143).</p> <p>4: Guilt (it means trouble) "We feel so guilty all the time... We want to be superwomen, able to do everything. And when we fail, we feel devastated...Guilt impedes your ability to function" (145).</p> <p>5: Sorry (it's a sorry word)</p> <p>6: Aggressive (it's not assertive) "For a woman, aggressive implies hostility, meanness, ruthlessness, for both men and women. It's about self rather than ego. It's about conquering other people, rather than compromising with them" (149).</p>	
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	<p>7: Fight (it's not a pretty word)</p> <p>8: Game (a.k.a. fun)</p> <p>9: Glass Ceiling (their term, not ours) "The problem with the concept of the glass ceiling is it gives men an excuse for their failure to treat women as equals" (154).</p> <p>10: Future (then and now)</p>	
<p>Peace of mind</p>		<p>"I also learned that you can't fake hard work, and that when you believe in something and truly go after it with all you have, amazing things will happen" (43).</p> <p>"Baby, you're not having a breakdown, you're having a breakthrough" (56).</p> <p>"Things will change: you won't feel this way forever. And anyway, sometimes the hardest lessons to learn are the ones your soul needs most" (57).</p> <p>"As I became conscious of something greater at my core—I couldn't prove it, and still can't, but I know it—a huge weight lifted off me; I experienced the wonders of the world with something akin to childlike awe" (70-71).</p> <p>"I felt true happiness and peace for the first time in my life. And, sister, I promise you that it was better than any drug I've ever taken" (71).</p> <p>"I hope you'll find inner peace and know the abundance of prostrating yourself in front of the Divine. And I hope you'll know other kinds of abundance too, whether</p>

		it's climbing to the tops of the Himalayas or buying bracelets at the counter at Hermes" (188).
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Objective:

To obtain a university level teaching position in the field of Communication Studies. I want to provide students a supportive yet challenging learning environment that enhances their abilities and pushes them beyond their scholarly expectations.

Academic Degrees:

Master of Arts in Communication Studies with a major emphasis in Rhetorical Studies

Thesis: FEMALE WORKPLACE SELF-HELP BOOKS: GUIDING WOMEN TO BECOME LEADERS

(Marshall University, Huntington, WV)

Expected May 2012

Bachelor of Arts in Communication and Sociology

(Marian University, Indianapolis, IN)

May 2010

Relevant Work Experience:

Assistant Director

Camp Brosius (IUPUI School of Physical Education & Tourism Management), 2010-present

Supervise counselors in organized adult, children, and family program activities; design and coordinate family evening activities; manage and maintain camp facilities; provide friendly and professional customer service to guests

Fundamentals of Speech Communication Instructor

Marshall University, September 2010- May 2012

Develop lesson plans; create activities that enhance the course content; evaluate classroom presentations; and provide student mentoring in college skills.

Forensic Coach

Marshall University, September 2010-May 2012

Assist novice competitors with the basic learning and essential skills needed for competition; create programs for oral interpretation events; edit and contribute to the development of competitors' writing skills; travel and judge at forensic competitions; provide a safe and supportive learning environment for competitors to grow and do their best

Coordinator of High School Retreat Programs

Roncalli High School, September 2006-2010

Facilitate Christian Awakening Retreats for seniors in high school; ensure the retreat stays on schedule; clearly articulate instructions for retreat leaders; shape and mentor retreat leaders; provide an open and supportive environment for students to discuss faith and any types of challenges with which they might be struggling

Volunteer activities

Marshall University Forensic Team, Huntington, WV
Camp Brosius Work Weekends, Elkhart Lake, WI
Student Retreat Coordinator, Roncalli High School, Indianapolis, IN
Disciples in Mission and Club Med 5th-8th graders, St. Jude, Youth Ministry
Math Tutor, Marian University, Learning and Counseling Center
Volunteering with the St. Roch Speech Team (6th-8th grade)
Liturgy Planning Committee, Marian University, Campus Ministry

Professional Qualifications

Efficient research skills
Creative design of entertainment and educational programs for youth and adults
Outstanding written and interpersonal communication skills
Proficient in Microsoft Office and SPSS

Awards

Catherine Cummings Graduate Award in Communication Pedagogy, May 2012

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