



“BECAUSE THE WORLD NEEDS YOU TO CHANGE IT”

LEAN IN

FOR GRADUATES

WITH NEW CHAPTERS BY EXPERTS, INCLUDING *FIND
YOUR FIRST JOB, NEGOTIATE YOUR SALARY
AND OWN WHO YOU ARE*

SHERYL SANDBERG

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ABOUT THE BOOK

“Because the world needs you to change it”

Expanded and updated exclusively for graduates just entering the workforce, this extraordinary new edition of *Lean In* includes a letter to graduates from Sheryl Sandberg and six additional chapters from experts offering advice on finding and getting the most out of a first job; CV writing; best interviewing practices; negotiating your salary; listening to your inner voice; owning who you are; and leaning in for millennial men.

In 2013, Sheryl Sandberg’s *Lean In* became a massive cultural phenomenon and its title became an instant catchphrase for empowering women. The book soared to the top of bestseller lists internationally, igniting global conversations about women and ambition. Sandberg packed theatres, dominated op-ed pages, appeared on every major television show and on the cover of *Time* magazine, and sparked ferocious debate about women and leadership. Now, this enhanced edition provides the entire text of the original book updated with more recent statistics and features a passionate letter from Sandberg encouraging graduates to find and commit to work they love. A combination of inspiration and practical advice, this new edition will speak directly to graduates and, like the original, will change lives.

New Material for the Graduate Edition:

- A Letter to Graduates from Sheryl Sandberg

- Find Your First Job, by Mindy Levy (Levy has more than twenty years of experience in all phases of organisational management and holds degrees from Wharton and Penn)
- Negotiate Your Salary, by Kim Keating (Keating is the founder and managing director of Keating Advisors)
- Man Up: Millennial Men and Equality, by Kunal Modi (Modi is a consultant at McKinsey & Company and a recent graduate of Harvard Kennedy School and Harvard Business School)
- Leaning In Together, by Rachel Thomas (Thomas is the president of Lean In)
- Own Who You Are, by Mellody Hobson (Hobson is the president of Ariel Investments)
- Listen to Your Inner Voice, by Rachel Simmons (Simmons is cofounder of the Girls Leadership Institute)
- 14 Lean In stories (500-word essays), by readers around the world who have been inspired by Sandberg

ABOUT THE AUTHOR

SHERYL SANDBERG is chief operating officer at Facebook. Prior to working at Facebook, she was vice president of Global Online Sales and Operations at Google, and chief of staff at the United States Treasury Department. Before that, she worked as a consultant at McKinsey & Company and as a research assistant at the World Bank. Sheryl serves on the boards of Facebook, The Walt Disney Company, Women for Women International, V-Day, and ONE, and chairs the board of Lean In. She received a BA in economics from Harvard University and an MBA from the Harvard Business School. Sheryl lives in Northern California with her husband, Dave Goldberg, and their two children.

“Sheryl Sandberg has done a tremendous service with this work. It offers a vital and sharp message, for women and men. We need great leaders in key seats spread throughout all sectors of society, and we simply cannot afford to lose 50 percent of the smartest, most capable people from competing for those seats. Provocative, practical, and inspired!”

Jim Collins, Author of *Good to Great*

“To tackle society’s most pressing problems we need to unleash the leadership of both women and men. *Lean In* shows us the path and is an absolutely invaluable resource for the next generation of leaders and those who support them.”

Wendy Kopp, Co-Founder and CEO, Teach For All

“For the past five years, I’ve sat at a desk next to Sheryl and I’ve learned something from her almost every day. She has a remarkable intelligence that can cut through complex processes and find solutions to the hardest problems. *Lean In* combines Sheryl’s ability to synthesize information with her understanding of how to get the best out of people. The book is smart and honest and funny. Her words will help all readers – especially men – to become better and more effective leaders.”

Mark Zuckerberg, Founder and CEO, Facebook

“Eleanor Roosevelt once said, ‘No one can make you feel inferior without your permission.’ With stories from her own life and carefully researched data, Sheryl Sandberg reminds women that they have to believe in themselves and reach for opportunities. More women than men may need that advice, but I’d bet that both genders can profit from this very well done book.”

Marjorie Scardino, Former CEO, Pearson PLC

“Sheryl is a unique business leader because of her versatility and breadth. She has the two traits that are common in every successful leader I have known: curiosity and determination. Sheryl brings all of her insight to *Lean In*, an important new book that companies can use to get the most out of their talent. With her ideas and actions, Sheryl will help to define leadership in the years to come.”

Jeff Immelt, CEO, General Electric

“*Lean In* poses a set of ambitious challenges to women: to create the lives we want, to be leaders in our work, to be partners in our homes, and to be champions of other women. Sheryl provides pragmatic advice on how women in the twenty-first century can meet these challenges. I hope women – and men – of my generation will read this book to help us build the lives we want to lead and the world we want to live in.”

Chelsea Clinton

“Sheryl provides practical suggestions for managing and overcoming the challenges that arise on the ‘jungle gym’ of career advancement. I nodded my head in agreement and laughed out loud as I read these pages. *Lean In* is a superb, witty, candid, and meaningful read for women (and men) of all generations.”

Condoleezza Rice, Former U.S. Secretary of State

“If you loved Sheryl Sandberg’s incredible TED Talk on why we have too few women leaders, or simply believe as I do that we need equality in the boardroom, then this book is for you. As Facebook’s COO, Sheryl Sandberg has first-hand experience of why having more women in leadership roles is good for business as well as society. *Lean In* is essential reading for anyone interested in righting the injustice of this inequality.”

Sir Richard Branson, Chairman, the Virgin Group

“The key to opening some of life’s most difficult doors is already in our hands. Sheryl’s book reminds us that we can reach within ourselves to achieve greatness.”

Alicia Keys

LEAN IN

FOR GRADUATES

SHERYL SANDBERG

with Nell Scovell

WH
AIIFN

TO MY PARENTS

for raising me to believe that anything was possible

AND TO MY HUSBAND

for making everything possible

Dear Graduate,

Congratulations! You made it!

It's time to celebrate all the hard work that led to this joyful occasion. The road to graduation is a long, steep climb, so take a moment at the summit to be proud of your accomplishments. Whether you know exactly where you're heading or feel a bit lost, everyone has this in common: you're all in for big surprises.

At my college graduation, I never would have predicted that I'd wind up working in technology. I had given up being a serious math student in ninth grade when I attended a math competition, noticed that there were no other girls, and decided that "math was for boys" (yep, pretty much the *opposite* of leaning in). Also, I graduated in June 1991—two months before the birth of the World Wide Web. It's shocking, but I made it through college with zero internet. No mobile phones with cameras either, which given that I wore leg warmers and headbands is a blessing.

There's no question that the world moves faster today. This means that grabbing opportunities is more important than ever. And I don't have to tell you that you are entering a struggling economy. So along with all the excitement, most of you will also feel some uncertainty and fear.

Graduating is one of life's trickier transitions. School offers clear structure and expectations, while the real world is harder to navigate. Your community is about to scatter. Not all the skills you've acquired will transfer. As you start your adult life, you will wonder if you're making the right choices. You may also wish you had more choices.

The embarrassing truth is that I left college more concerned about my personal life than my professional life. My parents married young and repeatedly warned me that

the “good ones” got snatched up in college. I believed them and even taped a poster to my dorm room wall of a frog sitting in the middle of a frilly four-poster bed, with a caption that read, “You have to kiss a lot of frogs before you find your prince.” I had fun with a few frogs and, in retrospect, am amazed that anyone was willing to kiss me under that ridiculous poster. But I graduated princeless—and frogless for that matter—which left me worried about my future.

Like you, I entered the workforce during a recession. Even my friends who had jobs were nervous. I was nervous too. It took me a long time to find my way into an industry I love. It took me a longer time to find the right partner. It took me even longer to find my voice.

When I graduated, I believed that the feminists who came before me had done the hard work of demanding equality and now it was ours for the taking. In my early jobs, my peers were a balanced mix of men and women. But with each passing year, there were fewer and fewer women in the room until I was often the only one. Slowly—and sadly—it dawned on me that the promise of equality is not the same as achieving equality.

While we have far more opportunity than our mothers and grandmothers, there are still biases that work against us. It can be painful to acknowledge that our experience as individuals is inescapably linked to our gender. We long for a true meritocracy, where we are judged on our abilities alone. But the world has a way of attaching the word “female” to our achievements: “female surgeon,” “female director,” “female marathoner,” “female senator.”

Very few people, women or men, sail through their professional lives without hurdles and setbacks. But women face additional challenges, including blatant and subtle discrimination, sexual harassment, and a lack of sensible public and workforce policies. Women of color face even greater barriers. I say this not to discourage you, but to

prepare you. Until we—and others—are aware of these biases, we cannot change them. While this book doesn't have all the answers, it does explore many of the issues that I wish I'd understood better when I graduated.

As you start your career, you should be aware that men are often promoted based on potential, while women are promoted on past performance.¹ You should also be aware that when men are successful, they are often better liked by both men and women, but when women are successful, they are liked less.² I have asked audiences around the world to raise their hands if they've been told they were too aggressive at work. Time and again, a small fraction of men raise their hands, while a great majority of women shoot a hand into the air ... and sometimes two.

You should also be aware of the internal barriers that we often impose on ourselves. Too many women sit on the side of the room when they should be sitting at the table. Too many women lower their voices when they should be speaking up.

This is not our fault. We internalize messages that say it's wrong for us to be outspoken, aggressive, and as powerful as—or even more powerful than—men. In response, we alter our actions. A study by two Princeton researchers asked college students to compete in a video game in which players dropped bombs on opponents. When the students believed they were being monitored, the men dropped more bombs than the women. When the students believed no one was watching, the women dropped significantly more bombs than the men.³

We hold ourselves back not just out of fear of seeming too aggressive but also by underestimating our abilities. Ask a woman to explain why she's successful and she'll credit luck, hard work, and help from others. Ask a man the same question and he's likely to explain, or at least think, "C'mon, I'm awesome!"⁴

I know how hard it can be to believe in yourself. To this day, I struggle to feel confident. A few months after I finished writing *Lean In*—an *entire book* about how women should own their success—I was at a meeting to kick off a project with the senior Facebook team. For years, my colleague Jay Parikh and I had pushed for this project, but no one agreed with us. Then, suddenly, we had a breakthrough. I was thrilled and started the meeting by telling everyone how grateful I was for their support and how I had worried for years that I was wrong about the need for this initiative. Jay looked up, paused, and said, “I knew Sheryl and I were right and you would all come around eventually.” *Really? His belief that we were right was not shaken by years of everyone disagreeing with us?*

Later that night, I was Facebook messaging with Jay, and I asked him if I could tell this story on my book tour. He said yes. I asked if I could use his name when telling the story. He said of course. He’s a great guy, so I told him I would make sure he did not come across as arrogant. He typed back, “I’m not worried about that.” *Again, really?*

It would be so nice to feel that level of confidence. And while it’s never a good idea to be boastful, believing in your own self-worth is essential to achieving your full potential. As you begin your career, you will probably find yourself working next to a man who has Jay’s deep and deserved faith in himself. If you take the chair on the side of the room, he will take the seat at the table because he knows he’s awesome. So please remember that you deserve a seat at that same table ... and that you are awesome too.

Part of believing in yourself means not worrying too much about failure. Know that your career—and your life—will have starts and stops, twists, and even U-turns. This is especially true in an economy where you may have to take the job you can get as opposed to the job you want. Focus on taking full advantage of any opportunity to develop your skills. And remember that your early years in the workforce

are a great time to strengthen areas of weakness. So many of us avoid doing the things we're not good at, practically ensuring that we will never improve. If leading a project scares you, volunteer to do it. If you don't like speaking in public, start by addressing small groups. Look for ways to stretch yourself, both big and small.

My first job out of school was with the World Bank in Washington, D.C. My thesis advisor, Larry Summers, had just taken a job as chief economist and hired me to be his research assistant. At times, I was incredibly busy helping him write papers and speeches. But when he left town to deliver those speeches, I sometimes didn't have enough work to do. I would sheepishly approach some of the other economists to ask if they needed help. The response was usually "no," which I took to mean that I was literally useless. Sometimes I sat at my desk trying to look busy. Sometimes I snuck out. But over time, I stopped asking for tasks and just started doing things I thought might help. They began to see me as more capable, and after a while I was consistently busy.

While I eventually got that right, I got plenty wrong. It never even occurred to me to negotiate my first salary. I waited for someone to tell me how much money I'd be earning so I could figure out where to live. I ended up supplementing my income by teaching aerobics classes on the weekend. Yes, I turned to a world of leg lifts and leotards. There was a downside: During my first month at work, I was riding in an elevator with a group of tall middle-aged men in gray suits when one of them exclaimed, "Sheryl, I didn't recognize you with your clothes on," before exiting the elevator. The other gray suits looked down on me in shock. I quietly explained, "I teach an aerobics class," which sounded even more embarrassing. The next time the doors opened, I hurried out even though I was on the wrong floor.

Each of us makes her own way in her own time. You may not love every job you have, but you will learn from all of them. Sometimes you will have mentors to help guide the way and sometimes you will have to rely on your colleagues, friends, teachers, and family for advice. You might want to join a Lean In Circle (leanin.org/circles), which is a peer mentoring group that provides education and encouragement. When you need help—and we all do—please look for it. No one needs to navigate this world alone.

And if anyone, including that voice in the back of your head, insists you must choose between work and having a family, remember that men routinely assume they can have both. You should assume that you can too, especially since mothers now make up the majority of primary or co-breadwinners for American families.⁵ European women are increasingly the breadwinners for their families as well.⁶

I have so many hopes for you. I hope you head into the next phase of your life with your eyes wide open. I hope you find engaging work and pursue it with gusto. I hope that if you aspire to lead, you will let nothing limit your ambition. Above all, I hope you believe in yourself.

Your life's course should not be determined by doing what's safe and easy but by reaching for what's challenging and hard: the classes that seem impossible on the first day, but you study enough to pass ... the jobs you're not quite qualified for, but you work like crazy to acquire the skills ... the moments when you feel alone and overwhelmed, but you are brave enough to ask for help.

This is your time. You can help create a more equal world where everyone sits at the table and all voices are heard. Generations of women are rooting for you. I am rooting for you.

So start by aiming high. Be ambitious. Seize opportunities. *Make* opportunities. Embrace leadership.

Lean in.

—SHERYL

INTRODUCTION

Internalizing the Revolution

I GOT PREGNANT with my first child in the summer of 2004. At the time, I was running the online sales and operations groups at Google. I had joined the company three and a half years earlier when it was an obscure start-up with a few hundred employees in a run-down office building. By my first trimester, Google had grown into a company of thousands and moved into a multibuilding campus.

My pregnancy was not easy. The typical morning sickness that often accompanies the first trimester affected me every day for nine long months. I gained almost seventy pounds, and my feet swelled two entire shoe sizes, turning into odd-shaped lumps I could see only when they were propped up on a coffee table. A particularly sensitive Google engineer announced that “Project Whale” was named after me.

One day, after a rough morning spent staring at the bottom of the toilet, I had to rush to make an important client meeting. Google was growing so quickly that parking was an ongoing problem, and the only spot I could find was quite far away. I sprinted across the parking lot, which in reality meant lumbering a bit more quickly than my absurdly slow pregnancy crawl. This only made my nausea worse, and I arrived at the meeting praying that a sales pitch was the only thing that would come out of my mouth. That night, I recounted these troubles to my husband, Dave. He pointed out that Yahoo, where he worked at the

time, had designated parking for expectant mothers at the front of each building.

The next day, I marched in—or more like waddled in—to see Google founders Larry Page and Sergey Brin in their office, which was really just a large room with toys and gadgets strewn all over the floor. I found Sergey in a yoga position in the corner and announced that we needed pregnancy parking, preferably sooner rather than later. He looked up at me and agreed immediately, noting that he had never thought about it before.

To this day, I'm embarrassed that I didn't realize that pregnant women needed reserved parking until I experienced my own aching feet. As one of Google's most senior women, didn't I have a special responsibility to think of this? But like Sergey, it had never occurred to me. The other pregnant women must have suffered in silence, not wanting to ask for special treatment. Or maybe they lacked the confidence or seniority to demand that the problem be fixed. Having one pregnant woman at the top—even one who looked like a whale—made the difference.

Today in the United States, the United Kingdom, and the developed world, women are better off than ever. We stand on the shoulders of the women who came before us, women who had to fight for the rights that we now take for granted. In 1947, Anita Summers, the mother of my longtime mentor Larry Summers, was hired as an economist by the Standard Oil Company. When she accepted the job, her new boss said to her, "I am so glad to have you. I figure I am getting the same brains for less money." Her reaction to this was to feel flattered. It was a huge compliment to be told that she had the same brains as a man. It would have been unthinkable for her to ask for equal compensation.

We feel even more grateful when we compare our lives to those of other women around the world. There are still countries that deny women basic civil rights. Worldwide,

about 4.4 million women and girls are trapped in the sex trade.¹ In places like Afghanistan and Sudan, girls receive little or no education, wives are treated as the property of their husbands, and women who are raped are routinely cast out of their homes for disgracing their families. Some rape victims are even sent to jail for committing a “moral crime.”² We are centuries ahead of the unacceptable treatment of women in these countries.

But knowing that things could be worse should not stop us from trying to make them better. When the suffragettes marched in the streets, they envisioned a world where men and women would be truly equal. A century later, we are still squinting, trying to bring that vision into focus.

The blunt truth is that men still run the world. This means that when it comes to making the decisions that most affect us all, women’s voices are not heard equally. Of the 195 independent countries in the world, only 19 are led by women.³ Women hold just 21 percent of seats in parliaments globally.⁴ In the November 2012 election in the United States, women won more congressional seats than ever before, bringing them up to 18 percent.⁵ In the United Kingdom, about 22 percent of seats in Parliament are held by women.⁶ In the European Parliament, one-third of the seats are held by women.⁷ None of these figures are close to 50 percent.

The percentage of women in leadership roles is even lower in the corporate world. A meager 4 percent of the Fortune 500 CEOs are women.⁸ In the United States, women hold about 15 percent of executive officer positions and 17 percent of board seats, numbers that have barely budged over the past decade.⁹ The gap is even worse for women of color, who hold just 4 percent of top corporate jobs, 3 percent of board seats, and 5 percent of congressional seats.¹⁰ Throughout Europe, women hold 14 percent of board seats.¹¹ In the United Kingdom, women

hold about 5.1 percent of executive directorships and 17 percent of board seats among the FTSE 100 companies. These numbers drop to 5.4 percent of executive directorships and 13 percent of board seats among the FTSE 250. As of 2013, there are only two women CEOs among the FTSE 100 companies.¹²

Progress remains equally sluggish when it comes to compensation. In 1970, American women were paid 59 cents for every dollar their male counterparts made. By 2010, women had protested, fought, and worked their butts off to raise that compensation to 77 cents for every dollar men made.¹³ As activist Marlo Thomas wryly joked on Equal Pay Day 2011, “Forty years and eighteen cents. A dozen eggs have gone up ten times that amount.”¹⁴ In Europe, women are paid an average of 84 cents for every dollar made by their male counterparts.¹⁵ In the United Kingdom, women working full-time are still paid an average 15 percent less per hour than men.¹⁶

I have watched these disheartening events from a front-row seat. I graduated from college in 1991 and from business school in 1995. In each entry-level job after graduation, my colleagues were a balanced mix of male and female. I saw that the senior leaders were almost entirely male, but I thought that was due to historical discrimination against women. The proverbial glass ceiling had been cracked in almost every industry, and I believed that it was just a matter of time until my generation took our fair share of the leadership roles. But with each passing year, fewer and fewer of my colleagues were women. More and more often, I was the only woman in the room.

Being the sole woman has resulted in some awkward yet revealing situations. Two years after I joined Facebook as chief operating officer, our chief financial officer departed suddenly, and I had to step in to complete a funding round. Since I had spent my career in operations, not finance, the

process of raising capital was new and a bit scary. My team and I flew to New York for the initial pitch to private equity firms. Our first meeting was held in the kind of corporate office featured in movies, complete with a sprawling view of Manhattan. I offered an overview of our business and answered questions. So far so good. Then someone suggested that we break for a few minutes. I turned to the senior partner and asked where the women's restroom was. He stared at me blankly. My question had completely stumped him. I asked, "How long have you been in this office?" And he said, "One year." "Am I the only woman to have pitched a deal here in an entire year?" "I think so," he said, adding, "or maybe you're the only one who had to use the bathroom."

It has been more than two decades since I entered the workforce, and so much is still the same. It is time for us to face the fact that our revolution has stalled.¹⁷ The promise of equality is not the same as true equality.

A truly equal world would be one where women ran half our countries and companies and men ran half our homes. I believe that this would be a better world. The laws of economics and many studies of diversity tell us that if we tapped the entire pool of human resources and talent, our collective performance would improve. Legendary investor Warren Buffett has stated generously that one of the reasons for his great success was that he was competing with only half of the population. The Warren Buffetts of my generation are still largely enjoying this advantage. When more people get in the race, more records will be broken. And the achievements will extend beyond those individuals to benefit us all.

The night before Leymah Gbowee won the 2011 Nobel Peace Prize for helping to lead the women's protests that toppled Liberia's dictator, she was at a book party in my home. We were celebrating the publication of her

autobiography, *Mighty Be Our Powers*, but it was a somber night. A guest asked her how American women could help those who experienced the horrors and mass rapes of war in places like Liberia. Her response was four simple words: “More women in power.” Leymah and I could not have come from more different backgrounds, and yet we have both arrived at the same conclusion. Conditions for all women will improve when there are more women in leadership roles giving strong and powerful voice to their needs and concerns.¹⁸

This brings us to the obvious question—how? How are we going to take down the barriers that prevent more women from getting to the top? Women face real obstacles in the professional world, including blatant and subtle sexism, discrimination, and sexual harassment. Too few workplaces offer the flexibility and access to child care and parental leave that are necessary for pursuing a career while raising children. Men have an easier time finding the mentors and sponsors who are invaluable for career progression. Plus, women have to prove themselves to a far greater extent than men do. And this is not just in our heads. A 2011 McKinsey report noted that men are promoted based on potential, while women are promoted based on past accomplishments.¹⁹

In addition to the external barriers erected by society, women are hindered by barriers that exist within ourselves. We hold ourselves back in ways both big and small, by lacking self-confidence, by not raising our hands, and by pulling back when we should be leaning in. We internalize the negative messages we get throughout our lives—the messages that say it’s wrong to be outspoken, aggressive, more powerful than men. We lower our own expectations of what we can achieve. We continue to do the majority of the housework and child care. We compromise our career goals to make room for partners and children who may not even

exist yet. Compared to our male colleagues, fewer of us aspire to senior positions. This is not a list of things other women have done. I have made every mistake on this list. At times, I still do.

My argument is that getting rid of these internal barriers is critical to gaining power. Others have argued that women can get to the top only when the institutional barriers are gone. This is the ultimate chicken-and-egg situation. The chicken: Women will tear down the external barriers once we achieve leadership roles. We will march into our bosses' offices and demand what we need, including pregnancy parking. Or better yet, we'll become bosses and make sure all women have what they need. The egg: We need to eliminate the external barriers to get women into those roles in the first place. Both sides are right. So rather than engage in philosophical arguments over which comes first, let's agree to wage battles on both fronts. They are equally important. I am encouraging women to address the chicken, but I fully support those who are focusing on the egg.

Internal obstacles are rarely discussed and often underplayed. Throughout my life, I was told over and over about inequalities in the workplace and how hard it would be to have a career and a family. I rarely heard anything, however, about the ways I might hold myself back. These internal obstacles deserve a lot more attention, in part because they are under our own control. We can dismantle the hurdles in ourselves today. We can start this very moment.

I never thought I would write a book. I am not a scholar, a journalist, or a sociologist. But I decided to speak out after talking to hundreds of women, listening to their struggles, sharing my own, and realizing that the gains we have made are not enough and may even be slipping. The first chapter of this book lays out some of the complex challenges women face. Each subsequent chapter focuses

on an adjustment or difference that we can make ourselves: increasing our self-confidence (“Sit at the Table”), getting our partners to do more at home (“Make Your Partner a Real Partner”), not holding ourselves to unattainable standards (“The Myth of Doing It All”). I do not pretend to have perfect solutions to these deep and complicated issues. I rely on hard data, academic research, my own observations, and lessons I have learned along the way.

This book is not a memoir, although I have included stories about my life. It is not a self-help book, although I truly hope it helps. It is not a book on career management, although I offer advice in that area. It is not a feminist manifesto—okay, it is sort of a feminist manifesto, but one that I hope inspires men as much as it inspires women.

Whatever this book is, I am writing it for any woman who wants to increase her chances of making it to the top of her field or pursue any goal vigorously. This includes women at all stages of their lives and careers, from those who are just starting out to those who are taking a break and may want to jump back in. I am also writing this for any man who wants to understand what a woman—a colleague, wife, mother, or daughter—is up against so that he can do his part to build an equal world.

This book makes the case for leaning in, for being ambitious in any pursuit. And while I believe that increasing the number of women in positions of power is a necessary element of true equality, I do not believe that there is one definition of success or happiness. Not all women want careers. Not all women want children. Not all women want both. I would never advocate that we should all have the same objectives. Many people are not interested in acquiring power, not because they lack ambition, but because they are living their lives as they desire. Some of the most important contributions to our world are made by caring for one person at a time. We each

have to chart our own unique course and define which goals fit our lives, values, and dreams.

I am also acutely aware that the vast majority of women are struggling to make ends meet and take care of their families. Parts of this book will be most relevant to women fortunate enough to have choices about how much and when and where to work; other parts apply to situations that women face in every workplace, within every community, and in every home. If we can succeed in adding more female voices at the highest levels, we will expand opportunities and extend fairer treatment to all.

Some, especially other women in business, have cautioned me about speaking out publicly on these issues. When I have spoken out anyway, several of my comments have upset people of both genders. I know some believe that by focusing on what women can change themselves—pressing them to lean in—it seems like I am letting our institutions off the hook. Or even worse, they accuse me of blaming the victim. Far from blaming the victim, I believe that female leaders are key to the solution. Some critics will also point out that it is much easier for me to lean in, since my financial resources allow me to afford any help I need. My intention is to offer advice that would have been useful to me long before I had heard of Google or Facebook and that will resonate with women in a broad range of circumstances.

I have heard these criticisms in the past and I know that I will hear them—and others—in the future. My hope is that my message will be judged on its merits. We can't avoid this conversation. This issue transcends all of us. The time is long overdue to encourage more women to dream the possible dream and encourage more men to support women in the workforce and in the home.

We can reignite the revolution by internalizing the revolution. The shift to a more equal world will happen

person by person. We move closer to the larger goal of true equality with each woman who leans in.

The Leadership Ambition Gap

What Would You Do If You Weren't Afraid?

MY GRANDMOTHER ROSALIND Einhorn was born exactly fifty-two years before I was, on August 28, 1917. Like many poor Jewish families in the boroughs of New York City, hers lived in a small, crowded apartment close to their relatives. Her parents, aunts, and uncles addressed her male cousins by their given names, but she and her sister were referred to only as "Girlie."

During the Depression, my grandmother was pulled out of Morris High School to help support the household by sewing fabric flowers onto undergarments that her mother could resell for a tiny profit. No one in the community would have considered taking a boy out of school. A boy's education was the family's hope to move up the financial and social ladder. Education for girls, however, was less important both financially, since they were unlikely to contribute to the family's income, and culturally, since boys were expected to study the Torah while girls were expected to run a "proper home." Luckily for my grandmother, a local teacher insisted that her parents put her back into school. She went on not only to finish high school but to graduate from U.C. Berkeley.

After college, "Girlie" worked selling pocketbooks and accessories at David's Fifth Avenue. When she left her job

to marry my grandfather, family legend has it that David's had to hire four people to replace her. Years later, when my grandfather's paint business was struggling, she jumped in and took some of the hard steps he was reluctant to take, helping to save the family from financial ruin. She displayed her business acumen again in her forties. After being diagnosed with breast cancer, she beat it and then dedicated herself to raising money for the clinic that treated her by selling knockoff watches out of the trunk of her car. Girlie ended up with a profit margin that Apple would envy. I have never met anyone with more energy and determination than my grandmother. When Warren Buffett talks about competing against only half of the population, I think about her and wonder how different her life might have been if she had been born half a century later.

When my grandmother had children of her own—my mother and her two brothers—she emphasized education for all of them. My mother attended the University of Pennsylvania, where classes were coed. When she graduated in 1965 with a degree in French literature, she surveyed a workforce that she believed consisted of two career options for women: teaching or nursing. She chose teaching. She began a Ph.D. program, got married, and then dropped out when she became pregnant with me. It was thought to be a sign of weakness if a husband needed his wife's help to support their family, so my mother became a stay-at-home parent and an active volunteer. The centuries-old division of labor stood.

Even though I grew up in a traditional home, my parents had the same expectations for me, my sister, and my brother. All three of us were encouraged to excel in school, do equal chores, and engage in extracurricular activities. We were all supposed to be athletic too. My brother and sister joined sports teams, but I was the kid who got picked last in gym. Despite my athletic shortcomings, I was raised