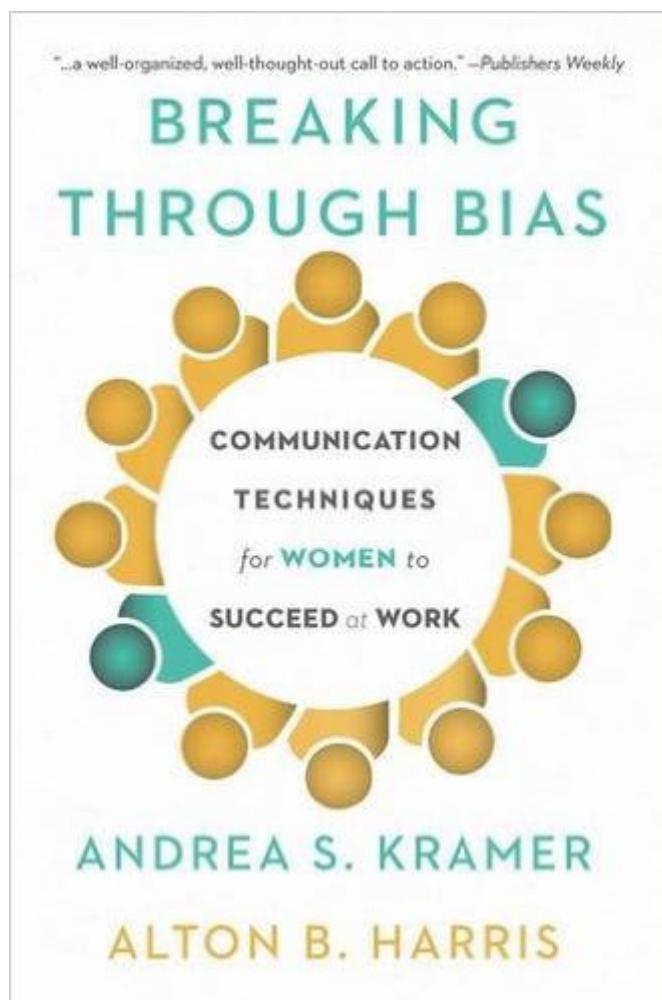


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# Breaking Through Bias: Communication Techniques For Women To Succeed At Work



## **Synopsis**

More than fifty years after the beginning of the Women's Movement and forty years after passage of Title IX, women are still not "making it" in traditionally male careers. Women start their careers on parity with men but generally end them far earlier, having achieved less status, lower compensation, and less satisfaction than men. *Breaking Through Bias* explains that it is the stereotypes about women, men, work, leadership, and family that hold women back, and it presents an integrated set of communication techniques that women can use to avoid the discriminatory consequences of these stereotypes. Women define career success in a wide variety of ways. But whatever a woman's personal definition, if she is in a traditionally male-dominated career--virtually all high status, highly compensated fields--her career is at risk because of pervasive gender stereotypes. This highly practical book makes clear that women don't need to change who they are to succeed in their chosen careers, and they certainly don't need to act more like men. Women do, however, need to be attuned to the negative gender stereotypes that surround them; they need to anticipate the biases these stereotypes foster, and they need to manage the impressions they make to avoid or overcome these biases. Based on the authors' personal experiences as business leaders and practicing attorneys, involvement in compensation and hiring decisions, extensive mentoring activities, and numerous scientific and academic studies, *Breaking Through Bias* presents unique, practical, and effective advice about how women can at last break through gender bias in the workplace and win at the career advancement game.

## **Book Information**

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## **Customer Reviews**

As a woman lawyer in a particularly male-dominate practice area, I cannot over-emphasize how relevant the advice in this book is. For nearly a decade, I have watched men say and do things that, if said or done by me, would be viewed as "too much" or, at best, "intense." Men, on the other hand, tend to get praise for the exact same speech contents and, often, patterns. Unlike a number of books on women in the workplace recently, that Andie's husband, Al, co-wrote this gives it a unique spin by providing the viewpoint of a senior male lawyer on women in the legal workplace. That, and the myriad examples from Andie's long career in (also) a very male-dominated practice area are two of several characteristics of this book that set it apart from similar volumes. Far from a book that's just for lawyers, this is a book that any woman or person dealing with women (so, presumably, just about everyone) in corporate America needs to read. These communication issues arise in all types of workplaces, and progressing away from the negative examples will benefit all businesses, regardless of field, because it will permit them to learn to absorb ideas from all members of the team. This open dialog almost surely has to be a positive for not only employee satisfaction, but for the bottom line, as exchanges of better and more ideas can only lead to better and more innovation.

After 15+ years as a creative entrepreneur, I found myself needing to return to Corporate America for both financial stability and ability to pursue goals and projects not possible or accessible as a lone artist. My Aunt got me a copy of this book and it was right on time as I was gearing up for the presentation and interview game, to be followed by having to navigate team dynamics again (with any luck). The book made me really stop and take a look at both my verbal and non-verbal style and to be careful of what I'm saying there and how I might be perceived. A really good chapter with helpful tips and tactics, was the one dealing with "Difficult and Tricky Interactions," including feedback & criticism (getting it and giving it -- both delicate). #ugh! I was really surprised (and helped) by the info about getting recommendations and the different way that women are typically written about vs. men. Reaaaally helpful to keep an eye on that and steer reccos from professional contacts accordingly. This book is helpful for those currently navigating their work and professional environments, but for those who are just diving in? REALLY a must-read. So many helpful things to be mindful of, reminded of and so many things I never thought of! Great info and great timing.

With a daughter who just was sworn in, I thought this would be the perfect gift for a young female lawyer. I have been in and around lawyers and law firms for better than 44 years, and have watched the ranks of women increase from nearly nonexistent to dominant roles in private firms and the public sector. I have known enough women attorneys to know the road to success is littered with

potholes and pedants and pompous partners."Breaking Through Bias" provides wonderful and practical advices on how to navigate what is still a male-dominated profession at the top levels. And the authors have made this readable, not preachy. Every young lawyer--male or female--should read this insightful book. And it wouldn't hurt the managing partners to digest the wisdom here.

This book is an extremely helpful guide for both women and men to acknowledge and work towards changing traditionally held views on women in the workplace. My favorite aspect of the book is the very straightforward language used to describe common situations of gender bias and positive ways to handle them as they arise in work environments. I believe this is one of the biggest strengths of the book because it is written for professionals in the workplace today, not set in an idealized world when you have the luxury to work with people who are all educated regarding these issues, and the book outlines methods to overcome these obstacles. I highly recommend this to all of my own friends and colleagues.

One of my young mentees recently complained to me that her annual review included a criticism that she was not "nurturing enough" of her male direct reports. She wondered if a man would be dinged with the same words. I immediately recommended *Breaking Through Bias* to her. Finally, someone said what needed to be said about how discriminatory stereotypes affect our promotions, pay, reviews and careers. For so many years, women lawyers simply doing their jobs was characterized as "aggressive" or "bitchy", while men "behaving" the same way were called "effective" or "strong". Thank you Andrea Kramer and Alton Harris for this superb book on communication which I wish I had access to 35 years ago at the beginning of my legal career. The specificity of the teachings in this most valuable handbook is so useful. Lawyers, executives and any woman climbing the steps in the business world will find this book a must have. I will assign it to all of my law students, men and women, and hope this next generation of business professionals will learn how words influence careers.

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