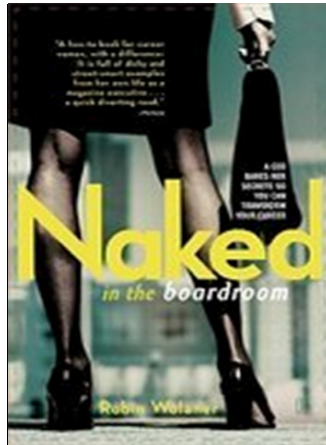


Naked in the Boardroom

A CEO Bares Her Secrets So You Can Transform Your Career



Author: Robin Wolaner
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■ The Big Idea

When Robin Wolaner entered into a joint venture with Time Inc. to launch her brain child, Parenting, she made business history as a successful – and rich – woman in a male-dominated magazine industry. Now for women who are wondering just what it takes to pull off their own triumphs in the fickle business world, Wolaner presents 80 Naked Truths that provide instantly gratifying lessons for ambitious women.

Presented in delicious, bite-sized nuggets, Wolaner's Naked Truths can be put into action regardless of experience, industry, or whether the reader is a one-woman start-up or a big-company employee. With wisdom and attitude, Wolaner reveals:

- Why showing honest emotion helps in the workplace
- The one thing women need to learn to negotiate successfully
- Effective ways to recover from a mistake
- Unusual advice for hiring and firing – and for being hired and fired

For anyone who sees success on the horizon, Naked in the Boardroom will get you there on your own terms.

Why You Need This Book

Women in businesses today will far exceed the successes of the previous generation's women if they can just be themselves – be real – at work. This book will tell you how to be who you are and make it work for you. And you can keep your clothes on.

HEY CARLY, IT'S DIFFERENT BEING A WOMAN

- Sometimes it's better to be female in business, sometimes its worse, but it's rarely the same.
- Business is personal.
- Don't meet with a male colleague in a hotel room or private residence. Intentions may be innocent, but complications always happen.
- Terrible things can happen to a woman in business; the victims let it ruin their careers, the victors move on.
- Viva la difference. When being female is an advantage, use it.
- Women are mortified by evidence of their own frailties. Don't be. No one else notices nearly as much as you do. Memories are short, and besides, most men are shameless about their own failings.

BURN YOUR CAREER PLAN

- Relax and enjoy your early career. Now's the time to put in longer hours and extra effort, before family obligations and awareness of life's brief time horizon set in.
- Learn to be your own evaluator, and find the benchmarks to know how you're doing, even when your boss won't tell you.
- Showing honest emotion helps you in the workplace.
- Opportunity is more likely to fall into your lap if you are at a fast-moving company. Choosing a growing, or at least a changing, business over a prestigious one.
- If you have a sense of humor, keep it handy.
- Before worrying overly about your job's lack of challenge – and certainly before complaining about it – concentrate on delivering.
- Take chances. The boldest women are not necessarily fearless; they know how to reduce risks.
- If you're not over your head with a new job, you haven't moved far enough.
- Women sabotage themselves by thinking about all the ways they are not perfect for a job opportunity. (Men are troubled by this.) Don't compare yourself to the ideal – compare yourself to the other candidates.

HOW TO LISTEN TO YOUR GUT

- Your body may give you signs before your brain has figured out your next move. Pay attention to illnesses that may be psychosomatic, and to your general physical condition.
- If you have trouble coming to economic/power terms with a key hire, think twice – or three times. Don't ignore this valuable glimpse into future struggles.
- Don't heed advice just because you're paying for it. Experts don't know everything.
- When you know something is right and inevitable, don't put it off to protect your emotional well-being. Like tearing off a Band-Aid: Get it over with.
- Many business ethics decisions are in the gray area, with arguments on both sides. In the end, you need to do what makes your gut feel good.
- When something happens that doesn't sit well in the pit of your stomach, don't forget that feeling even if the circumstances have changed. The feeling is real; the change in circumstances may not be.

MENTORS AND ANTI MENTORS

- Choose your teachers based on talent and personal connection, not upon hierarchy or shared gender.
- You can learn the most from antimentors, whose bad behavior you vow never to emulate.
- Once a mentor, not always a mentor.

- Temporarily out of favor and very senior people may have more time for you. Since you are looking for learning, not self-promotion, don't stand on ceremony.

DOING THE RIGHT THING

- When the stakes are enormous and the pressure is intense, even a normally ethical person can make a mistake.
- Don't overlook a potential hero just because he wears a suit.
- If you make a costly gesture in order to earn others' gratitude, you've wasted your money: Most will feel entitled to, or forget, the generosity. But if you do it because it's the right thing, you will always be rewarded.
- It may be a tenuous and easily overlooked connection, but some business decisions have life and death impact. Think about the ultimate consequence of your actions.

When one of your core values is challenged, you need to speak out. Loudly. Save polite demeanor for less important issues.

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