

# MAKERS

## WOMEN IN BUSINESS

### Overview:

**MAKERS: Women In Business** tells the story of the exceptional women—past and present—who have taken the world of business by storm. Told by female business leaders themselves, this is a candid exploration of what it takes to make it and a celebration of the extraordinary individuals who, over the course of 50 years, have proven—on Wall Street, in corporate America or business empires of their own—that a woman's place is wherever she believes it to be. Some of the featured business leaders include Ursula Burns, the CEO of Xerox and the first African-American woman to head a Fortune 500 company; Sallie Krawcheck, Wall Street powerhouse and current owner of the global networking platform for women, *85 Broads*; Indra Nooyi, CEO of Pepsi Co; and Sheryl Sandberg, COO of Facebook, whose provocative book, *Lean In*, ignited a national conversation about women, feminism and equality in the workplace. Produced by Leah Williams and directed by Jamila Wignot. Narrated by Julianna Margulies.

Expanding on the critically acclaimed PBS documentary *MAKERS: Women Who Make America*, which told the story of the modern American women's movement, each documentary in this six-part PBS series examines the impact of the women's movement on six fields once largely closed to women: business, space, Hollywood, comedy, war and politics. In each field, women have pried open, and profoundly reshaped, the central institutions of American life and culture. In the last half-century, women have fought their way into nearly every sphere of American life, from the battlefield to the comedy club, the soundstage to the Senate. Through intimate interviews with trailblazing women known and unknown, viewers are given a rare glimpse—sometimes funny, sometimes sad, and always candid—of what it was like to be pioneers in their fields. Directed by some of the country's leading independent filmmakers, *MAKERS* brings to life new and unforgettable stories that every woman, man, girl and boy should know. Other documentaries in this series include *Women in Comedy*, *Women in Business*, *Women in Space*, *Women in Hollywood*, and *Women in Politics*.

MAKERS is also a growing archive of women's stories. At [makers.com](http://makers.com) you can meet over 250 Makers. For more MAKERS in Business:

#### **Linda Alvarado: <http://www.makers.com/linda-alvarado>**

Linda Alvarado began her career as a laborer for a groundskeeper in college, moved into construction management, and formed her own company, Alvarado Construction. She builds high-rises, hotels, sports arenas, convention centers and her co-ownership of the Colorado Rockies makes her the first woman and first Hispanic owner in the history of Major League Baseball.

**Sara Blakely: <http://www.makers.com/sara-blakely>** Sara Blakely had the idea for Spanx, then spent two years developing the invention, writing her own patent and cold calling hosiery manufacturers. With honest pursuit and ambition, Blakely became the youngest self-made female billionaire, and in 2006 she launched The Sara Blakely Foundation to help women through education and entrepreneurial training.

#### **Ursula Burns: <http://www.makers.com/ursula-burns-0>**

With engineering degrees from Columbia and NYU, Ursula Burns's 2009 ascension, as Chief Executive Officer of Xerox and as Chairperson of its Board the following year, made her the first African-American woman to head a Fortune 500 Company. In 2010, Burns was appointed vice chair for the President's Export Council.

#### **Wendy Clark: <http://www.makers.com/wendy-clark>**

Wendy Clark served as the senior vice president and director of client service at GSD&M, a nationally-acclaimed advertising agency based in Austin, Texas, and eventually became Senior Vice President, Advertising for AT&T. In 2008, Clark received the call from Coca-Cola and currently oversees global design, marketing communications, media, sponsorships, interactive marketing and marketing of the company's Live Positively sustainability platform.

**Andrea Jung: <http://www.makers.com/andrea-jung>**

Andrea Jung graduated magna cum laude from Princeton in 1979 and worked as an executive at Neiman Marcus and other retailers before joining Avon in 1994, quickly moving up the company ranks, building the company's global brand. In 1999, at age 41 and only five years after her arrival at Avon, Jung was named CEO of Avon Worldwide, becoming Chairman in 2001.

**Sheryl Sandberg: <http://www.makers.com/sheryl-sandberg>**

Sheryl Sandberg has spent more than two decades at the highest reaches of governmental and corporate America. As Vice President of Global Online Sales and Operations at Google, Sandberg was instrumental in building what is now one of the most influential enterprises on the planet. She joined Facebook in 2008 as its Chief Operating Officer.

**Martha Stewart: <http://www.makers.com/martha-stewart>**

Martha Stewart spent the 1980s working on a series of successful cookbooks, and drew the spotlight of both the Larry King and Oprah Winfrey shows. The *Martha Stewart Living* magazine (1990) and Martha's own television show (1993, now called "Martha") helped make her a household name in every sense: her eponymous lines of home-improvement products and furnishings are featured at Macy's, Home Depot, Staples, PetSmart and, soon, at JCPenney.

**Meg Whitman: <http://www.makers.com/meg-whitman-0>**

Meg Whitman was neither a tech geek nor web-obsessed venture capitalist when she took the helm of eBay, then a small collectibles auction site, in 1998, and transformed it into one of the tech world's most admired success stories. During her time as CEO, the company grew to approximately 15,000 employees and \$8 billion in annual revenue by 2008. On more than one occasion, she was named among the top five Most Powerful Women by Fortune Magazine and, in 2010, Harvard Business Review named her the eighth-best-performing CEO of the past decade.

**Discussion Questions:**

Carla Harris of Morgan Stanley defines herself as "being negatively motivated." If you tell her she can't do something, that just makes her want to do it more. Are you motivated by negative or positive forces?

Carla Harris also notes that later in her career at Morgan Stanley she earned a reputation for being "tough." For many women it seems they had to adapt a tough persona in order to be taken seriously, yet for other women being perceived as "tough" or, rather, not feminine was a negative. Is there a balance yet between being who women are and what the workforce asks of them?

In addition to learning how to be "tough" other women had to learn how to drink, play golf, and otherwise acquire what were perceived to be "male" habits. Given that so much of the business world seems to be entangled with a social element, why has it been so hard for women when being social seems to come more naturally to women?

Meg Whitman says that she didn't set out to be a CEO, she just thought "wouldn't it be fun to do what the guys do." Does it really look that much fun to everyone?

Dress codes (stated and unstated) are a frequent theme throughout conversations of women in business settings. We have evolved past those "little ties" and power suits, but are women still censored in their clothing choices? Men?

Many women are criticized for "trying to be men," yet it seems that they are equally criticized when they aren't man enough. Is there a better balance yet? How did the business world adapt a male norm in the first place?

Many successful women in business went to all women's colleges, yet few work in all women or even female-dominated offices. Why does that single-sex setting seem to provide such fertile ground to future female business leaders? In fact, much of the business world – Wall Street in particular – created such a harsh climate for women, far from the supportive environment of their colleges, but most women say that only motivated them more.

Lulu Wong noted that she was home making bread, while her husband was off making decisions. Once she started working there was no looking back – she loved the daily challenges and being in a stimulating environment. Of course, not all women feel the same way about their work lives. Are some women more inclined to a “work” world? And why haven’t we yet explored men who might be more inclined toward a domestic world?

Madison Avenue was one of the more open industries because they needed employees who could market to women. Women were valued because they could “communicate with the customer.” Yet advertising proved to be only mildly friendly to women. When Mary Wells was in line to assume a top position at her firm her boss noted: “Men aren’t yet ready to accept women as the head of an advertising agency.” Years later Shelly Lazarus would assume a similar role in advertising. Does that confirm that the world had shifted too much to accept a woman in that position?

Mary Wells was famous for saying “desire beats talent all the time.” Do you agree?

Muriel Siebert, who was making about \$4,000 less than her male colleagues, said had to learn to speak two languages. Is it still true that all of this pressure to adapt is the responsibility of women? Do we hear men who acquire a taste for fancy shoes so they can fit in with their female colleagues?

Ursula Burns grew up in public housing in New York City and eventually was made CEO of the Xerox Corporation after 30 years at the company. When news of her new role was made public she said: “this is the best goddamn thing in the world.” What other “best” things should we hope for in the world of women in business?

Listening to all of these women’s stories: What would it really mean for a company to be good for women? Is that achievable for the vast majority of companies?

## **Resources:**

### ***Organizations Helping Women in Business:***

**2020 Women on Boards** is a national campaign with the goal of increasing the number of women on US company boards to 20% by 2020. Search their database of public and private companies that they categorize based on the gender composition of their boards and find out how you can get involved!

<http://www.2020wob.com/>

**Catalyst** is a nonprofit organization dedicated to expanding opportunities for women in business and creating more inclusive workforces that reflect the diversity of the community. Catalyst provides extensive reports and data on women in business in the U.S. and other parts of the world.

<http://www.catalyst.org>

Phone: 212-514-7600

[info@catalyst.org](mailto:info@catalyst.org)

**Center for American Progress Women’s Initiative** is an independent nonpartisan institution with several projects under its umbrella. CAP’s Women’s Initiative aims to use CAP’s expertise in public policy to promote women in the workplace and our economy. Find great reports, statistics and data on their website.

<http://www.americanprogress.org/>

**Lean In** offers women support and inspiration through community, education and lean-in circles. You can find a circle, watch videos, or read inspirational stories from other women in the lean-in community online.

Leanin.org

[info@leanin.org](mailto:info@leanin.org)

**WorkLife Law** at UC Hastings College of Law works to jumpstart the gender revolution by developing new intellectual framework and creating concrete tools and research.

(415) 565-4640

[hotline@worklifelaw.org](mailto:hotline@worklifelaw.org)

<http://worklifelaw.org/>

**Center for Talent Innovation** focuses on ground-breaking research that leverages talent across the divides of gender, generation, geography and culture; and it creates a community for organizations that support the Center's mission of fully realizing that talent's potential.

Tel: 212.315.2333

[info@talentinnovation.org](mailto:info@talentinnovation.org)

<http://www.talentinnovation.org/>

**Forte Foundation** inspires women to apply for MBAs while helping women advance in their business careers once started. Voted in Forbes top 100 Websites for Women in 2013, you can find scholarships, events, a job center, and more.

<http://www.fortefoundation.org>

**American Express OPEN for Women CEO Boot Camp** is designed for female CEOs to immerse women in fundamental pillars for successful ventures: confidence, competence, connections.

<https://www.americanexpress.com/us/small-business/openforum/ceobootcamp/Views/Home/>

**SBA (Small Business Association)** provides resource to women entrepreneurs at all levels, whether they are just starting out or hoping to grow a current business. Find a mentor, learn about legal requirements, write a business plan and more online.

<http://www.sba.gov/content/women-owned-businesses>

**National Partnership for Women and Families:** National Partnership for Women and Families works to promote women and families through policy. They work to promote workplace fairness, eliminate the wage gap and much more. Learn more about the issues and what you can do to help on their website.

202-986-2600

[info@nationalpartnership.org](mailto:info@nationalpartnership.org)

<http://www.nationalpartnership.org/>

**Womenable** works to empower women in business around the world. Through research, publications, concise communications, and more they aim to improve the environment for women-owned businesses worldwide.

[www.womenable.com](http://www.womenable.com)

## Read/Learn More:

*Harvard Business School Case Study: Gender Equity* [http://www.nytimes.com/2013/09/08/education/harvard-case-study-gender-equity.html?pagewanted=all&\\_r=0](http://www.nytimes.com/2013/09/08/education/harvard-case-study-gender-equity.html?pagewanted=all&_r=0)

*An Elusive Jackpot: Riches Come to Women as C.E.O.s, but Few Get There*

<http://www.nytimes.com/2014/06/08/business/riches-come-to-women-as-ceos-but-few-get-there.html?module=Search&mabReward=relbias%3Ar%2C{%-22%22%3A%22RI%3A17%22}>

*Tracking Sun Valley's Most Wanted Guest: Marissa Mayer* [http://dealbook.nytimes.com/2014/07/10/tracking-sun-valleys-most-wanted-guest-marissa-mayer/?\\_php=true&\\_type=blogs&module=Search&mabReward=relbias%3Ar%2C{%-22%22%3A%22RI%3A17%22}&\\_r=0](http://dealbook.nytimes.com/2014/07/10/tracking-sun-valleys-most-wanted-guest-marissa-mayer/?_php=true&_type=blogs&module=Search&mabReward=relbias%3Ar%2C{%-22%22%3A%22RI%3A17%22}&_r=0)

*Boardroom Debate*

<http://fortune.com/2014/09/25/boardroom-breakthrough-gender-diversity-is-flourishing-among-board-nominees/>

*The Motherhood Penalty vs. The Fatherhood Bonus: A Child Helps Your Career if You're a Man*

<http://www.nytimes.com/2014/09/07/upshot/a-child-helps-your-career-if-youre-a-man.html?module=Search&mabReward=relbias%3Ar%2C{%-22%22%3A%22RI%3A17%22}&abt=0002&abg=0>

*Entrepreneurship is the New Women's Movement*

<http://www.forbes.com/sites/work-in-progress/2012/06/08/entrepreneurship-is-the-new-womens-movement/>

